

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 20th June and 13th 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 11th 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 Segurolo, 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	Complete 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	Complete 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	Complete 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>Complete</p> <p>Initial discussions post inspection discussions have taken place with MPS & 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"> Meeting with Designated Family Judge (HHJ Atkinson) being scheduled with Jacqueline Harris-Baker and Barbara Peacock for August - specific actions will follow LGA Improvement advisor will review Public Law Outline (PLO) processes offer suggestions for improvement. The service will then implement action needed 	Aug 17	30 Sept 17	BP and JH-B	N/A	<p>Regular performance feedback meetings with judiciary & 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 & 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>
IMPROVEMENT PLAN & IMPROVEMENT BOARD								
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	IMPROVEMENT BOARD <ul style="list-style-type: none"> • First meeting of the Shadow Board • Establish a monthly Children’s Improvement Board with an Independent Chair 	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	Complete 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.	Complete

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	Complete. 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	Complete
IMMEDIATE ACTIONS TO INCREASE CAPACITY								
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"> Reviewing caseloads and re-allocating these more evenly ensuring the best use of current resources Adding additional interim staffing resource into the service 	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	Complete 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.

WORKFORCE DEVELOPMENT

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"> Attraction 	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".
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	<ul style="list-style-type: none"> • Value/Recognition • Retention • Reward/Benefits • Development 						<p>services to children and their families</p> <p>Interim/locum proposal developed for immediate fill of experienced workers for vacant posts. Paper being discussed at workforce meeting on 21st Aug.</p> <p>Proposal and approach for revised temp- perm conversion, applying learning from last time developed for discussion on 21st 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 st October 17	SM	N/A	Accurate workforce date reporting (monthly)	<p>Performance information enables managers to have oversight and take action to improve the stability and quality of the workforce</p>	<p>10 day audit of social care workforce being scoped to provide consistent, relevant and accurate base data set by 8th September.</p> <p>Key decision for Improvement Group 22nd 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 st 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"> • Ofsted Workshop Sessions – Tuesday 11 July • Unit Manager Development Programme Sept 17 to March 18 • Delivery Manager Development Programme Sept 17 to March 18 • Induction programme for all staff • Use of practice tools 	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"> Public Law Outline (PLO), care proceeding and court skills <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"> Corporate Learning & Organisational Development (L&OD) team to meet with all ASYE's to review their training needs & Head of L&OD to report back to Improvement Board HR to review the ASYE contracts, and prepare a Contracts Options paper ASYE Forum to be established attended by Executive Director, People & Lead Member for Children & Families 	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 st of August. Report to be generated by 8 th of September. Forum to be launched in Sept Data collection complete for contract review and options for decision being developed.
SYSTEMS & INFRASTRUCTURE								
2.15	<p>Review of IT and implement changes and improvements where needed:</p> <ol style="list-style-type: none"> Review options to provide the right technology to front-line staff Review Children's Recording System (CRS) to ensure it is fit for purpose 	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 th and 8 th August to identify options for immediate improvements. Plan in place by 8 th Sept.
QUALITY ASSURANCE								
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
CASES REQUIRING FOLLOW UP POST INSPECTION								
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	Complete List produced; actions identified and progressed.
PRIORITY PRACTICE AREAS								
3.3	Practice model <ul style="list-style-type: none"> • Agree the practice model in consultation with staff • Implement the practice model in consultation with staff 	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 th 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 st 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"> • Unborn/pre-birth assessments • Multi-Agency Sexual Exploitation (MASE) panel • Edge of care • Missing • S.47 to Initial Child Protection Conference (ICPC) • Return home from S.20 • Escalations from Child Protection Chairs and Independent Reviewing officers (IROs) 	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.
COMMISSIONING								
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"> • A session with Unit Managers • 2 sessions with Newly Qualified SWs (ASYE's) • 3 sessions with social workers • A session with Child Protection (CP) Chairs & Independent Reviewing Officers (IRO's) 	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	Complete 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 st 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	Complete 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	Complete 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	