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**Appendix 2: Quality Improvement Plan in response to OfSTED Announced Inspection 2012**

The 2012 safeguarding and children looked after Ofsted report makes 17 recommendations. These include three for immediate implementation; 10 for completion within three months (September 2012) and four to be addressed within six months (December 2012). The areas for immediate implementation are concerned with: quality of social work, 'core group' meetings and delivery of statutory visits to children in care. This improvement plan contains two tables: Table 1: Safeguarding with seven recommendations and Table 2: Children looked after with ten recommendations. The table has five columns:

- Column one contains the recommendation
- Column two activity to take place
- Column three outcome measure
- Column four costs associated to activity
- Column five lead agency

**TABLE 1: SAFEGUARDING**

Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
<b>Safeguarding: Immediately</b>				
1. Ensure that the quality of social work to safeguard children is of a consistently high standard and that this is supported by regular high quality supervision by managers.	Rollout revised Quality Assurance Framework; self assessment, quality improvement planning and management audit and review.	Updated self assessment, QIP and introduction of regular management audit process to ensure ongoing overview of service quality and consistent.  Audit trail of improvements, linked to audits, implemented.	Existing resources	SCC - CSL Directorate  Safeguarding / Commissioning
	Review and reconfigure as necessary front line safeguarding services in consultation with staff teams and partners using LEAN process review as appropriate.	Structures and service processes better placed to deliver consistent case management, added value and timely and consistent assessment and recording.	To be confirmed	SCC - CSL Directorate  Safeguarding
	Secure specialist HR support to free up capacity for management and leadership and development of the service.	Reduction in management time spent in recruitment.	£3k per month	SCC - CSL Directorate  Safeguarding
	Review and reconfigure CSL and corporate Safeguarding support services.	Business support, ICT, legal , commissioning, procurement, performance management, accommodation, HR and other support to underpin effective social work.	Existing resources	SCC - CSL Directorate – Commissioning  Resources
	Review existing Supervision Policy.	Provision of high quality, timely supervision to all frontline social care staff.	Existing resources	SCC -CSL Directorate

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
	Development of working environment - wireless and working spaces for supervision	Increased flexible working opportunities.  Adherence to the Supervision Policy.	To be confirmed	SCC – Corporate Services Directorate
	Continue to progress a rigorous recruitment campaign supported by a comprehensive workforce development programme, inclusive of induction.	Sufficient levels of workforce recruited.  All employees, including temps, complete an induction and have an individualised comprehensive training/development programme	To be confirmed	SCC – Corporate Services Directorate
	Appoint/designate the Principal Social Worker, in line with Munro Review.	Principal Social Worker operating in the city, working alongside practitioners and strategic officers.	£53k pa	SCC – CSL and Corporate Services Directorate
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
2. Core groups are held regularly, that they include the active engagement of all relevant agencies and that they implement and develop the child protection plan to ensure that it is effective.	Improve the regularity and multi agency attendance of all aspects of Core Group meetings: meetings, attendance note taking and parental engagement and support.	All Core Group meetings held and minutes taken in accordance with timescales and procedures.  Regular full attendance at Core Group meetings by all core partners.  Partners responded positively to the activity required of them – through having copies of the meeting notes/child protection conferences as soon as possible.	To be confirmed	LSCB, SCC - CSL Directorate, Health Providers, Police and Voluntary Sector
	Reconfigure existing Safeguarding resource differently to free up 2.5 senior practitioners to chair core group meetings and identify additional business support to support effective communication, planning and noting.	Core groups chaired by Senior practitioners and accurate notes taken by business support and recorded on case notes as necessary	£145k to be found from reconfiguration of existing resources	SCC - CSL Directorate
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
<b>Safeguarding: within three months</b>				
3. Increase staffing stability, in particular in the protection and court teams, so that sufficient social workers are in place who are suitably qualified, trained and experienced to provide children at risk and those in need with timely and skilled support	Locally established corporate 'Social Work reform board' to complete it's task to: develop a comprehensive remuneration package for Social Worker practitioners.	Recruitment of qualified Social Workers, at all levels, is in line with comparable authorities – South East.	To be confirmed	SCC - CSL and Cross-council representation
	Review and reconfigure as necessary front line safeguarding services in consultation with staff teams and partners using LEAN process review as appropriate and making effective use of qualified social workers across teams.	Structures and service processes better placed to deliver consistent case management, added value and timely and consistent assessment and recording.  Social work case load system implemented and adhered to.  Contact, referrals and assessment are delivered professionally, timely and producing positive outcomes for children and young people.	To be confirmed	SCC - CSL Directorate  Safeguarding
	Develop a comprehensive recruitment strategy, which explores opportunities for, radio advertising, recruitment open days, recruiting from USA	Recruitment strategy is operating and yielding benefits to the city.	To be confirmed	SCC – CSL and Capita
	Embed a systematic approach to engaging staff on staff recruitment and retention.	Engage staff on their ideas for attracting and retaining high quality staff at all levels in the service.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
4. The needs of homeless children and young people are fully assessed and that sufficient suitable accommodation is available for them, including emergency provision	Provide assessments for children and young people presenting as in need.	All children young people presenting as at risk are assessed and provided with relevant services.  Young people who are assessed as in need of accommodation under Section 20 of the 1989 Children Act are provided with relevant emergency, short and long term accommodation.	To be confirmed	SCC – CSL and Economic Directorate

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
	Analysis of the trend data to assess the level of need against the current provision of emergency and independent accommodation for older young people.	Joint Strategic Needs Assessment details the needs of children and young people, with regards accommodation.  Volume of emergency accommodation and single independent accommodation is available – under supporting people.	To be confirmed	SCC – CSL, Adults and Economic Directorate
5. Facilities for the medical examination of children and young people under 13 years of age who are the victims of abuse, including sexual assault, are available and are readily accessible at weekends	Review and appraise demand and need for weekend specialist medical examination provision.  Implementation of recommendations.	Dependent upon outcome of review, but improved provision for victims of sexual assault aged under 13 at weekends.	To be confirmed	NHS Southampton
6. Ensure that service users are made aware of complaints processes and that lessons learnt from complaints are used to inform service development.	From July 2012 all practitioners, and support staff will distribute the compliments, complaints and comments leaflet to all service users.	Record of information distributed to users in case records.  Increased volume of compliments, complaints and comments from users.	To be confirmed	SCC CSL – Directorate
	A management instruction to be issued to all regulated services managers reminding them of the national minimum standards requirement.	Fewer complaints arising from not meeting minimum standards	To be confirmed	SCC CSL – Directorate
	A quarterly report to Social care management team, Children’s services and Learning management team, Corporate parenting and the Children’s Trust setting out the ‘lessons learnt from complaints’.	Evidence of correlation between service redesign and the compliments, complaints and comments received from users.	To be confirmed	SCC CSL – Directorate

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
<b>Safeguarding: within six months</b>				
7. There are sufficient experienced social work staff and managers to effectively carry out the council's safeguarding responsibilities.	Locally established Social Work reform board to have developed a comprehensive remuneration package for Social Worker practitioners to make Southampton an attractive and competitive employer.	Recruitment of qualified Social Workers, at all levels, is in line with comparable authorities – South East.	To be confirmed	SCC - CSL and Corporate Services Directorate
	Develop a comprehensive recruitment strategy to attract and induct social workers at different levels of service into Southampton.	Recruitment strategy is operating and yielding benefits to the city in terms of reduced share of agency staff and increased share of permanent staff in workforce.	Net saving compared to agency costs.	SCC – CSL and Capita

**TABLE 2: CHILDREN LOOKED AFTER**

Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
<b>Children looked after: Immediately</b>				
1. Ensure that statutory visits to children looked after are undertaken within the required timescales	Investigate and review definition and recording of process for identifying permanent placements in foster care. This will impact on the frequency of visits required without increasing risk or damaging outcomes.	Improved timeliness of statutory visits and better direction of workforce priorities in making this happen.	Existing resources in re-configured workforce	SCC – CSL Directorate - Safeguarding
	Monitoring of compliance with statutory visit at team performance meeting and individual supervision. Supported through a	Individual practitioners and teams complying with statutory requirements.  All children and young people are seeing their social worker when they should be.	Existing resources in re-configured workforce.	SCC – CSL Directorate - Safeguarding
	Development of a performance tool to support managers in monitoring compliance – an electronic alert which shows the required statutory visits that are due for completion in the next 10 working days.	Team Managers and Senior Practitioners are sufficiently equipped to challenge and support practitioners and teams.	Technical feasibility and costs of this to be confirmed.	SCC – CSL Directorate – Commissioning

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
<b>Children looked after: within three months</b>				
2. Children looked after are aware of the complaints process and are enabled to access the advocacy service	IROs to discuss with children/young people opportunities to take up advocacy – at statutory review meetings.	Better take-up of advocacy and evidence children and young people understand the service and are aware of it.	Existing resources	SCC – CSL Directorate - Commissioning
	Commissioning to explore with potential providers scope and costs for developing value for money in a more attractive and better used advocacy service.	Better take-up of advocacy and evidence children and young people understand the service and are aware of it.	To be confirmed depending on spec.	SCC – CSL Directorate - Commissioning
	From July 2012 all practitioners, and support staff will distribute the compliments, complaints and comments leaflet and the advocacy leaflet to all children and young people in care.	Record of information distributed to users in case records.  Increased volume of compliments, complaints and comments from users.	Existing resources	SCC – CSL Directorate - Safeguarding
	Complaints and advocacy information posted on Young People in Care Council facebook and Youth Southampton.	Better take-up of advocacy and evidence children and young people understand the service and are aware of it.  Increased volume of compliments, complaints and comments from users.	Existing resources	SCC – CSL Directorate - Commissioning
	Improve format of complaint reporting to service, directorate and corporate audiences to show how services have improved from learning from complaints.	Fewer complaints on repeat issues in future years.	Existing resources	SCC – CSL Directorate – Commissioning / Chief Executive's Department
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
	3. Pathway plans are in place for all care leavers, that they are	Review and reconfigure as necessary front line safeguarding services in consultation with staff teams	Structures and service processes better placed to deliver consistent case management,	To be confirmed

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
comprehensive and specific and effectively support care leavers in achieving their objectives, including the development of independence skills and the transition to independence	and partners using LEAN process review as appropriate and making effective use of qualified social workers across teams.	<p>added value and timely and consistent assessment and recording.</p> <p>Social work case load system implemented and adhered to.</p> <p>Contact, referrals and assessment are delivered professionally, timely and producing positive outcomes for children and young people.</p>		
	All Social Workers will be issued with a management instruction on the statutory requirements to develop, in partnership with children, young people and their families/carers, appropriate, high quality pathway plans.	<p>All children and young people have a Pathway Plan that is personal, appropriate and owed by them.</p> <p>Children and young people life outcomes are improved, especially independence skills.</p> <p>Young people are successful in their transition to independence.</p>	Existing resources in re-configured workforce.	SCC CSL – Directorate and Health
	Increase regularity of management audit activity carried out on Pathway plans in line, reflection and quality improvement in line with the Quality Assurance Framework.	<p>Quarterly audit reports outline training needs of individuals or teams in completing Pathway Plans.</p> <p>All Pathway Plans are appropriately challenging and supporting young people.</p>	Existing resources	SCC CSL – Directorate and Health
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
4. High quality personal education plans are in place for all relevant children looked after	Delivery of training for social workers, designated teachers, senior practitioners and team managers to ensure high quality PEPS are in place.	Personal Education Plans are relevant, challenging and enabling for children and young people to progress in their leaving.	Existing resources	SCC CSL – Directorate, Schools and Capita

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
		Rise in percentage of children and young people making expected and good progress and attainment compared to their peers.		
	Extend Quality Assurance Framework to cover production and review of PEPS.  Undertake PEP audits, in line with the Quality Assurance Framework.	Quality and consistency of PEP's improved as indicated by audit and inspection.	Existing resources	SCC CSL – Directorate and Schools
	Develop and implement a Virtual School development plan to improve timeliness and accuracy of oversight and intervention on CLA attainment and attendance.	Rise in percentage of children and young people making expected and good progress and attainment compared to their peers.	Existing resources	SCC CSL – Directorate – Safeguarding/ Commissioning
	Develop and test pilot approaches to ways of integrating PEP review activity alongside other meetings, such as Children Looked After statutory reviews.	To be evaluated – but intended to be clearer, more meaningful review meetings to improve care planning and child and partner involvement.	To be confirmed	SCC CSL – Directorate – Safeguarding/ Commissioning
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
5. Comprehensive up to date assessments are in place for children looked after and care leavers which are analytical and robustly identify risks, needs and protective factors and effectively inform care planning	Review all available assessment materials (available locally and nationally) and develop an assessment tool which identifies the child/young person's needs to underpin planning.	Children and young people outcomes are improved through SMART care planning.	Existing resources in re-configured workforce.	SCC CSL – Directorate - Safeguarding
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
6. Care plans are specific with clear intended outcomes, that these are	Embed the new electronic Care Plan document onto PARIS by 1 September 2012.	All staff using the new Care Plan electronic system from 1 September 2012.	Training priority. Paris costs to be confirmed.	SCC CSL – Directorate – Infrastructure / Commissioning / Safeguarding



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recorded on the electronic recording system and that the implementation of the care plans is robustly monitored	Introduce regular management audit of care plans in line with the quality assurance framework.	Improve consistency and quality of care plans and analysis of child's needs. Better care plans.	Existing resources	SCC CSL – Directorate - Commissioning / Safeguarding
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
7. Legal planning meetings are timely and that actions from these meetings are robustly monitored and implemented.	Continue to use the system to track cases following legal gateway meetings to enable any delay to be challenged at an early stage.	Weekly legal consultation services are become shorter as staff knowledge and confidence develops.	Existing resources	SCC – Corporate Services Directorate
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
<b>Children looked after: within six months</b>				
8. Robust systems are in place that enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice	The Children in Care Council continues to be supported in its development to improve the influence of children looked after over their care.	Termly meetings with elected members and senior managers increase their ability to give examples of where their views have positively shaped services.	Existing resources	SCC – CSL Directorate
	Independent Reviewing Officers collect and record in annual report evidence of children and young people's views of service provision.	Annual report presented to Care Council, Corporate Parenting, Children's Trust, LSCB, Health board and Police Commissioner.	Existing resources	SCC – CSL Directorate – Commissioning
	Social Workers, including residential workers, fosters carers, collect and record children and young people's views of service into the service redesign.	Those in the services can demonstrate how their practice and care planning is influenced and improved by children and young people.	Existing resources	SCC – CSL Directorate – Commissioning / Safeguarding
9. Sufficient high quality accommodation is available to effectively meet the needs of care leavers	Encourage foster carers and young people to continue to live together in line with the Staying Put draft statutory guidance.	More young people remaining with foster carers until they post 20 year olds.	To be confirmed	SCC – CSL Directorate - Safeguarding
	Explore and pilot other approaches to open up opportunities for independent and supported semi	Increase the range and choice of independent accommodation options open to care leavers.	To be confirmed	SCC – CSL, Adults and Economic Directorate

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Area for development - Ofsted report	Activity to be delivered	Outcome measure	Cost (if app.)	Lead agency
	independent accommodation for young people approaching the end of care based on good practice elsewhere.	Reduce accommodation problems for care leavers due to not being prepared.		
	Analysis of cohort data to predict accommodation needs of care leavers.	A five year rolling plan that responds to the needs of care leavers annually.  Growth in provision of single independent accommodation dedicated to young people leaving care.	To be confirmed	SCC – CSL, Adults and Economic Directorate
	Embed a systematic approach to engaging staff on service improvements.	Staff are actively contributing to service redesign.	Existing resources	SCC CSL – Directorate – Safeguarding / Commissioning
10. NHS Southampton PCT should ensure that there is sufficient capacity within the children looked after health team to meet the health needs of children looked after	Commissioning review of children looked after health team to identify current need against existing capacity to maximize effective use of resource and address resource needs.  Implementation of recommendations from review.	Strong performance against standards of service provision and positive health outcomes of children looked after are sustained and improve further.	To be confirmed	NHS Southampton

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### Summary of Safeguarding and Children Looked After Ofsted Inspection recommendations

#### Safeguarding services

**Immediately**, ensure that:

- the quality of social work to safeguard children is of a consistently high standard and that this is supported by regular high quality supervision by managers.
- core groups are held regularly, that they include the active engagement of all relevant agencies and that they implement and develop the child protection plan to ensure that it is effective.

Within **three months**, ensure that:

- staffing stability, in particular in the protection and court teams, so that sufficient social workers are in place who are suitably qualified, trained and experienced to provide children at risk and those in need with timely and skilled support
- the needs of homeless children and young people are fully assessed and that sufficient suitable accommodation is available for them, including emergency provision
- facilities for the medical examination of children and young people under 13 years of age who are the victims of abuse, including sexual assault, are available and are readily accessible at weekends
- service users are made aware of complaints processes and that lessons learnt from complaints are used to inform service development.

Within **six months**, ensure that:

- there are sufficient experienced social work staff and managers to effectively carry out the council's safeguarding responsibilities.

#### Children Looked After services

**Immediately**, ensure that:

- statutory visits to children looked after are undertaken within the required timescales

Within **three months**, ensure that:

- children looked after are aware of the complaints process and are enabled to access the advocacy service
- pathway plans are in place for all care leavers, that they are comprehensive and specific and effectively support care leavers in achieving their objectives, including the development of independence skills and the transition to independence
- high quality personal education plans are in place for all relevant children looked after
- comprehensive up to date assessments are in place for children looked after and care leavers which are analytical and robustly identify risks, needs and protective factors and effectively inform care planning
- care plans are specific with clear intended outcomes, that these are recorded on the electronic recording system and that the implementation of the care plans is robustly monitored
- legal planning meetings are timely and that actions from these meetings are robustly monitored and implemented.

Within **six months**, ensure that:

- robust systems are in place that enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice
- sufficient high quality accommodation is available to effectively meet the needs of care leavers
- NHS Southampton PCT should ensure that there is sufficient capacity within the children looked after health team to meet the health needs of children looked after.