

RB Windsor & Maidenhead Safeguarding Children Peer Review

5 – 9 December 2016

Children's Safeguarding Peer Review programme for today

- Presentation of findings
 - Strengths
 - Areas for further consideration
 - Prioritisation discussion
-

The peer team

- Lead peer – Charlotte Ramsden, Strategic Director for Children & Adult Services, Salford City Council
 - Member peer – Councillor David Simmonds, Deputy Leader & Cabinet Member for Education & Children's Services, LB of Hillingdon
 - Operational peer (Review Analyst/Case Records Review/Audit Validation) – Karen Graham, Assistant Director of Social Care, Health & Wellbeing, Kent County Council
 - Operational Peer – Jane Wilton, Head of Service, Looked After Children & Adoption, Solihull MBC
 - Operational Peer – Pat Elliott, Independent Consultant
 - Health Peer – Lynne Tyblewski, Health Visitor, Hertfordshire Community NHS Trust
 - Police Peer – DCI David Newsome, Lead for Safeguarding Children, Hertfordshire Police
 - Shadow Peer – Louise Smith, Adviser, Children & Young People, LGA
 - Review Manager – Jill Emery , LGA
-

Peer Review

- Peer review is based on agreed themes
 - Not an inspection – invited in as “critical friends”
 - Everyone has been open and honest
 - Made to feel very welcome
-

The Process

- Self-evaluation
 - Case file mapping group
 - Case records review
 - Audit Validation
 - Document and data review
 - Initial thoughts presentation
 - Interviews and visits
 - Prioritisation discussion
-

Safeguarding Children Themes:

- Effective practice, service delivery and the voice of the child
 - Outcomes, impact and performance management
 - Working together (including health and wellbeing board)
 - Capacity and managing resources
 - Vision, strategy and leadership
-

Agreed areas for the peer team to review:

- The effectiveness of the Multi-Agency Safeguarding Hub (MASH).
 - The effectiveness of the Duty and Assessment Team.
 - The SMARTness of child protection plans and their delivery.
-

Effective practice, service delivery and the voice of the child

Strengths:

- Evidence of innovative practice resulting in very good outcomes in Youth Service
 - Voice of the child evident in a number of examples of practice
 - Evidence that CP plans are increasingly SMART and timely
 - Strong safeguarding practices across health visiting, school nursing, midwifery and Accident & Emergency
 - Strong Assessed & Supported Year in Employment programme & staff feel supported
 - Pod working is improving consistency for CYP & families, and experienced positively by staff with some evidence of good social work practice
 - Strong and well-respected Local Authority Designated Officer
 - Within the limited scope of the review there has been no evidence of unsafe practice
-

Effective practice, service delivery and the voice of the child

Areas for further consideration

- Clarity about the totality of the Early Help offer and the system to access it needs further development
 - Some drift identified in assessments, planning and intervention with lack of clarity for families and professionals
 - Feedback to partners needs strengthening
 - Agreed and consistent use of PARIS
 - Improve the quality, frequency and recording of supervision
 - Better understanding of children's needs at point of entry to Front Door in light of potential over-intervention (as a consequence of the introduction of the MASH)
 - Streamline decision making to ensure more effective triage
 - Simplify processes and pathways through Children's Services system
 - Increase integrated planning at Early Help and Child in Need levels of support to reduce duplication
 - Improve quality of referral information to MASH and early help hub (Front Door) through multi-agency training
-

Outcomes, Impact & Performance Management

Strengths

- Open to external scrutiny & challenge e.g. peer reviews
 - Commitment to ensuring stability in management roles
 - Evidence of routine performance data being available
 - Increasing member focus on performance through the Leader & Lead Member
 - Senior management commitment to improve performance
 - Evidence of CP plans being increasingly SMART and child outcome focussed
-

Outcomes, Impact & Performance Management

Areas for further consideration:

- Stronger focus on outcomes for children
 - Compliance with performance and practice expectations is inconsistent and lacks supervisory enforcement
 - Need to ensure consistent application of quality assurance framework and escalation policy
 - Lack of evidence that learning from audits generates change
 - Further work needed to record the effectiveness of IRO and CP Chair challenge which should result in improvements for children
 - LSCB needs to demonstrate increased grip on quality and outcomes
 - Need to develop a robust learning loop from performance, audits, reflective supervision and appraisal
-

Working together (including health and wellbeing board)

Strengths:

- Excellent examples of collaborative and transparent working with Health
 - Evidence of shared report and planning activity across LSCB, Safeguarding Adult Board, H & WB Board, Community Safety, CYPP
 - Positive engagement with Police across a range of activity
 - Schools value the training and support around safeguarding and there is a strong relationship across the school family with the local authority
 - Improved contribution from partners to the LSCB
 - Health & Wellbeing Board increasing its focus on children with local health priorities being planned with the CCGs and Public Health
 - Training from SCR's was valued by partners
-

Working together (including health and wellbeing board)

Areas for further consideration

- Anxiety from partners around transfer to Achieving for Children will need continued attention
 - Completion and rollout of the revised Early Help Strategy including clarity of integrated offer and access arrangements
 - Progress shared ownership and contribution from partner organisations into the Front Door
 - LSCB multi-agency training needs to be refreshed
 - CSE & Missing operational group needs to be developed in the context of CSE partnership governance and the complexity of geographical and organisational arrangements
 - Opportunity to further develop the JSNA analysis to inform strategic commissioning on a partnership basis
-

Capacity and managing resources

Strengths:

- Clear partner and stakeholder engagement built into the proposal to deliver services through Achieving For Children and a transition plan is in place
 - Long term sustainability and resilience for children's services actively addressed by plans for Achieving for Children
 - Commissioning framework for the Authority (2016-2020) sets out clear principles, and confirms intention to jointly commission with partners
 - Positive workforce planning for new social workers through the use of the 'Frontline' scheme
 - Continued investment in universal and early help resources
 - Commitment to invest in social work capacity to support manageable caseloads
 - Creative and responsive plans and services for addressing emotional health and wellbeing for children & young people
-

Capacity and managing resources

Areas for further consideration

- Funding arrangements and capacity for the voluntary sector needs to be considered alongside the intention to commission future services
 - Consideration of the role and influence of the Principal Social Worker to maximise impact
 - Transfer to Achieving for Children needs to ensure robust learning & development arrangements
 - Clarity in operating model as you move towards Achieving for Children of the roles, responsibilities and delegations
 - Assurance around managing finances within new financial and contract management arrangements e.g. demand-led services
-

Vision, strategy and leadership

Strengths

- Ambitious and innovative senior political leadership
 - Confidence in senior managerial leadership in the council
 - Leaders are visible and accessible
 - Evidence of political succession planning
 - Key worker housing programme to support recruitment
 - Corporate openness to explore new ways of working as part of a longer term plan
 - Strong management grip on safeguarding standards across Health
 - Corporate Parenting agenda is developing
-

Vision, strategy and leadership

Areas for further consideration

- Explore how the views of children who are not looked after are systematically involved in shaping priorities and services
 - Voice of the child needs to have a high profile and exert more influence, eg consultation on transfer to Achieving for Children.
 - Consider the council's approach towards Early Help and how it commissions services including with partners
 - Continue development of the role and function of the integrated front door
 - Parallel processes with use of spreadsheets challenges information governance, performance management and resilience
 - Ensure a distinctive Royal Borough identity for residents and staff in increasingly complex local commissioning and delivery arrangements
 - Continued promotion of stability across people and processes during this time of change
-

Key Messages

- Political & managerial commitment to Achieving for Children in order to enhance stability & consistency to children's services in the Royal Borough
 - Keep your partners close
 - Keep children at the heart of everything you do
 - Ensure required performance and standards are fully embedded across services
 - Streamline processes to support effective co-ordination and planning that meets the needs of children
 - Enhance stability and support staff during this time of change
 - Staff and partners are passionate about the contribution they make for children and young people
-

Reflections & Questions



What next ?

- There is now a chance to reflect on our conclusions
 - We will produce a draft report for the authority to comment on within 3 weeks
 - The final version will be agreed and issued
 - The council needs to provide feedback to people who contributed to the challenge
-

Thank you
