

Inter-agency Inspections of Child Protection Services
London Borough of Brent May 2003

ACTION PLAN

APPENDIX 2

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
<p>National Priorities and Strategic Objectives</p> <p>1.1 The ACPC policy and procedures sub-group should become operational.</p>	The ACPC Policy and Procedures sub-group has been operational since 18/06/03 and is chaired by the Assistant Director, Children's Services	Assistant Director, Children's Services		Completed June 2003
1.2 The Metropolitan Police Service should have additional representatives at a strategic level on the ACPC.	Senior Metropolitan Police representative has been invited to attend Brent ACPC	Chair, ACPC		Completed August 2003
<p>Effectiveness of Service Delivery and Outcomes from Service Users</p> <p>1.7 The ACPC should produce an information leaflet in community languages for parents and carers on the child protection system and conference process.</p>	The ACPC will be publishing a Safe Parenting Handbook in Autumn 2003	C.P. Manager	Information leaflets in community languages is being drafted and will be agreed by ACPC in October 2003	November 2003
<p>Quality of Services for Users and Carers</p> <p>1.12 The ACPC should strengthen its arrangements for monitoring and evaluation, and include this as an objective within its business plan.</p>	ACPC Case Review sub-group has as its priority to agree a process for monitoring and evaluating the effective implementation of ACPC procedures.	ACPC Chair	Agree process to monitor and evaluate the implementation of ACPC procedures by all agencies	December 2003

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
1.13 The ACPC should conduct a training needs analysis amongst member agencies.	ACPC Training sub-group has put in place a process for assessing training needs.	C.P Manager	Training needs self-analysis by each agency to inform future training programmes	October 2003
1.14 The ACPC should offer more in-depth multi-agency training to make joint working more effective.	See 1.13 above		Core in-depth multi-agency training being commissioned from experienced providers	From September 2003
1.15 The ACPC should ensure that all agencies are aware of their obligations under the Criminal Investigation and Procedure Act 1996.		C.P. Manager	Police and Social Services Managers have agreed the procedure in relation to the Criminal Investigation and Procedure Act 1996 and this is now in the practice toolkit for staff	Completed June 2003
1.16 The ACPC should ensure that joint investigations are properly managed in accordance with local procedures.	ACPC Case Review sub-group to carry out audits to ensure that joint investigations are properly managed	ACPC Chair	Audit programme to be agreed by Case Review sub-group	October 2003
1.19 Clearer lines of communication should be employed between the PCT staff and social services at operational level.	Both hospital trusts liaise with team managers of Referral and Assessment teams who act as Liaison Officers for child protection with the hospital trusts.	Service Unit Managers	There is further development work to be done between social workers, health visitors and school nurses.	December 2003

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
<p>Quality of Services – Conduct of Serious Case Reviews</p> <p>1.21 A mechanism of communicating with the press on areas of achievements or dealing with issues that are in the public interest should be developed jointly with other agencies.</p>	<p>Brent Council Communication officers are routinely involved when there are issues that are in the public interest and an appropriate communication strategy is agreed on a case by case basis.</p>	<p>Assistant Director, Children's Services</p>	<p>Communication officers from all agencies to develop a media strategy</p>	<p>January 2004</p>
<p>1.22 Social work managers should continue efforts to recruit additional managers and permanent staff to the social work team</p>	<p>2 Additional team managers have been recruited to Referral and Assessment Teams. Retention payments for qualified social work staff have been implemented in 2003. Work-life Balance initiatives in place.</p>	<p>Service Unit Managers Assistant Director Children's Services</p>	<p>Further recruitment campaign</p>	<p>January 2004 onwards</p>
<p>1.23 Strategy discussions by telephone should be held between staff at a supervisory level.</p>	<p>Protocol now agreed for strategy discussions by telephone to be conducted at supervisory level. Incorporated in practice toolkit.</p>	<p>C.P. Manager</p>		<p>Completed June 2003</p>
<p>1.24 Social Services should provide a shared written record of decisions taken during strategy meetings or discussions.</p>	<p>Procedure for shared record of decision making during strategy meetings now in place</p>	<p>C. P. Manager</p>		<p>Completed June 2003</p>

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
1.25 Social Services should clarify the distinction between initial and core assessments, and improve adherence to timescales.	Clear definitions of pre-assessment, initial assessment and core assessment work is being undertaken with One Stop Shop and Children's Services Information Group.	Service Unit Managers, A.D. Quality and Support, Systems and Information Team	Assessment timescales are to be included in quarterly management information to Children's Services Management Team. Audit programme will monitor adherence to timescales	February 2004
1.26 Agencies should ensure they are appropriately represented at all child protection conferences.	The ACPC is addressing the issue of quoracy with the LEA, schools and police.	Deputy Director, Education, Arts and Libraries Assistant Director, Children's Services Chair, ACPC	Quoracy is monitored at quarterly intervals. ACPC to agree action plan to improve attendance by partner agencies at Child Protection conferences	December 2003
1.27 The core group system should be made more effective.		C.P. Manager	The core group system will be reviewed	January 2004
1.28 More social workers should be trained in joint investigation work.	See 1.13 and 1.14	ACPC Training sub-group	Joint Investigation training to be provided via ACPC training programme	September 2003

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
<p>Fair Access</p> <p>1.33 Social Services should ensure that families are routinely informed about the complaints and access to records procedures</p>	<p>Child Protection Conference chairs have been informed of their responsibility in respect of complaints and access to records</p>	<p>C.P. Manager SUM's and Senior Complaints Manager</p>	<p>Complaints leaflets re-launched to all staff</p>	<p>October 2003</p>
<p>Cost and Efficiency</p> <p>1.36 Social Services managers should improve linkages with available family support services to improve access for families where there were child protection concerns.</p>	<p>Family support strategy agreed by Executive in July 2003. Enhanced voluntary sector involvement is a key feature of partnership working in Sure Start the Children's Fund and SLA's.</p>	<p>Assistant Director, Children's Services</p>	<p>Voluntary Sector Forum to be established to encourage dialogue between voluntary sector providers and statutory services.</p>	<p>February 2004</p>
<p>1.37 The ACPC should assess the resources it needs to deliver its strategic agenda, and incorporate this into its business plan.</p>	<p>The ACPC has assessed the resources required to deliver the strategic agenda and has increased agency contributions accordingly.</p>	<p>Chair, ACPC</p>	<p>Appointment to C.P. Training Co-ordinator post</p>	<p>April 2004</p>
<p>Management and Resources</p> <p>1.38 Social Services managers should devise and implement an integrated system to monitor and evaluate performance in all aspects of child protection work.</p>	<p>Performance management systems already in place to evaluate performance include appraisal, supervision and independent audits.</p>	<p>Children's Services Management team A.D. Quality and Support</p>	<p>All systems to be reviewed so that they are integrated, coherent and report frequently. Results of performance management will provide evidence of level of performance and areas for development. This will be undertaken by Children's Services Information Group.</p>	<p>March 2004</p>

Recommendation	Action Taken	Lead Officer	Action To Be Taken	By When
1.39 Social Services senior managers and the MPS should ensure there is a failsafe system in place when working with hostile families which worked to protect children and staff.	Mechanism and procedures for staff working with hostile people have been reinforced. Working with Dangerous Families is the subject of the next ACPC Multi-agency conference in October 2003	C.P. Manager SUM's Assistant Director, Children's Services	Protocol to be agreed between MPS and Social Services to ensure that there is effective communication about hostile and/or dangerous families	January 2004