

# Scrutiny Children & Young People Sub-Committee Agenda



To: Councillor Robert Ward (Chair)  
Councillor Sean Fitzsimons (Vice-Chair)  
Councillors Sue Bennett, Mary Croos, Jerry Fitzpatrick, Bernadette Khan,  
Gareth Streeter and Callton Young

## Co-optee Members

Mr Leo Morrell (Voting Diocesan Representative), Ms Elaine Jones (Voting Diocesan Representative (Catholic Diocese)), Mr Dave Harvey (Non-voting Teacher representative) and Paul O'Donnell (Voting Parent Governor Representative)

Reserve Members: Margaret Bird, Sherwan Chowdhury, Patsy Cummings, Felicity Flynn, Patricia Hay-Justice, Helen Redfern, Andy Stranack and David Wood

A meeting of the **Scrutiny Children & Young People Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 18 June 2019 at 6.30 pm** in **The Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**. **A pre meet for Members only will take place in room F5 at 6:00pm**

JACQUELINE HARRIS BAKER  
Council Solicitor and Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Stephanie Davis  
02087266000 x84384  
stephanie.davis@croydon.gov.uk  
[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)  
Monday, 10 June 2019

Members of the public are welcome to attend this meeting.  
If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## **AGENDA – PART A**

**1. Apologies for absence**

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

**2. Minutes of the previous sub-committee meeting**

To approve the minutes of the meeting held on 12 March 2019 as an accurate record.

**3. Disclosures 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. Actions List Update**

Discussion on the actions arising from previous meetings.

**6. Dedicated School Grant Recovery Plan**

(To Follow)

**7. Update on Localities work across Children, Families and Education  
(Pages 5 - 18)**

To receive information on the approach and work undertaken to date in Children Families and Education to deliver a 'Localities' service model.

**8. Update on the Early Help and Children's Social Care Improvement Programme (Pages 19 - 24)**

To receive an update on the Children's Improvement Programme.

**9. What Difference has this meeting made to Croydon's Children**

To discuss the findings from this meeting and the expectations for Croydon's Children.

**10. Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder 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 items 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.”

This page is intentionally left blank

**For general release**

<b>REPORT TO:</b>	<b>Children and Young People Scrutiny Committee 18 June 2019</b>
<b>SUBJECT:</b>	<b>Update on localities work across Children, Families and Education</b>
<b>LEAD OFFICER:</b>	<b>Rob Henderson, Executive Director, Children, Families &amp; Education</b>
<b>CABINET MEMBER:</b>	<b>Cllr Alisa Flemming, Cabinet Member for Children, Families and Learning</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Rob Henderson, Executive Director, Children, Families &amp; Education</b>

<b>ORIGIN OF ITEM:</b>	<b>This item is contained in the Sub-Committee's work programme</b>
<b>BRIEF FOR THE COMMITTEE:</b>	<b>To review information on the approach of delivery of a Localities Service Model.</b>

## 1. EXECUTIVE SUMMARY

This report sets out information about the approach being taken in Children, Families and Education to plan and deliver a service model which is aligned to 'localities'; different geographical areas of the borough over the next 2-3 years.

The report highlights the work undertaken to date, including indicative data analysis and findings from initial engagement and communication events with senior managers and frontline staff. It should be noted that with the exception of the Early Help Service which was realigned to work out of three locality hubs outside Bernard Weatherill House (North, Central, and South) in December 2018 this work is at an early design stage across the rest of the Department (Children, Families and Education) and a measured risk-based approach will be taken across social care services to ensure that any changes do not impact negatively upon progress in improving frontline social work practice, quality assurance and management oversight which is the Department's overarching priority.

At this stage there are no agreed plans to move teams and services to bases outside of Bernard Weatherill House and the Turnaround Centre over the next 6 months and activity over the coming weeks and months will be focused on engaging with managers and frontline staff to understand how different teams and services can adopt locality working in different ways (as described in section 2.4 of this report) identify risks and dependencies and determine suitable timelines for implementing new ways of working.

The report will also outline how the department is working with colleagues across the council in Gateway, Strategy and Engagement and Adult Social Care to take a more joined up approach to this initiative going forward to avoid duplication and pool resources where possible; creating multi-agency pilot projects to tackle issues around domestic violence, adult mental health and adult substance misuse.

## **2. Overview of work to date**

### **2.1 Developing a strategic framework for localities work across CFE**

- Following the appointment of new leadership in the department at Executive Director and Director Level between November 2018 and January 2019, work has been underway to develop a strategic framework to guide the department's work, aligned to the following corporate plan outcome;

*'Our children and young people thrive and reach their full potential'*

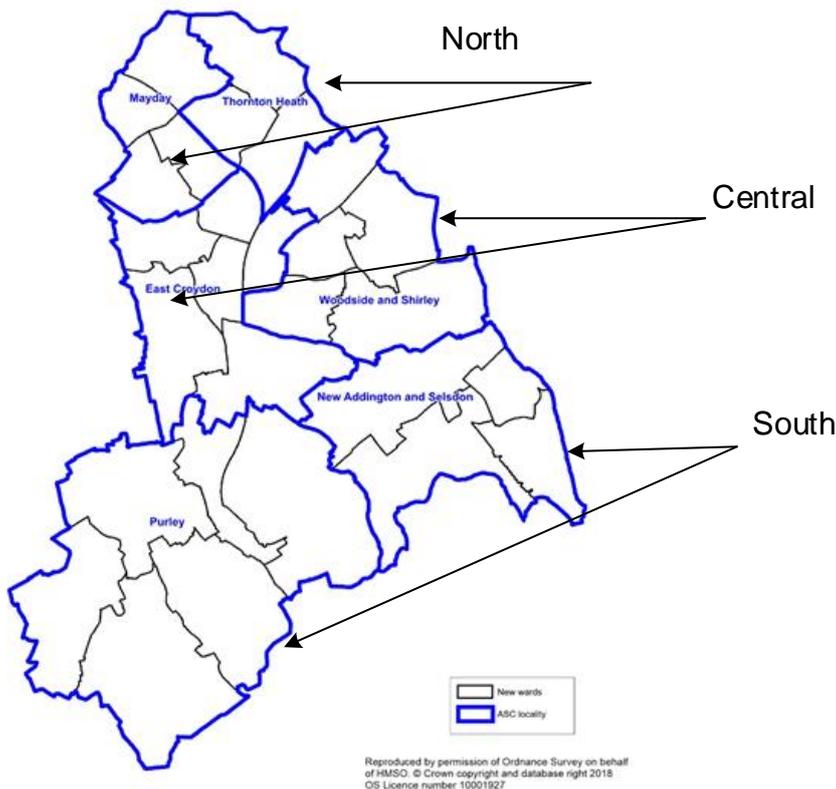
- This is described in the document attached [See appendix 1] which identifies locality working as one of the key ways in which we aim to achieve outstanding outcomes for children and young people over the next 2-3 years.
- This document provides the following high level definition of locality working to help staff and key partners understand what it means; 'We will bring our services closer to the communities they serve through changing where and how we work. We will use local knowledge and intelligence (e.g. data and feedback) to ensure communities can access the services they need from us and partners, closer to home.'
- This document also describes our practice framework for Early Help and Social Care; a relationship based model which is about developing trusting relationships with children and young people, their families and carers and our key partners and community allies to make positive change together.
- Working with children and families across a smaller geographical areas (known as localities) will support this approach by minimising the number of different professionals frontline staff work with on the ground and allowing them to develop better knowledge of an area and community; gathering a more holistic picture of a child or young person's needs and strengths within the community and identifying what resources (e.g. services and people) are available locally to reduce risk and build resilience.

### **2.2 What are the localities and locality areas?**

- The six localities (set out below) that Children, Families and Education are planning around are identical to the 6 Integrated Care Networks (ICNs) Adults Social Care are aligned to. Further localities development work the Alliance is setting up will also align to this. It should be noted that a decision is yet to be made about how many primary care networks will be designed in relation to the CCG and Adults Social Care, however this is unlikely to impact upon planning across Children, Families and Education.



- In order to take a phased and risk-based approach to the alignment of services across CFE over the next year and ensure flexibility of resource where demand changes (e.g. to prevent workloads from increasing) we are also planning around a more simple model in some service areas (referred to as locality areas) with a view to further segmenting into six over the next 2-3 years where scale allows for this.



### 2.3 Overview of data analysis work; responding to unequal demand

- In February 2019 a data mapping exercise took place to look at how demand for services across Children, Families and Education differed by locality. It considered information on current service demand including;
  - Early Help (open cases)
  - Children and Family Assessments
  - Children on a child protection plan
  - Children in a child in need plan
  - Looked after children
  - Children with disabilities
  - Children with education, health and care plans (SEND)
  - Children receiving SEND support
  - Persistent absentees
  - Exclusions in primary and secondary schools
  - NEETs
- The high level findings are as follows. Please note that findings are largely indicative of population size (e.g. where more children and young people live) and it should be acknowledged that there are smaller pockets of deprivation and need in other localities (e.g. the North East)
  - **Central West** (covering Addiscombe West, Broad Green, Fairfield, Selhurst, South Croydon and Waddon) had the highest number of children and young people (highest demand) for all the indicators listed above. For example, it accounted for 28% of child protection plans, 27% of looked after children and the highest number of EHC plans, persistent absentees, exclusions and NEETS.
  - **South East** (covering New Addington North, New Addington South, Selsdon & Addington Village, Selsdon Vale & Forestdale) had the second highest number of Early Help cases, C&F assessments, EHC plans, exclusions and NEETS
  - **North West** (covering Bensham Manor, Norbury Park, Norbury & Pollards Hill, West Thornton) had the second highest number of Children with Child in Need plans, Looked after children, children with disabilities and persistent absentees.
- The analysis also looked at family based safeguarding issues (including the so called 'toxic trio' of domestic violence, adult mental health and adult substance misuse) using data from other council departments and health. It identified;
  - The most significant need around issues of domestic violence in Central West and South East, followed by the North East
  - The most significant need around issues of adult mental health in the North East and Central West equally (based on SLAM service users)
  - The most significant need around parental substance misuse (based on C&F assessment data) was in Central East followed by Central West.
- These findings are being used to carry out joined up work and planning across children, adults and gateway services to create networks of professionals on the ground. A regular meeting slot is in place for the Executive Directors of CFE, Health, Well-being and Adults and Gateway Strategy and Engagement to come together discuss and plan this work together.

- The findings from this data analysis exercise are being used to inform programme planning and decisions about how and when different services and teams can work in alignment with localities (come 'on stream'). Where this may require future structural changes, the data will be refreshed and analysed in greater detail (at service level) to ensure that any alignment of services based on locality area ensures that there is sufficient resource to meet differing demands (e.g. hypothetically Central East Services or teams may be bigger than others)
- There will also have to be flexibility built into the model (e.g. an 80/20 approach), especially in child protection social work teams, to ensure that there is sufficient resilience where staff leave to avoid workloads becoming too high in certain teams and inconsistent across a service.

## **2.4 Overview of engagement and communications work to date**

- Following the data mapping exercise, two workshops were held in February and March with Heads of Service and Directors, led by the Executive Director to understand demand and identify risks. At the first workshop it was identified that due to the different sizes and specialisms of services and teams across CFE a one size fits all approach would not work.
- In the second workshop the following different approaches to locality working (groupings) were discussed as a way forward;
  - 'Pioneers': Staff that already are, or who will be physically based/co-located in locality areas (e.g. Early Help) and will act as pioneers of this new way of working; building strong relationships with key people on the ground (e.g. school staff, health, police and voluntary sector)
  - 'Navigators': Staff that will be aligned to locality areas through their day to day work (e.g. taking social work cases from the North of the borough). While primarily based at BWH or the Turnaround Centre they will work in an agile way working out of local hubs in between meetings and visits.
  - 'Ambassadors': Staff who's work allocation and physical location will not change but will have a nominated 'Ambassador' for each locality area who will regularly attend local forums and events and liaise with other ambassadors, navigators and pioneers (e.g. from the North, Central or South).
- In May 2019 five engagement and communications events took place, led by the Executive Director of CFE approximately 180 staff were involved and asked to identify benefits, risks and how their team or service could be align to localities (based on descriptors above). It was positive to see staff identify many more benefits than risks (particularly around developing stronger relationships with key professionals locally, less wasted travel time and knowing our communities better (including their assets as well as needs). This feedback will be used to inform follow up conversations with managers about how and when team and service can adopt new ways of working and build an extensive phased programme plan (including further communications activity).

## **2.5 Identified risks and planned mitigations**

An extensive risk log has been developed and is held and updated by the Children's Improvement Team. High level risks and mitigations are as follows.

<b>RISK DESCRIPTION</b>	<b>IMPACT DESCRIPTION</b>	<b>MITIGATIONS</b>
Failure to provide key enablers (e.g. finance, premises, communication and infrastructure)	Benefits of locality working are not achieved, or not achieved within timeline and budget. Productivity is negatively affected and there is lack of buy in for the programme.	Development of a clear programme plan, securing financial resource/investment and joined up work with colleagues across the council to identify assets (e.g. building and make these fit for purpose)
Distraction/disruption which takes focus away from improving EH and social work practice and management oversight	Children continue to receive inconsistent EH and CSC services and Ofsted judge Croydon to be 'Inadequate' for a second time during full re-inspection (ILACs)	Development of a phased programme plan which minimises disruption to more fragile parts of the service and maps interdependency (e.g. Ofsted visits). Development of service improvement plans which focus on improving key areas of EH and SW practice (e.g. assessment, plans, management and case transfers) and ensure that locality working enables more collaborative ways of working (e.g. better case transfers)
Disruption of BAU services in education and youth engagement	Negatively impact on performance or productivity	Development of a phased programme plan which minimises disruption during busy periods or in fragile teams and services
Alignment of work to localities (e.g. in social care) leads to higher workloads for some staff	Children and families receive a poorer service, staff morale dips and more people leave the service	Data analysis and careful planning will be undertaken before work is aligned to localities, and flexibility is built in where possible to ensure resilience (e.g. 80/20 rule)
Alignment of work to localities including physical moves leads to more inconsistent practice across EH, CSC and Education Services	Children and families receive different levels of support depending on locality and thresholds may be applied inconsistently	Development of a strong quality assurance function which collects and analyses quantitative (KPI's) and qualitative (audits) info as well as carrying out in person case discussions and mocksted activities on the ground to assess and compare practice
Concerns/opposition from staff to locality working (including physical moves away from BWH and more mobile working outside of the office)	Benefits of locality working are not achieved, or not achieved within timeline and budget	Development of incremental comms/stakeholder management plan which identifies and mitigates against such concerns/opposition
Concerns/opposition from managers to locality working due to issues of trust etc. (including physical moves away from BWH and more mobile working outside of the office)	Benefits of locality working are not achieved, or not achieved within timeline and budget	Development of incremental comms/stakeholder management plan which identifies and mitigates against such concerns/opposition

## 2.6 Next steps

- Work is already underway to ensure the current Early Help hubs are better fit for purpose, as this identified as a barrier to effective locality working by staff prior to and during the consultation activity.
- Joining up with Adults and Gateway Service more effectively, to develop an integrated model of delivering interventions around the 'toxic trio' working with the whole family through small pilot projects
- Following the initial staff consultation and further information about benefits risks and suitability of different ways of working a detailed programme plan will be created which identified key milestones.
- Engagement with team and service managers is underway, following the all staff engagement activity to agree methods of delivery (e.g. which locality group a team or service could fall into) and key milestones.

---

**Contact Officer:** Robert Henderson  
Executive Director  
Children, Families and Education.

**Background Documents:** None

**Appendices:** Appendix 1 - Children Families and Education -  
Who we are and where we are going

This page is intentionally left blank

# Who we are and where we are going...

**be the change**  
for children and young people in croydon

#bethechangecroydon



OUR DESTINATION



OUR PRINCIPLES



OUR PRACTICE  
FRAMEWORK

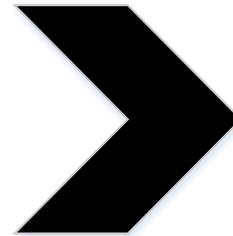






# OUR DESTINATION 2019-2021

Where we are going ...



How we will get there ...



Page 15

What this means ...

## Relationship based work

We will build and sustain relationships of trust to build on successes and make change together with;

- children, young people, families and carers
- one another (colleagues)
- Schools and colleges
- partners (health, police, voluntary and cultural sectors)
- local communities

## Early intervention, prevention and inclusion

We will invest in prevention; working with schools and communities to identify needs and deliver services as early as possible, to meet needs at the right time, in the right place and in the right way. We will promote educational inclusion and focus on preparing children for transitions and independence.

## Locality working

We will bring our services closer to the communities they serve through changing where and how we work. We will use local knowledge and intelligence (e.g. data and feedback) to ensure communities can access the services they need from us and partners, closer to home.

## Skilled & stable workforce

We will invest in permanent recruitment and retention to reduce workloads and enable more consistent relationships with children, families, schools and partners. We will build and develop multi-skilled teams and future leaders through a strong L&D offer and *'high support, high challenge'* culture

# ♥ OUR PRINCIPLES

The values that guide us ...



Putting children at the centre of all that we do



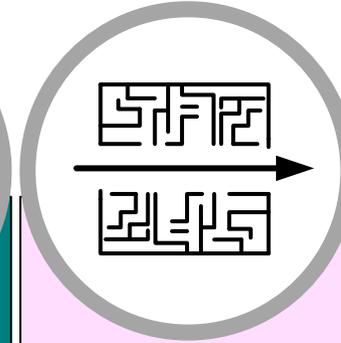
Building and sustaining trusting relationships



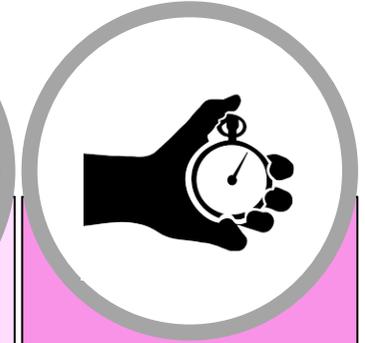
Doing things *with* children and their families not *to* them and enabling independence



Working with the whole family, the school and community

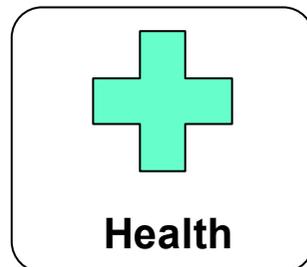


Making the journey of the child and family as simple as possible



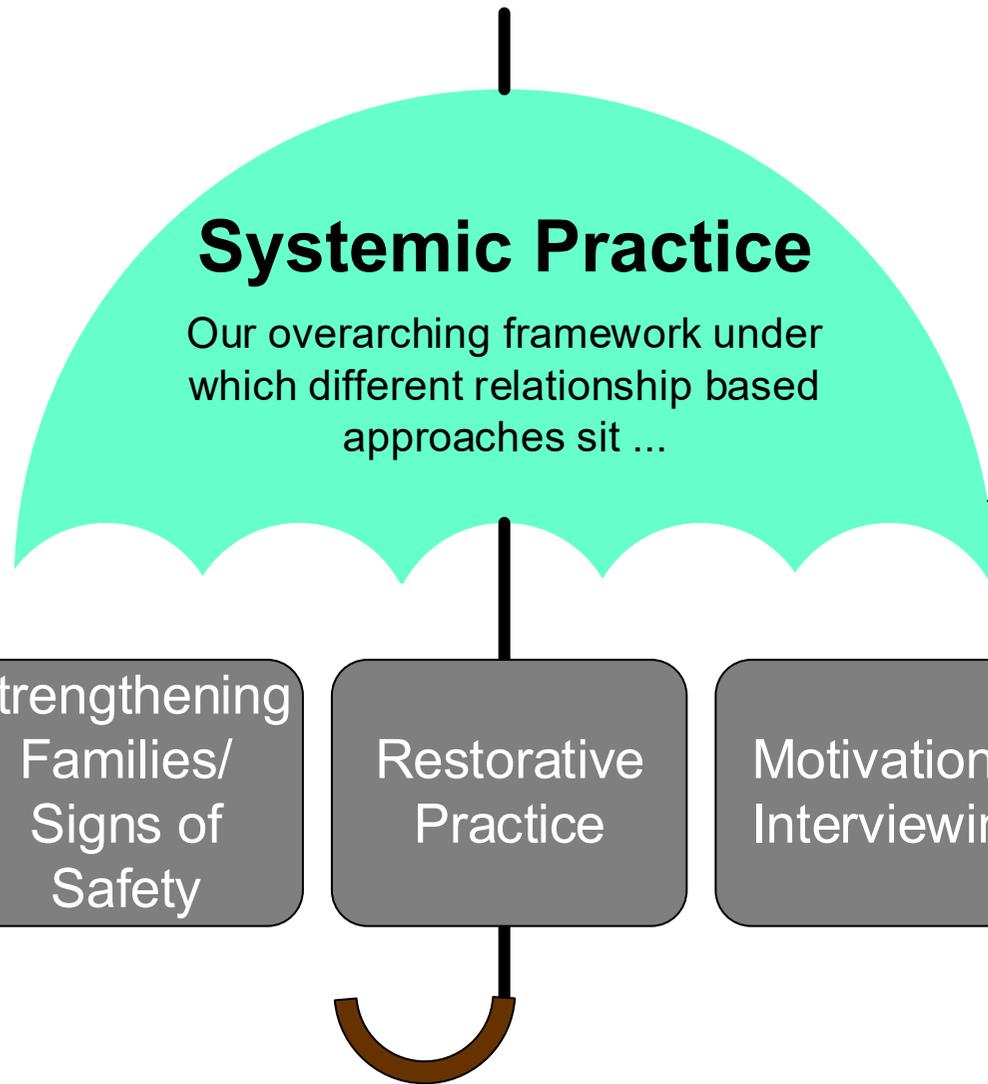
Delivering services as early as possible

The 'outcomes' we focus on ...





# OUR PRACTICE FRAMEWORK



## What this means in practice ...

### Relationship based

Developing strong relationships between practitioners and families to make change

### Evidence based

Using evidence based interventions to support change

### Strengths based

Doing more of what works and less of what doesn't, building on strengths

### Self-reflective

Thinking about our own beliefs and values and how they influence our work

### Confidently holding risk

Whilst working with families to minimise risk through change

### Supervision

Using supervision to generate ideas about how to make change

This page is intentionally left blank

**For general release**

<b>REPORT TO:</b>	<b>Children and Young People Scrutiny Sub-Committee 18 June 2019</b>
<b>SUBJECT:</b>	<b>Update on the Early Help and Children's Social Care Improvement Programme</b>
<b>LEAD OFFICER:</b>	<b>Rob Henderson, Executive Director, Children, Families &amp; Education</b>
<b>CABINET MEMBER:</b>	<b>Cllr Alisa Flemming, Cabinet Member for Children, Families and Learning</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Rob Henderson, Executive Director, Children, Families &amp; Education</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

[Corporate Plan for Croydon 2018-2022](#)

The plans and recommendations in this report focus on ensuring that all Croydon's children live a happy, healthy life, free from harm and that they have every opportunity to thrive and become fulfilled adults.

<b>ORIGIN OF ITEM:</b>	<b>This item is contained in the Sub-Committee's work programme.</b>
<b>BRIEF FOR THE COMMITTEE:</b>	<b>To consider the progress update of the Children's Improvement Programme.</b>

## 1. EXECUTIVE SUMMARY

This report provides an update on the Improvement Programme in children's services, including:

- A progress update on the Improvement Plan as at May 2019
- An update on the preparations for the sixth Ofsted monitoring visit on 10<sup>th</sup> and 11<sup>th</sup> July 2019

## **2. Progress update on the Children's Improvement Plan**

2.1 In November 2018 the Children's Improvement Board agreed a simpler, shorter Improvement Plan with a sharper the focus on the right priorities at increased pace.

2.2 The plan is made up of four workstreams overseen by task groups, reporting to a programme board, chaired by the Chief Executive, to monitor and challenge progress across all work streams and ensure there is sufficient corporate support, focus and resource to drive improvement activity and deliver the plan.

2.3 The workstreams are:

1. Management & Practice covering actions to improve management grip and the quality and consistency of social work practice
2. Workforce covering actions to recruit and retain staff and learning and development activity
3. Partnerships covering actions to develop a partnership early help offer, improve partnership working and strengthen the local safeguarding board
4. Platforms covering actions relating to corporate support services including finance, performance, children's recording systems, commissioning and business (administrative) support

2.4 Underpinning these is a priority to create a culture of shared ownership and social work values, which is developed and overseen by the Staff Reference Group.

### **2.5 Overall progress as at May 2019**

The Senior Leadership Team is now complete and in place although several posts are interim – a plan to permanently recruit is being worked up. Performance and capability management have been a key focus although the bulk of this is now coming to an end and will be business as usual.

Key partnership priorities continue to focus on the recommissioning of health visiting and school nursing for 2020, aligning the SLaM SPOC and Children's Services SPOC and establishing a multi agency co-located team for Children Looked After and Leaving Care, including SLaM.

Service reviews have been commissioned in relation to SPOC, Assessment, Children with Disabilities UASC and Fostering. Camden are involved in 4 of these.

Nick Pendry is working closely with his management team to develop and communicate a shared understanding of what good looks like, and our systemic leadership development programme has commenced with the senior leaders cohort, including myself.

I have also been talking with staff from across the department about our ambitions for Children, Families and Education in Croydon and working with

Heads of Service and finance colleagues to understand what resources we need to get there. This will include significant transformation activity over the next 2 years and much closer working with our partners at a local level to build a system that identifies and responds to need at an earlier stage to de-escalate risk e.g. through Early Help and a robust edge of care offer for children aged 12-17 to prevent young people from coming in care as teenagers wherever possible.

Key achievements and areas of improvement are set out below. However, it should be noted that significant challenges still remain including a high vacancy rate across assessment and care planning, inconsistency in the quality of practice and reflective nature of supervision across the service and underperformance in some indicators.

#### Key achievements and what's working well

- Significant interest in service manager roles with over 20 application for three posts and a number of leavers (social workers) choosing return to Croydon as word spreads about our improvement journey and the opportunities on offer here to learn and progress
- Heads of Service are meeting with individual frontline practitioners to create a reflective space for staff to discuss a case they are working on, which is helping leaders to understand quality of practice on the ground
- An increase in % of children's cases which have been subject to supervision in timescales, a positive sign of improving management oversight
- Slight improvement in timely CIN visits and reviews, although this is still below target
- We are starting to see the impact of the LAC health multi-agency improvement activity (driven through a multi-agency plan) with improvements in the % of children in care for at least 12 months for whom health assessments are up to date and the % initial health assessments requested from health service within 3 working days of date child becomes looked after.

#### What we are worried about and actions we are taking to address this

- Recruitment & retention including high vacancy/agency rates in care planning and assessment services, and average caseloads beginning to rise in the assessment service and corporate parenting

#### Actions:

- Executive Director (DCS) leading a fortnightly task group on recruitment to take decisions quickly and progress actions at a greater pace
- 2 x campaigns planned for May and June for assessment and care planning
- Ongoing efforts to convince locums to become permanent members of staff with over 30 conversions to date

- Establishment of regular recruitment panel to streamline process and ensure that we have consistently high standards for new appointments
- Inconsistent responses to missing children across children's social care, including our looked after children

Actions:

- Head of Adolescent Support to launch weekly Complex Adolescence Panel and circulate updated guidance on missing risk assessments and strategy discussions
- Head of Children in Care to review all outstanding tasks from missing meetings fortnightly and ensure these are actioned. Will be monitored against action plans – ongoing
- Underperformance in the following areas;
  - Timely visits to looked after children
  - Timely visits to foster carers
  - % of LAC with an up to date PEP, although this continues to improve from a low base

Actions:

- Addressing underperformance in LAC indicators in performance clinics and through management action
- PEP action plan in place to drive up performance and improve data quality

### **3. Preparation for the Ofsted monitoring visit**

3.1 The sixth monitoring visit on 10<sup>th</sup> and 11<sup>th</sup> July will focus on:

- The front door for children's services, SPOC and assessment
- The children with disabilities service
- Children who are privately fostered

3.2 The following recommendations from the July 2017 inspection will be tested in the visit:

- Strengthen management oversight and supervision
- Establish a stable workforce; provide targeted training for frontline staff and managers so that they have the right skills and knowledge; ensure the workloads of social workers are manageable

- Improve plans and planning including support for children returning home
- Improve the understanding and application of thresholds
- Strengthen the provision of early help support, early help strategy and thresholds

### 3.3 Cases in scope

Monitoring visits now follow the approach for inspections of children's services. The cases to be scrutinised will be drawn from a number of standard case lists that local authorities are expected to maintain, including contacts and referrals to children's social care, child protection enquiries, and assessments, all of which will have come through the single point of contact over the previous 6 months. Following assessment cases transfer across the service, so the inspectors are likely to be sampling cases held in a number of teams.

In addition inspectors are likely to ask for the caseload for the children with disabilities service which includes child in need, child protection and children in care cases as well as those receiving family support.

Two-weekly circulation of the case lists to Heads of Service commenced in mid-March flagging up gaps in compliance with our social work practice standards. Heads of Service are leading work through their management teams to get case records up to date and close compliance gaps. Team and service managers will use the opportunity to focus on the quality of work being completed, as well as compliance with service standards.

### 3.4 Preparatory work

A monitoring visit preparation group was reconvened in March. Chaired by the Executive Director the group meets every three weeks to track the actions required to prepare for this visit, directing remedial actions as necessary

Mock inspections completed jointly with Camden colleagues have taken place in SPOC the children with disabilities service. The recommendations and resulting actions have fed into service improvement plans which are being worked up by all Heads of Service.

The Director and his leadership team have developed service-wide best practice guides on the key elements of high quality assessments, plans, interventions and supervision which are being cascaded through the management structures through to engagement with front line staff.

### 3.5 Assuring the quality of practice

The May bi-monthly case audits focused on the quality of social work practice across the service with an emphasis on assessment, planning, management oversight and reflective supervision of casework. In addition, from March team managers are completing monthly dip sample audits against the 'Croydon Five' – an up to date case summary, a chronology, good quality assessment leading to a SMART a plan and an up to date visit. These are being monitored in the fortnightly case list summaries and actions taken by managers to drive up compliance.

---

**Contact Officer:** Robert Henderson  
Executive Director  
Children, Families and Education

**Background Documents:** None

**Appendices to this report:** None