Inspection of Children's Services
Recommendations and Accountability Map

Glossary

Groups		Individuals	
CYPSP	Children and Young People's Strategic Partnership	GM SQAI	Group Manager Strategic Quality Assurance and Improvement
PMG	Performance Management Group	GM SCBM	Group Manager Strategic Commissioning and Business Management
WFSSG	Workforce Strategy Steering Group	GM FC	Group Manager First Contact
LSCB	Local Safeguarding Children Board	GM Pr	Group Manager Provision
		GM En	Group Manager Enhanced Services
		GM PFF	Group Manager People First Finance
		PA LSCB	Professional Adviser to LSCB

No.	Recommendation	Ref to inspn. report	Success Measures	Lead		Links to Plans	Monitoring Arrangements	
				Group	**Individual**		**Completed by**	**Frequency**
National Priorities and Strategic Objectives								
2.1	Children's services should develop a more systematic framework for capturing the contribution of parents and carers to the planning and service development process.	Para 4.17	• Implementation of Viewpoint to enhance ways in which Children Looked After contribute to their Reviews • Views of service users, parents and carers systematically collected, recorded on file and used to inform planning & service development • Feedback routinely given to service users, parents and carers about how their views have influenced service planning & improvement	CYPSP	GM SCBM	People First Plan Children & Young Peoples Plan Team Plans	Dec 05	Quarterly

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Effectiveness of Service Delivery and Outcomes							
2.2	Children's services should review the organisation and management of the referral and assessment, and children in need teams, to enable workloads to be effectively managed	Para 5.32	• Review of initial access and assessment systems and processes completed • Implementation of caseload weighting system	PMG	GM FC	Team Business Plans PMG Workplan	July 05	Quarterly
2.3	Children's services working through the Safeguarding Board, should clarify and issue guidance for staff and partner agencies concerning the threshold criteria, which should be applied for children in need and child protection	Para 5.29	• Guidance on thresholds issued to staff and partner agencies • Staff and partner agencies clear about application of thresholds to children in need and child protection	LSCB	PA LSCB	LSCB Annual Plan	Sept 05	Quarterly
2.4	Children's services should continue to develop the range of services needed to support families.	Para 5.6	• Family resource directory updated • Parenting support strategy launched • Review of Family Centre completed	CYPSP	GM SCBM	Children and Young Peoples Plan	Mar 06	Annual
2.5	Children's services should continue to develop placement choice within the borough, particularly foster and kinship placements.	Para 5.13	• 10% increase in the number of new foster carers recruited and trained. • 10% increase in the numbers of kinship placements made • 10% reduction in out of borough placements	PMG	GM Pr	People First Plan Team Business Plans PMG Workplan	Mar 06	Quarterly

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2.6	Children's services should work with the police to ensure compliance with 'Working Together' in all child protection work	Para 5.28	• Territorial Police linked effectively into Local Safeguarding Children Board	LSCB	GM FC	LSCB Annual Plan Team Business Plans	July 05	Quarterly
2.7	Children's services should ensure that independent visitors are allocated to children who need them and monitor take-up and effectiveness of the service.	Para 5.21	• Independent Visitor Service established • Number of Children who are allocated an Independent Visitor	PMG	GM SQAI	Team Business Plans PMG Workplan	Dec 05	Quarterly
Quality of Services for Users and Carers								
2.8	Children's services should ensure that a much higher proportion of assessments are completed within AF timescales	Para 6.12	• 70% of initial assessments completed within 7 working days • 70% of core assessments completed within 35 working days	PMG	GM SQAI	Team Business Plans PMG Workplan	Dec 05	Monthly
2.9	Children's services should ensure that managers read files, and introduce a robust case file auditing system.	Paras 6.25 and 6.26	• Robust case file auditing system introduced • 20% of open case files audited per annum • Manager's audit report present on all files	PMG	GM SQAI	PMG Workplan	Sept 05	Quarterly
2.10	Children's services should introduce periodic case summaries into case files and ensure that chronologies are effective.	Para 6.23	• Effective chronologies present on all case files • Periodic case summaries present on all case files	PMG	GM FC GM Pr GM En	PMG Workplan	Sept 05	Quarterly
2.11	Children's services should continue to provide training to help staff to improve the quality of their assessments.	Para 6.14	• 2 additional staff to complete PQ1 qualification • 95% of staff to have attended Core Skills Training	WFSSG	GM SQAI	Workforce Strategy	Ongoing	Quarterly

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2.12	Children's services should consider introducing typed case records to replace the current mix of typed and handwritten records.	Para 6.23	• Introduction of HOST and migration of paper based files • Introduction of Electronic Social Care Records • All staff to participate in ICT and HOST Training	PMG	GM FC GM Pr GM En	PMG Workplan HOST Implementation Plan	Mar 06	Quarterly
Fair Access								
2.13	Children's services should clarify the service response that parents of disabled children can expect from the department.	Para 7.20	• Publication of Service Standards for Children with Disabilities Team	PMG	GM En	PMG Workplan Team Business Plan	Sept 05	Quarterly
2.14	Children's services, in conjunction with their partners, should continue the development of the range and quantity of services required by disabled children and their families	Para 7.17	• Development of an integrated team with a single entry point and a single assessment process • Additional services in place as a result of joint commissioning of services • Transition plans in place for all Children aged 14+	CYPSP	GM En	PMG Workplan Team Business Plan Commissioning Strategy	Mar 06	Quarterly
2.15	Children's services should ensure that parents of disabled children have the opportunity to participate in a carer's assessment.	Para 7.20	• All parents of disabled children to be offered a carer's assessment • Increased number of parents taking up the offer of a carers assessment	PMG	GM En	PMG Workplan Team Business Plan	Sept 05	Quarterly
2.16	Children's services should continue to encourage the take-up of direct payments.	Para 7.18	• Increased take up of direct payments	PMG	GM En	PMG Workplan Team Business Plan	Ongoing	Quarterly

Cost and Efficiency								
2.17	Children's services should undertake work to link cost and activity data and ensure that the department's expenditure reflects its commissioning intentions.	Para 8.4	• Benchmarking information provided to Budget Managers • Unit costs identified and managed • Establishing the market status and opportunities for collaboration and the use of innovation in service delivery • 2.5% procurement savings achieved through implementation of joint commissioning priorities	PMG	GM PFF GM SCBM	People First Plan PMG Workplan People First Finance Plan Team Business Plans Commissioning Strategy	Ongoing	Quarterly
2.18	The Council should explore the scope for developing the use of Health Act flexibilities, given the improving relationship with Harrow PCT.	Para 8.10	• Implementation of joint commissioning priorities • Further development of joint funding arrangements through the Complex Needs Panel	CYPSP	GM SCBM	People First Plan Children and Young People's Plan Commissioning Strategy	Ongoing	6 monthly
Management and Resources								
2.19	Children's services should take urgent action to ensure that front line social work posts are filled with competent staff.	Para 9.17	• 20% reduction in use of agency staff	WFSSG	GM SQAI	Workforce Strategy	Sept 05	Monthly
2.20	Children's services should implement an effective staff appraisal scheme.	Para 9.24	• All managers trained to implement IPAD • All staff to have participated in an IPAD review	WFSSG	GM SQAI	Corporate Plan People First Plan Workforce Strategy	Sept 05	6 Monthly

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2.21	Children's services should consider a strategy for improving staff morale and staff retention in referral and assessment and children in need.	Para 9.19	• 10% reduction in staff turnover within teams	WFSSG	GM SQAI	Workforce Strategy	July 05	Monthly
2.22	Children's services should ensure that staff and first line managers understand the role of the practice managers.	Para 9.8	• Development of new job descriptions for Practice Managers • All Practice Managers to have participated in training about their role	WFSSG	GM SQAI	Workforce Strategy	Sept 05	Quarterly