



# Children's Safeguarding and Social Care Performance Improvement Plan

2012-2013

(Version 7: 01.02.2013)

## **Introduction.**

This is the third Safeguarding and Social Care improvement plan. Much of the first two improvement plans have been implemented and there has been a steady improvement over the last 2 years in children's social care services. In October 2011 a re-alignment of services saw the joining of the Early Intervention Service and Youth Support (which includes targeted youth support) to Children's Social Care. This provided an important opportunity for better co-ordination of services to children and their families, particularly around early help, across the age range.

During 2011/12 a number of inspections took place across the service which validated an improving picture.

- The inspection of the Contact and Referral service in April 2011 acknowledged the improvements that had been made in that service, found no priority areas for action and commented on the highly effective leadership
- 3 Children's Centres were inspected throughout the year and all were deemed good with outstanding features
- The Fostering Service was inspected in May 2011 and was found to be good, with the service achieving good in each category of inspection
- The Youth Offending Team was inspected in November 2011 and was given the highest possible grade 'minimum improvement'
- A thematic inspection of safeguarding disabled children took place in Feb 2012 and good feedback was received.

In July 2012 Bromley Children's Social Care was only the third authority in the county to undergo the new Ofsted inspection framework for inspecting arrangements for the protection of children. The new framework takes account of the Munro review and a significant number of cases were examined in depth following the journey of the child through the process of interventions from early help through to step down following a child having been the subject of a child protection plan.

Following the inspection Bromley was deemed as adequate and providing a safe and secure child protection service. Inspectors were clear that Bromley meets requirements and has compliance in all areas of child protection practice.

However, the challenge for Bromley Children's Social Care is to move forward and build a quality service. The very useful feedback from inspectors has helped to shape some of this improvement plan together with other priorities particularly in relation to Looked After Children.

The areas in this plan which have been identified for improvement are divided into 5 themes:

**Strategic vision and leadership, Building a quality service, Assuring quality, Listening to children, young people and their families and improving outcomes for Looked After Children**

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| <b>Outcome 1</b> | <b>Strategic vision and leadership</b> |
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**Understanding the Issue/ benefits:**

There are clear arrangements in place for elected members to scrutinise the service to protect children and for looked after children. However, more could be done to provide them with the necessary tools and opportunities to carry out their challenge role. This is important to ensure that there is effective scrutiny of services at the elected member level and they can challenge officers and be assured that children in Bromley are safe.

In addition there are key aspects of the service where a more strategic and coordinated approach is required to improve impact and outcomes for children and their families. This will ensure that resources across agencies are used to the best possible effect in securing services that make a difference to children's lives.

| Actions | Action Summary   | Outcome   | Links with other plans/ documents | Start date/ end date/ milestones | Owner  | Current Status/ Risks (Red/ Amber/ Green)                    |
|---------|--|---|-----------------------------------|----------------------------------|--------|--|
| 1.1     | Care Services and Education Portfolio Holders to attend Bromley Safeguarding Children Board Executive meetings.  | Key political leaders are engaged more fully in the work of BSCB and play a part in the strategic direction for safeguarding in Bromley   | Ofsted inspection<br>July 2012    | September 2012                   | KW/ JD | <b>GREEN Completed</b><br>Attendance at BSCB meetings agreed |
| 1.2     | An induction and training programme should be established to assist elected members in their understanding of core safeguarding and corporate parenting responsibilities | An annual induction for all new elected members will be established to assist them to understand the core business of children's social care and their role in it<br><br>In addition lead members will be assisted to more effectively challenge in their lead safeguarding and corporate parenting roles | Ofsted inspection<br>July 2012    | November 2012                    | KW     | <b>GREEN Completed – November 2012</b>                       |

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| 1.3 | Over arching looked after children strategy to be completed. | The strategy will set out a clear vision of how services in Bromley will work together to improve outcomes for looked after children and care leavers                                      |                           | Start: September 2012<br><br>Draft document: December 2012<br><br>End: March 2013 when presented to PDS               | IL | <b>AMBER</b><br><b>In development</b><br>Draft LAC Strategy to be considered at LAC Strategy Group meeting in December 2012                                  |
| 1.4 | Sufficiency strategy to be completed                         | The strategy will analyse current placement trends and set out a plan for how to improve sufficiency for Bromley LAC.  | Care Planning audit tool. | Start: September 2012<br><br>Draft document: December 2012<br><br>End: March 2013 when presented to PDS               | RW | <b>AMBER</b><br><b>In development</b><br>Draft LAC Strategy to be considered at LAC Strategy Group meeting in December 2012, to include Sufficiency Strategy |
| 1.5 | Active involvement strategy and action plan to be completed  | The strategy will set out the commitment of Bromley to ensure that the views and experiences of young people who use social care services are sought and influence the design of services. |                           | Start: working group established December 2012<br><br>Draft strategy: March 2013<br><br>End/ delivery date: June 2013 | AB | <b>AMBER</b><br><b>In development</b>  |

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| 1.6 | A strategy for delivering services to young people aged 11+ needs to be developed. | The strategy will set out how services will work together more effectively to deliver early intervention services to young people aged 11+. It will include how the young person is worked with holistically within their family. | Ofsted inspection<br>July 2012 | Start date: October 2012 – work group established<br><br>Draft strategy March 2013<br><br>End date: June 2013   | MT/<br>PK | <b>AMBER</b><br><b>In progress</b><br>Multi agency 'Troubled Young People' group established to focus on providing co-ordinated support.                                |
| 1.7 | Full roll out of Multi Agency Safeguarding Hub                                     | A fuller range of partners will be involved in early intervention work which will be better informed by shared information.   | Ofsted inspection<br>July 2012 | Start: July 2012 – operating as virtual team<br><br>New location for MASH team: Jan 2013<br><br>End: March 2013 | MT        | <b>AMBER</b><br><b>In progress</b><br>Full roll out of the MASH on track<br><br>Some delay with setting up of police IT equipment. Team will be integrated by June 2013 |
| 1.8 | The Tackling Troubled Families strategy will be implemented.                       | Targeted resources across a range of services will be focused on the most vulnerable families in Bromley and improved outcomes will be measured across a range of indicators.   |                                | Start date: September 2012<br><br>Appointment of co-ordinator: Jan 2013<br><br>End date: March 2013             | MT        | <b>AMBER</b><br><b>In progress and on track</b><br><br>Target: to work with 160 families.   |

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| 1.9  | A local protocol, agreed by the BSCB, needs to be in place around the input of the CAIT team into section 47 discussions and meetings to improve the current input from the police. In addition CSC must establish a more robust process for including other partners in strategy decisions and meetings. | Section 47 investigations will be better informed by full information from relevant partners and risk will be better assessed.  | Ofsted inspection<br>July 2012 | Start date: August 2012<br><br>September 2012:<br>Regular meetings to be established with police CAIT<br><br>End date/ report to BSCB March 2013                                   | MT | <p><b>RED</b></p> <p>Meetings have not been established. Staffing resources within CAIT have militated against this. Two meetings with CSC have been cancelled by CAIT.</p> <p>Matter to be referred to BSCB.</p> |
| 1.10 | Review the recruitment and retention strategy to ensure it continues to promote the recruitment of high quality social workers and aids their retention.  | Bromley will continue to have low levels of vacancies or agency staff and children and their families will be afforded a consistent service from high quality social workers. |                                | Start date:<br>September 2012<br><br>Review completed:<br>Jan 2013<br><br>Review presented to elected members:<br>March 2013<br><br>Implementation and end date:<br>September 2013 | KW | <p><b>AMBER</b></p> <p><b>In progress</b></p> <p>Review of Recruitment &amp; Retention going to Executive</p>   |

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| <b>Outcome 2</b> | <b>Building a quality service</b> |
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**Understanding the Issue/ benefits:**

While the recent Ofsted inspection found the safeguarding service to be compliant with statutory requirements they identified that more needed to be done to improve the quality of the service given around the analysis within assessment and ensuring plans for children are outcome focused. This will ensure that the right services are working with children and their families at the right level of provision and the most targeted work is focused on the children at greatest risk.

A particular weakness was identified around the response to neglect with too much unfocused work without timely interventions. Social work interventions for children living in situations of neglect must effect change in a timely manner and parents must be clear about the consequence if change does not happen.

| Action<br>ns | Action Summary   | Outcome  | Links with<br>other plans/<br>documents | Start date/ end<br>date/ milestones | Owner     | Current Status/ Risks<br>(Red/ Amber/ Green)  |
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| 2.1          | Following on from the introduction of the strengthening families model of chairing child protection conferences, training will be introduced for all first line managers to improve the chairing of meetings (CIN/ Core group etc.) and ensure the focus is kept on the child. | All meetings regarding children should be outcome focused and have SMART plans which are clearly understood by parents and include contingency provisions if plans are not effective in agreed timescales. | Ofsted inspection<br>July 2012          | November 2012                       | SH/<br>YD | <b>GREEN</b><br><b>Completed – November 2012</b><br>Training arranged for 3 & 10<br>December 2012 |

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| 2.2 | Procedures will be developed around the CIN process to include visiting requirements/ expectations around reviewing the core assessment/ CIN meetings before step down and closure/ requirement for managers to chair CIN meetings. | All staff and managers will be clear about expectations around CIN work. The quality of CIN work will be enhanced.  | Ofsted inspection<br>July 2012 | Start date:<br>September 2012<br><br>Information collated:<br>December 2012<br><br>End date: May 2013 | SP        | <b>AMBER</b><br><b>In progress</b><br>Completion of this has been set back by resignation of current post holder. Will be completed when new officer in post. |
| 2.3 | The CIN formats on CareFirst will be reviewed to ensure that they are fit for purpose and capture the voice and experience of the child.  | The recording format will assist social workers and their managers in ensuring eh decisions made at CIN meetings promote improved outcomes for children and their families. |                                | Start date:<br>October 2012<br><br>Project plan:<br>December 2012<br><br>End date: March 2013         | JD        | <b>AMBER</b><br><b>In progress</b><br>The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan.    |
| 2.4 | A new format for recording decisions of LAC reviews will be introduced.   | The decisions from LAC reviews will evidence how care plans are having an impact on improving outcomes for young people. The plans will be SMART.                           |                                | Start date:<br>October 2012<br><br>Project plan:<br>December 2012<br><br>End date: March 2013         | SW/<br>VR | <b>AMBER</b><br><b>In progress</b><br>New form has been developed and awaiting sign off   |



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| 2.5 | Exemplars of good plans will be put together to assist managers to give guidance to managers how a good plan looks for CP/ CIN/ Core groups.   | The guidance will assist managers in ensuring plans for children are outcome focused.   |  | Start date:<br>October 2012<br><br>End date:<br>December 2012   | SP            | <b>AMBER<br/>In progress</b><br>Awaiting revision of plan forms to be agreed<br><br>Some delay due to change of personnel. New due date: June 2013 |
| 2.6 | The programme of training for the improvement of social worker skills will continue.   | Social work skills for the engagement of children and their families and for the analysis of risk will be improved. Social workers will provide interventions that assist in promoting change in families rather than compliance. |  |   | MT/<br>SP/ JD | <b>GREEN<br/>Completed</b><br>Programme is in place and continuing   |
| 2.7 | Fostering and adoption social workers will undertake ADAM training.  | Assessments of carers will use attachment processes to ensure carers and adopters have the necessary personal profiles to provide the highest quality of fostering and permanent placements.                                      |  | November 2012   | JD/ IL        | <b>GREEN<br/>Completed</b><br>Training dates in place – 26/27 November 2012  |
| 2.8 | A bespoke programme of skills training for the LAC, Leaving care, IRO service will be commissioned. This will focus on effective care planning with the involvement of young people and their families | Children, Young People and their families will be better engaged in the care planning process and the impact of interventions with LAC will be more evident.  |  | Start date:<br>November 2013<br><br>Delivery of IRO training: Feb<br><br>Delivery of LAC/ LCT training: May 2013<br><br>End: May 2013 | JD            | <b>AMBER<br/>In progress</b><br><br>IRO training has been commissioned. LAC/ LCT training yet to be commissioned.                                  |

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| 2.9  | A review of role and function of the TAPPS service will be undertaken. This will include an audit of all cases open to the TAPPS team.  | This will link to the development of a strategy for the provision of services to young people aged 11+ and will ensure that this service is focused and coordinated with other relevant services and offers a service in a structured and SMART way to improve outcomes for young people and their families.   | Ofsted inspection<br>July 2012 | Start date:<br>September 2012        | MT           | <b>AMBER</b><br><b>In progress</b><br>Review of Service underway  |
|      |   |  |                                | Options report to AD: December 2012  |              |   |
|      |   |  |                                | August 2012                          | Audit JD/ SW | <b>GREEN</b><br><b>Completed</b><br>Audit of TAPPS team completed August 2012   |
| 2.10 | A review will be undertaken of the assessment tools used in children's social care. This will include consideration of how the assessment tool integrates with the assessment of disabled children. | This review will seek to align the early intervention and social care assessment models and provide an integrated pathway of assessment for the child's journey through services in Bromley. The assessment model will provide an analytical tool to ensure that assessments clearly identify risk in a way that is understood by carers, that takes account of issues of diversity within the assessment and provides a framework to deliver service for the child. |                                | Start date:<br>October 2012          | MT           | <b>AMBER</b><br><b>In progress</b><br>Review underway.<br><br>Some delay is being experienced as the anticipated publication of the new Working Together by government has been delayed. In addition the London Safeguarding Children Board is consulting on the production of an assessment tool for London and any new approach by Bromley needs to await these two developments. |
|      |   |  |                                | Draft assessment tool: January 2013  |              |   |
|      |   |  |                                | Implementation/ end date: March 2013 |              |   |
| 2.11 | Chronology training will be given to all social workers.  | All cases open to a social worker will have an up to date chronology. The chronology will be used as an analytical tool to assist in the assessment of risk and to keep a focus on the experience of the child.  | Ofsted inspection<br>July 2012 | August/<br>September 2012            | SH/<br>BR    | <b>Completed</b><br>Chronology training has taken place   |

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| 2.12 | Guidance will be issued on the use of written agreements with families.   | Social workers will have a clear understanding of the difference between a written agreement and a written undertaken and will use written agreements as a partnership tool and part of the process for parents understanding what needs to change and effecting change rather than compliance. | Complaints annual report 2011.<br><br>Ofsted inspection July 2012 | JD<br><br>September 2012  |    | <b>GREEN</b><br><b>Completed – October 2012</b><br>Guidance on use of written agreements with families has been issued to staff and included as part of procedure manual |
| 2.13 | Improvements need to be made to CareFirst to realign records into family files and to provide more appropriate recording formats.                           | Recording formats on CareFirst need to be more outcome driven and provide evidence of the impact interventions with children and their families are making and to align with changes in assessment processes.   | Ofsted Inspection July 2012<br><br>Working Together 2012          | Start date: October 2012<br><br>Project plan: December 2012<br><br>End date: March 2013 | JD | <b>AMBER</b><br><b>In progress</b><br>Formats for CareFirst recording are being updated  |
|      |   |   |   |   |    | <b>RED</b><br>Family files will not be ready until September 2013 due to OLM   |
| 2.14 | A training module will be developed that assists social workers in integrating issues of race, ethnicity and culture into assessments and service delivery. | Assessments of children and their families will more meaningfully use information about race, ethnicity and culture to ensure interventions with the family are comprehensible and effective.   | Ofsted Inspection July 2012                                       | January 2013  | JD | <b>GREEN</b><br><b>Completed</b><br>Integrated into BSCB training modules.   |

**Outcome 3**

**Assuring Quality**

**Understanding the Issue/ benefits:**

While there is acknowledgement that services within children's social care are compliant with statutory requirements achieving a quality service requires managers at all levels to drive forward improvements through a quality assurance framework that includes regular auditing at all management levels. Only in this way can senior management be confident that measures taken to try and improve the services such as investment in training and development are having a positive impact on the quality of work delivered to children and their families.

| Actions | Action Summary  | Outcome  | Links with other plans/ documents | Start date/ end date/ milestones  | Owner                | Current Status/ Risks (Red/ Amber/ Green)                    |
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| 3.1     | All CIN cases will be reviewed to ensure that robust plans are in place. In addition a detailed audit of 50 CIN cases will be undertaken.       | No children will be left in a situation of drift. Risk will be identified promptly and cases escalated in a timely manner.                           | Ofsted inspection<br>July 2012    | September 2012<br><br>August 2012 | SP/ PM/ SS<br><br>SW | <b>GREEN Completed</b><br>Review and Audit complete          |
| 3.2     | The supervision record on CareFirst will be amended to ensure that it captures reflective discussion and that decisions are SMART.              | There will be a clear record through supervision of how the social work intervention is effecting change and improving outcomes for the child.       |                                   | October 2012                      | SP                   | <b>GREEN Completed</b><br>Awaiting upload onto CareFirst     |
| 3.3     | The audit framework for CSC will be reviewed. In particular it will focus on greater engagement by managers at all levels in the audit process. | A performance management framework will be developed that ensures managers have a consistent focus on driving improvement in the quality of practice | Ofsted inspection<br>July 2012    | December 2012                     | JD                   | <b>GREEN Completed</b><br>Review of Audit Framework complete |

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| 3.4 | The tier 1 audit framework will be reviewed.   | The structure of tier 1 audits will be changed to ensure that risks to child/ren are identified; there is evidence that parents are engaged and the experience of the child is understood. Also that interventions that are being undertaken are effecting change.  |   | October 2012  | JD         | <b>GREEN<br/>Completed</b><br>Review of Tier 1 Audit Framework complete   |
| 3.5 | An audit of compliance with practice requirements and care planning regulations will be undertaken in the LAC and Leaving Care service.                                    | A baseline position will be obtained in this area for the planned improvement around practice and service delivery as outlined elsewhere in this improvement plan.  |   | December 2012 | SW/ JD     | <b>GREEN<br/>Completed</b><br>Audit took place in December. Action plan developed from the audit to improve care planning including introduction of new care plan format on CareFirst.                  |
| 3.6 | The tier 2 audit schedule for 12/13 should include an audit of plans for children and young people to monitor changes to recording to measure if they are outcome focused. | Evidence will be obtained that steps taken to improve the outcome focus of plans for children has been effective.   |   | February 2013 | SW         | <b>GREEN<br/>Completed</b><br>Included in Audit schedule  |
| 3.7 | A themed audit of the disabled children's service will be undertaken.  | All decisions and assessments relating to disabled children are well informed by previous history and are based on up-to-date multi-agency assessments which include a thorough analysis of risks and needs, take account of children's views, that plans are specific and outcome-focused and are regularly and robustly reviewed at multi-agency meetings and that particular attention is paid to identifying when concerns are not resolved promptly or improvements are not sustained. | Ofsted thematic inspection of disabled children August 2012 | February 2013 | SW/ MS/ JD | <b>GREEN<br/>Completed</b><br>Audit took place in February. Action plan being developed from the audit to improve working across services and sharpen risk assessment in relation to disabled children. |

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| 3.8 | A percentage of the strengthening families conferences will be observed and an audit of CP plans made through the new model will be undertaken. | This will ensure the strengthening families model is being embedded which will lead to more sustained change in families where children are at risk or swifter recognition of the need to remove children from families where change is not happening. At the same time the level of acceptable risk will be monitored. |  | February 2013 | QA managers | <b>GREEN Completed</b><br>Conferences and plans have been monitored. In addition feedback has been obtained from families and professionals and as a result a number of modifications have been introduced to the process. |
| 3.9 | Local performance indicators will be developed around CIN work including visits and core assessment reviews.                                    | The service will be able to demonstrate the effectiveness of work with children in need and their families.   |  | December 2012 | SP          | <b>GREEN Completed</b><br>indicators to be included as part of performance digest  |

**Outcome 4****Listening to children, young people and their families****Understanding the Issue/ benefits:**

The Munro review of child protection and the new regulatory framework for care planning emphasise the crucial importance of listening to children and their families both to understand what works for families, help make plans to effect change and understand the experience of the child.

The evidence from complaints about Children's Social Care is that poor communication between social workers and families is a major source of conflict and confusion. In addition the evidence from consultation exercises following CP conferences and LAC reviews shows that the input of children and their families to planning processes is limited. Better mechanisms for listening to children and their families will ensure that services are delivered in a way that most benefits service users.

| Actions | Action Summary  | Outcome  | Links with other plans | Start date/ end date/ milestones  | Owner | Current Status/ Risks (Red/ Amber/ Green)                                   |
|---------|---|--|------------------------|---|-------|---|
| 4.1     | Advocacy contract will be reviewed to ensure that it requires the provider to build in regular consultation with service users. | The voices of children, young people and their families will routinely be fed into the development of services and will result in services that better meet needs and produce more effective outcomes. |                        | Start date: December 2012<br><br>Contract award: March 2013<br><br>Implementation of first survey/ end date: September 2012 | JD    | <b>AMBER</b><br><b>In progress</b><br>Contracting of new provider underway. |

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| 4.2 | Bromley CSC will develop a policy to incorporate the views and where appropriate the attendance of young people at CP conferences   | Young people will more fully understand and contribute to the safety plans that are being made for them.   |  | December 2012   | JD/<br>VR | <b>GREEN<br/>Completed</b><br>Implementation from 1 <sup>st</sup> February 2013. Advocacy contract developed to support young people with attendance at CP conferences.  |
| 4.3 | Active involvement strategy to be developed   | An active involvement strategy is developed that encompasses the measures CSC will take to ensure that policy, practice and service developments are fully informed by the views of service users. |  | SMT<br><br>December 2012  |           | <b>AMBER<br/>In progress</b>   |
| 4.4 | Develop a process including interviews and focus groups to ascertain the views of LAC young people about the effectiveness of the IRO role especially in relation to promoting contact with family members. | Young people can use their IRO to get the most from their care plan which would help support stable placements and improve transition to independence.   |  | Start date: March 2013<br><br>Interim report: September 2013<br><br>End date/ action plan: October 2013 | SW        | This will commence following the training programme currently in place for the IRO service.<br><br>On completion and action plans will be developed taking forward the views of young people on how improvements can be made to the IRO service. |



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| 4.5 | Procedures to be drawn up to ensure the routine involvement of young people in the appointment of social work staff at all levels   | Young people's experience as LAC help inform the recruitment of staff who have the appropriate level of skill and understanding that will optimise the outcomes for vulnerable children and their families.     |  | Start: working group established<br>December 2012<br><br>Draft strategy:<br>March 2013<br><br>End/ delivery date:<br>June 2013 | AB | <b>AMBER</b><br><b>In progress.</b>  |
| 4.6 | Processes to be developed to allow the input of LAC young people into the pre-selection and training of foster carers.  | The voice and experiences of young people who are or have been looked after help to ensure that carers are selected who have the right ranges of skills and experience to best support vulnerable young people. |  |  | SN | Will commence in January 2013 when the new GM – Family Placement starts  |
| 4.7 | All tenders for services will include a requirement for service providers to ensure they obtain user feedback. In addition all evaluation of tenders or reviewing of contracts will include service user input. | The experience of children and their families will be central to commissioning services that are helpful and effective in improving the lives of children.  |  | December 2012  | RW | <b>GREEN</b><br><b>Completed</b><br>Commissioning now include requests for feedback from service users in all service specifications and contracts |

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| <b>Outcome 5</b> | <b>Improving outcomes for Looked After Children</b> |
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**Understanding the Issue/ benefit:**  
 There are a number of issues that need to be coordinated across service areas to improve outcomes for Looked After Children – some of these are addressed under Outcome 1. A particular issue is making CareFirst fit for purpose and providing formats for recording both LAC visits and care plans that adequately reflect the work that is being done with LAC children and promotes better engagement with their wider family. There is also a need to ensure effective and speedy care planning to allow children to be placed in permanent arrangements at the earliest opportunity. There are also a range of issues for development within the fostering and adoption services. In particular is the need to provide the required sufficiency of placements and specific services developments are required to address this.

| Actions | Action Summary   | Outcome   | Links with other plans   | Start date/ end date/ milestones   | Owner     | Current Status/ Risks (Red/ Amber/ Green)  |
|---------|--|---|--------------------------|--|-----------|--|
| 5.1     | An audit of care plans and pathway plans will be undertaken to ensure they are current, SMART and demonstrate evidence of the voice of the child and promotion of family links.                          | Care plans and pathway plans will be effective tools in promoting best outcomes for LAC.  | Care planning audit tool | November 2012  | SW/<br>JD | <b>GREEN</b><br><b>Completed</b><br>Audit took place in December. Action plan developed from the audit to improve care planning including introduction of new care plan format on CareFirst. |
| 5.2     | A programme of training for LAC and Leaving Care social workers and IROs will be developed to focus on enhancing direct work skills with LAC and improvement partnership working with families (see 2.6) | Social workers and IROs will develop a more focused approach in working with LAC and their families. They will develop better skills in developing care plans in partnership with young people and their families that best enhance life chances. |                          | Start date: November 2013<br><br>Delivery of IRO training: Feb<br><br>Delivery of LAC/ LCT training: May 2013<br><br>End: May 2013 | JD        | <b>AMBER</b><br><b>In progress</b><br>IRO training has been commissioned. LAC/ LCT training yet to be commissioned.  |

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| 5.3 | The format for recording LAC visits to be reviewed.  | Visits to looked after children will more effectively demonstrate how they are promoting the care plan for the child  |  | Start date: October 2012<br><br>Project plan: December 2012<br><br>End date: March 2013  | JD          | <b>AMBER<br/>In progress</b><br>The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan.  |
| 5.4 | A multi agency strategy for enhancing the prospects for EET in Bromley LAC population to be developed.   | LAC in Bromley will be given the best opportunity to ensure that their longer term prospects for employment and security are enhanced.                          |  | Start date: October 2012 – work group established.<br><br>January 2013: identification of appropriate referrals to be case loaded to Targeted Youth Support<br><br>End: April 2013 | IL/ PK / GG | <b>AMBER<br/>In progress</b><br>Some delay in appropriate referrals being made.<br><br>Target for approximately 20 young people to be worked with. Review required in April of impact of the additional workload to TYS |
| 5.5 | A referral process to be developed to ensure all year 9 LAC are referred to targeted youth support for a decision to be made whether individual support is required to assist in the choice of KS4 options to support post year 11 desired outcomes. | All Bromley LAC will be helped to think in a timely manner of desired destination at year 12 and ensure that KS4 option decisions do not mitigate against this. |  | Start date: November 2012<br><br>December 2012 all year 9 LAC rag rated for vulnerability as EET.<br><br>End: April 2013   | HP/ JS      | <b>AMBER<br/>In progress</b><br>Process in place but work is continuing to make the process smoother – some delay in receiving appropriate referrals  |

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| 5.6 | The referral process will also include all newly accommodated 16+ LAC and those 16+ not fully engaged in education/ training or employment. | All newly accommodated LAC can, at 16 have their options reviewed with input from targeted youth support to raise the profile of young people who may be at risk of being NEET.                     |  | December 2012  | HP/ JS | <b>GREEN<br/>Completed</b>   |
| 5.7 | A post 16 PEP pilot project will be developed.  | The same attention and support to promote good educational outcomes will be afforded the 16+ age group as is already afforded the younger age group.  |  | Start date: December 2012<br><br>End date: April 2013  | HP/ IL | <b>AMBER<br/>In progress</b><br>Project underway targeting those young people on flexible learning programmes.   |
| 5.8 | A review is needed of the effectiveness of access to CAMHS for LAC, particularly at the early identification stage of difficulties.         | Bromley LAC will have access to appropriate services at an early stage to address emerging mental health needs and support both their mental health needs and secure them in supportive placements. |  | Start date: December 2012<br><br>January – June: commissioning process<br><br>End date/ new commissioned service: April 2014 | IL     | <b>AMBER<br/>In progress</b><br>Overarching review of CAMHS services completed in December 2012 and commissioning group established to re-commission the service including specific services for LAC |
| 5.9 | The escalation process for IROs should be reviewed to consider whether it is used sufficiently, is effective and whether it needs revision. | Where care planning processes are not promoting best outcomes for LAC these are addressed swiftly and effectively at appropriate levels of management.  |  |  | SW     | This will be addressed as part of the training for IROs that commences in February 2013 – review not now considered necessary.   |

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| 5.10 | The programme of increasing the number of in house foster carers will continue. | Greater placement choice in Bromley will allow more LAC to be placed nearer their family and school and minimise disruption in their lives. | Fostering service development plan | <p>Start date: September 2012</p> <p>December 2012 report received from commissioned consultant.</p> <p>January 2013: action plan developed and service development plan updated</p> <p>End: June 2013</p> | IL | <p><b>AMBER</b><br/><b>In progress</b><br/>20 foster carers recruited 2012/13.</p> <p>New action plan on back of recommendations by the consultant will develop this further.</p> |
| 5.11 | A programme for enhanced foster care will be developed                          | The programme will provide an integrated approach to support placements and reduce breakdowns.  | Fostering service development plan | <p>Start date: January 2013 in line with consultant recommendations</p> <p>March 2013: scoping exercise completed</p> <p>June 2013: framework agreed</p> <p>End/ implementation: September 2013</p>        | IL | <p><b>AMBER</b><br/><b>In progress</b></p>  |

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| 5.12 | The current fostering service improvement plan will be reviewed and refreshed in the light of the work being undertaken by an external consultant. | The fostering service will be developed to ensure it provides a fit for purpose service. | Fostering service development plan | <p>Start date: September 2012</p> <p>December 2012 report received from commissioned consultant.</p> <p>January 2013: action plan developed and service development plan updated</p> | IL | <p><b>AMBER</b><br/><b>In progress</b></p> |
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| 5.13 | The focus on permanency planning will be maintained through the permanency planning group. In addition strategies will be put in place to speed up the recruitment of Bromley adopters. | Performance around adoption will continue to improve and will ensure that children are placed in the shortest possible timescale so that their needs for long term security are met. | Adoption Performance Improvement plan | Awaiting further milestones from new Group Manager starting Feb 2013. | IL | <p><b>AMBER</b><br/><b>In progress</b></p> <p>Permanency planning arrangements are in hand and are beginning to filter through to recruitment. 15 adopters recruited 2012/13.</p> <p>This will also be assisted by the introduction of the Court Pilot project.</p> |
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| 5.14 | Improvements need to be made to CareFirst provide more appropriate recording formats for LAC visits focusing on the five outcomes for LAC. In addition the Action plan function needs to be reviewed to make it easier to record care plans and pathway plans.           | There will be clearer and more focused recording of information about LAC, would evidence progress of care plans and assist in decision making to promote best outcomes.                |  | Start date: October 2012<br><br>Project plan: December 2012<br><br>End date: March 2013 | JD | <b>AMBER</b><br><b>In progress</b><br>The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan |
| 5.15 | Establish a pathway planning review process for post 18 year olds.   | There would be better monitoring of the progress and planning for 18+ and assist in provides a safe and secure basis for future health, well being, attainment and emotional stability. |  | Start date: March 2013<br><br>End date: June 2013                                       | GG | Following the review of the Care Plan and Pathway Plan forms on CareFirst this will be started.   |
| 5.16 | Series of 1 day seminars for themed workshops on LAC issues to promote networking between LAC/ leaving care, fostering, front line teams and education, health and CAMHS professionals to help promote better understanding of services and more effective coordination. | More joined up services leading to and better targeted and more timely interventions for LAC.   |  | Start date: December 2012<br><br>End date: September 2013                               | IL | <b>AMBER</b><br><b>In progress</b><br>First workshop to be delivered in March 13 <sup>th</sup> / 14 <sup>th</sup> 2013.                                   |