

Neglect Impact Framework (WSSCP)

1. Purpose of the Impact Framework

1.1 The West Sussex Safeguarding Board highlighted concerns about the Impact of its previous Neglect Strategy and identified that further work needed to be undertaken. The Ofsted inspection in February 2019 and subsequent findings of the Commissioner showed that there were key areas of improvement required for children, especially those experiencing neglect. As a result, the WSSCP has identified neglect as a business priority.

1.2 The overarching purpose of the Impact Framework is to measure the impact and effectiveness of the Partnerships' neglect work. The Neglect Impact Framework is a framework, agreed by all the partners, to perform a range of functions:

1. Provide a baseline from which progress can be tracked and monitored over a period of time.
2. Evaluate the impact of partner's interventions on children and their families.
3. Measure changes in the recognition of and response to, child neglect in front line practice.
4. Ensure that there is "join up" and a shared understanding between front line practitioners and strategic managers about the impact of strategic action planning on the lived experience of children.
5. Will provide the structure to support the Neglect Scrutiny Events throughout the business year.

2. Scope of the Neglect Impact Framework:

2.1 The Neglect Impact Framework applies to the services provided by all the agencies that have signed up to the 2020 – 2023 Neglect Strategy. These include:

- CCG
- SPFT
- SCFT
- WHSFT
- Schools
- Police
- Children's Social Care
- Early Help

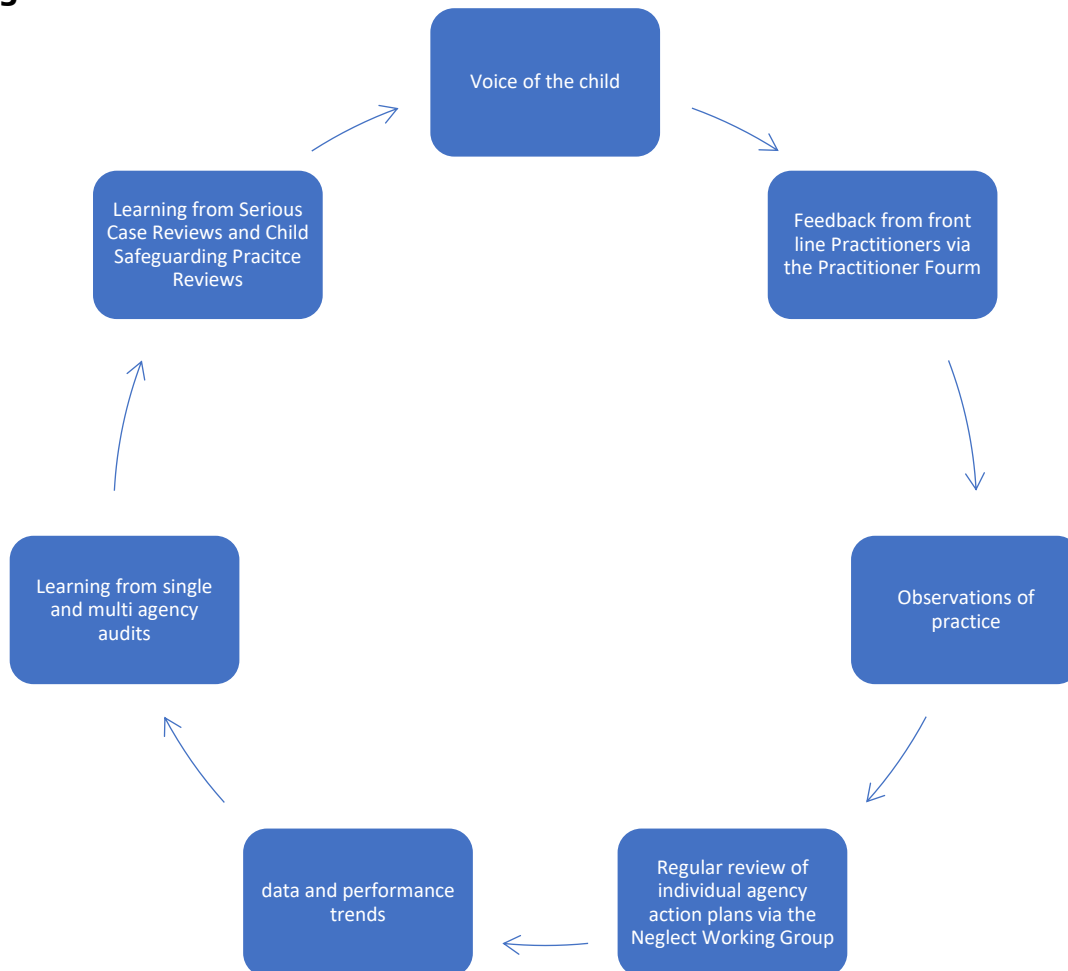
2.2 The impact of the Partnership Neglect Work will be evaluated between July 2019 and June 2023.

2.3 Whilst the Strategy scope is between 2020 to 2023, the Neglect Working Group, practitioner feedback, consultation with children and action plan development commenced in July 2019.

3. Information underpinning the Neglect Impact Assessment:

3.1 In order to understand the impact of strategic actions on front line practice and service user's experience, it is important to draw data or information from a range of sources. The WSSCP has agreed that information from partners will be drawn from sources shown in figure 1.

Fig 1



4. The Voice of the Child

4.1 The initial Voice of the Child project commenced in June 2019 and produced a base line of information on how services are experienced by children and young people in West Sussex. Views were sought about services offered by all the partners. Children were asked:

- What did adults do to make you feel safe and make sure you were being looked after well?
- What didn't help to make you feel safer or make sure you were well looked after?
- What could we do differently to make it better for other children like you?

4.2 Adult parents or carers were asked:

- What worked well and how did this reduce the risk to your child?
- What didn't work as well and why?

- What could agencies do differently to improve how they support families?

4.3 As part of this framework, feedback will be sought from children and their parents/carers where the children had been the subject of a child protection plan due to neglect. There were specific challenges with the first project that are outlined in the report stemming from that work. Therefore, further consideration needs to be given about how best to engage with children and young people to test whether the necessary improvements have occurred.

5. Feedback from Frontline Practitioners and Neglect Champions

Practitioners:

5.1 Feedback will be sought bi-annually to establish the impact of the strategic work of the Partnership and the operational work of the individual agencies.

Feedback will be requested in terms of the following:

- Knowledge of the Partnership Neglect Strategy
- Use of and any barriers to the use of the agreed assessment tools?
- Barriers to the use of the Howe model?
- Barriers to success in intervening for children experiencing neglect.
- Views about operational changes that could improve interventions for children living in neglectful circumstances.

5.2 This feedback will be sought bi-annually by remote consultation, to test if the experiences of practitioners is in line with the aspirations of the action plans and is having an impact on front line practice.

Again, it will be important that the same questions are asked in order to elicit comparable feedback.

Neglect Champions:

5.3 Neglect champions hold a vital role in driving forward improvements in practice, offering peer support and providing feedback on the impact of changes to front line practice.

5.4 Neglect Champions sit in the range of agencies and perform slightly different roles, dependent on the service provided. Each agency will be asked to generate feedback from the champions to test out the effectiveness of the Partnership activity as well as inform actions where barriers are highlighted. Regular updates will be fed into the WSSCP Neglect Working Group so that successes can be celebrated, as well as any barriers any barriers highlighted that may impact on improvements.

5.5 Examples of successes could be; an increase of the use of tools in some areas of the partnership, an increase in the uptake of advice from the Neglect Champions. Examples of risks or barriers could be; difficulty in recruiting Neglect Champions for the service, barriers to accessing specialist training for the Champions, ongoing examples of poor practice.

6. Regular review of individual actions plans:

6.1 Each agency has an individual agency Action Plan to address the actions being undertaken in their agency to improve practice and performance in relation to neglect. Progress on these action plans is monitored through each agency's own governance and performance structures, as well as through the WSSCP. The individual agency action plans have a RAG rating to provide an easily accessible visual way of showing progress and barriers. In addition, a Neglect Action Plan Summary Report will be completed on a quarterly basis by each agency. These reports will set out the evidence of the impact of the actions being taken by each agency. The template for this reporting is shown in Appendix 3.

7. Data trends and performance information

7.1 A neglect Partnership dataset has been drawn up to include some key indicators of improvement. These indicators are in respect of all agencies that are required by statute to safeguard children.

7.2 A screenshot of the data set is shown in Appendix 2.

The Partnership dataset shows quarterly progress against key indicators for example:

- % of CP plan with management oversight or supervision (in a 4 week period) where the primary need code is neglect
- Number of assessments where neglect is a factor
- Quarterly Professional Meetings are attended by all Named Nurses and have neglect as a standing item on the agenda
- Staff to ensure that Body Worn video equipment is always deployed at attendances regarding possible neglect, to ensure the conditions are captured.
- Number of staff trained in the Neglect Tools

7.3 The dataset will provide quarterly progress against several indicators and show direction of travel in respect of strategic performance measures across the partnership. The indicators have been developed from the dataset of another authority where Ofsted have praised their approach to monitoring improvements in services for children experiencing neglect (Ofsted praised the Cheshire Safeguarding Children Board in their identification of key indicators for neglect in November 2017 in the Neglect JTAI. Found at <https://files.api.ofsted.gov.uk/v1/file/50000233>).

7.4 The dataset is designed to be reviewed at each of the WSSCP Neglect Working Group meetings to review positive or negative trends and ensure that successes are celebrated, or remedial action is taken.

7.5 It will be important to capture the impact of this early work and feedback to provide a comparative base line for July 2020.

8. Learning from single and multi-agency audits.

8.1 Findings from single and multi-agency audits in relation to neglect, will be tracked by the Partnership Board Manager. Twice a year, evidence of good practice and lessons learnt will be drawn together into a document and shared with the Neglect Working Group.

By collating findings this will give an opportunity for the Partnership to ensure that learning has been acted upon and examples of good practice have been acknowledged and shared.

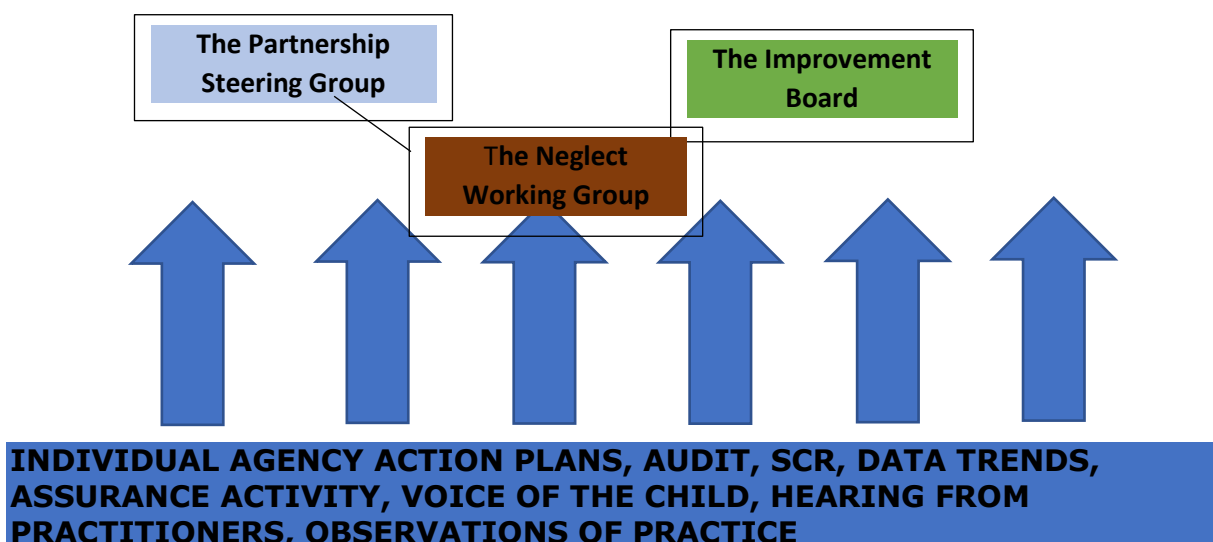
9. Learning from serious case reviews and child safeguarding practice reviews

9.1 Reviews show areas of good practice and areas of practice in need of improvement. In order to optimise the learning from reviews it is important to share learning as it emerges, rather than await the final report. The WSSCP staff will be an important conduit to share the learning from reviews into the Neglect Working Group.

9.2 Although, lessons learnt from reviews and the resultant actions will be monitored by the Case Review Group the themes from reviews will also be considered in the Scrutiny events that will occur as part of this neglect impact framework.

The scrutiny events will also need to consider any learning identified that could improve practice in working with neglect. Importance sources will include Ofsted feedback on progress in Children's Services, Pan Sussex Learning, Ofsted feedback from inspections of other Local Authorities and wider academic research and learning.

10. Governance and accountability



10.1 The WSSCP Neglect Working Group, the Steering Group of the WSSCP and the Improvement Board play a pivotal role in monitoring the progress and the impact of the Strategy and the supporting agency action plans.

The WSSCP Neglect Working Group currently meets bimonthly and the purpose of the meeting will be to:

- track the progress of agencies against their plans
- show any barriers or risks to improvements to safeguarding children
- evaluate the impact of the action plans
- review the dataset and evaluate trends
- consider the findings of quarterly assurance activity
- ensure learning relevant to neglect is considered by agencies and the required actions are incorporated in the agency action plans.
- consider the outcomes of biannual audits
- plan the scrutiny events that will provide assurance about progress to improve responses to neglect.

11. Bringing the picture together

11.1 A Neglect Scrutiny event will take place annually. The event will be chaired by the Independent Chair of the Partnership and will be supported by representation from partner agencies.

11.2 The standard and effectiveness of services to support children and young people experiencing neglect will be tested out, by considering all the sources of information cited above. This information will inform the key lines of enquiry. For example, children told us that they didn't know they were on a child protection plan due to neglect. A line of enquiry may be "had the child protection plan been shared with the child?".

11.3 Key lines of enquiry will be tested and will include a multi-agency audit. will be undertaken to test the practice on a randomly selected group children who have either:

- Been referred to children's social care in the three months prior to the event
- Been closed to children's social care in the three months prior to the event
- On a child protection plan for neglect

11.4 The findings of the Scrutiny Event will be captured and summarised in a report to the Partnership Steering group. The actions arising from the scrutiny activity will be added to the partnership and individual agency action plans. The proposed outline multi-agency audit tool is shown in Appendix 4.

Appendix 1 - Capture of information for the scrutiny

Data/information to inform Impact	Governance (where will this be fed into and scrutinised)	Where will concerns about barriers/risks or practice escalated to?	Frequency	Capture point
Voice of the child	WSSCP Neglect Working Group	WSSCP Steering Group	Annually	Annual WSSCP QA report
Practitioner Consultation	WSSCP Neglect	Improvement Board/Steering Group	Bi-annually	Annual WSSCP QA report

	Working Group			
Neglect Champion feedback	WSSCP Neglect Working Group	Improvement Board/Steering Group	Bimonthly	Minutes of the WSSCP Neglect Meeting Minutes/Scrutiny event
Regular review of individual action plans	WSSCP Neglect Working Group	Improvement Board/Steering Group	Quarterly	Minutes of the WSSCP Neglect Meeting Minutes
Data and performance trends	WSSCP Neglect Working Group	Improvement Board/Steering Group	Bimonthly	Annual WSSCP QA report/Scrutiny event
Single and multi-agency audits	IPAG	Steering Group	Monthly	WSSCP annual report/Scrutiny event
Learning from reviews	CRG	Improvement Board/Steering Group	Monthly	WSSCP annual report/Scrutiny event

Appendix 2 – A screenshot of the agreed Dataset

AutoSave Rationalised Partnership Neglect Dataset 24.01.2020 - Ex... Search siobhan burns SB

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RECOGNISE (9 Measures)				Performance Tables											
AGENCY	Ref	Neglect Measures (SB)	Performance Improvement Plan Tarj	Source of data	Q3	Q4	Q1	Q2	RAG rating	Direction of travel	COMMENTS				
Police	1	Number of neglect cases crimed		Sussex Police - This data is not collected regularly. This would need a targeted audit in order to collect and report this data. Time parameters would need to be set and a request made to the Police to carry out this audit. (E.g. Number of neglect cases crimed in the last 6 months)											
CSC	2a	Numbers and % of staff trained in recognising and responding to neglect		Single agency data from Local Authority/Police/Health											
Education	2b	Numbers and % of staff trained in recognising and responding to neglect (Education) NOTE: also investigating possible data to show which schools are engaging with this training and which are running their own training.		Education : DSL training data from Jez Prior. DSL Introductory Training to 163 staff DSL Refresher training to 326 staff DSL Networks (10 meetings) attended by 383 staff (average per meeting = 38) Responding to The Voice of the Child training = 107 members of staff DSL and Safeguarding Lead Governor Partnership training = 33	Intro: 163 Refresher: 326						In the last 3 years a DSL network has been built from scratch and now provides CPD (including neglect) to over 180 DSL's every term. There is now also an annual conference attended by over 100 DSL's which has looked at neglect and voice of the child in the last 2 years. Statutory DSL training is now delivered by WSCC and numbers attending have increased in numbers by about 50% - a key aspect of this training is recognising and responding to neglect. As at NOV 2019: feedback from training is about 98% excellent (the only ones that weren't were due to booking issues).				
Health	2c	Numbers and % of staff trained in recognising and responding to neglect		1) Health targets taken directly from Provider Neglect Action Plans							SPFT Target = 95%				

Ready Display Settings 61%

Appendix 3 – West Sussex safeguarding children partnership neglect action plan summary report

Name	
Organisation	
Date of report	

Please RAG rate your plan and attach to this summary report for collation

1. Evidence of progress against the action plan:

(report any successes and any areas that are rag rated as red)

2. Evidence on barriers or risks to achieving the actions identified in the action plan:

(what barriers have prevented you from achieving the actions you planned? Are they organisational barriers, staff barriers, how have you identified these barriers?)

3. What difference have we made to children and how do you know this?

(what has changed in practice as a result of the actions in the action plan or other changes since the last meeting)

4. What difference have we made for front line practitioners and how do you know this?

(what has changed for front line practitioners? Vacancy rate dropped or increased, more staff trained, more reported awareness?)

5. Next Steps or agreed actions in response to barriers or risks:
(what do you plan to do in response to the barriers or risks identified above)

Overall I Progre ss	R	Y	G	<i>(Does your action plan show mainly reds? ambers or greens? What does this show in terms of direction of travel)</i>
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Appendix 4 –Outline Multi-agency audit form for a scrutiny event

Auditor	
Date of the audit	
Child's name	
Age of child	
Does the child have any individual needs relating to their circumstances? (for example, their ethnicity or a disability)	

Was referral for action timely for the child?	
Is risk identified, understood and prioritised? Does the child appear to be safe?	
Has decision-making matched the priority risks and needs? Has this resulted in the child getting the help they need?	
Where an assessment has been completed, are risks, needs and strengths clear?	
Is there a plan? Is it sufficient to address risk and need? Is it making a difference and improving the child's well-being?	
Has the child been involved/engaged at all stages?	
Have family/carers been involved at all stages?	

Have individual needs and circumstances been taken into account? Please provide examples

Do the agencies work together effectively to protect the child and make sure that they get the services they need to improve outcomes?