

Laming Recommendations 2009 – Children Families and Learning- Response and Action Plan – June 2009 and update on progress as at 1.10.2009

Rec No	Recommendations for CFL	Action	Date for completion /Review	Priority	Responsible manager(s)	Progress as at 1.10.09
4	The Government should introduce new statutory targets for safeguarding and child protection alongside the existing statutory attainment and early year's targets as quickly as possible. The National Indicator Set should be revised with new national indicators for safeguarding and child protection developed for inclusion in Local Area Agreements for the next Comprehensive Spending Review.	Performance team to include in revised performance framework for Children and Young People's Plan 2009/10.	With immediate effect once guidance is available.	High Priority	Peter Worthington/ Iain Melville	Comprehensive framework and regular reporting to all managers is in place
		Children's Trust to monitor performance	Quarterly	High Priority	All Assistant Director's	In place
		Current key indicators to be monitored by Children's Specialist Service Management Team	Weekly	High Priority	Martin Pratt Children's Specialist Service Management Team	Weekly scrutiny by Assistant Director Children's Specialist Service and Head of Service since June 2009
		Performance reported to Children Families & Learning Management Team	Monthly	High Priority		
		Overview and Scrutiny receive regular monitoring reports	Quarterly	High Priority	Martin Pratt	
			Ongoing	High Priority		Ist audit conducted May/June 09. Future

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		<p>Children's Specialist Service Audit programme to be revised once new performance indicators are published.</p> <p>Local Safeguarding Children Board performance framework to include and reflect statutory targets. Revised framework to be adopted.</p> <p>Local Safeguarding Children Board will report annually to Executive</p>	October 2009	High Priority	<p>Rachel Deakin</p> <p>Sally Stocker Sue Ioannou Local Safeguarding Children Board partners</p>	<p>audits planned</p> <p>Awaiting guidance. Local Safeguarding Children Board chair attended national conference</p>
6	<p>Directors of Children's Services, Chief Executives of Primary Care Trusts, Police Area Commanders and other senior service managers must regularly review all points of referral where concerns about a child's safety are received to ensure they are sound in terms of the quality of risk assessments, decision making, onward referrals and multi-agency working.</p>	<p>Audit manager to undertake regular specific audits of referrals, assessments, decision making, multi-agency working and response within the Intake & Assessment team and unannounced small audits</p> <p>Quality Assurance strategy to be signed off by Children's Specialist Service Management Team</p>	<p>First audit by June 2009. Thereafter 6 monthly or as required</p> <p>August 2009</p> <p>October</p>	<p>High Priority</p> <p>High Priority</p> <p>High priority</p>	<p>Rachel Deakin/ Sue Ioannou</p> <p>Sue Ioannou Rachel Deakin</p> <p>Martin Pratt</p>	<p>1st audit of Intake and Assessment completed and reported on June 2009. Next audit scheduled for Dec 2009.</p> <p>Signed off by Head of Service and Assistant Director Children's Specialist Service Sept 2009.</p>

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		Senior peer audits to be undertaken as part of Quality Assurance Strategy	2009.and monthly thereafter Nov 2009	High Priority	Rachel Deakin All Children's Specialist Service Head of Service	Scheduled at Children Families & Learning Management Team Oct 2009
		Review of Emergency Duty Team responses to Central Bedfordshire Council referrals	First report to Children's Specialist Service Management Team and Children Families & Learning Management Team June 2009	High Priority	Catherine Parry Head of Service Safeguarding and Child Protection	First audits to be undertaken Oct 2009 Review scheduled for Oct 2009 reporting Nov 2009.
		Regular reporting of all audits to Children's Specialist Service Management Team (i.e. senior peer audits/ audits of practice/ Individual Management Reviews)		High Priority	Rachel Deakin/ Sue Ioannou	Next report Nov 2009
		Head of Service and Team Managers to produce and implement action plan in response to audit findings within 3 weeks of audit completion	July 2009 (first audit)	High Priority	Catherine Parry /Sasha Rymell	Action plan produced and disseminated to Team Managers in response to first audit

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		<p>Through the Stay Safe delivery group the Children and Young People's Plan priority in relation to domestic abuse will review referral processes</p> <p>Local Safeguarding Children Board agencies to evidence and report that they are undertaking audits and responding to the findings of these audits in relation to their referral and response processes</p>	<p>March 2010</p> <p>Report at Operations Board (bimonthly)</p>	Medium Priority	<p>Martin Pratt</p> <p>Sally Stocker Sue Ioannou</p>	<p>findings. Follow up report to Children's Specialist Service Management Team Oct 2009 on progress</p> <p>Stay Safe delivery group has met next meeting November 2009.</p> <p>Local Safeguarding Children Board Audit June 2009. Next audit Nov 2009.</p>
7	All Directors of Children's Services who do not have direct experience or background in safeguarding and child protection must appoint a senior manager within their team with the necessary skills and experience.	Martin Pratt Assistant Director Specialist Service /Deputy Director Central Bedfordshire Council has safeguarding /child protection experience	Completed	High Priority	Edwina Grant	Achieved
8	The Department for Children, Schools and Families should organise regular training on safeguarding and child protection and on effective leadership for all senior political leaders and	a) Local Safeguarding Children Board Training Commissioning Group to consider with key partners the development of a programme for managers across frontline services following	a) July 09 meeting Training Commissioning Group	Medium Priority	Martin Pratt and key partners from education, health, police and probation	Local Safeguarding Children Board training programme in place and evidence of good multi-agency attendance on

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	managers across frontline services.	<p>training needs analysis and in relation to findings of multi-agency audits.</p> <p>b) Encourage members with portfolios related to children to attend Local Safeguarding Children Board Safeguarding courses</p> <p>c) Following introduction of Department for Children, Schools and Families training prioritise attendance of team managers / Head of Service / Assistant Director / Director</p> <p>Through Regional Improvement Efficiency Partnership funded Eastern Safeguarding project to share best practice in relation to safeguarding training and workforce development across 11 authorities</p>	<p>September 09</p> <p>To be identified when the courses have been developed by Department for Children, Schools and Families</p> <p>Ongoing</p>	<p>High Priority</p> <p>Medium Priority</p> <p>Medium Priority</p>	<p>Martin Pratt</p> <p>Martin Pratt & Head of Service</p> <p>Martin Pratt Catherine Parry</p>	<p>courses.</p> <p>Assistant Director in discussion with Lead Member.</p> <p>Director of CFL to undertake training scheduled for April 2010.</p> <p>Regional processes established. Central Bedfordshire to initiate implementation by Dec 2009</p>
9	Every Children's Trust should	Children and Young People's	September	Medium Priority	Karen	All outcome groups

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	ensure that the needs assessment that informs their Children and Young People's Plan regularly reviews the needs of all children and young people in their area, paying particular attention to the general need of children and those in need of protection. The National Safeguarding Delivery Unit should support Children's Trusts with this work. Government Offices should specifically monitor and challenge Children's Trusts on the quality of this analysis.	Plan to be produced for Central Bedfordshire Council by September 2009. This will include information on the needs of children and young people informed by the JSNA	2009		Ollerman / Iain Melville / Peter Worthington Katherine Peddie	have met since April 2009. Children and Young People's Plan has been adopted by Children's Trust Board and Central Bedfordshire Council Executive and Council Oct 2009. JSNA now disaggregated with a programme to improve data and analysis for use within Every Child Matters outcome delivery groups.
11	The Department for Children, Schools and Families should revise Working Together to Safeguard Children to set out clear expectations at all points where concerns about a child's safety are received, ensuring intake/duty teams have sufficient training and expertise to take referrals and that staff have immediate, on-site support available from an experienced social worker. Local	Ensure Central Bedfordshire Council Customer Service Centre operators are aware of process to transfer callers to duty desk and training them to obtain sufficient information for a call-back to be made by the Duty Desk if the number is busy at the point of transfer. Undertake a mystery shopping exercise	June 2009	High Priority	Martin Pratt; Katherine Peddie	Customer Service Centre Advice informed and mystery shopping exercise undertaken Information on Central Bedfordshire Council website reviewed and updated

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	authorities should take appropriate action to implement these changes.					
13	Children's Trusts must ensure that all assessments of need for children and their families include evidence from all the professionals involved in their lives, take account of case histories and significant events (including previous assessments) and above all must include direct contact with the child.	<p>(i) Head of Service and Team Managers to ensure through supervision that these are undertaken.</p> <p>(ii) Refer Recommendation 6. Audit of cases held by Intake and Assessment teams to include evidence of compliance with this recommendation</p> <p>c) Multi-agency safeguarding training is available via the Local Safeguarding Children Board foundation course on evidenced based report writing. Specific input around the importance of chronologies, accurate and comprehensive history taking and evidence based practice and the importance of wider family involvement to be strengthened within the training</p> <p>d) link the above into Central Bedfordshire Council Children's</p>	<p>Ongoing</p> <p>June 09</p> <p>May 09</p> <p>September 2009</p>	<p>High priority</p> <p>High priority</p> <p>High priority</p> <p>Medium Priority</p>	<p>Catherine Parry/ Team managers</p> <p>Martin Pratt / Catherine Parry</p> <p>Eileen Moran</p> <p>Dale Cooper Martin Pratt</p>	<p>Audit programme for September 2009 onwards agreed and will take account of factors listed</p> <p>Audit completed June 2009</p> <p>Local Safeguarding Children Board Training Commissioning Group monitoring take up and quality of training</p> <p>Training programme</p>

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		Specialist Service training e) Review of Common Assessment Framework and Lead Professional	September 2009	Medium Priority	Glen Denham	published June 2009 Review to be reported on Oct 2009
14	Local authorities must ensure that 'Children in Need', as defined by Section 17 of the Children Act 1989, have early access to effective specialist services and support to meet their needs.	Resource panels allow access to services at early stage. Commissioning Strategy being produced for Central Bedfordshire Council. Review of services available via panels and commissioning. Audit of outcomes for children and families who have received services at an early intervention stage and clear understanding of thresholds in relation to Children In Need policies and procedures		High Priority	Martin Pratt Glen Denham Sylvia Gibson Glen Denham Pat Elliott	Principles of Commissioning Strategy adopted by Children's Trust Board and strategy to be presented to Executive Oct 2009. Audit and Review to be presented November 2009



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15	The Social Work Task Force should establish guidelines on guaranteed supervision time for social workers that may vary depending on experience	Ensure that supervision policy is compliant once guidelines are published	To be advised Awaiting guidance	Medium Priority	Martin Pratt / Chris Gill/ Glen Denham	Guidance awaited
		Sample audit of social work practice in respect of supervision to be undertaken	November 2009	Medium Priority	Sue Ioannou	Planned for Nov 2009
		Council Workforce Survey will identify issues/ concerns	September 2009	Medium Priority	Martin Pratt Head of Service	To be reported on Autumn 2009
		Performance Development Review system to identify issues, concerns, learning and development needs.	September 2009	Medium Priority	All children's workforce managers and staff	Performance Development Review's undertaken across Council by end of September 09

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17	The Department for Children, Schools and Families should undertake a feasibility study with a view to rolling out a single national Integrated Children's System better able to address the concerns identified in this report, or find alternative ways to assert stronger leadership over the local systems and their providers. This study should be completed within six months of this report.	Take account of findings and implications for Integrated Children's System once report published.	Awaiting guidance	High priority	Martin Pratt Ruth Pratt	Outputs for Integrated Children's System are being reviewed and amendments made.
		Guidance to authorities in relation to Integrated Children's System use of exemplars issued June 2009	July 2009	High Priority	Ruth Pratt	
		Integrated Children's System project plan to be drafted July 2009	Sept 2009	High Priority	Martin Pratt	Plan in place
		Information Communication Technology Governance Board to be established	Sept 2009	High Priority	Ruth Pratt	Information Communication Technology Governance Board in place. First meeting Sept 2009
		Integrated Children's System practitioners/users group to be established				Practitioner group in place and has met twice
19	The Department for Children,					

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	Schools and Families must strengthen Working Together to Safeguard Children, and Children's Trusts must take appropriate action to ensure:					
	<ul style="list-style-type: none"> all referrals to children's services from other professionals lead to an initial assessment, including direct involvement with the child or young person and their family, and the direct engagement with, and feedback to, the referring professional; 	<p>Local Safeguarding Children Board and Children's Trust to implement revised guidance once published</p> <p>Ensure partner agencies are clear about when to make a referral. This is being done through Children In Need procedures training and Common Assessment Framework training.</p> <p>All referrals to be acknowledged in writing within agreed timescales.</p>	<p>Once guidance published</p> <p>Ongoing requirement in training</p> <p>Existing requirement</p>	<p>High Priority</p> <p>High Priority</p> <p>High Priority</p>	<p>Local Safeguarding Children Board and Children's Trust Board</p> <p>Eileen Moran Pat Elliott</p> <p>Catherine Parry Sasha Rymell Ken Harvey/ Tom Murphy</p>	<p>Guidance awaited</p> <p>Achieved through current Local Safeguarding Children Board training programme and Central Bedfordshire Council Learning and Development training</p> <p>Audit of Intake and Assessment cases June 2009 identified remedial action in relation to feedback is being given to the referrers. Being addressed in Intake</p>



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						and Assessment Action plan and re audit December 2009
	<ul style="list-style-type: none"> ●● core group meetings, reviews and casework decisions include all the professionals involved with the child, particularly police, health, youth services and education colleagues. Records must be kept which must include the written views of those who cannot make such meetings; and 	<p>Compliance to be determined through specific audit of strategy meetings and core group activity</p> <p>All managers to review attendance at meetings and report concerns to agency safeguarding representatives when compliance not achieved Monitoring forms to identify issues of non attendance at child protection conferences.</p> <p>Log of issues raised to be compiled via Quality Assurance service and reported to Local Safeguarding Children Board</p>	<p>Jan 2010</p> <p>Ongoing</p> <p>From October 2009</p>	<p>Medium Priority</p> <p>High Priority</p> <p>Medium</p>	<p>Rachel Deakin</p> <p>Catherine Parry/Ken Harvey and Team managers Review managers</p> <p>Sue Ioannou</p>	<p>Outcome of audits to be reported to Children's Trust Board and Local Safeguarding Children Board Strategic Board.</p>
	<ul style="list-style-type: none"> ●● formal procedures are in place for managing a conflict of opinions between professionals from different services over the safety of a child. 	<p>Procedure currently in place on 'Closure of Cases' this is being disseminated through Children In Need procedure multi-agency training. Efficacy of this needs to be checked through</p>	<p>Further training scheduled for autumn 2009</p> <p>Ongoing through audit</p>	<p>High Priority</p>	<p>Martin Pratt / Catherine Parry/Sue Ioannou</p>	<p>Training postponed pending review of Children In Need procedures and publication of revised 'Working Together'</p>



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		Children's Specialist Service audit and Local Safeguarding Children Board multi-agency audits Escalation policy to be reviewed by Local Safeguarding Children Board	programme September 09	Medium Priority	Sally Stocker/ Sue Ioannou	Agenda item at Local Safeguarding Children Board Operations Board September 2009
21	The National Safeguarding Delivery Unit should urgently develop guidance on referral and assessment systems for children affected by domestic violence, adult mental health problems, and drugs and alcohol misuse using current best practice. This should be shared with local authorities, health and police with an expectation that the assessment of risk and level of support given to such children will improve quickly and significantly in every Children's Trust.	Take account of findings and implications once guidance is published Children and Young People's Plan to reflect priorities in respect of key areas	To be advised September 2009	High Priority	Martin Pratt Martin Pratt	Awaiting guidance Children and Young People's Plan priorities reflect key areas i.e. c&yp experiencing domestic violence. Stay Safe delivery group are actively addressed these key areas of activity
22	The Department for Children, Schools and Families should establish statutory representation on Local Safeguarding Children Boards from schools, adult mental health and adult drug and alcohol services.	Once Working Together has been revised an invitation to be extended to Director of Adult Social Care and Housing Central Bedfordshire Council and Health to determine the	By December 2009	Medium	Edwina Grant Maggie Blythe Martin Pratt	Awaiting guidance

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		appropriate representation from Adult Services for shadow Local Safeguarding Children Board in Central Bedfordshire Council.				
23	Every Children's Trust should assure themselves that partners consistently apply the Information Sharing Guidance published by the Department for Children, Schools and Families and Department for Communities and Local Government to protect children.	Local Safeguarding Children Board Multi-agency audit and audits within Children's Specialist Service to check compliance with local protocols and national guidance	Quarterly Local Safeguarding Children Board audit	High risk	Sally Stocker Sue Ioannou Rachel Deakin	One multiagency audit conducted to date, second planned for Nov 2009.
24	The Social Work Task Force should:					
	<ul style="list-style-type: none"> ●● develop the basis for a national children's social worker supply strategy that will address recruitment and retention difficulties, to be implemented by the Department for Children, Schools and Families. This should have a particular emphasis on child protection social workers; 	<p>Children's Specialist Service to be aware of any updates that come from the Social Work Task Force and respond accordingly</p> <p>Preparation through Regional Improvement Efficiency Partnership Eastern Safeguarding Project to respond promptly to changes</p>	To be advised.		Martin Pratt Martin Pratt Catherine Parry	Guidance awaited
	<ul style="list-style-type: none"> ●● work with the Children's Workforce Development Council and other partners to implement, on a national basis, clear progression 	Department to be aware of any updates that come from the Social Work Task Force	To be advised		Martin Pratt;	Guidance awaited

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	routes for children's social workers;	Locally ensure career progression panels in place	Ongoing		Catherine Parry; Rachel Hobbs; Sue Cooper	Panel held in Sept 2009 and six monthly thereafter.
	<ul style="list-style-type: none"> ●● develop national guidelines setting out maximum case-loads of children in need and child protection cases, supported by a weighting mechanism to reflect the complexity of cases, that will help plan the workloads of children's social workers; and 	<p>Children's Specialist Service to be aware of any updates that come from the Social Work Task Force</p> <p>Team Managers to regularly review caseloads in supervision and report on caseloads allocations and weighting to Head of Service where these give rise to concern.</p> <p>Head of Service to review caseload tracking sheets</p> <p>Guidance in relation to Newly Qualified Social Worker to be implemented.</p>	<p>To be advised</p> <p>Ongoing</p> <p>Monthly</p> <p>Awaiting advice and guidance</p>	High priority/risk	<p>Martin Pratt</p> <p>Team Managers</p> <p>Catherine Parry/ Ken Harvey</p> <p>Catherine Parry</p>	<p>Guidance awaited</p> <p>Ongoing</p> <p>Ongoing</p>
	<ul style="list-style-type: none"> ●● develop a strategy for remodelling children's social work which delivers shared ownership of cases, administrative support and multi-disciplinary support to be delivered nationally. 	<p>Children's Specialist Service to be aware of any updates that come from the Social Work Task Force.</p> <p>Following national guidance Central Bedfordshire Council</p>	To be advised	Awaiting guidance	Martin Pratt	HoS safeguarding and Corporate parenting attended national meeting 1.10.09

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		Children's Specialist Service to undertake staffing review				
29	Children's Trusts should ensure that all staff who work with children receive initial training and continuing professional development which enables them to understand normal child development and recognise potential signs of abuse or neglect.	<p>Link in with the Children's Workforce Development Council, regular supervision and monitoring</p> <p>Children's Specialist Service to employ Children's Workforce Development Council induction scheme and develop clear training pathways for Newly Qualified Social Worker and practitioners new to the authority</p>	<p>To be advised</p> <p>July 2009</p>	High priority	<p>Martin Pratt / Patrick Shevlin (Chris Gill)</p> <p>All Children's Specialist Service managers</p>	<p>Common Induction programme for NQT's and teaching assistant's and Local Safeguarding Children Board multi agency safeguarding training covers these key themes since April 2009</p>

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30	All Children's Trusts should have sufficient multi-agency training in place to create a shared language and understanding of local referral procedures, assessment, information sharing and decision making across early years, schools, youth services, health, police and other services who work to protect children. A named child protection lead in each setting should receive this training.	Current foundation training in place through Local Safeguarding Children Board; (group B practitioners)	Monthly throughout 2009/10	High Priority	Eileen Moran Sue Ioannou	In place
		Local Safeguarding Children Board Training Manager to monitor and report attendance at courses at Board meetings.	Bi monthly	High Priority	Eileen Moran	In place and ongoing
		Local Safeguarding Children Board Training Strategy to be agreed by Training Commissioning Group.	July 2009	High Priority	Martin Pratt/Eileen Moran	Agreed at July meeting
		Local Safeguarding Children Board training programme to be monitored by Local Safeguarding Children Board Training Commissioning Group	Three monthly	High Priority	Martin Pratt/partner agencies	In place and actively monitored by Training Commissioning Group.
		Briefing of Head teachers and Chairs of Governors about the Laming Report and the implications for Schools	June 2009	High Priority	Martin Pratt/ Catherine Parry	Delivered June/July 2009