

# Children & Young People Scrutiny Sub-Committee Agenda



To: Councillors Jan Buttinger (Chair), Sean Fitzsimons, Sue Bennett, Maria Gatland, Patricia Hay-Justice, Bernadette Khan, Andrew Rendle and Maddie Henson

Reserve members:

Councillors Margaret Bird, Simon Brew, Sherwan Chowdhury, Humayun Kabir, Andrew Stranack and David Wood

Co-optees:

Teacher Representative:  
Dave Harvey

Diocesan Representatives:  
Mrs Elaine Jones  
Mr Leo Morrell

A meeting of the **CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE** which you are hereby summoned to attend, will be held on **Tuesday 19th September 2017 at 6:30pm** in **The Council Chamber, The Town Hall, Katharine Street, Croydon CR0 1NX**

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[www.croydon.gov.uk/agenda](http://www.croydon.gov.uk/agenda)  
18 September 2017

Members of the public are welcome to attend the meeting. If you require any assistance, please contact the Scrutiny team as detailed above.

PLEASE NOTE: This meeting will be recorded for live or subsequent broadcast on the Council's website at <http://www.croydon.public-i.tv/core/portal/home>

PRE MEETING FOR COMMITTEE MEMBERS ONLY Room F5 at 6.00pm  
Committee Members are expected to attend.

If on the day you are delayed or unable to attend please contact 0208 726 6000 x62683 or the Town Hall Reception - Direct line 0208 760 5525

## **AGENDA - PART A**

**1. Apologies for absence**

To receive any apologies for absence from any members of the Committee

**2. Minutes of the meeting held on Tuesday 20th June 2017 (Page 1)**

To approve the minutes as a true and correct record.

**3. Disclosure of Interest**

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

**4. Urgent Business (if any)**

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency

**5. Exempt items**

To confirm the allocation of business between Part A and Part B of the Agenda

**6. The Ofsted inspection of services for children in need of help and protection, children looked after and care leavers (Page 7)**

To receive the inspection report and the council's improvement plan

**7. The children's workforce (Page 89)**

To receive a presentation on the emerging workforce needs for children's

social care following the recent Ofsted inspection of services for children in need of help and protection, children looked after and care leavers

**8. Exclusion of the Press & Public**

The following motion is to be moved and seconded as the “camera resolution” where it is proposed to move into part B of a meeting:

"That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended"

**AGENDA - PART B**

None

## **Children & Young People Scrutiny Sub-Committee**

**Meeting held on Tuesday 20th June 2017 at 6:30pm in The Council Chamber,  
The Town Hall, Katharine Street, Croydon CR0 1NX**

### **MINUTES - PART A**

**Present:** Councillors Jan Buttinger (Chair), Sean Fitzsimons, Bernadette Khan, Andrew Rendle, Andy Stranack and Maddie Henson

**Also present:** Councillor Alisa Flemming

**Absent:** Councillors Sue Bennett, Maria Gatland and Patricia Hay-Justice  
James Collins, Elaine Jones, Leo Morrell and Dave Harvey

**Apologies:** Councillors Sue Bennett, Maria Gatland and Patricia Hay-Justice  
James Collins, Elaine Jones, Leo Morrell and Dave Harvey

#### **A17/17 Election of the Chair**

Cllr Sean Fitzsimons nominated Cllr Jan Buttinger as Chair. Cllr Andy Stranack seconded the nomination. Cllr Jan was therefore elected chair of this sub-committee for the ensuing year.

#### **A18/17 Appointment of the Vice-Chair**

Cllr Jan Buttinger appointed Cllr Sean Fitzsimons Vice-Chair of the sub-committee.

#### **A19/17 Apologies for absence**

Apologies were received from Councillors Sue Bennett, Maria Gatland, Patricia Hay-Justice, and from James Collins, Dave Harvey, and Elaine Jones.

#### **A20/17 Disclosures of interest**

There were none.

#### **A21/17 Minutes of the meeting held on Tuesday 14th March 2017**

The minutes were agreed as an accurate record of the 14 March meeting.

**A22/17 Urgent Business (if any)**

There was none.

**A23/17 Exempt Items**

There were none.

**A24/17 Committee membership**

Members noted that James Collins had come to the end of his term as parent governor co-optee on the sub-committee and agreed a vote of thanks for his faithful attendance at its meetings and informed contributions to the work programme and discussions at meetings.

RESOLVED THAT:

- The report on the committee membership be noted.
- A vote of thanks to parent governor co-optee James Collins be agreed for his valuable contribution to the work of the sub-committee

**A25/17 Youth Engagement Strategy and Championing Children in Croydon**

The following officers were in attendance for this item:

- David Butler - Director of Education and Youth Engagement
- Emily Collinsbeare - Youth and Play Specialist Engagement Manager
- Shelley Davies - Head of Standards Safeguarding and Youth Engagement

The Director was invited to introduce the report and set the context underpinning the strategy. He reminded members that Croydon had the largest child population in London at just over 93,000 children and young people, with very diverse backgrounds, ethnicities, religions and economic backgrounds.

The Director added that the council's position was that they could all make a positive contribution to the borough and had a stake in its future. He announced that the Council had an aspiration to enable children and young people in Croydon to feel part of the borough, to know that they had a say in its future and its cultural regeneration and opportunities to meet their aspirations and overcome the barriers they may face.

Members were advised that the council was seeking to follow the principles of the UNICEF Rights of the Child Charter and the UNICEF "Child Friendly City" initiative, which has been adopted successfully in other areas of the UK and endorsed this ambition

They heard that there was already significant youth engagement activity in the borough but that it needed to be strengthened further rather than completely transformed.

Members discussed the Children in Care Council. They agreed that its effectiveness had to be strengthened and that efforts had to be made to broaden its membership to reflect the profile of the Looked After Children population in the borough. Officers explained that they had three main aims for engagement with Looked After Children aged 8 to 21:

- providing an opportunity for this group to express what matters to them
- giving them an opportunity to shape corporate parenting
- enabling them to be involved in developing Looked After Children's policies

Officers drew members' attention to plans for Croydon's first Youth Congress on 13 July 2017 to start the process of gathering the views of children and young people and to use these to co-design a plan for future engagement.

They stated that a great deal of work had been carried out to achieve varied representation from the borough's youth with representation from all Croydon's secondary schools including special schools, and that the event would be activity driven to make the event attractive to its audience.

Other key elements of the youth engagement strategy will be as follows:

- A Children and Young People's Charter outlining their priorities and a strategy for co-working
- The annual election of a Youth Mayor, drawing on good practice around the UK e.g. Bristol, Leeds and Liverpool
- Three local Youth Councils in the north, east and south, evolving from the current locality youth forums in these areas
- A youth cabinet, whose members will "shadow" adult cabinet members

Members asked whether young representatives would have genuine influence and whether they would have access to a budget. Officers acknowledged that the new strategy would require a real attitudinal shift and a commitment to agreeing and embracing the views of youth representatives. They stated that they supported the idea of a budget, particularly to resource the activities of the Youth Mayor. The Cabinet Member for Children, Young People and Learning confirmed her support for such a resource.

Members suggested that where a future Cabinet report relates to children and young people e.g. school estates, housing, etc., it should add to the usual financial, environmental, equalities and other considerations a paragraph outlining impacts on young people. This should indicate how they had been consulted and what

their views were.

Members sought assurances of the council's continued commitment to youth engagement in the long term. Officers agreed that the credibility of the strategy was dependent on continued council commitment and support. The Cabinet Member for Children, Young People and Learning also highlighted the cross-party support given for the development of the strategy.

Members felt that the strategy had a great deal to commend it but questioned whether it would really succeed in engaging young people in the borough. In particular, they asked whether it would reach out using the communication methods and channels currently favoured by young people such as blogging and social media to draw in all young people in the borough. Officers concurred that strategy documents could be dull but reiterated their commitment to making the youth engagement strategy "come alive". For instance, they planned to ask young people to devise a hash tag and to develop the use of social media in the process of implementing the strategy.

Members highlighted the need for resources such as venues for young people's activities and urged officers to explore the possible use of school buildings after the end of the school day for some of their engagement activities.

Members questioned officers on the process for electing a youth mayor. They replied that they would consult the council's electoral services and boroughs which had already introduced a youth mayor to ensure the process was equitable and not open to misuse.

Members asked how officers would ensure that the strategy would engage the hard to reach and the disaffected. They were advised that efforts had been made to involve Pupil Referral Units, the Fair Access Panel (agreeing school moves for young people at risk of exclusion) and groups involved in diversionary activities to engage young people from more troubled backgrounds. Members also asked about representation at Youth Cabinet, and were advised that it would include representation from various youth organisation as well as from a range of backgrounds including young people living in council housing. Members were given assurances that links had been established to encourage participation from middle class children, those going to out of borough schools and children living in different types of housing, including private rented housing.

Members discussed publicity for the youth engagement strategy and the youth congress. Officers replied that they were keen to engender grassroots interest and were liaising with a range of bodies including for instance the Croydon Head Teachers' Association to raise awareness of the strategy. They gave assurances that schools were genuinely willing to engage with this initiative.



Despite current budget constraints, officers expressed their commitment to identifying sources of funding to support this work and to implement the youth cabinet's manifesto. Members remarked that young people would be disappointed and disillusioned if they were invited to outline their needs but were unable to implement solutions. The Cabinet member for Children, Young People and Learning stated that the best approach was to have an honest discussion with young people about opportunities and constraints and to explore together what could realistically be achieved within available resources.

Officers warmly invited members to attend the 13 July Youth Congress and announced that the outcomes of the events would be published for all to read.

**RESOLVED THAT:**

1. The Sub-Committee supports the council's ambition to base its youth engagement strategy on the principles of the UNICEF Rights of the Child Charter and the UNICEF "Child Friendly City" initiative, which has been adopted successfully in other areas of the UK.
2. The Sub-Committee concurs that the effectiveness of the Children in Care Council needs to be strengthened and that its membership needs to reflect the diverse Looked After Children population in the borough, and look forward to receiving reports from the Corporate Parenting Panel regarding progress in this regard.
3. The Sub-Committee supports the proposal to allocate a budget to young people's engagement, including the work of the future young mayor.
4. The Sub-Committee recommends that the Council should develop effective communication methods for encouraging all children and young people in the borough to engage, using current popular social media such as Twitter, Facebook, etc. and that officers should report back to the sub-committee within a year on methods used and their effectiveness in engaging all young communities in the borough.
5. The Sub-Committee recommends that Cabinet reports relating to children and young people e.g. school estates, housing, etc., should include a paragraph setting out officers' considerations on impacts on this age group and indicates how they have been consulted and their views.

**A26/17**

**[The following motion is to be moved and seconded as the "camera resolution" where it is proposed to move into part B of a meeting]**

**MINUTES - PART B**

The meeting ended at 9.10pm.

<b>REPORT TO:</b>	<b>Children and Young People Scrutiny Sub-Committee</b>  <b>19 September 2017</b>
<b>AGENDA ITEM:</b>	<b>6</b>
<b>SUBJECT:</b>	<b>OFSTED Inspection of Children's Services</b>
<b>LEAD OFFICER:</b>	<b>Barbara Peacock Executive Director (People)</b>
<b>CABINET MEMBER:</b>	<b>Alisa Flemming Cabinet Member for Children, Young People and Learning</b>

<b>ORIGIN OF ITEM:</b>	<b>This item follows the recent OFSTED inspection of the council's children's services.</b>
<b>RECOMMENDATIONS</b>	Members are invited to: <ul style="list-style-type: none"> <li>i) Note that the Scrutiny and Overview Committee, at its meeting on 5 September 2017, agreed to lead on scrutinising the progress of the overarching improvement plan and that each Children and Young People's Scrutiny Meeting will have a standing item to focus on a key theme in the Improvement Plan;</li> <li>ii) Note the terms of reference of the Improvement Board and scrutinise the approach to the development of the improvement plan;</li> <li>iii) Scrutinise the content of the Transitional Action Plan; and</li> <li>iv) Note that a programme of 'deep dives' will be developed by the Improvement Board and agree that the work programme for the Sub- Committee be amended to enable Scrutiny involvement in those 'deep dives' when it is becomes available.</li> </ul>

## **1. Executive Summary**

- 1.1 The appended report to the Children and Young People Scrutiny Sub-Committee details the findings of the Ofsted Inspection of local authority services for children in need of help and protection; children looked after and care leavers and review of the Local Safeguarding Children Board. The inspection took place between 19 June and 14 July 2017.

- 1.2 On 4th September 2017, Ofsted published its report providing an overall judgement that Children's Services in Croydon are inadequate. The Local Safeguarding Children Board was also judged inadequate, as inspectors found that the LSCB had not fully established effective arrangements to discharge its statutory functions. The council has fully accepted the findings of the report.
- 1.3 The Leader of the Council presented the findings of the report, a summary of the response to date and the programme of improvement action to be taken to the Scrutiny and Overview Committee on 5 September 2017. The Scrutiny Committee agreed that it would lead on scrutinising the progress of the overarching improvement plan and that each Children and Young People's Scrutiny meeting will have a standing item to focus on a key theme in the improvement Plan.
- 1.4 This report presents the Ofsted findings in full to the Children and Young People's Scrutiny Sub-Committee, along with details of the improvement planning timetable, the terms of reference of the Improvement Board and the latest Transitional Action Plan.
- 1.5 The Sub-Committee is asked to take a thematic approach to scrutinise the emerging improvement planning work in the context of the Inspection findings and offer its views on any areas where there are opportunities to enhance the Council's improvement programme.

## **2. Ofsted Inspection**

- 2.1 On 4 September 2017, Ofsted published the report of the Ofsted Inspection of local authority services for children in need of help and protection; children looked after and care leavers and review of the Local Safeguarding Children Board (commonly referred to as the 'Single Inspection Framework'). A copy of this report is included at Appendix 1
- 2.2 The inspection of local authority functions was carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board (LSCB) was carried out under the Local Safeguarding Children Boards (Review) Regulations 2013 and 15(A) of the Children Act 2004.
- 2.3 The inspection reviewed the following:

### **The experiences and progress of children who need help and protection:** These are children and young people that;

- are at risk of harm (but who have not yet reached the 'significant harm' threshold).
- have been referred to the local authority, including those for whom urgent action has to be taken to protect them; those subject to further assessment; and those subject to child protection enquiries.
- are the subject of a multi-agency child protection plan setting out the help that will be provided for them and their families to keep them safe and to promote

their welfare.

- have been assessed as no longer needing a child protection plan, but who may have continuing needs for help and support.
- are receiving (or whose families are receiving) social work services where there are significant levels of concern about children's safety and welfare, but these have not reached the significant harm threshold or the threshold to become looked after.
- are missing from education, or being offered alternative provision.

**The experiences and progress of children looked after and achieving**

**permanence:** These are children and young people looked after either by being accommodated under section 20 or those 'in care' during or as a result of proceedings under section 31 of the Children Act 1989 and those accommodated through the police powers of protection and emergency protection orders. This review also covered;

- adoption performance
- the experiences and progress of care leavers. These are young people aged 16 to 25 who are preparing to leave care, or who have left care.

**Leadership, governance and management:** This review focused on the effectiveness of leaders and managers and the impact they have on the lives of children and young people and the quality of frontline practice.

**The review of the effectiveness of the Children's Safeguarding Board:** This review evaluated the extent to which the CSCB complies with its statutory responsibilities in accordance with the Children Act 2004 and Working Together Regulations. It looked for evidence that it coordinates the work of statutory partners in helping, protecting and caring for children in its local area and whether mechanisms in place to monitor the effectiveness of those local arrangements.

2.4 Inspectors make judgement on a four point scale;

- Outstanding
- Good
- Requires improvement
- Inadequate

2.5 The overall judgement in this report is that Children's Services in Croydon are inadequate, with the grading for each part of the inspection as follows:

<b>1. Children who need help and protection</b>	Inadequate
<b>2. Children looked after and achieving permanence</b>	Inadequate
2.1 Adoption performance	Requires Improvement
2.2 Experiences and progress of care leavers	Requires Improvement
<b>3. Leadership, management and governance</b>	Inadequate
<b>4. Local Safeguarding Children Board</b>	Inadequate

2.6 The key areas for improvement identified by the inspectors were:

- Widespread and serious failures in providing services for children and families that leave some children at risk of significant harm.
- Too many children are left too long for a decision to become looked after and our responses are not timely or robust enough to ensure risk was reduced.
- The quality of our plans and weak managerial oversight are not driving practice and outcomes for children and young people sufficiently.
- We are not creating conditions for social work to thrive across the whole service, with some social work caseloads being too high in parts of the service.
- Children and families experience too many changes in social worker.
- Corporate parenting needs strengthening to ensure improvement takes place across all practice areas for looked after children.
- Early help is not fully established or understood enough across the partnership (council and Croydon Safeguarding Children Board).
- There is insufficient line of sight to the front line.
- The Croydon Safeguarding Children Board does not understand the experiences of children and young people and has failed to sufficiently monitor and evaluate the effectiveness of front-line practice.
- The Croydon Safeguarding Children Board lacks direction and purpose and does not provide effective challenge to poor practice and risks to vulnerable children in Croydon.

### **3. IMPROVING PERFORMANCE FOLLOWING THE INSPECTION**

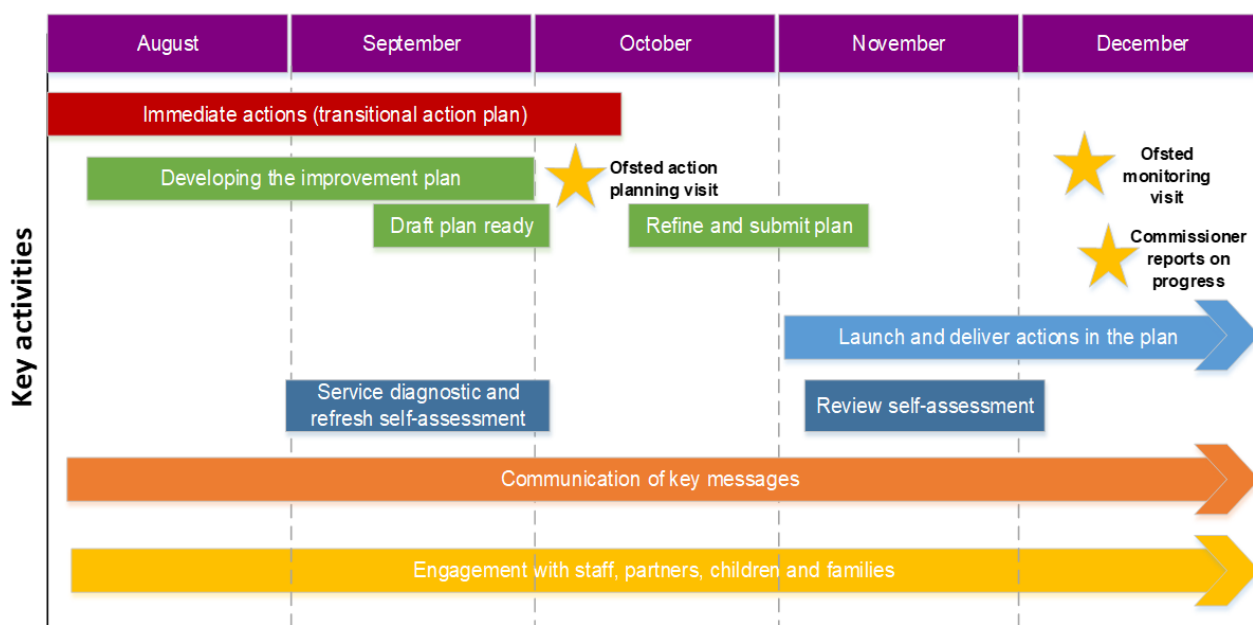
- 3.1 Following the inspection, the Council is required to develop an action plan that details how it will deliver the improvements required in the Inspectors' recommendations. This plan must be submitted to Ofsted by 11 December 2017.
- 3.2 Ofsted will review the action plan after it is received and confirm whether or not it adequately reflects the inspection findings and recommendations.
- 3.3 The Department for Education had appointed a commissioner, Eleanor Brazil, to work with the Council following the Ofsted inspection. Her role is to help drive improvement and review the capacity and capability in the council to improve services at a fast pace. The Commissioner will monitor and review the Council's progress, review practice across the service and test the Council's improvement plans throughout the next three months.
- 3.4 Reporting back to the Minister for Children and Families in three months, the Commissioner will make recommendations to the Minister on the best course of action for the service going forward.

- 3.5 In order to develop and deliver its improvement plan, the Council has established the Children’s Service Improvement Board. A copy of the Board’s terms of reference are attached at Appendix 2.
- 3.6 The Board is chaired by an independent chair, Edwina Grant OBE, and includes officers and elected members from the council, partners, external support, the Local Government Association, the Department for Education and the commissioner who will meet on a monthly basis to provide oversight and challenge to the improvement programme. A shadow board meeting took place in August and the Board had its first meeting on 5 September.
- 3.7 Improvement support will be provided by, Achieving for Children, who will begin providing support to the council in September. In addition, the London Children’s Services advisor from the Local Government Association (LGA) will offer advice and support to officers and members.

**4. DEVELOPING THE IMPROVEMENT PLAN**

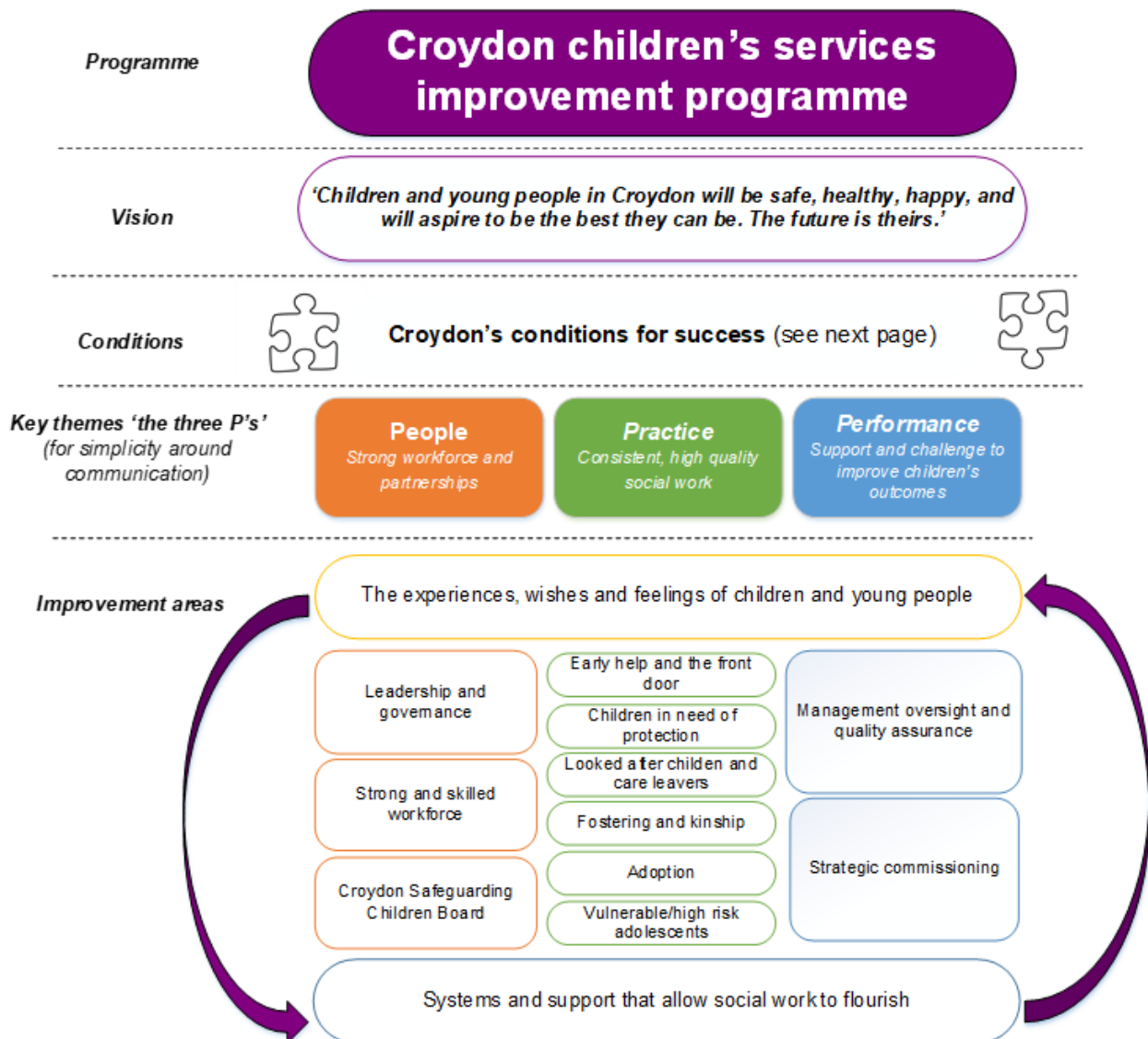
4.1 The Children’s Services Improvement Plan will be the single plan across the council and partners to drive improvement. The improvement programme has significant scale and complexity with work spanning across the service, corporately across the Council and with partners.

4.2 The key milestones which will set the pace for the design and implementation of the improvement programme and plan are as follows:



4.3 The improvement planning process will include engagement with staff, elected members, partners and children and young people to ensure that the plan reflects the views of all stakeholders, with ongoing engagement a key feature of the improvement programme.

- 4.4 A Transitional Action Plan has been developed to deal with immediate priority actions that are required while the improvement programme is being developed. A copy of this plan is included at appendix 3.
- 4.5 As the improvement programme is developed, it will be submitted to Ofsted and the Department for Education for feedback in advance of the monitoring visit in November / December. As feedback is received from both Ofsted and the Department for Education, the plan will be updated to reflect the latest requirements.
- 4.6 A draft improvement framework has been developed to enable the council to both provide strategic focus to the delivery of the improvement programme and communicate its overall approach, vision and key messages. The draft framework is as follows:





4.7 There are a number of component parts which make up the draft children's improvement framework:

- The vision; the council's current strategic vision for children's services; *'Children and young people in Croydon will be safe, healthy, happy, and will aspire to be the best they can be. The future is theirs'*.
- Croydon's conditions for success; developed in response to initial feedback from Ofsted inspectors, in consultation with senior council officers, and children's social care staff. These will be a public commitment to our staff and will support the work moving forward.
- Key themes; a set of simple strategic themes, 'the three P's' (people, practice and performance) that could be used to support communication with front-line staff and partners
- Initial improvement areas; based on Ofsted's recommendations and recurring comments throughout the draft report. These will be developed into a set of key priorities.

4.8 The conditions for success have been identified as follows:



4.9 As the Improvement Programme is being developed, so too will a programme of 'deep dives' for the improvement board to focus on specific areas of the service for

improvement. The Sub-Committee will need to develop its work programme to reflect the emerging programme of deep dives, to allow the sub-committee to scrutinise the deep dive areas for improvement and contribute to those reviews.

## **5. DRAFT IMPROVEMENT AREAS**

- 5.1 An initial set of draft improvement areas has been developed that will provide a start to shaping the structure to the delivery of the improvement programme.
- 5.2 From this initial list, a set of priorities will be developed and agreed, through the engagement and feedback with key staff, elected members and other stakeholders
- 5.3 The draft improvement areas are:
- i. Leadership and governance
  - ii. The experiences, wishes and feelings of children and young people
  - iii. Management oversight and quality assurance
  - iv. Strong and skilled workforce
  - v. Systems and support that allow social work to flourish
  - vi. Croydon Safeguarding Children Board; a partnership response
  - vii. Strengthening early help and the front door
  - viii. Supporting children in need of protection
  - ix. Improving outcomes for looked after children and care leavers
  - x. Improving fostering and kinship
  - xi. Strengthening adoption services
  - xii. Protecting vulnerable and high risk adolescents
  - xiii. Strengthening strategic commissioning

## **6. RECOMMENDATIONS**

- 6.1 The Sub-Committee is asked to:
- i) Note that the Scrutiny and Overview Committee, at its meeting on 5 September 2017, agreed to lead on scrutinising the progress of the overarching improvement plan and that each Children and Young People's Scrutiny Meeting will have a standing item to focus on a key theme in the Improvement Plan;
  - ii) Note the terms of reference of the Improvement Board and scrutinise the approach to the development of the improvement plan;
  - iii) Scrutinise the content of the Transitional Action Plan; and
  - iv) Note that a programme of 'deep dives' will be developed by the Improvement Board and agree that the work programme for the Sub-Committee be amended to enable Scrutiny involvement in those 'deep dives' when it becomes available.

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**CONTACT OFFICER:** Stephen Rowan, Head of Democratic Services & Scrutiny

Background papers: There are no unpublished background papers to this report.

**Appendices:**

Appendix 1. Inspection Report, including the review of the effectiveness of the Croydon Safeguarding Children Board

Appendix 2. Improvement Board Terms of Reference

Appendix 3. Transitional Action Plan

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# London Borough of Croydon

## **Inspection of services for children in need of help and protection, children looked after and care leavers**

and

## **Review of the effectiveness of the Local Safeguarding Children Board<sup>1</sup>**

Inspection date: 20 June – 13 July 2017

Report published: 4 September 2017

<b>Children's services in Croydon are inadequate</b>	
<b>1. Children who need help and protection</b>	Inadequate
<b>2. Children looked after and achieving permanence</b>	Inadequate
2.1 Adoption performance	Requires improvement
2.2 Experiences and progress of care leavers	Requires improvement
<b>3. Leadership, management and governance</b>	Inadequate

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<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

## Executive summary

There are widespread and serious failures in the services provided to children and their families in Croydon that leave some children at risk of significant harm. Inspectors identified a legacy of poor practice characterised by drift and delay in the provision of key services. Weak managerial oversight at all levels has not ensured that basic social work practice is of a good enough standard. Children do not receive robust and timely responses to ensure that risk is reduced and their needs are met. The local authority was required to take immediate action in a small number of cases identified by inspectors during the inspection.

Since the local authority was inspected in 2012, there has been significant deterioration in the quality of service provision. Poor managerial oversight of cases fails to ensure that basic social work practice is of a good enough standard. This means that not all children receive help in a robust and timely manner. The workloads of social workers in some teams are high and this presents a serious barrier to providing effective services for children. The turnover of staff in many teams, coupled with the many transition points, further inhibits the building of trusting relationships between social workers and children.

When children are missing or are at risk of sexual exploitation, poor recognition and response to these concerns is not reducing risk to them effectively. Too few children looked after who go missing are spoken to when they return, therefore the understanding of associated risks is weak. While strategic partnership understanding has improved, the response to children who are at risk from sexual exploitation is underdeveloped. When circumstances for some children do not improve, the local authority is either too slow to take action or reduces the level of support without evidence of demonstrable progress. This means that some children remain in harmful situations for too long.

Too many children wait too long for a decision to be made as to whether they need to be looked after, or they return home without sufficient support. This has left them at risk of significant harm from neglectful parenting. The pre-proceedings phase of the Public Law Outline (PLO) is not used often enough or early enough to ensure that parents are aware of the potentially serious consequences of poor or harmful parenting.

The chief executive and current director of children's services (DCS) recognised the breadth and depth of this decline and they commissioned a number of detailed external service reviews on their appointments in July 2016. The local authority is at a very early stage in addressing the poor practice identified. Some improvements have been made, for example in the multi-agency safeguarding hub (MASH). However, action plans to address deficits are focused on process or structure and there is insufficient consideration of improving outcomes for children. This has created delay in addressing and targeting the areas of greatest concern.

Most children looked after live in stable foster placements where they are cared for well. However, many carers feel poorly supported and the fostering service is not compliant with all regulations. There is good consideration of most children's diverse needs in placement matches. In the majority of cases, social workers see children regularly, although evidence of purposeful direct work is more limited.

Political leaders and chief officers say that vulnerable children are a top priority for the council. Effectively supporting such a high number of unaccompanied asylum seekers is a formidable challenge that has been a priority. However, this prioritisation is not having the same impact on the rest of the frontline services. There has been political and senior leader support for increasing capacity at senior manager level and there have been some recent appointments to additional manager posts. There is evidence of some recent improvements, including a strengthening of work within the MASH. This has led to more effective management oversight of practice by a dedicated project manager who oversees all decisions within 24 hours. A specialist team of social workers and managers works closely and effectively with the Home Office to ensure a strong and caring initial response to children arriving alone in the country.

The range and coordination of early help provision for children and families are not fully established. Individual partner agencies are unclear about the early help offer and have not been involved in developing a shared approach to delivering services. Inconsistent application of thresholds and a lack of recognition of risk are commonly evident in assessments and plans, including where risks escalate. Multi-agency participation in and contribution to the support of children in need are not robust or sufficiently effective.

A lack of challenge from the Local Safeguarding Children Board (LSCB) has not assisted in raising safeguarding standards in the local authority. It is too soon to see the impact of engagement of key strategic partners in improving services for children, as services are newly commissioned or are at the planning stage and there is not yet an evaluation of improvement.

More recently, children who cannot live with their families have been increasingly considered for adoption, but delays remain. The quality of children's permanence reports (CPRs) is variable. Adopters are assessed well and report being supported. The large majority of care leavers are in education, employment or training and they report strong and consistent support from their personal advisers. However, not enough young people live with their foster carers beyond the age of 18. Too few care leavers have the opportunity to move to independent accommodation when they are ready to do so. Preparation of young people for independent living is inconsistent and not all are fully aware of their entitlements. The quality and timeliness of pathway planning are too variable.

The corporate parenting panel expresses a commitment to improving the lives of children. However, the local authority overall has not prioritised and planned sufficiently to improve outcomes for enough children.

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## The local authority

### Information about this local authority area<sup>2</sup>

#### Previous Ofsted inspections

- The local authority operates one children's home, which was judged good in its most recent Ofsted inspection.
- The previous inspection of the local authority's safeguarding arrangements was in May 2012. The local authority was judged adequate.
- The previous inspection of the local authority's services for children looked after was in May 2012. The local authority was judged adequate.

#### Local leadership

- The DCS has been in post since July 2016.
- The DCS is also responsible for adult services.
- The chief executive has been in post since July 2016.
- The chair of the LSCB has been in post since March 2016.
- The local authority uses a systemic model of social work.

#### Children living in this area

- Approximately 93,435 children and young people under the age of 18 years live in Croydon. This is 25% of the total population in the area.
- Approximately 23% of the local authority's children are living in low-income families.
- The proportion of children entitled to free school meals:
  - in primary schools is 19% (the national average is 15%)
  - in secondary schools is 17% (the national average is 13%).
- Children and young people from minority ethnic groups account for 58% of all children living in the area, compared with 21% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are African and Caribbean.
- The proportion of children and young people who speak English as an additional language:
  - in primary schools is 36% (the national average is 20%)
  - in secondary schools is 26% (the national average is 16%).

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

- Croydon has a high number of unaccompanied asylum-seeking children (364 as at 19 June 2017), which is 48% of the total children looked after population.

### **Child protection in this area**

- At 19 June 2017, 1,789 children had been identified through assessment (in the previous 12 months) as being formally in need of a specialist children's service. This is a decrease from 1,839 as at 19 June 2016.
- At 19 June 2017, 399 children and young people were the subject of a child protection plan. This is an increase from 360 at 31 March 2016.
- At 19 June 2017, 37 children lived in a privately arranged fostering placement. This is an increase from 18 at 31 March 2016.
- Since the last inspection, 14 serious incident notifications have been submitted to Ofsted and 11 serious case reviews (SCRs) have been completed or were ongoing at the time of the inspection.

### **Children looked after in this area**

- At the time of inspection, at 19 June 2017, 760 children were being looked after by the local authority (a rate of 81.5 per 10,000 children). Of this number:
  - 324 (43%) lived outside the local authority area
  - 15 lived in residential care homes, outside the authority area
  - four lived in residential special schools<sup>3</sup> and they lived out of the authority area
  - 648 lived with foster families, of whom 40% lived out of the authority area
  - seven lived with parents, of whom 43% lived out of the authority area
  - 364 children were unaccompanied asylum-seeking children.
- In the last 12 months:
  - there have been 20 adoptions (June 2016 to May 2017)
  - 20 children became subject to special guardianship orders
  - 515 children ceased to be looked after, of whom 5% subsequently returned to be looked after
  - 433 young people ceased to be looked after and moved on to independent living
  - 270 young people ceased to be looked after, and are now living in houses in multiple occupation.

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<sup>3</sup> These are residential special schools that look after children for 295 days or less per year.

## Recommendations

1. Ensure that managers have sufficient oversight of practice, and provide social workers with effective, clearly recorded supervision to support good social work practice.
2. Establish a stable workforce through purposeful recruitment and retention activity that includes targeted training for frontline staff and managers so that they have the skills and knowledge to better protect and care for children. Take steps to ensure that the workloads of social workers are manageable, and that they have sufficient time to complete essential work.
3. Ensure that there is appropriate and timely action with regard to understanding and reducing risk to all children, especially those at risk of sexual exploitation and those who go missing from home or care. Ensure that social workers have the necessary skills and knowledge to help children at risk of sexual exploitation.
4. Ensure that children missing from home or care have every opportunity to speak to an independent person about the reasons they go missing so that appropriate action can be taken to effectively support them, and reduce risk.
5. Ensure that all plans for children contain achievable, realistic goals and that timescales and contingency planning are specific, and include sufficient support for children who return home. Ensure that the individual needs of brothers and sisters are identified and met.
6. Ensure that thresholds are rigorously applied at all levels, including care thresholds and the timely and proportionate use of the pre-proceedings phase of the PLO, so that children who cannot live with their parents find permanent alternative homes as quickly as possible.
7. Ensure that strategy discussions include information gathered from all partners, and result in clear planning and recording of actions and the rationale for decisions.
8. Review the roles and responsibilities of managers at all levels in relation to decisions about children's permanent care, to ensure that they are confident and competent enough to make these decisions. Establish robust tracking processes to ensure that plans are progressed and delay is minimised.
9. Ensure that there is routine and comprehensive oversight of all decisions and actions relating to children who are subject to pre-proceedings or court proceedings, to eliminate all avoidable delay in deciding permanent arrangements for children.

10. Ensure that child protection conference chairs and independent reviewing officers (IROs) provide appropriate challenge that prevents drift and delay in planning for children. Ensure that formal escalation systems are used to record and monitor actions raised, to make sure that purposeful work is done in order to achieve improved outcomes for children.
11. Strengthen the provision of early help support for children and families and ensure that partner agencies have a shared understanding of the early help strategy and associated thresholds.
12. Improve the quality of assessments to take account of individual children's needs, including historical information, and ensure that all information is rigorously analysed and updated when circumstances for children change.
13. Ensure that the fostering service appropriately supports foster carers, and that the work of this service meets all relevant regulations.
14. Improve permanence planning across the wider service to ensure that the planning and timeliness of adoption improve for all children. Ensure that there is focused family-finding activity for children with adoption plans, to minimise delays.
15. Review the provision and take-up of advocacy and independent visitor services to ensure that all children who would like this can access these services.
16. Ensure that appropriate assessments identify children living in private fostering arrangements.
17. Ensure timely pathway planning and ensure that plans are specific, accurate and detailed, and include contingency planning, to support good outcomes for all care leavers.
18. Ensure that staying-put arrangements are promoted to all care leavers and foster carers, so that care leavers who want to stay with their former foster carers can benefit from greater permanency and support as they move towards independent adulthood.
19. Ensure that young people move on to independent accommodation only when it is the right time for them to do so. Improve the help/assistance provided during their transition to independent living through more consistently good preparation and support. This should include accurate, comprehensive and up-to-date information about young people's rights and entitlements.
20. Ensure that elected members, as corporate parents, prioritise and focus on improving all areas of poor practice for children looked after and care leavers.
21. Strengthen training and work on complaints and embed a culture of feedback. Improve the analysis of complaints and the understanding of the reasons why children, families and foster carers complain, in order to address issues raised.

## Summary for children and young people

- Too many services for children and young people in Croydon are poor. This means that not all children are kept safe from harm or are helped early enough.
- Senior leaders know that services need to be better, but they have taken too long to take action to improve them.
- When professionals tell social workers that they are worried about children and young people, not all available information is collected to help them to decide quickly what services will best support them and their families.
- Managers have not made sure that all social workers have enough time to ensure that children and young people are visited often in order to understand how they feel and what they need. This means that they do not always gather all the information they need to understand what life is like for children and young people in Croydon, and to make plans to help them improve their lives.
- Too many children and young people in Croydon have too many different social workers, which means that it is hard to trust and make positive relationships with their social workers as they change too often.
- Managers are not giving social workers the help that they need in order to make sure that they are getting things right for children and young people, and taking action that will help them quickly enough.
- When children and young people are missing, there is not always enough information gathered about the risks that they face. This means that the risks to children and young people, especially dangers from adults sexually exploiting them or from gangs, are not always known and the best help and support are not always given.
- Managers are not making decisions quickly enough when children need to come into care. It also takes too long for some children and young people to get to know where they will live until they are adults. Not enough children and young people are staying with their carers after they are 18 years of age.
- Most children and young people who live with foster carers feel settled with carers who know them well and who listen to them.
- Recently, more children have had plans to be adopted and, once this decision is made, they receive a better service.
- Most care leavers have workers who they like and trust and many young people are working, training or in further education. However, too few young people leaving care move to live independently and many are not helped enough to know how to manage money and how to look after themselves well.

<p><b>The experiences and progress of children who need help and protection</b></p>	<p><b>Inadequate</b></p>
<p><b>Summary</b></p> <p>Services for children in need of help and protection in Croydon are inadequate. Serious and widespread failings leave some children at risk of significant harm. Weak managerial oversight at all levels has not ensured that basic social work practice is of a good enough standard. Children do not receive robust and timely responses to ensure that risk is reduced and their needs are met. The local authority was required to take additional steps in some cases during the inspection to be assured that the children were not at immediate risk of harm.</p> <p>The inconsistent application of thresholds and a failure to recognise risk are common features in too many cases. When circumstances for children do not improve, the local authority is too slow to take action. This means that some children are left in harmful situations for too long.</p> <p>The workloads of some social workers, in some teams, are too high. This is a serious barrier to their providing effective services for children. There is too great a turnover of staff in many teams, which makes building trusting relationships between social workers and children difficult.</p> <p>The range and coordination of early help provision for children and families are underdeveloped. However, partner agencies are at the early stages of working together to develop a new, shared approach to delivering services.</p> <p>Most assessments do not effectively consider history or parental capacity or analyse risk. Additionally, the majority of children’s plans are not of good quality, and are too narrowly focused. Progress is often limited and actions are not achieved before plans are closed. Work with some children drifts without reassessment or analysis of change.</p> <p>Child protection chairs and partner agencies are not currently using formal systems, child protection conferences and core groups to effectively challenge drift and delay in planning for children.</p> <p>When children are missing or they are at risk of sexual exploitation, the recognition of and response to these concerns are not effectively reducing risk to them. Stronger arrangements are in place for tracking children who are missing from education.</p> <p>The local authority has undertaken awareness raising to protect children from radicalisation and to take appropriate action to support children who are at risk.</p> <p>Effective multi-agency services for girls at risk of genital mutilation are in place.</p>	

## Inspection findings

22. For too many children, risk is not consistently recognised and responded to at the right level or at the right time and previous concerns about children are given insufficient consideration. When risks to children escalate, or do not reduce, the local authority fails to intervene quickly enough.
23. The workloads of some social workers and team managers, in some teams, are too demanding in both volume and complexity. Some staff told inspectors that they are overwhelmed by the amount of work, and are unable to complete essential tasks, such as visiting children regularly and completing assessments within timescales.
24. Too many changes of social worker mean that many children miss the opportunity to build trusting relationships with their social workers. Some newly allocated workers then struggle to capture a genuine understanding of children's lived experience, by routinely reading the history or taking account of, and building on, previous social work to progress children's plans. This means that social workers have to start over again for too many families.
25. Management oversight and supervision of social work practice in many teams, while regular, are not effective. Social workers do not receive sufficient support, direction or challenge to ensure that children receive effective and timely help.
26. The range and coordination of early help provision for children and families are underdeveloped. Partner agencies remain unclear about the purpose of the early help offer. However, they are at the early stages of working together to develop a new approach, building on the Best Start Programme, which is helping to further develop a shared approach to delivering services. The early help hub facilitates access to services and supports professionals in completing early help assessments. However, there is an insufficient range of evidence-based interventions to support families. The evaluation of work is not taking place, which means that it is difficult to measure impact or demonstrate that the work is sustainable and is making a difference for children.  
(Recommendation)
27. The early help screening and assessment process builds delay in decision-making processes and operates separately from children's social care systems. Non social work staff can hold cases for several days without the early help screening team making a decision. For example, some cases wait too long before being allocated for a social work assessment.

28. Action taken by the local authority to address the deficits identified during a joint targeted area inspection (JTAI) of MASH arrangements 12 months ago has resulted in better practice, with more effective management oversight of work in the MASH. There is more timely and robust management action taken by a dedicated project manager, who signs off all decisions within 24 hours. Daily MASH discussions take place to effectively share information and agree actions on individual cases.
29. The understanding and application of statutory thresholds both by the local authority and by partner agencies are inconsistent. The number of contacts that lead to no further action continues to be high at 60%, although this has reduced from 80% at the time of the JTAI. Several different referral pathways into children's services exist and this is confusing for partners, and means that some contacts are made through the wrong pathway. (Recommendation)
30. Strategy discussions, though mostly timely, generally take the form of a telephone call with the police child abuse investigation team (CAIT). Other relevant agencies are not routinely involved, which means that multi-agency sharing of comprehensive information is not available to inform decisions. A high number of child protection enquiries (63%) do not lead to an initial child protection conference. This means that there may be another missed opportunity for multi-agency discussion and a shared approach to planning for children. (Recommendation)
31. The quality of assessments overall is mostly poor. Information is not rigorously analysed and there is insufficient consideration of families' historical information. Children's identity and cultural needs are not fully explored during the assessment process. While the views of children and their parents are recorded in the majority of cases, meaningful work with children in order to really understand their lived experiences is weak. Brothers and sisters are referred to collectively in assessments and many children's individual needs are overlooked. Some children who live in families in which there is a particular focus on one child are not referred to in assessments. Assessments are not routinely updated and new information is not analysed to reflect what may be significant changes in children's circumstances. (Recommendation)
32. Clear practice standards or recognised tools to assess levels of neglect are not used to inform assessments and, in too many cases, the impact of chronic neglect on children is not fully addressed.



33. Too many child in need and child protection plans are narrowly focused and goals and timescales are not clear enough. Specific contingency planning is missing. This means that some families do not understand the consequences if progress is not made to address concerns. Social workers do not visit all children regularly enough to monitor whether plans are making a positive difference to their lives. Brothers and sisters are considered together on shared plans and in the vast majority of cases these do not consider or address their individual needs. In many cases, child protection plans are ceased too soon, before sufficient progress has been made. For example, in some cases, plans end when parents have just started to engage in work to address long-standing domestic abuse, even though their ability to make and sustain improvement has not been demonstrated. (Recommendation)
34. The quality of social work for disabled children is variable. There are some stronger examples in the specialist team of whole-family assessments and work to support brothers and sisters. However, practice is less effective when there are presenting safeguarding concerns. Workers do not recognise and take timely action to address neglect for all of these children, reflecting the poor practice found in other teams.
35. There are a very small number of cases that have good-quality assessments, plans and recordings, where social workers go the extra mile to ensure that children's thoughts and feelings are reflected in their plans and case records.
36. Core-group meetings take place regularly. However, professionals in core groups do not all ensure that plans are used to measure and promote improvement and they do not challenge each other when there is delay in progress. This leads to a lack of purposeful and effective work and too many children experience unacceptable drift and delay.
37. Child protection conference chairs do not consistently provide effective challenge or use the formal alert system to highlight poor practice. Child protection chairs often have informal conversations with social workers and managers which are not recorded. This means that it is difficult to monitor agreed actions and progress. (Recommendation)
38. Advocacy is not well promoted or well used for children and young people in Croydon. Inspectors did not see any cases where advocacy had been offered or used to support children in need of help and protection, or to support their parents, to help them understand and fully participate in the process.
39. Responses to the needs of children who go missing are weak. Return interviews are not taking place for the majority of children, which means that the opportunity to gather critical information, identify risks and take timely protective action is lost.

40. Recognition of the risks to children from sexual exploitation is poor. Most social workers do not have sufficient knowledge and understanding of sexual exploitation to enable them to help children. Recognised models and tools for assessing the risk of child sexual exploitation are not used and the majority of staff have not received training in the skills needed to support children who are exploited. (Recommendation)
41. Inspectors found that social workers lack a consistent understanding of what constitutes a private fostering arrangement. Several cases were seen where an assessment should have been completed to ensure that children were appropriately cared for, which means that some children live in circumstances where the suitability and commitment of carers are unknown. (Recommendation)
42. The designated officer arrangements for considering allegations or concerns about staff or volunteers are in place and strategy meetings are proportionate. However, there is no formal tracking system to ensure that work is completed and within timescales, which means that the implications for some children are not known and acted on.
43. There is an effective commitment to partnership working between the multi-agency public protection arrangements (MAPPAs) and multi-agency risk assessment conferences (MARACs). MARACs are well attended by relevant partner agencies and there is timely reporting on actions. However, too many children living in families affected by domestic abuse do not receive the appropriate level of help and protection to substantially reduce risk.
44. There are effective responses to girls in Croydon who are at risk of genital mutilation. A comprehensive risk assessment tool is in place and its use is leading to better identification of the risk of female genital mutilation. A dedicated health worker efficiently coordinates links across relevant agencies, and promotes the education of parents and community groups. A range of professionals from other agencies and local authorities have benefited from understanding their approach.
45. The local authority has undertaken effective awareness raising about the risks to children of extremism and radicalisation. Training has been provided to the majority of schools in the area and appropriate referrals are made to the 'Channel' panel.

46. There are effective arrangements for tracking children who are missing education. The children missing education welfare officer works closely with schools to ensure that children missing education are identified quickly. Education welfare officers work closely with schools and other partners to ensure that children return to school and improve their attendance. Alternative provision meets the needs of children and young people effectively. Children who are electively home educated (EHE) are well monitored. The EHE officer ensures that all families who are considering EHE are offered and receive home visits or face-to-face meetings. The EHE officer contacts a wide range of appropriate agencies to identify any potential risks to children whose parents do not engage.

<p><b>The experiences and progress of children looked after and achieving permanence</b></p>	<p><b>Inadequate</b></p>
<p><b>Summary</b></p> <p>Services for children looked after by Croydon are inadequate. Inspectors identified too many children who have waited too long for a decision to be made as to whether they should be looked after, or who have returned home without sufficient support. The pre-proceedings phase of the PLO is not used often or early enough to ensure that parents are aware of the potentially serious consequences of poor or harmful parenting. Parallel planning is not embedded, and drift and delay adversely affect children at all stages of care planning.</p> <p>Too few children looked after who go missing are spoken to when they return, and the analysis of associated risks is weak. The response to children who are at risk from sexual exploitation is also underdeveloped, and assessments and plans to reduce future harm are rarely evident.</p> <p>Most children looked after live in stable foster placements where they are cared for well. However, many carers feel poorly supported, and the fostering service is not compliant with all regulations. In the majority of cases, social workers see children regularly. However, there is limited purposeful direct work to help them.</p> <p>Children’s health assessments and reviews are increasingly timely. Children, parents and carers engage with statutory reviews, and most meetings are a comprehensive account of children’s lives. Overall, IROs know children well, but they do not always stay in touch with all children between children’s reviews and they do not challenge delay assertively enough.</p> <p>Teachers find the involvement of the virtual school helpful, but the majority of personal education plans (PEPs) need to be improved.</p> <p>Children who cannot live with their families are increasingly considered for adoption, but delays exist. The quality of CPRs is variable. Adopters are well assessed and supported.</p> <p>Not enough young people live with their foster carers beyond the age of 18 years. Too few care leavers have the opportunity to move to independent accommodation when they are ready to do so. Preparation of young people for independent living is inconsistent and not all are fully aware of their entitlements. The quality of pathway planning is too variable. However, the large majority of care leavers are in education, employment or training, and they report strong and consistent support from their personal advisers.</p>	

## Inspection findings

47. Too many children wait too long for a decision to be made as to whether they should be looked after and this means that they continue to live in neglectful or harmful situations for longer than is necessary. If they return home from care, plans and packages of support are not always sufficiently robust to avoid problems recurring.
48. Senior managers have been very slow to adopt the pre-proceedings phase of the PLO, which is a legal requirement. This means that an important step in engaging with families and planning for children's legal permanence is bypassed and parents do not always have the opportunity to change their behaviour, or have a clear understanding of the consequences of not doing so. Although the number of children in pre-proceedings is increasing, it is still too low. Child protection plans that are not effective continue for too long when more decisive action is needed and when the care threshold is likely to be met. This leaves children at risk of further harm.
49. Until recently, the tracking and oversight of pre-proceedings, court work and permanence planning were significantly underdeveloped. This created delays for children at all stages, from the decision that the legal threshold for care proceedings is met, through to a permanent placement match being decided. Inspectors saw a number of cases where children have experienced drift and delay due to assessments not being commissioned or completed on time, or statements and applications submitted to court late. This slows children's journeys towards secure and permanent homes. (Recommendation)
50. The determined work of the care proceedings manager, appointed in September 2016, and the recent increased attention of senior managers are beginning to have a positive effect on services, from a low base. Inspectors noted some improvements in the oversight of care proceedings and pre-proceedings from April this year. Targeted training and mentoring of staff are increasing their skills. These early signs of change are also reported by the Child and Family Court Advisory and Support Service (Cafcass), which has noted that, although practice remains inconsistent, the timeliness and quality of court assessments and care plans are improving.
51. A permanence policy, introduced in January 2017, ensures that staff increasingly understand what is expected of them. However, senior leaders have been much too slow to establish minimum standards and these are not embedded in practice. Permanency planning meetings are not always ambitious or assertive enough to ensure that a range of permanence options are considered and pursued for children of all ages. This demonstrates a lack of ambition to achieve the best positive permanence option for all children. Contingency and parallel planning are often not evident and this leads to avoidable delays for children when a preferred care plan, such as a family care arrangement, proves to be unviable. (Recommendation)

52. Children are thoroughly matched with long-term permanent carers, but delays are evident. Some children wait for up to a year to know where they will live for the remainder of their childhood and beyond. Foster carers told inspectors that this is difficult and unsettling for children. Once decisions have been made, it is positive that social workers and managers mark these important events with certificates and celebratory activities.
53. Although case supervision is regular in most cases, and there are some detailed updates and actions, close attention to overall care plans for children and purposeful challenge of delay are rarely evident. In a number of cases important risk factors are not sufficiently explored and in a few cases they are not mentioned at all. Clarity about accountability for important decisions for children looked after is not established or evident in recording.
54. When children go missing from care, they are rarely spoken to about their experiences. When a conversation is offered, children often refuse to engage. A lack of persistence and creativity in considering why children run away, whom they are with, where they go and the risks they face, is a key weakness. This is because it limits professionals' understanding of children's lives and reduces opportunities to make them safer. Leaders and partners have put in place appropriate strategic arrangements, including a commissioned service that provides high-quality support. However, practice is highly inconsistent; comprehensive risk assessments and assertive planning to safeguard children are rare, leaving them vulnerable to harm. (Recommendation)
55. Most social workers who spoke with inspectors demonstrated an understanding of children's lives and histories. Better performance information is enabling managers to monitor some important aspects of support for children looked after, including the frequency of social work visits. Visits are regular for the majority of children, including those who live out of the authority area, although records do not always evidence purposeful direct work with children. Some children wait too long for important direct work, such as life story work, but inspectors also saw some good examples of creative time spent with children, including singing, using pictures to help them to understand their country of birth and playing make-believe games. Children told us that they see their social workers often and most find them friendly and helpful.
56. In the first quarter of 2017–18, only 13 children looked after were supported by an advocate and this means that very few children have the benefit of an independent supporter who can help them to express their views, challenge their plans, or raise something that they are worried about. There is a waiting list for children who have asked for an independent visitor. When children do spend time with independent visitors, they value this support and friendship. (Recommendation)

57. It is positive that a high proportion (85%) of children looked after live with a foster family. Placement stability is good. Less than one in 10 children moved placements more than twice in the 12 months preceding the inspection. There is sufficient choice for children with regard to in-house foster carers and independent fostering agencies. Almost half of Croydon's 760 children looked after cohort are unaccompanied asylum-seeking children. Inspectors saw detailed age assessments and some positive matches of children with carers who understand and celebrate their culture and faith. However, a small minority of less well-matched children are losing touch with their culture or language.
58. Croydon has some highly committed and skilled foster carers who are providing good-quality care to children. The foster carers who spoke with inspectors talked warmly and protectively about the children they are caring for. A strong commitment to children looked after as much-loved members of families is commonplace among these carers. One foster carer said, 'We are very lucky to have him in our family.' Children told us that they are happy and settled with their carers: 'They are like my mum and dad'; 'We do fun things together like other families'; 'They sort out injustice at school'; and, 'If I'm feeling down she always asks me about it.'
59. However, most carers expressed dissatisfaction with the support provided by the fostering service. A recent independent review identified similar concerns, including a lack of out-of-hours support, irregular supervision, poor communication, lack of delegated authority, insufficient consideration of matching for children and carers not being listened to when they try to challenge poor care planning. The fostering service is not consistently compliant with regulatory standards; unannounced visits are irregular, annual reviews are delayed and delegated authority is not consistently in place. Inspectors also identified children living in unregulated placements where emergency and viability assessments are delayed or not completed within timescales, so that potential risks relating to these households are not fully understood.  
(Recommendation)
60. The headteachers and designated teachers who spoke with inspectors said that the virtual school team provides helpful support and challenge. They reported that this has improved during the last year. Although the virtual school team has provided training for social workers and designated teachers, the quality of the majority of PEPs requires improvement. Key areas for improvement included the quality of target setting and recording the use of pupil premium funding and the voice of the child. Some children told inspectors that within their PEP meetings they are not praised enough for the things they have achieved. At the time of the inspection, the introduction of e-PEPs, to support quality improvement, was imminent.

61. Most children looked after attend good or outstanding schools and none attends schools judged as inadequate. The virtual school team works closely with the small number of schools that require improvement, to ensure that they receive the support that they need. Children looked after in Croydon achieve less well than their peers in neighbouring authorities and nationally at each key stage of education. Results at key stage 4 are improving, but remain just below the national rates. This improvement is a significant achievement due to the high proportion of children looked after who are unaccompanied asylum-seeking children, many of whom have minimal previous experience of education and speak little English on their arrival. The virtual school team has ensured that good arrangements are in place for unaccompanied asylum-seeking children to enrol in schools quickly. Courses for speakers of other languages are quickly sourced for those who need to improve their English. In addition, a short course is provided for those children who have had very little or no formal education prior to their arrival in the United Kingdom.
62. Local authority officers monitor and support schools well to ensure that all children are aware of the dangers of extremism and radicalisation as well as what to do if they experience bullying or the inappropriate use of social media. Survey responses indicate that the number of children who report experiencing bullying is falling. Children looked after told inspectors that their foster carers and teachers have acted quickly to stop bullying when children have experienced this at school.
63. The local authority ensures that all alternative education provision takes place with registered providers. All children who attend these providers receive full-time timetables. In addition, a registered tuition service, 'Springboard', provides bespoke support to children, most of whom have medical or complex special educational needs. A small number of children looked after are supported through the tuition service and have part-time timetables.
64. Senior managers and partners have worked together to improve the timeliness of initial health assessments from a low base. However, children looked after nurses are not always notified quickly enough when children come into care, leading to delays in some children's health needs being understood. Children looked after nurses acknowledge that greater specificity in health-related actions would improve consistency of follow-up and oversight of children's health needs. Children looked after nurses increasingly engage creatively with hard-to-reach young people, but they have insufficient capacity to be closely involved in children's day-to-day care plans, for example by attending statutory reviews.



65. Although over 80% of children looked after are allocated within the permanence service, the remainder are allocated to social workers in over 25 teams and units. This presents a significant challenge for senior managers in achieving consistency of practice across the service. It has also made it more difficult for the child and adolescent mental health service (CAMHS) to ensure that all social workers know about the children looked after CAMHS provision and associated consultation offer. Although some positive work is taking place, inspectors reviewed a number of cases where children or carers who need therapeutic support have waited too long for advice about children's behaviour or direct support, such as play therapy.
66. Assessments are not regularly updated and care plans and reports for statutory reviews do not outline and analyse children's life experiences alongside recent events comprehensively enough to compensate for this deficit. Care plans are brief and rarely include any detail about children's day-to-day lives, aspirations or overall plans for permanence. This reduces the ability of social workers, carers and professionals to ensure that they are working together purposefully to improve children's outcomes.
67. Statutory reviews are increasingly timely, although too many are still late, due to an inefficient system for arranging meetings. In most cases, children, carers and parents engage with or contribute to these meetings and the majority of records are comprehensive accounts of children's lives and achievements. In most cases, contact arrangements with friends and family members are considered well. Some children told inspectors that reviews are too long and that they sometimes feel that adults are talking about them, not with them. IROs have established long-term relationships with some children, but they acknowledge that they have insufficient time to stay in close touch with children to progress their plans. Inspectors saw some evidence of IROs providing challenge regarding children's care plans, but high-level intervention was not evident enough in those cases where children have experienced most delay.

**The graded judgement for adoption performance is that it requires improvement**

68. The number of children leaving care through adoption in Croydon is slowly rising. Since June 2016, 32 children who have a wide range of needs, ethnic backgrounds and ages, and groups of brothers and sisters, have been placed for adoption, of whom 22 children have been successfully adopted, including three children placed under foster to adopt arrangements. This performance has improved from 2015–16 as a result of continued focus on making earlier decisions and an increased number of decisions with regard to children to be placed for adoption: 19 in 2015–16, rising to 44 in 2016–17, and this trend is likely to continue into 2017–18.

69. The local authority has recently identified that permanency planning for children across the wider service is weak and needs improvement. Inspectors saw that the impact and legacy of this are that children are waiting longer for adoption, for example, where decisions to progress pre-proceedings within the PLO and care proceedings are delayed, and where care planning is poor once children are looked after.
70. While a recent permanence panel and a permanence tracker monitor children's plans for permanence more robustly, these have not provided sufficient scrutiny and oversight to ensure that plans for adoption are strong and timely for all children. Inspectors observed avoidable delays, for example when decisions to achieve permanence are not quick enough, and some delays in family finding that impact on the timeliness of matching for a few children with adoptive families. The local authority acknowledges that improvements in permanence planning are very recent and that this area requires continued focus and robust oversight to improve performance further. (Recommendation)
71. The timeliness of adoptions is improving, but it does not meet the latest published national thresholds on key indicators. This performance links to the legacy of poor permanence planning across the service. It takes too long for a child in Croydon, from becoming looked after, to be living with an adoptive family. However, the recently improved focus on practice with regard to placing children for adoption is resulting in more timely matches to permanent homes for some children.
72. Similarly, on average, most children are still waiting too long to be legally adopted. A systematic focus on and tighter management of permanence planning are needed across the wider service to ensure the timeliness of adoption for all children, once the agency decision-maker (ADM) makes the appropriate decision that this is the best plan.
73. The recruitment and preparation of adopters are thorough, and there is appropriate use of the South London Adoption Consortium for the provision of preparation groups. Adopters met during the inspection reported that their preparation and assessment were well managed and they commented favourably on the professionalism and support provided by the adoption staff. One adopter had specifically chosen Croydon due to a positive recommendation.
74. Prospective adopters' reports (PARs) seen during the inspection showed that comprehensive checks and references are progressed appropriately, and that prospective adopters are visited regularly and seen alone. This enables their strengths, motivation and ability to parent adopted children to be well considered. However, assessments are not all completed within the six-month timescales, although some delay is appropriate, for example adopters requesting to have a break between stage one and stage two of the process.

75. CPRs are of variable quality. This is acknowledged by managers, the adoption panel chair and the ADM. In the better reports, children's and birth family's details are thorough and include all aspects of the child's life, including relevant decisions and details that may be required in later life. Weaker reports are not clear. They lack important information and do not provide the rationale for decision-making or up-to-date information, which are extremely important in helping children to understand their early experiences. Recent workshops for social workers to improve practice have addressed the quality of reports, but it is too early to see their impact.
76. The local authority works well with the South London Adoption Consortium and other relevant adoption services to match children with adoptive families that meet their needs. Some delay in the family finding process for children waiting was identified during the inspection and tighter monitoring is required in order to improve this in future.
77. The quality of matching reflects a thorough approach once adopters are identified. Adoption placement reports successfully identify children's needs and the ways in which adopters will meet them. Minutes of the adoption panel reflect appropriate scrutiny and challenge, and recorded decisions by the ADM are comprehensive. The adopters met during the inspection who have been matched with children reported that the process was timely and that they were well supported.
78. The adoption panel is appropriately constituted and effective, and has an experienced panel chair. Panel minutes and recommendations for children and adopters are clear, evidencing a well-balanced rationale. ADM decisions are timely and well considered. Issues identified at adoption panel regarding the work and performance of the adoption agency are highlighted in a six-monthly reporting cycle. These are progressed in order to improve learning and practice, for example the provision of workshops for social workers to improve the quality of CPRs.
79. Life story books seen during the inspection are well constructed and appropriate, evidencing a child-centred approach. Later life letters sampled were sensitively written, with attention to the likely emotional response of the child when older.
80. The adoption service provides a range of support services post adoption, including facilitation of direct contact between birth family members, letterbox arrangements, birth records counselling and intermediary support. Experienced staff provide support to adopters and children, including therapeutic services and interventions, and they liaise and commission relevant additional post-adoptive support services if needed. Applications to the adoption support fund result in appropriate support for families and plans are in place to extend this more fully in the future.

**The graded judgement about the experience and progress of care leavers is that it requires improvement**

81. The care leaving team was working with a high number of care leavers at the time of the inspection (705), half of whom were unaccompanied asylum-seeking young people who had become looked after in Croydon. Social workers and personal advisers are in touch with a very large majority of their care leavers (92%) and most personal advisers and social workers are tenacious in their efforts to re-establish contact with those not in touch. Most care leavers receive appropriate help with progressing smoothly to independent living. However, a minority do not receive sufficient support to meet their needs, and are less well prepared for the transition to adulthood.
82. The quality of pathway planning with care leavers is too variable and planning starts too late. Workers begin pathway plans just before the care leaver becomes 18 years of age, rather than in the three months before they reach their 16th birthday. This delay affects their transition to adulthood because establishing relationships with personal advisers does not begin early enough. Not all plans contain sufficient detail or consideration of contingencies and they do not all reflect the views of young people well. (Recommendation)
83. Care leavers benefit from up-to-date health assessments, which are completed by the children looked after nurse before they reach 18 years of age. They receive key information about their health histories. However, while most care leavers receive appropriate healthcare, there are insufficient specific health services available to care leavers to promote and support them after the age of 18, for example specific drop-in clinics for sexual health.
84. Social workers and personal advisers do not ensure that all care leavers are sufficiently prepared for living independently. Care leavers told inspectors of their different experiences of how well they are supported after leaving care. While some talked about very good preparation and support from their personal advisers, including help with learning how to budget and to cook, others said that they were not helped to prepare themselves well. For example, a minority of care leavers got into financial difficulty because no one had told them that they needed to pay council tax when moving to private accommodation.

85. Not enough care leavers benefit from staying-put arrangements. A much lower proportion of Croydon care leavers benefit from living with their former foster carers beyond the age of 18 years than in neighbouring authorities or nationally. Some care leavers and foster carers reported that they believed that staying-put arrangements are only available until the age of 18 if they remain in full-time education. In addition, care plans often say that children will remain in placement until 18 years of age. Both of these factors undermine efforts to ensure that more care leavers benefit from the security and stability of continuing to live with their foster carers as they transition to independent adulthood. (Recommendation)
86. The large majority (78%) of care leavers are in education, employment or training, which is better than rates achieved by neighbouring authorities or nationally. Senior leaders are working to improve opportunities for care leavers in a borough with strong economic growth, for example by expanding existing contracts to ensure that commissioned partners and the authority itself offer apprenticeship opportunities specifically aimed at care leavers.
87. A high number of care leavers have achieved a place in higher education. At the time of the inspection, there were 100 young people taking degree courses and a small but increasing number on higher apprenticeships. These young people continue to benefit from good support provided by their social workers or personal advisers. This support extends to the provision of accommodation for those who want to return to Croydon during university breaks.
88. Not all care leavers are aware of their entitlements, despite this information being included in a well-written care leavers' handbook. Inconsistent support for individual care leavers and a lack of focus in pathway plans mean that not all care leavers have a good understanding of, and access to, their entitlements.
89. The majority of care leavers live in suitable accommodation. However, care leavers have limited options for moving on to independent living when they are ready to do so. More care leavers are living in shared accommodation, following a decision by senior managers to reduce the number of commissioned self-contained housing options. Although care leavers interviewed said that their shared accommodation arrangements were working well, some felt ready, and would prefer, to live independently. The fact that care leavers are not given any priority to help them to secure social housing reduces their options further. A very small number of care leavers are homeless or in emergency accommodation. At the time of the inspection, one care leaver was in short-term bed and breakfast accommodation and, although his circumstances were well assessed and supported, this is not acceptable practice. (Recommendation)

90. Care leavers who met with inspectors held the care leaving team workers in very high regard. They said that their workers were proud of them and their achievements. One said that she regarded her personal adviser and the broader care leaving team as her 'family'. There are also some examples of creative and innovative ideas that are supporting care leavers to be as fully informed as possible about available support. For example, a personal adviser has developed a range of very high-quality YouTube guides under the banner 'former-relevant TV' to help care leavers learn a range of useful skills, including how to select, and use, good-quality private rental websites.

<b>Leadership, management and governance</b>	<b>Inadequate</b>
<p><b>Summary</b></p> <p>Services for vulnerable children in Croydon are inadequate. There are widespread and serious failures in the services provided to children and their families in Croydon that leave some children at risk of significant harm. Senior leaders identified a legacy of poor practice and weak managerial oversight at all levels. However, they have not ensured that basic social work practice is of a good enough standard. The serious and widespread issues across the service had not been fully understood by elected members or senior managers until this inspection and this corporate failure has led to a lack of prioritisation and timely action. This has resulted in too many children remaining at risk of escalating or actual harm characterised by drift and delay.</p> <p>Work in strengthening partnership working and understanding local need has been more successful. Work has taken place with partners since the JTAI to strengthen the effectiveness of work in the MASH and improve performance management information. This now includes a comprehensive monthly dashboard, performance clinics and performance meetings, including a monthly safeguarding meeting chaired by the leader of the council. However, this monitoring does not translate into commensurate action that improves practice.</p> <p>Managers, in particular, do not provide enough guidance or direction to social workers to ensure improved outcomes for children. Conference chairs and IROs do not routinely or effectively challenge poorer practice.</p> <p>The corporate parenting panel has been effective in championing some issues that have led to better outcomes for children looked after, for example improved placement stability and access to education, employment and training. The corporate parenting panel expresses a commitment to improving the lives of children. However, the local authority overall has not prioritised and planned sufficiently to improve outcomes for enough children.</p> <p>More recent commissioning partnerships demonstrate improvement in some services, but more work is required to ensure that contracts and resources reflect the level of need for children.</p> <p>The local authority has begun to implement a new recruitment and retention strategy, but work to date has been ineffective in addressing vacancy rates and staff turnover, and in ensuring that there is appropriate support for newly qualified social workers.</p> <p>Work is taking place to give children a greater strategic voice, but this is yet to translate into practice. The lived experience of a high number of children is unknown or not clearly understood and advocacy to support children is limited.</p>	

## Inspection findings

91. Work has taken place over the last year to strengthen strategic oversight, management information and structures in Croydon. However, these measures have failed to result in the improvements that are required to ensure that children are safe and well cared for. The serious and widespread issues across the service had not been fully understood by elected members or senior managers until this inspection and this corporate failure has led to a lack of prioritisation and timely action. This has resulted in too many children remaining at risk of escalating or actual harm.
92. Inspectors identified a high number of children for whom a failure to follow procedures has resulted in a lack of care and protection. Inspectors also referred a number of children, for whom there were significant concerns, to the local authority. All of these cases were accepted by Croydon's senior managers and almost all required immediate action to ensure the safety of the children. The local authority has referred one case to the Croydon Safeguarding Children Board (CSCB) for a 'learning lessons' review.
93. Not long after their appointments in July 2016, and in response to growing concerns, senior leaders commissioned a number of detailed external service reviews and undertook two practice weeks, which included all managers across the service auditing and observing practice. Leaders therefore became aware of the serious deficits in frontline practice, but they failed to correctly prioritise the areas of greatest concern. The local authority is at a very early stage in addressing the poor practice identified. However, some improvements have been made, for example in the MASH. Senior managers have put in place an improvement board, an improvement plan, service plans and a range of action plans that are currently focused on improving processes and structures; there is an insufficient focus on the experience of children. This has created delay in addressing the serious and widespread practice issues.
94. There is a dedicated children's and young people's scrutiny committee and regular meetings between officers and elected members, with clear lines of accountability and governance arrangements between political, strategic and operational roles. However, a significant number of meetings and discussions take place informally and there is a lack of formal minutes to demonstrate and evidence accountability and agreed actions. This means that there is no formal record to demonstrate a clear line of sight from elected members and senior managers to frontline practice.
95. Governance arrangements between key strategic bodies are not clear enough. Senior leaders recognise that these require strengthening, and have therefore begun a review of these arrangements. This review includes the Children's Partnership Group, the Health and Wellbeing Board, the CSCB and the local strategic partnership.



96. Croydon is a unique area with very specific challenges, particularly in relation to unaccompanied asylum-seeking children. A specialist team of social workers and managers works closely and effectively with the Home Office to ensure a strong and caring initial response to children arriving alone in the country. This work extends well beyond the borough, liaising with other areas across the country as part of the national dispersal scheme and including involvement in crisis work, such as the Calais camps.
97. The council has sought to strengthen strategic understanding of all children in the borough by building a detailed and relevant picture of the community. This has included the development of strategic partnership arrangements for children at risk of radicalisation and extremism, child sexual exploitation, going missing, trafficking, female genital mutilation and gangs. Together with the police and other partners, 'Operation Raptor' and 'Operation Rosario' have helped Croydon to develop a profile of concerns and increase disruption activity. The borough has also entered into new partnerships and research projects to broaden knowledge about child sexual exploitation and female genital mutilation, and has created a new senior level group to share information about the highest-risk children.
98. Despite this improved cooperation and collaboration at a strategic level, this work insufficiently informs and improves operational frontline practice. Too many frontline practitioners do not follow child sexual exploitation and missing procedures to protect children. Inspectors saw several cases where workers and frontline managers had failed to identify, assess or respond appropriately to children at risk of sexual exploitation. Despite Croydon having one of the highest numbers of missing children nationally, procedures and protocols for children missing from home and care are not fully established or routinely followed. Not enough children receive return home interviews and risk assessments are rarely completed. As a result, vital information that would inform the partnership about these children is lost, which impedes preventative action to avoid further harm.
99. In the last 12 months, senior managers have commissioned an external review of the CSCB. This report found serious failings that resulted in 10 key areas for improvement for the board. The chief executive also challenged the partnership representatives of the board about the lack of senior level engagement. Despite these actions, the board has not improved its effectiveness in understanding the quality of help and support provided to children and families in Croydon.
100. There are improved strategic partnership arrangements, leading to better shared understanding and joint work. However, partnership working in frontline services needs strengthening. This is very apparent in the lack of multi-agency understanding of thresholds across the child's journey. Meaningful engagement and challenge from partners in key discussions and meetings aimed at protecting children, such as strategy discussions and core group meetings, are lacking. This means that children's plans do not benefit from full multi-agency involvement.

101. For children on the edge of care, the implementation of the PLO has been late in Croydon, but it is now beginning to have some impact. Similarly, the appointment of a new case progression manager is beginning to ensure more consistent court practice. However, while the local authority demonstrates an effective relationship with Cafcass, the relationship with the judiciary is poor. Despite very recent improvements, the judiciary expressed considerable concern about the quality and timeliness of legal representation in court. It highlighted a number of practice concerns, which included poor recognition of neglect, poor planning for children, resulting in significant delays, and a culture of crisis management in Croydon.
102. Croydon has taken action following the JTAI to strengthen performance information and this has resulted in improved performance management data. This includes a monthly dashboard, performance clinics and performance meetings, including a monthly safeguarding meeting chaired by the leader of the council. However, data is not collected in all areas to inform practice improvements, for example complaints from children and families. Despite weekly and daily monitoring of some priority areas of child protection processes, this monitoring does not translate into commensurate action that improves practice in key areas. Some managers do not understand performance data and, as a result, there are gaps in key areas of performance oversight, such as missing children. Performance management is therefore not informing practice improvement sufficiently.
103. The annual quality assurance framework covers a range of relevant activities. However, information is not routinely collated and analysed to aid understanding of inconsistent practice and outcomes. Auditing activity takes place regularly and inspectors noted that audit findings were accurate in 75% of cases seen. However, managers do not systematically follow up on agreed actions, and escalation processes are not routinely utilised by child protection chairs and IROs to alert senior managers to the impact of deficits in practice, for example delays in planning for permanence or insufficient progress in plans.
104. Improved commissioning arrangements at a strategic level ensure that commissioned services are informed by the needs of children in most cases. Commissioned services, underpinned by dedicated needs analysis, build on the information contained in the joint strategic needs assessment (JSNA). Partners recognise that further work is required to strengthen the JSNA and the Health and Wellbeing Board is considering this. The local authority has developed joint commissioning with the clinical commissioning group and together they have successfully commissioned a number of services that include a new CAMHS contract. However, not all contracts meet the needs of children. The advocacy contract, which began in January 2017, provides an issue-based service only and precludes children who are looked after and care leavers.

105. The joint approach to commissioning is demonstrated in framework contracts for placements. Placement stability for children looked after in foster care is strong and a high proportion of children live in family placements. However, a group of foster carers told inspectors that they do not feel valued and do not all receive the support that they need.
106. The lead member for children and young people, as the chair of the corporate parenting panel, actively engages with children and advocates on their behalf. Changes to the corporate parenting panel mean that all children across the borough can become involved in topic-based discussions. As a result, the panel has been effective in championing some issues for children and young people. For example, last year young people were part of a 'takeover' of the scrutiny committee, during which they explored housing issues for young people.
107. However, the panel is not sufficiently focused on poor performance and the practice priorities in the improvement plan. More work is also required to engage the Children in Care Council. A new draft engagement strategy is currently being debated and refined, which will begin to take these issues forward and further develop children's involvement in scrutiny and the cabinet. At the time of the inspection, Croydon was hosting a youth congress to debate young people's engagement, at which there were over 200 delegates.  
(Recommendation)
108. Strengthening the voice of the child is a stated key priority for all leaders in Croydon. However, this desire is not evident in most cases seen on this inspection. Inspectors consistently saw a lack of understanding of the lived experience of children, a lack of involvement of children in their plans and limited access to advocacy and independent visitors for children.
109. Dealing with complaints from children and families is an area that requires further development. A new corporate team has been set up and the first children and families quarterly report was recently presented to children's services senior managers. It contains only basic information; it lacks analysis and does not identify the sources of complaints. There is also no routine monitoring of complaints from children looked after. As a result, managers do not know how many children make complaints, nor their reasons for doing so. Further work is required to ensure that practitioners and managers have received training, and that a culture of feedback is embedded.  
(Recommendation)
110. Management oversight at all levels is weak. Supervision is ineffective in the majority of cases seen by inspectors. For some, there were long gaps in the frequency of supervision, and records show a lack of reflection and clarity about actions required in a significant number of cases. This leads to a lack of direction and purposeful work with children, and contributes to unnecessary drift and delay. Senior managers have not created good conditions in which social workers can flourish. A number of social workers told inspectors that they are not clear about what they need to do. (Recommendation)

111. Some social workers, in some teams, have high caseloads and very low morale. This is particularly true for social workers in the care planning units and for new social workers undertaking their assessed and supported year in employment (ASYE). The vast majority of ASYEs who spoke to inspectors said that they feel overwhelmed. They do not all have protected caseloads and therefore do not receive the support and supervision that they require to work effectively with children.
  
112. While workforce development is a priority for Croydon, this work is underdeveloped and, consequently, it has not affected turnover and vacancy rates. More work is therefore required to ensure that there is a more stable workforce, particularly for children in need and those on child protection plans. Work has been slow to target training and learning opportunities to those who need them, following findings from external reviews and practice weeks. As a result, action is required to ensure that social workers and managers have the skills they require to properly protect and care for children. (Recommendation)

## The Local Safeguarding Children Board (LSCB)

### The Local Safeguarding Children Board is inadequate

#### Executive summary

The CSCB is inadequate. It has not fully established effective arrangements for discharging its statutory functions. In particular, it does not understand the experiences of children and young people locally, and has failed to sufficiently monitor and evaluate the effectiveness of frontline practice.

While board members are aware of inadequate practice identified in previous multi-agency audits, SCRs and the findings from practice weeks, they do not provide effective challenge, or take sufficient timely action to address the poor practice and serious and widespread risks to vulnerable children in Croydon. There has been too great a focus on process that has led to insufficient understanding and prioritisation of required actions.

The board lacks direction and purpose, despite undertaking considerable activity, and it is unclear what difference this is making for children. The annual report and business plan are overly optimistic about progress, lack rigour and are not evidence based.

The early help strategy is insufficiently coordinated and implemented and the board has not ensured that pathways to early help services are well understood and applied. Ineffective action to address this fundamental deficit means that the board cannot be assured that children are receiving the right level of help at the right time.

The board leads the overall strategic approach to child sexual exploitation and children missing from home and care. While it is successfully raising awareness across a range of settings, poor scrutiny by the board means that it is not aware that basic child protection procedures for children at risk of sexual exploitation and those missing from home or care are not being followed.

Agreement for SCRs is in line with statutory guidance; learning is disseminated, but is not embedded in frontline practice. The board receives an appropriate range of reports about private fostering, the work of the designated officer and IROs. However, more rigour is required from board members to ensure that the information in these self-reports is triangulated.

There is national and international recognition for work in protecting children from female genital mutilation and for work in supporting unaccompanied asylum-seeking children in Croydon. There is significant engagement with the community and faith groups to raise awareness of specific issues facing children.

## Recommendations

113. Ensure that the revised membership, remit and priorities of the board include effective processes that monitor and evaluate actions for their impact on outcomes for children.
114. Include the work of the previous child sexual exploitation and 'missing' subgroup in the Vulnerable Adolescent Committee to ensure effective connection between children at risk of child sexual exploitation, those who go missing, gang affiliation and 'county lines', and to achieve a consistent application of the board's procedures for these children.
115. Ensure that the multi-agency dataset contains sufficient information to improve quality assurance activity and to judge the effectiveness of services, particularly in relation to early help, children in need of help and protection and those in care.
116. Ensure full implementation of the early help strategy, including appropriate action to ensure shared understanding and consistent application of thresholds across the partnership.
117. Develop robust processes to routinely scrutinise, monitor and evaluate the effectiveness of frontline practice. This is to provide evidence of the board's focus on outcomes, demonstrating that it is making a difference to vulnerable local children.

## Inspection findings – the Local Safeguarding Children Board

118. The CSCB is inadequate, as it has not fully established effective arrangements for discharging its statutory functions. In particular, it does not understand the experiences of children and young people locally, and has failed to sufficiently monitor and evaluate the effectiveness of frontline practice.
119. Formal arrangements are in place for the chair of the CSCB to have regular monthly meetings with the chief executive, the executive director of people and the lead member for children. However, these have not led to senior leaders fully understanding the serious and widespread risks to children identified during this inspection.
120. While the chair is a member of a number of strategic boards, in practice there is little evidence to demonstrate that strategic bodies hold each other to account, and that these arrangements are effective in safeguarding children in Croydon. Consequently, the partnership's response to safeguarding children is not assured.

121. The early help strategy is insufficiently coordinated and implemented and the board has not ensured that pathways to early help services are well understood or applied. Over a year ago, the JTAI identified that partners have insufficient understanding of thresholds and ineffective action taken by the partnership to address this fundamental deficit means that there are still no assurances that children are receiving the right level of help at the right time.  
(Recommendation)
122. Systems in place for monitoring and evaluating frontline practice are ineffective. Board members noted recurring themes in findings from their multi-agency audits, practice week and learning reviews. Minutes of meetings recorded comments by board members that partners were not working together as a 'collective' and that relationships were 'fractured'. The CSCB failed to recognise, monitor and systematically evaluate the seriousness of these findings. Insufficient challenge by the board in holding partners to account for these failures has resulted in too many children being left unprotected at the time of this review. (Recommendation)
123. Child sexual exploitation arrangements are coordinated and monitored through the child sexual exploitation and 'missing' sub-group and there are plans to extend the work of the group to include all exploited and vulnerable children. This group has successfully raised awareness across a range of settings that includes direct work in schools leading to earlier identification of children at risk and collaborative work with voluntary sector projects based in sexual health clinics. Despite this, inspectors found that too many practitioners do not follow the safeguarding board's basic procedures for assessing the needs of children at risk of sexual exploitation or those who go missing from home and care. Return home interviews and risk assessments are not routinely undertaken and, as a result, these children are not adequately protected from ongoing harm.  
(Recommendation)
124. Innovative projects led by the police, for example 'Operation Raptor', provide reliable analysis showing that the profile of children at risk in Croydon is largely one of small groups of peer-to-peer risk and gang-associated incidents. While data indicates that children at risk of sexual exploitation are not linked with 'county lines', the report shows that 'missing' children are. The analysis from 'Operation Raptor' shows that 60 children are involved in cross-county drug activity. This includes nine children looked after in Croydon and 15 from other local authorities. The partnership has not done enough to understand and address the poor practice in this area.

125. A review of the membership of the board took place in November 2016. However, there is too much focus on process, which has affected the ability of the board to know if outcomes for children have improved. The board still lacks direction and purpose and, while there is considerable activity, it is unclear what difference it is making for children. The board does not ask the right questions and board members are too accepting of self-reporting. The annual report states that the board achieved eight of the 10 priorities set out in its business plan. This analysis is overly optimistic and lacks rigour. It is not evidence based and does not accurately reflect the failure to safeguard children and young people in Croydon. (Recommendation)
126. An externally commissioned review of the board in January 2017 recommended that the voice of the child should underpin the work of the board. The chair has persistently requested that partners evidence the impact of their agency's work in protecting children; they have not complied with this request. This questions the authority of the chair and whether agencies fully understand and know if children who have contact with their individual agencies receive help proportionate to their presenting risks and needs. Recent changes to the section 11 audit are aimed at making this more robust.
127. Recent action has strengthened the multi-agency performance management information. This is a positive development as it includes the new monthly dashboard and shared database. More work is essential in order to align the top-line data with qualitative information, as currently there is insufficient impact on the persistent shortfalls that inspectors found in services for children who need help and protection and for those in care. (Recommendation)
128. SCRs are agreed in line with statutory guidance and there have been four commissioned in 2016–17; the associated recommendations are appropriately monitored and reported to the board. Learning from SCRs, while disseminated to all agencies, is not embedded in frontline practice. While there is a comprehensive learning and development programme that provides opportunities to engage effectively with partners, more work is needed to evaluate and evidence the impact of training in all agencies.
129. The board has received an appropriate range of reports regarding private fostering and the work of the designated officer and IROs. There is more rigour required by board members to ensure that the information in these self-reports is triangulated.
130. The child death overview panel (CDOP) identifies the learning arising from child deaths effectively. The annual report is thorough and analytical and all deaths are reviewed within a year of the death. The CDOP has taken action at local and regional levels to drive changes. The chair participates in pan-London workshops coordinated by the Healthy London Partnership CDOP, during which good practice is shared and learning opportunities are maximised in an effort to reduce the risk of child deaths in the future. Rapid response meetings are appropriately prioritised and effective.



131. All partner agencies have worked well together to achieve better outcomes for specific groups of children. For example, there is national and international recognition for work in protecting children from female genital mutilation and for work in supporting unaccompanied asylum-seeking children in Croydon. In addition, meaningful engagement with the community and faith groups has raised awareness of specific issues facing children who are sexually exploited or affected by gangs, or who go missing from home and care. Improved collaboration and joint work with social housing providers and a recent initiative with a local premier league football club ensure understanding and prioritisation of children and their families.

## **Information about this inspection**

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people whom it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the Local Safeguarding Children Board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of eight of Her Majesty's Inspectors (HMI) from Ofsted.

### **The inspection team**

Lead inspector: Marcie Taylor

Deputy lead inspector: Natalie Trentham

Team inspectors: Peter McEntee, Susan Myers, Stephanie Murray, Louise Warren, Mark Shackleton, Brenda McLaughlin

Senior data analyst: Tania Corbin

Quality assurance manager: Sean Tarpey

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# Children's Services Improvement Board

## Agenda Item 2

### Terms of Reference for the Improvement Board

5 September 2017

<b>PURPOSE</b>	For partners to review and agree the terms of reference for the Children's Services Improvement Board (CSIB), which have been developed in consultation with the CSIB's Independent Chair, Edwina Grant.
<b>IMPACT FOR CHILDREN</b>	N/A
<b>SRO (lead)</b>	Jo Negrini
<b>AUTHOR</b>	Sue Brunton-Reed, Fern Barber
<b>WORKSTREAM/S</b>	All

<b>TERMS OF REFERENCE FOR THE IMPROVEMENT BOARD</b>
<b>Background and context (including current challenges)</b>
The terms of reference set out the purpose and context of the Children's Services Improvement Board.
<b>Impact for children and young people</b>
The board will oversee Croydon's Children's Services Improvement Plan, which will drive better outcomes for children and young people.
<b>Recommendations and board action (if applicable)</b>
For the board to agree and adopt the terms of reference for the CSIB.
<b>Implications and considerations for partners</b>
N/A
<b>Main body (e.g. summary of progress or proposal)</b>
N/A
<b>Risks and issues (including barriers to delivery)</b>
N/A
<b>Financial implications</b>
There will be financial implications relating to the delivery of the new Children's Services Improvement Plan. These will be discussed and agreed at future board meetings.
<b>Next steps &amp; timescales</b>
N/A

## **CROYDON CHILDREN'S SERVICES IMPROVEMENT BOARD**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Croydon Children's Services Improvement Board (CSIB) will ensure effective oversight of the Children's Service's Improvement Plan and programme in order to ensure delivery of all requirements outlined in the Ofsted inspection report.

#### **2. BACKGROUND**

Ofsted's inspection of Croydon's children's services and Local Safeguarding Board took place in June and July 2017. The final Ofsted reports published on 4 September 2017 identified a number of areas of Improvement.

In response to the formal recommendations and improvement areas highlighted by Ofsted, it was agreed with the leader of the council and the chief executive to establish a children's services improvement board with an independent chair.

#### **3. STATUS OF THE BOARD AND REPORTING ARRANGEMENTS**

The board will report to the leader and cabinet of the council through the chief executive.

The board will also report progress to the Scrutiny and Overview and Children and Young People's Scrutiny Committee through the chief executive.

The independent chair of the improvement board will report progress in the form of a written report after every three meetings of the improvement board or, with agreement, the timing will vary to take account of other published reports (for example, Ofsted monitoring visits). The report will include specific commentary against the progress of the council and its partners in addressing the targets set out in the improvement plan. The report will not be public and will be made available to the leader, the chief executive, lead member for children, and the statutory director of children's services. The reason that this written report will not be public is so that the independent chair of the improvement board can exert challenge and support to the council in a direct way without considering the impact of any press speculation. The authorship of the report will be her own, although comment will be invited when the report is in draft form.

#### **4. ROLES AND RESPONSIBILITIES**

The board will:

1. Approve the Children's Services Improvement Plan which will provide the focus for the board's work.
2. Ensure that the requirements of the Ofsted inspection report and the matters arising from any subject Ofsted monitoring visits or other associated regulatory bodies are adequately addressed within the improvement plan.

3. Ensure that all actions within the transitional action plan – post Ofsted SIF Inspection are completed by the end date, or carried forward into the improvement plan as agreed.
4. Ensure the improvement programme retains a strong focus on children’s lived experience, and impacts upon and improves outcomes for children and young people.
5. Receive proposals for addressing the key performance issues identified within the inspection report and monitor progress, including receiving relevant performance management information.
6. Oversee, monitor and challenge progress on the implementation of the improvement programme, including Croydon Safeguarding Children Board (CSCB) improvement.
7. Develop and maintain strong links with the CSCB.
8. Advise on the implementation of the improvement plan, addressing issues that arise which may have an impact on the progress of the plan (e.g. resourcing issues).
9. Challenge senior officers from the council and other partners to mobilise and co-ordinate support and resources to ensure that all partners and constituent departments are working together to support the improvement of children’s services.
10. Develop an open culture of learning and listening, and ensuring the council and its partners creates the conditions for good social work to flourish.
11. Receive assurance that front-line practitioners and partners are being appropriately engaged in addressing the key performance issues identified within the improvement plan.
12. Agree the future work plan of the board.
13. Support the chief executive in agreeing the key issues to be formally reported to cabinet as part of the reporting requirements, including monitoring visits by Ofsted.
14. Ensure effective communication of the programme’s progress to other relevant council departments, Partnership Boards and individual partner organisations.
15. Maintain an appropriate risk log and ensure that other relevant boards maintain appropriate risk logs.

## **5. MEMBERSHIP**

- Edwina Grant OBE, Independent Chair
- Jo Negrini, Chief Executive
- Cllr Alisa Flemming, Cabinet Member, Children, Young people and Learning
- Cllr Simon Hall, Cabinet Member, Finance & Treasury
- Cllr Maria Gatland, Shadow Cabinet Member, Children, Young People and Learning
- Barbara Peacock, Executive Director People
- Richard Simpson, Executive Director Resources
- Shifa Mustafa, Executive Director Place



- Julian Ellerby, Director, Strategy and Partnerships
- Jacqueline Harris-Baker, Director of Law and Monitoring Officer
- Sue Moorman, Director of HR
- Philip Segurola, Director of Early Help and Children’s Social Care
- Andrew Eyres, Chief Operating Officer, Croydon CCG
- Jeff Boothe, Chief Superintendent Croydon Police,
- Di Smith, Interim CSCB Chair
- Eleanor Brazil, DfE Commissioner
- Kathy Bundred, LGA representative
- Ian Dodds, Achieving for Children representative
- John Bostock, DFE, Case Officer
- Representative from Staff Reference Group (tbc)

Any changes to membership shall be agreed by the board. The board may agree, by consensus, any replacement member or additional member who it believes will be useful in achieving its aims and purpose.

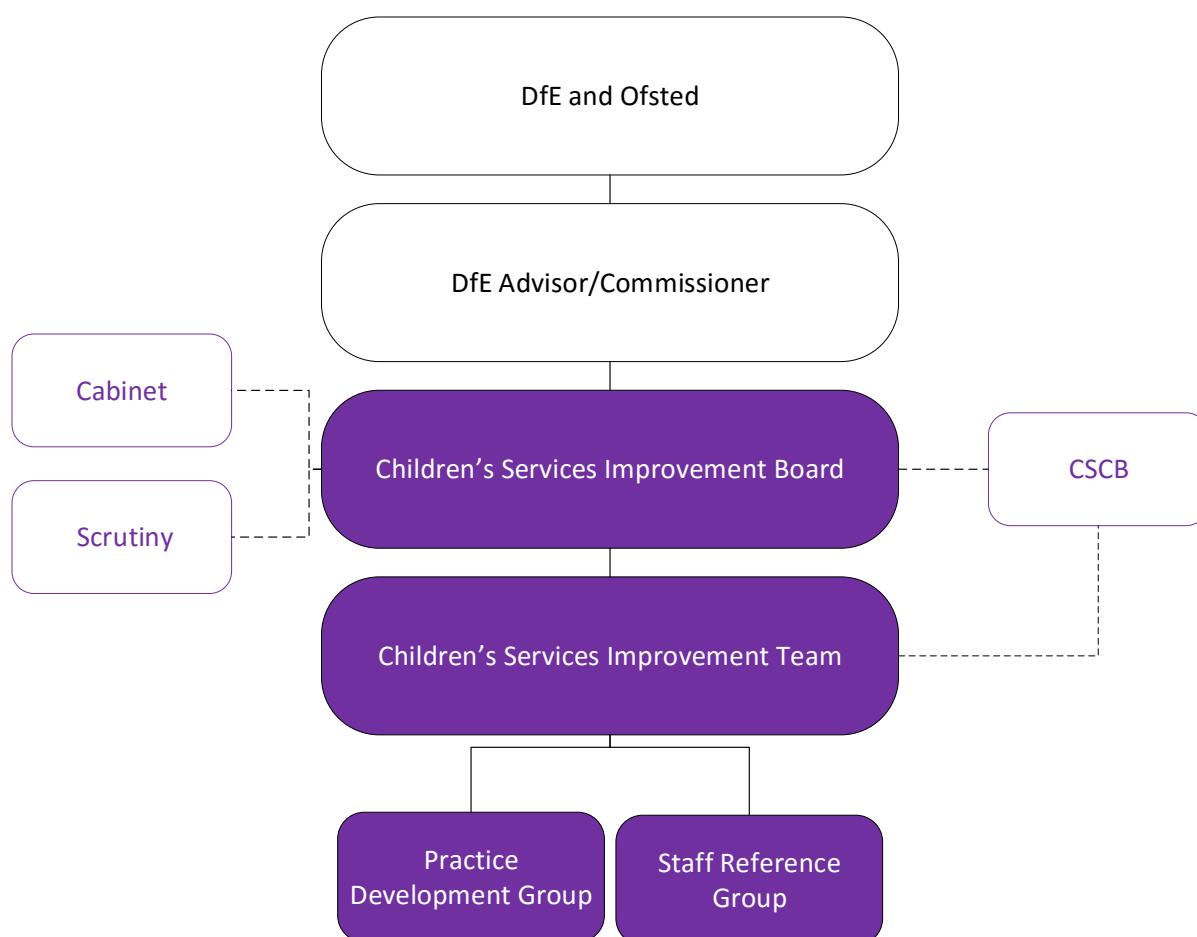
The board may agree by consensus to invite anyone who it believes will be useful in achieving its aims and purpose to attend any board meeting.

## **6. BOARD SUPPORT**

- Sarah Warman, Head of Commissioning & Improvement
- Sue Brunton-Reed, Improvement support

## **7. GOVERNANCE**

The diagram below outlines the governance structure for the Children’s Services Improvement Board:



GROUP	PURPOSE
Children's Services Improvement Board	Ensure effective oversight of the Children's Service's Improvement Plan and programme in order to ensure delivery of all requirements outlined in the Ofsted inspection report.
Children's Services Improvement Team	Ensure the effective implementation of the children's service's improvement plan and programme.
Practice development group	Ensure the council delivers genuinely high quality social work which improves outcomes for children and young people.
Staff reference group	A group of front line and other delivery staff will be engaged to support the board, in order to ensure it can understand and consider their views and to gauge progress of improvements to frontline practice. These staff will be service ambassadors helping to drive the improvement programme forward.

## **8. MEETING FREQUENCY**

The board will meet on a monthly basis and a schedule of meetings will be agreed.

## **9. VENUE**

The board meetings will typically take place at either the Town Hall or Bernard Weatherill House. However, other venues can be agreed by the board.

## **10. QUORUM**

The improvement board has no quorum. It will be a matter for the chair to determine whether there are sufficient members either present or able to attend to undertake the necessary business of the board.

## **11. ADMINISTRATION**

Croydon Council will be responsible for the administration and organisation of the board meetings. A dedicated administrator will support the board.

### **11.1 Agendas and Papers**

Croydon Council will be responsible for the preparation of the agenda and papers for the meetings of the board, in consultation with the independent chair. Papers will be distributed to board members at least 5 working days in advance of any meeting.

### **11.2 Notice**

Notice of board meetings will be sent by Croydon Council to the board members and any attendees 5 working days in advance of any meeting, along with the agenda and papers. Where changes to a planned meeting becomes necessary, any changes of the date, time or venue will be sent with this said notice or as soon as practicable.

### **11.3 Substitutes**

Each member of the board shall nominate one named substitute to attend on their behalf when they are unable to attend a board meeting. Details of the nominated substitute should be sent to the administrator. Where a member cannot attend a board meeting, they shall respond to the notice and inform the administrator, at least 2 working days before the scheduled meeting, whether their nominated substitute will attend in their absence.

### **11.4 Minutes**

Minutes of the board meetings will be taken and distributed by the administrator. The minutes will be agreed by the chair before being distributed to the members only one week after the board meeting.

## **12. REVIEW**

The board's terms of reference will be reviewed quarterly. Any changes to the terms shall be agreed by the board and approved by the chair.

## **13. DISSOLUTION**

The board may be dissolved by a joint-decision of the leader and cabinet of the Council following a recommendation from the board once it has agreed that all of the key requirements of the Ofsted improvement reports have been substantially met.

# **Transitional Action Plan – Post Ofsted SIF Inspection v12**

August 2017

# CROYDON TRANSITIONAL ACTION PLAN

## OUR TRANSITIONAL ACTION PLAN

This transitional action plan has been developed following the Ofsted inspection which took place between 20<sup>th</sup> June and 13<sup>th</sup> July 2017. This plan sets out the key actions that will be taken over the three months following the inspection, ahead of the formal Improvement Plan, which will be developed and submitted to Ofsted by 11<sup>th</sup> December 2017. This will incorporate key aspects of the current improvement plan so we consolidate and take forward key actions into a new single plan which will focus on accelerated actions to improve outcomes for children.

This Plan is focused on four areas; Strategic, Structural, Operational and Communications.

## GOVERNANCE AND ASSURANCE

The plan will be overseen by the Improvement Team in the Council, and will be monitored on a weekly basis.

## KEY INDIVIDUALS RESPONSIBLE FOR DELIVERING TRANSITIONAL ACTION PLAN

- Jo Negrini, Chief Executive
- Barbara Peacock, Executive Director of People
- Richard Simpson, Executive Director of Resources
- Julian Ellerby, Director of Strategy & Partnerships
- Sue Moorman, Director of Human Resources
- Shifa Mustafa, Executive Director Place
- Jacqueline Harris-Baker, Director of Law and Monitoring Officer
- Philip Segurola, Interim Director of Early Help and Children's Social Care

## 1. STRATEGIC ACTIONS

## KEY OUTCOMES

- Strong accountability and a clear line of sight between political, strategic and operational roles, ensuring the appropriate oversight and challenge
- Creation of the conditions where social work can flourish and improve outcomes for children and young people (culture & caseloads)
- Effective partnership working which drives improved outcomes for children and young people
- A strong and effective Safeguarding Board which provides appropriate challenge and support for multi-agency working
- Improve Public Law Outline (PLO) and court processes, which result in more timely action for children and young people

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
1.1	Reducing the span of control of the Executive Director People & Director of Children's Social Care, enabling greater capacity to focus on Children's Services	Jul 17	Oct 17	SM	TBC	Increased senior leadership time spent on children's services  Positive feedback from frontline staff & managers re: visibility	The ED People & Director CSC know what is happening on the front line and are influential in changing the lives of children, young people and families	Assessing recognised models for the management of People Directorates , to inform the response to the issue of span of controls in Croydon
1.2	To ensure the children's service structure reflects and supports the children's improvement outcomes	18 Sept 17	31 Jan 18	BP	TBC	Reduction in case transfers	Children, young people and families receive a high-quality service which improves their outcomes	Work to progress when new Operational Director is in post. Any immediate remedial changes will happen as needed.
1.3	Launch the Children in Care Council and develop consultation mechanisms with representative groups of Children and Young People to ensure their views are reflected in our service development	Aug 17	31 Oct 17	BP	N/A	Increased participation in Children in Care Council Feedback from children & Young people	The Council is an effective corporate parent and champions the interests of Looked After Children and Young People's voices are heard and drive	Development sessions taking place over the summer  Launch of new Children in Care Council Oct half term

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
						Evidence of child's voice on case records / case audits	change in the system	
1.4	Engage a Strategic Improvement Partner	Jul 17	Jul 17	JN	£46k	Strategic partner in place and adding value to the improvement programme	External expertise and challenge supports the improvement programme  New practice model and Quality Assurance drives improvement in services for children and families	<b>Complete</b> Achieving for Children (AfC) proposal agreed. Work to commence 14 Aug 17
1.5	Engage the LGA and establish a clear offer of support and help that is available for both Officers and Members	Jul 17	Jul 17	JN	N/A	Offer of support in place	LGA expertise and challenge supports Officers and Members during the improvement journey, to drive through change for children and young people	<b>Complete</b> Package of support agreed.
1.6	Establish an effective working relationship with the DfE in relation to the improvement work	Jul 17	16 Aug 17	JN	N/A	Feedback from DfE	Strong relationship ensures a more robust sustainable improvement programme, which helps to drive through change for	<b>Complete</b> Positive start to working relationship developed, initial meeting with DfE completed and John Bostock our case officer attended the shadow board and will attend



REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
							children and young people	improvement board going forward
1.7	<p>Develop an integrated strategy across Council departments and partners to support a campaign to lobby for increased resources for children's services. This will focus on ;</p> <p>A review of our costs of support for our Unaccompanied Asylum Seeking Children (UASC) population</p> <p>Health visiting costs compared to other areas.</p>	Jul 17	18 Sept 17	RS	N/A	<p>Increased funding to meet UASC needs</p> <p>Acceleration of transfer of UASC elsewhere</p> <p>Increased funding per head for health visiting</p>	<p>Services for UASC are appropriately funded</p> <p>Resources for the local Children in Need/Looked After Children are not disproportionately reduced by UASC need</p> <p>Children, young people and families have improved access to health visiting services which meet their needs</p>	<p>Identifying pressure in 2017/18 as part of Q1 review of council financial position</p> <p>Working on key facts and figures re: UASC funding to inform letter and lobbying strategy to include bid for controlling migration fund.</p>
1.8	Senior discussions with statutory partners to agree priority actions for improvement and to review and accelerate the Croydon Safeguarding Children Board (CSCB) improvement plan	Jul 17	Sept 17	JN	N/A	<p>Engagement with partners are key meetings</p> <p>Improvement Plan includes relevant actions owned by partner organisations</p>	<p>The Council works effectively with partners to deliver effective services for children and families</p> <p>Improved engagement of statutory partners and accelerated</p>	<p><b>Complete</b></p> <p>Initial discussions post inspection discussions have taken place with MPS &amp; CCG 18 Jul.</p> <p>High level feedback provided to the CSCB 21 Jul 2017.</p>

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
							improvement to the CSCB	
1.9	<p>In order to address weakness in the quality of court work and advocacy, improve court processes across the social care and legal teams, with the aim of achieving more timely outcomes for children.</p> <ul style="list-style-type: none"> <li>Meeting with Designated Family Judge (HHJ Atkinson) being scheduled with Jacqueline Harris-Baker and Barbara Peacock for August - specific actions will follow</li> <li>LGA Improvement advisor will review Public Law Outline (PLO) processes offer suggestions for improvement. The service will then implement action needed</li> </ul>	Aug 17	30 Sept 17	BP and JH-B	N/A	<p>Regular performance feedback meetings with judiciary &amp; CAFCASS.</p> <p>Monthly performance meetings with head of legal team and care proceedings manager to monitor progress and matters for escalation.</p> <p>Robust tracking process for all Public Law Outline (PLO) and care proceedings</p> <p>Timeliness of issuing proceedings, improved quality of social work written and oral evidence and overall duration of care proceedings</p>	<p>Children and young people achieve permanency in a timely manner, without unnecessary court delays.</p> <p>Improved engagement and relationships with the judiciary and key stakeholders.</p>	<p>A meeting is scheduled with HHJ Atkinson, BP &amp; JH-B for 31 August.</p> <p>LGA advisor will begin review of Public Law Outline (PLO) processes. Initial planning session took place 1 Aug 17</p>
<b>IMPROVEMENT PLAN &amp; IMPROVEMENT BOARD</b>								
1.10	Create a quality framework for each team in Children's Social Care with a baseline from which to create a plan of action	Aug 17	15 Sept 17	BP	N/A	Work plan developed and agreed for each team	Plan for each team provides a focus for staff post-inspection which	Framework developed to establish baseline for each team; Unit Managers to complete by 31 August 17

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
							drives improvement in priority areas, and achieves improved outcomes for children and families	
1.11	<b>IMPROVEMENT BOARD</b> <ul style="list-style-type: none"> <li>• First meeting of the Shadow Board</li> <li>• Establish a monthly Children’s Improvement Board with an Independent Chair</li> </ul>	Jul 17	5 Sept 17	JN	N/A	Board & TOR in place	Robust challenge and oversight supports the delivery of the improvement plan, which helps to drive through change for children and young people	<b>Complete</b> Shadow board held 16/8, monthly board meetings for board scheduled and independent board chair in place.
1.12	Develop an Improvement Plan which is agreed by the DfE. To include detailed actions to address each recommendation	Jul 17	20 Oct 17	JN	N/A	Plan developed and approved by the DfE	Improvement plan supports the necessary improvements and provides a structure for monitoring and oversight of the programme and impact for children and young people	Outline for improvement plan has been developed for consultation.  Staff to be fully engaged in development of plan and engagement sessions planned for w/c 5 Sept 17 . Further engagement opportunities will be in place through September.
1.13	Immediate Transitional Action Plan in place	Jul 17	Jul 17	JN			Driving immediate action in a transparent and open way.	<b>Complete</b>

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
1.14	Learn from other LA's	Aug 17	31 July 17	JN	N/A	Knowledge and resources shared from other LA's	Learning from peers experiences improves the council's improvement programme	<b>Complete.</b> Meetings have taken place with other inadequate LA's - Bromley 28 Jul & Wandsworth 31 Jul

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
2.1	Recruitment of senior leadership resource	Jul 17	Aug 17	JN	TBC	Strong leadership in place	Senior leaders deliver the improvement programme and outcomes for children and young people with pace	<b>Complete</b>
<b>IMMEDIATE ACTIONS TO INCREASE CAPACITY</b>								
2.2	Additional social work (SW) team (6 months) to be added to Care Planning, including 1 Unit Manager & 6 Social Workers	Jul 17	30 Aug 17	BP	£243k	Social Work posts increase Reduction in caseloads Feedback from staff	Additional capacity reduces caseloads across care planning, enabling SW's to spend more time working directly with children & families	1 Unit Manager and 3 SW's appointed, recruitment start dates awaited for 1 further post. Recruitment ongoing for remaining 2 post in addition to other vacancies. Quality of candidates coming through is variable. HR reviewing hourly rate of pay.
2.3	Develop an approach to reduce and ensure greater consistency in the size of caseloads: <ul style="list-style-type: none"> <li>Reviewing caseloads and re-allocating these more evenly ensuring the best use of current resources</li> <li>Adding additional interim staffing resource into the service</li> </ul>	Jul 17	30 Sept 17	BP	TBC	Social Work posts increase Reduction in caseloads Feedback from staff	Additional capacity reduces caseloads across care planning, enabling SW's to spend more time working directly with children & families	Caseload data available. Benchmarking and modelling underway. Priority action taken to reduce newly qualified SW's (ASYE) caseloads. Current issue with supply of agency SW's.
2.4	Additional 2 Quality Assurance (QA) social work posts to be added to the	Jul 17	31 Aug 17	BP	£68k	QA Social Workers in post carrying out regular auditing	Challenge of practice and casework auditing	2 candidates appointed on an interim basis, 1 due to start 29.8.17, 1 will start 5.9.17

	Service to support with auditing (6 months)					Number of audits completed across service areas	are accurate and rigorous and are used to identify where improvements can be made to front-line practice and management oversight	
2.5	Temporary Additional Business Support Officer (Admin role) to be sourced to support the improvement of tracking of key processes & 2 existing business support workers to be mobilised to support if required	Jul 17	31 Aug 17	RS	£20k	Business Support Officer post in place Trackers developed	Trackers enable robust management oversight and avoidance of drift and delay	Business Support Officer identified and work commenced 31 July 17. Trackers developed in conjunction with Systems team; to be maintained by QA
2.6	Embed the Principal Social Worker role to support the improvement of practice  Confirm role of Principal Social Worker & Consultant Practitioners & then communicate clearly to all staff	Jul 17	31 Aug 17	BP	N/A	Workshops delivered to staff  Mentoring available for practitioners Feedback from staff  Increased use of Research in Practice (RiP) resources and training	The Principal Social Worker helps to create the right conditions for excellent social work and innovation to flourish through supporting practice, standards and supervision	<b>Complete</b> Role established in the service – Communications to take place by the end of Aug. Principal Social Worker on leave in August. Role established in the service. Use of RiP across the service is being supported and monitored.
<b>WORKFORCE DEVELOPMENT</b>								
2.7	Implement a new Workforce Strategy to reflect the ambition for children's services and align this with a clear employee value proposition for working for Croydon, including:- <ul style="list-style-type: none"><li>Attraction</li></ul>	Aug 17	6 Nov 17	SM	N/A	Workforce strategy in place, including a recruitment and retention package  Positive feedback from staff	The social care workforce is sufficient, stable, suitably qualified and competent to deliver high-quality	Jobs Go Public have been commissioned to support a recruitment campaign. Timeline developed for October launch with bespoke micro site and aligned branding with "we are Croydon".

	<ul style="list-style-type: none"> <li>• Value/Recognition</li> <li>• Retention</li> <li>• Reward/Benefits</li> <li>• Development</li> </ul>						services to children and their families	<p>Interim/locum proposal developed for immediate fill of experienced workers for vacant posts. Paper being discussed at workforce meeting on 21<sup>st</sup> Aug.</p> <p>Proposal and approach for revised temp- perm conversion, applying learning from last time developed for discussion on 21<sup>st</sup> Aug workforce meeting. Timing to be agreed in line with Ofsted judgement – for decision at Improvement Team.</p> <p>Regular workforce sub group planning meetings in place to monitor progress.</p> <p>Pay mapping of Croydon grades to local market underway to inform review of pay and retention payments.</p>
2.8	Deliver regular, accurate employment performance data for managers to inform and evidence the success of the children's workforce improvement targets	Aug 17	31 <sup>st</sup> October 17	SM	N/A	Accurate workforce date reporting (monthly)	Performance information enables managers to have oversight and take action to improve the stability and quality of the workforce	<p>10 day audit of social care workforce being scoped to provide consistent, relevant and accurate base data set by 8<sup>th</sup> September.</p> <p>Key decision for Improvement Group 22<sup>nd</sup> Aug to endorse expectations of completion by unit lead.</p>

								Base data set to be manually updated each week whilst agency/finance and people data can be electronically aligned to produce dashboard. By 31 <sup>st</sup> October.
2.9	Execute an improved exit interview process to gather timely and robust feedback from both contracted and locum staff on their reasons for leaving. Provide regular reports to the improvement board on leavers and reasons for leaving	Aug 17	30 Sept 17	SM	N/A	Data from exit interviews  Reports to the Improvement Board on leavers and reasons for leaving	Information from exit interviews enables leaders to take action to improve staff retention	Draft exit interview policy written and draft questionnaire being internally reviewed in HR before wider engagement.  Also in discussion for a parallel process for agency staff.
2.12	Launch of new Learning & Development (L&D) Plan for children's	Aug 17	29 Sept 17	BP	TBC	Learning needs analysis completed  New L&D Plan launched	Practitioners are effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families	Additional support has been commissioned to work with HR & L&OD to undertake this work. The ASYE needs analysis will feed into this work
2.13	Deliver a programme of mandatory training on priority practice areas: <ul style="list-style-type: none"> <li>• Ofsted Workshop Sessions – Tuesday 11 July</li> <li>• Unit Manager Development Programme Sept 17 to March 18</li> <li>• Delivery Manager Development Programme Sept 17 to March 18</li> <li>• Induction programme for all staff</li> <li>• Use of practice tools</li> </ul>	Jul 17	31 Mar 18	BP	Corporate oversight should be considered here	Numbers of sessions delivered  Number of managers and practitioners who complete the programmes	Managers are effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families  Practitioners have the skills and understand the	Delivery Manager programme commissioned through National College to commence 13 Sept  Unit Manager programme starting with supervision sessions in Jul and Aug, delivered by LGA adviser.  Full programme starting in September 17 through to 31 March 18



	<ul style="list-style-type: none"> <li>Public Law Outline (PLO), care proceeding and court skills</li> </ul> <p>Targeted practice development, delivered by Consultant Practitioners and Principal Social Worker</p>						tools which will improve their practice and impact positively on outcomes for children	
2.14	<p>Newly Qualified SWs (ASYE) support:</p> <ul style="list-style-type: none"> <li>Corporate Learning &amp; Organisational Development (L&amp;OD) team to meet with all ASYE's to review their training needs &amp; Head of L&amp;OD to report back to Improvement Board</li> <li>HR to review the ASYE contracts, and prepare a Contracts Options paper</li> <li>ASYE Forum to be established attended by Executive Director, People &amp; Lead Member for Children &amp; Families</li> </ul>	Aug 17	Sept 17	JE	Corporate L&OD team and HR, BP	<p>Reports on ASYE training needs</p> <p>ASYE forum</p> <p>Feedback from ASYE's</p>	Newly Qualified SWs (ASYE) are effectively supported, trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families	High level learning needs for ASYE's are in progress, completion date estimated for 21 <sup>st</sup> of August. Report to be generated by 8 <sup>th</sup> of September. Forum to be launched in Sept Data collection complete for contract review and options for decision being developed.
<b>SYSTEMS &amp; INFRASTRUCTURE</b>								
2.15	<p>Review of IT and implement changes and improvements where needed:</p> <ol style="list-style-type: none"> <li>Review options to provide the right technology to front-line staff</li> <li>Review Children's Recording System (CRS) to ensure it is fit for purpose</li> </ol>	Aug 17	11 Sept 17	RS	TBC	Technology options reviewed	Improvements in technology, including CRS, free up social workers to spend more time on purposeful direct work with	Smart Phones to be provided to all social workers. Roll out starting w/c 14/8 and to finish in 4 weeks.
		Aug 17	31 Dec 17	RS	TBC	Enhancements to CRS implemented		

							children and families	
2.16	Review the use of business support to both enable social workers to spend more time on front-line work and less on administration and to strengthen processes and controls over key processes (e.g. tracking) Two phases (1) immediate remedial (2) planned change to the service	Aug 17	4 Sept 17 phase 1  30 Nov 17 phase 2	RS	TBC	Remedial action plan  Increased business support/admin capacity	Reducing administration frees up social workers to spend more time on purposeful direct work with children and families	Two sessions held with staff on the 4 <sup>th</sup> and 8 <sup>th</sup> August to identify options for immediate improvements. Plan in place by 8 <sup>th</sup> Sept.
<b>QUALITY ASSURANCE</b>								
2.17	Developing knowledge and understanding of staff about what 'good' looks like, including benchmarking / visiting good authorities/ making use of knowledge of staff who are recent arrivals to Croydon	Aug 17	31 March 18	BP	N/A	New framework in place  Feedback from staff  Communications and engagement events	There is a shared understanding amongst staff and managers of what 'good' social work practice looks like	LGA Children's Improvement Advisor engaged.  Full programme to be developed when new Director in post.
2.18	Launch new Quality Assurance Framework, including our audit and QA processes	Aug 17	31 Oct 17	BP	N/A	Quality Assurance Framework in place and programme of auditing agreed and underway.  Number of audits completed in each cycle  Drift and delay in the system is reduced	Professional challenge. oversight and leadership drives improved outcomes for children and young people	Achieving for Children engaged to undertake review of QA and audit. Start date 14 Aug.  Two Consultant Practitioners appointed to take a lead on audit activity.
2.19	Develop capacity and capability of Unit Managers to effectively use Performance Information to improve practice	Sept 17	31 Mar 18	BP	Part of L&D programme	Reduction in drift & delay for children	Professional challenge and management oversight drives	Programme outline in place. LGA lead, RIP and corporate colleagues to be commissioned to support other modules –

						SW's supported to do a good job  Evidenced through feedback from staff and audits	improved outcomes for children and young people	sessions planned from Sept & need to align with Achieving for Children work
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### 3. OPERATIONAL / PRACTICE ACTIONS

#### KEY OUTCOMES

- The quality of front-line practice is of a consistently high standard and improves outcomes for children and families
- Effective staff supervision and management oversight, ensures that decisions are robust and the appropriate action is taken in a timely and effective manner
- Improved tracking processes, ensuring timely action is take across key decision-making points
- Staff have the right knowledge, skills and tools to deliver high quality social care practice
- A strong audit programme supports practice improvement and identifies areas for action, improvement and workforce development

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOU RCES	MEASURE	IMPACT	PROGRESS
<b>CASES REQUIRING FOLLOW UP POST INSPECTION</b>								
3.1	List of cases of concern noted by Ofsted during the inspection to be tracked and all action required taken	Jul 17	31 Aug 17	BP	N/A	Dip sample audit in Aug to provide assurances that actions have been taken and recorded	Learning identified and incorporated into practice improvements  Children have the right level of support and protection with clear plans to drive long term outcomes	List produced and disseminated to Heads of Service for actions to be checked for completion by 11 Aug 17. CRS review of all actions planned for w/c 14 Aug 17.  CRS review of all actions undertaken and completed by 25.8.17.
3.2	List of pregnant care leavers and those with children under one year to be produced and review of these cases undertaken	Jul 17	Jul 17	BP	N/A	Pre-birth assessments completed  Support plans agreed	Children have the right level of support and protection with clear plans to drive long term outcomes	<b>Complete</b> List produced; actions identified and progressed.
<b>PRIORITY PRACTICE AREAS</b>								
3.3	Practice model <ul style="list-style-type: none"> <li>• Agree the practice model in consultation with staff</li> <li>• Implement the practice model in consultation with staff</li> </ul>	14 Aug 17	31 Jan 18	BP	Part of Achieving for Children (AfC) costs	Social workers have the conditions in place for social work to thrive & change children's lives for the better	A set of Croydon tools and methodologies in place which SWs feel confident to use, resulting in high quality practice which deliver improved outcomes for	Achieving for Children commissioned to support this work area  Working group of staff identified to link into this work; first workshop held 22 Aug 17 attended by 22 SWs from across service areas

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOU RCES	MEASURE	IMPACT	PROGRESS
							children & young people	
3.4	Strengthen processes for missing children and implement risk assessment/safety planning tools for to improve practice in this area	Jul 17	31 Oct 17	BP	N/A	All missing children have a return home interview & this is recorded on their file	Any risks associated with children going missing or with sexual exploitation are known and effective plans are in place to reduce the risk of or actual harm to them	Return home interview process re-launched  Risk assessment tool will be part of new model of practice (above)
3.5	Implement tracking and assessment of family placements and strengthen Regulation 24 assessment processes	Aug 17	30 Sept 17	BP	N/A	Viability and Connected Carer (Reg. 24) assessments meet statutory requirements  Family placements for children are made in a timely way, and assessments meet timescales	Looked After Children live in stable and appropriately regulated placements where they are helped to build positive relationships	Tracking to be managed by Business Support Officer – work underway to link in to systems reporting
3.6	Implement robust assessment and planning to support Looked After Children returning home from Section 20 (S.20) arrangements.	Jul 17	Sept 17	BP	N/A	Audits will be undertaken to ensure work is taking place to satisfactory standard  Number of children returning home from S.20 who have an assessment and plan in place	Children and young people are safely and successfully returned home with effective support for the family	Procedure circulated to all staff. Assessment tool under development.  Children returning home tracker in process.

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
3.7	Fostering Service to further develop action plan to ensure the service meets all statutory responsibilities & builds more positive and open relationships with foster carers	Aug 17	18 Aug 17	BP	N/A	Carers well supported so they can meet the needs of children placed with them  Children provided with supportive, stable placements	Children and young people live in stable placements and why they have positive relationships with their foster carers.	Clear action plan to address issues in place by 18 <sup>th</sup> Aug with priority actions identified
3.8	Review Newly Qualified Social Worker (ASYE) caseloads and implement clear expectations on support and clear cap on work	Jul 17	31 Aug 17	BP	TBC	AYSE caseloads to be reduced to maximum of 15 by 31 <sup>st</sup> Aug	ASYEs are supported to develop and successfully complete their assessed year	Caseload data available; priority being given to reallocating ASYE work to new SW posts. Progress slowed due to 10 unfilled care Social Worker posts due to unavailability of agency social workers.
3.9	Implement robust tracking processes for: <ul style="list-style-type: none"> <li>• Unborn/pre-birth assessments</li> <li>• Multi-Agency Sexual Exploitation (MASE) panel</li> <li>• Edge of care</li> <li>• Missing</li> <li>• S.47 to Initial Child Protection Conference (ICPC)</li> <li>• Return home from S.20</li> <li>• Escalations from Child Protection Chairs and Independent Reviewing officers (IROs)</li> </ul>	Jul 17	5 Sept 17	BP	N/A	Trackers in place, and regularly updated and monitored	Trackers support systematic performance management and monitoring that demonstrate rigorous and timely action in response to drift and delay	Business Support Officer identified. Work underway to set up trackers.  Trackers produced and being incorporated into CRS where possible to aid oversight and accuracy of data.  Initial additional manual trackers established to deal with immediate remedial actions

#### AUDIT AND LEARNING AND DEVELOPMENT

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOU RCES	MEASURE	IMPACT	PROGRESS
3.10	Undertake and targeted auditing programme	14 Aug 17	30 Sept 17	BP	£8k	Numbers of audits undertaken	Audit activity provides information on specific practice areas by team and service level  Auditing identifies where improvements can be made in front-line performance and management oversight	External auditors identified and have undertaken auditing exercise on priority areas in August  Report available for end Sept 17.
<b>COMMISSIONING</b>								
3.11	Increase the advocacy services in light of the feedback from the inspection, including shorter term arrangements whilst the longer-term commissioning strategy is developed	Jul 17	Oct 17	RS	TBC	Increase number of children and young people accessing advocacy services	Children are supported by advocates and are able to express their views and feelings	Scoping meeting took place 26 Jul. Benchmarking with other LA's and plan for increasing capacity in this area to be agreed by 31/8 and implementation to follow
3.12	Increase the capacity of return home interviews through the NSPCC contract whilst the longer-term commissioning strategy for Missing and Child Sexual Exploitation (CSE) is developed	Jul 17	Oct 17	RS	TBC	Increased number of return home interviews completed by NSPCC	Info from return home interviews is used to reduce risks of future missing episodes children and young people	Scoping meeting took place 26 Jul. Benchmarking with other LA's and plan for increasing capacity in this area to be agreed by 31/8 and implementation to follow

## 4. COMMUNICATION ACTIONS

### OUTCOMES

- Staff feel engaged and positive about working for Croydon and the difference they make for children and families
- Staff, partners and stakeholders understand the vision and priorities for children's services in Croydon and their role in supporting this



REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
4.1	Meeting of key staff and internal advocates following feedback meeting	Jul 17	30 Sept 17	JN	N/A	Minutes of meeting	Staff and advocates have a shared understanding of the immediate priorities for improvement	A series of engagement opportunities are taking place on 1 September. Further sessions planned for 6 and 7 September, with a plan for interactive engagement of staff through September and October
4.2	Series of conversations / back to floor sessions including CEO, Lead Member & Executive Director of People, including: <ul style="list-style-type: none"> <li>• A session with Unit Managers</li> <li>• 2 sessions with Newly Qualified SWs (ASYE's)</li> <li>• 3 sessions with social workers</li> <li>• A session with Child Protection (CP) Chairs &amp; Independent Reviewing Officers (IRO's)</li> </ul>	Jul 17	Aug 17	BP	N/A	Sessions completed & attendance at sessions  Feedback from staff and senior leaders	Leaders and managers, have a comprehensive understanding of what is happening at the 'front line' and how well children and young people are helped, cared for and protected	<b>Complete</b> Initial sessions with staff undertaken and date for CP chairs/IRO's set.
4.3	Create and deliver a Children's Service staff survey.	22 Aug	30 Sept 17	JE	N/A	Using data to inform the development of robust staff engagement plan	Leaders and managers provide the right environment for good and outstanding social work and innovation to flourish	Developed: 22 August. Launch: 11 Sept
4.4	Create a culture plan for Children's Services with associated implementation plan	Jul 17	30 Oct 17	JE	N/A	Feedback from staff	The council has a culture that creates the right conditions	Developed by 30 October

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
						Improved recruitment & retention of staff  Increased number of permanent staff	for excellent social work to flourish, which improves outcomes for children and young people  Staff report feeling proud to work for Croydon	
4.5	Communication lines for staff and partners regarding inspection outcome	Jul 17	5 Sept	JE	N/A	Draft communications plan in place	Staff and partners have a shared understanding of the inspection outcome and key priorities for improvement	Phase one – in place.  Phase two implemented on September 1 and 4.  Phase three developed and implemented for post-Sept 4 communications
4.6	Key messages to be developed for CSCB meeting 21 <sup>st</sup> July and communications plan for Board to be developed	Jul 17	Aug 17	JN	N/A	Minutes of CSCB meeting	CSCB members have an understanding of the inspection outcome, key priorities for improvement and inform future plans	<b>Complete</b> Meeting has taken place
4.7	Communications and engagement plan to be agreed for the publication of the outcome letter on 4 September	Jul 17	Jul 17	JE	N/A	Draft communication plan agreed	Communication plan to inform and engage staff, partners and key stake about the inspection	<b>Complete</b> and under review pending further feedback In place

REF	ACTION	START DATE	END DATE	SRO (Lead)	RESOURCES	MEASURE	IMPACT	PROGRESS
							outcome and priorities for improvement	

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# Childrens Social Care Workforce

## Response to Ofsted

# Ofsted - workforce commentary

“The workloads of social workers in some teams are high and this presents a serious barrier to providing effective services for children. The turnover of staff in many teams, coupled with the many transition points, further inhibits the building of trusting relationships between social workers and children.”

# Ofsted - Recommendation

Establish a stable workforce through purposeful recruitment and retention activity that includes targeted training for frontline staff and managers so that they have the skills and knowledge to better protect and care for children.

Take steps to ensure that the workloads of social workers are manageable, and that they have sufficient time to complete essential work.

# Workforce data summary

## June 2017

Area	Budgeted FTE	Employee FTE	Vacant FTE	Vacancy rate %	Agency FTE	Agency %
<b>Grand Total for all CSC</b>	350.4	260.3	90.1	25.7%	108.0	29.3%

<b>Children In Need</b>	139.0	79.0	60.0	43.14%	60.0	43.2%
Total managers	25.0	13.0	12.0	48.00%	11.0	45.8%
Total social workers	113.0	65.0	48.0	42.48%	49.0	43.0%
Total 'others' (non sw posts)	1.0	1.0	0.0	0.00%	0.0	0.0%

<b>Safeguarding and Looked After Children Quality Assurance</b>	40.1	35.2	5.0	12.39%	6	14.6%
Total managers	9.7	7.0	2.7	27.54%	1.0	12.5%
Total social workers	17.0	16.2	0.8	4.90%	4.0	19.8%
Total 'others' (non sw posts)	13.5	13.7	-0.2	-1.63%	1.0	6.8%

<b>Looked After Children and Resources</b>	126.8	114.3	14.3	11.29%	20.0	14.9%
Total managers	21.8	21.0	0.80	3.67%	1.00	4.5%
Total social workers	82.0	73.4	10.4	12.68%	17.0	18.8%
Total 'others' (non sw posts)	23.0	19.9	3.1	0.1	2.0	9.1%

<b>0 to 25 SEN and Disability</b>	45.4	30.8	10.6	23.34%	22	41.7%
Total managers	10.5	10.2	0.3	3.17%	4.0	28.2%
Total social workers	18.5	6.0	8.5	45.95%	13.0	68.4%
Total 'others' (non sw posts)	16.4	14.6	1.8	10.85%	5.0	25.5%



# Workforce strategy

- Service Vision – Children & young people in Croydon will be safe health happy and will aspire to be the very best they can be. The future is theirs.
- Workforce Ambition - To be the London employer of choice for social care staff

# Strategy Overview

Workforce Strategy will reflect the vision and ambition for children's services and align this with a clear employee value proposition for working for Croydon, including:-

- Attraction
- Value/Recognition
- Retention
- Reward/Benefits
- Development

# Progress - Data Collection

## Defining our data

- Data audit to create comprehensive workforce base line data and case load
- Contracted & Agency staff
- Updated weekly to enable timely reporting and scenario and workforce planning
- Map against case load and optimum team structure requirements
- Reconcile to budget monitoring

# Progress - Recruitment & Retention

## Attract

- Recruitment partner commissioned for social work campaign to start in October
- Recruitment fayre attendance November
- Rolling advert for social workers
- Temp – Perm recruitment discussions by end September

\*\* agency staff are indicating they wish to commit to permanent roles in Croydon

# Progress - Recruitment & Retention

## Retain

- Retention payment of £1500 for key social workers
- Involving staff in recruitment and retention “sprint” workshop to feed in their views
- 12 ASYE opportunities available to Croydon placement students
- Improved induction and buddy support for ASYEs

\*\* social workers are not leaving - a testament to their commitment to children of Croydon

# Work underway

- Pay and benefit review of social workers
- Career pathway review to commence
- Recruitment Micro site with staff videos/testimonials
- Exploration for contract for hire with recruitment agency
- Exit interview process reviewed to launch from October
- Delivery Manager development programme commenced
- Unit Manager development programme commissioned