**SOUTHEND JOINT TARGETTED AREA INSPECTION MARCH 2018: MULTI-AGENCY ACTION PLAN**

**INTRODUCTION**

Between 19 and 23 March 2018, Ofsted, the Care Quality Commission (CQC), HMI Constabulary and Fire & Rescue services (HMICFRS) and HMI Probation (HMIP) undertook a joint inspection of the multi-agency response to child sexual exploitation, children at risk from gangs and exploitation and children missing from home, care and education. The JTAI was a joint inspection of children’s services, Essex Police, the National Probation Service, the Community Rehabilitation Company, Youth Offending Services and Health providers. 16 inspectors inspected services over the course of 3 full days spread over 4 days with formal feedback on the fifth day. The inspectors were from Ofsted, HMICFRS, HMIP and CQC. Ofsted were the lead inspection agency.

The inspection included a ‘deep dive’ focus on the response to children and young people experiencing these vulnerabilities

When we received the draft inspection report senior leaders from the agencies who had been inspected, including the independent chair of the LSCB, decided that a single multi-agency action plan should be written. This decision was made to ensure the partnership response is consistent and focused and to reduce unnecessary, and ineffective, complexity and duplication.

A partnership workshop was held on 19th June to design this action plan.

**GOVERNANCE ARRANGEMENTS**

Each agency is responsible for obtaining sign off of this plan at their governance board. Each agency will be responsible for monitoring progress against the actions for which they are responsible and reporting this to their internal governance arrangements.

Progress against the overall plan will reported to the CSP and Southend LSCB on a **quarterly basis** using the BRAG (blue, red, amber, grey) rating below. Southend Borough Council will lead on collating the progress reports from each organisation in order to produce a single report. Agencies must determine which impact and performance measures they will report to evidence progress.

Individual agencies may choose to create action plans with additional actions however this activity must contribute to this partnership plan.

**WHAT DOES EXCELLENCE LOOK LIKE**

While developing the action plan the partnership explored what children and families will experience when receiving excellent services. Excellent services:

* Centre on building relationships
* Responsive not reactive
* Respond without delay
* Explicitly focus on the child
* Compassionate
* Outcome focussed – really making a difference
* Seamless
* Tenacious
* Go the extra mile
* Change based on the voice of children and families
* Accessible
* Learning and Growing
* Restorative
* Market leaders
* Explicitly and consistently aim for excellence rather than satisfactory
* Joint working and sharing is business as usual
* Show a partnership understanding of what excellence is

**PLAN**

The inspection report contains 29 areas for improvement. This plan pulls together actions under 6 overarching themes which meet the need for action related to each area for improvement within the report. Action plans of individual agencies should report progress to LSCB and CSP under these overarching themes.

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| **THEME 1: Strategic Response** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| Child Exploitation action plan to be revised | Elizabeth Chidgey (LSCB independent chair) and Carl Robinson (CSP) | Action plan is multi-agency and clearly drives forward improved outcomes |  |  |  |
| Strategic review of LSCB and CSPT to be completed and plan to implement changes in place and progressed | Elizabeth Chidgey (LSCB independent chair) and Carl Robinson (CSP) | Improved shared plans and outcomes seen in the work of the boards |  |  |  |
| Violence and Vulnerability strategy completed and progressed | Elizabeth Chidgey (LSCB independent chair) and Carl Robinson (CSP) | Improved identification of children and adults at risk of exploitation.  Improved partnership response to vulnerable children and adults |  |  |  |
| Partnership performance management framework developed | Elizabeth Chidgey (LSCB independent chair) and Carl Robinson (CSP) | Improved ability to hold partners to account |  |  |  |
| **THEME 2: Service Provision** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| Review potential of joint training across the partnership on safeguarding processes and child exploitation | Elizabeth Chidgey (LSCB Executive) | Casework evidences shared understanding and a consistent approach across agencies |  |  |  |
| Review referrals to SBC Children’s Services by Essex Police for children in custody and implement plan to address any identified concerns | Jason Hendy - Essex Police | When it is identified that a child should be referred to SBC Children’s Social Care this happens. |  |  |  |
| Strength of practice identified within Adolescent Prevention and Intervention Team to be enhanced further | Carol Compton - SBC Children’s Services | Casework with adolescents demonstrates strength in assessment and impact |  |  |  |
| Programme for improving the development and progress of child in need plans to be developed and implemented (to cover consistent quality of delivery and impact) | Diane Keens - SBC Children’s Services | Casework demonstrates strong practice and improved outcomes for this group of children |  |  |  |
| **THEME 3: Assessment and Risk Assessment** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| Intensive programme of workshops, training and practice assessment to be delivered by each agency during October, November and December 2018 focussing on assessment of need and risk. | Diane Keens - SBC Children’s Services  Erin Brennan-Douglas - SBC Public Health  Sharon Connell - CCG | Assessments identify need  Assessment includes analysis of risk including all forms of child exploitation  Assessments include analysis of diversity  Assessment clearly evidence the voice of the child |  |  |  |
| Partnership Child Exploitation risk assessment tool to be developed and implemented in all agencies | Elizabeth Chidgey LSCB and Carl Robinson CSP | Assessment clearly identify risks relating to all forms of Child Exploitation |  |  |  |
| Essex Police to review information available to officers on case management systems when they respond to an incident | Jason Hendy Essex Police | Assurance is given the officers have access to information to support appropriate and safe decisions to be made | October and quarterly updates |  |  |
| **THEME 4: Decision Making and planning** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| Review of effectiveness of MASH decision making | Julie Cole SBC Children’s Services  Sharon Connell – CCG  Jason Hendy – Essex Police | Decisions take account of full range of historical information |  |  |  |
| Review of effectiveness of MACE following introduction of new terms of reference and co-chairing by SBC and Essex Police | Carl Robinson - CSP | MACE improves outcomes for children and meets the |  |  |  |
| Develop and implement protocol of expectations of all agencies within strategy meetings | Elizabeth Chidgey – LSCB Executive | Safeguarding decisions are owned by all participating agencies |  |  |  |
| Review MAPPA attendance by SBC Children’s Services | Carol Compton - SBC Children’s Services  Shirley Henderson - NPS | Assurance that MAPPA has the information available to the meeting in order to make appropriate safeguarding decisions |  |  |  |
| **THEME 5: Supervision** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| Guidance on ensuring the lived experience of children is evidence in social work supervision to be developed and shared | Laurence Doe - SBC Children’s Services | Supervision focuses on the impact that intervention is having on the lived experience of children |  |  |  |
| Standard expectations of supervision within health services to be developed and shared | Sharon Connell - Southend CCG  Erin Brennan- Douglas - SBC Public Health | High quality supervision can be seen to make a difference to the experience of children |  |  |  |
| Programme to ensure management oversight of safeguarding referrals within health settings consistently and strong to be developed and implemented | Sharon Connell Southend CCG | Safeguarding referrals to children’s services are of a high standard and support swift safeguarding action |  |  |  |
| **THEME 6: Communication** | | | |  |  |
| **ACTION** | **LEAD AGENCY/AGENCIES** | **OUTCOME MEASURE** | **PROGRESS UPDATE PROCESS/ACTIVITY**  Expected Q2 Red/amber Q3 amber/blue Q4 blue | **PROGRESS UPDATE IMPACT PROGRESS UPDATE IMPACT** Expected Q2 Red Q3 amber  Q4 amber/blue  Q1 2019/20 blue | **PROGRESS UPDATE PERFORMANCE**  Expected Q2 red Q3 amber Q4 amber/blue  Q1 2019/20 blue |
| MASH+ official launch | John O’Loughlin - SBC Children’s Services | Partner agencies are aware of, and understand, role of MASH+ |  |  |  |
| Additional administrative support for minute taking and sharing minutes from strategy meetings and MACE | John O’Loughlin - SBC Children’s Services | Partner agencies receive minutes containing agreed safeguarding actions without delay |  |  |  |
| Review of communication challenges between School Nursing and EWMHS to be undertaken and protocol developed and implemented following this | Erin Brennan-Douglas SBC Public Health  Sharon Hall - EWMHS  Angela Ejoh – SBC Integrated Commissioning team | Communication supports assessment and decision making for children |  |  |  |

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| **RED** | **Process:** Tasks not been completed or timescales slipped and need attention  **Impact** should start to be seen and measured, but are not met.  **Performance:** Target not achieved to deadline or not forecast to be achieved. | **BLUE** | Completed and impact evidenced, target achieved and this is likely to be sustained. |
| **AMBER** | **Process:** Tasks are not fully on track but plans are in place to ensure progress by identifiable timescale  **Impact** can start to be measured but are yet to be demonstrable  **Performance:** Potential risk of not achieving target, either progress made and we will be very near to target, and remedial actions in place | **GREY** | **Process**: Not started - action not scheduled to start in this period.  **Impact** not yet expected to be realised (i.e. actions in progress/not started). |