

No.	Rec.	Action	Progress	Impact	What do we still need to do	Cost	Lead person responsible
<b>QUALITY OF WORK TO SAFEGUARD CHILDREN</b>							
<b>Immediately</b>							
1		<b>Ensure that the quality of social work to safeguard children is of a consistently high standard</b>				c£1.7m	
	1.1	Secure a permanent workforce with sufficient experience and skills to undertake the full range of statutory work	Funding secured for additional social workers and managers over establishment on a temporary basis to allow for safe allocation of work whilst necessary action taken to stabilise the workforce. Recruitment fayre held on 16th July 2012. Changes made to the Hampshire job portal to ensure Southampton City Council's profile is more visible. Resolution of the local terms and conditions dispute was confirmed in October and should improve recruitment and retention of staff going forward.	All child protection cases allocated and robust management oversight in place on the totality of the work. 16 social workers appointed to be in post by 31st October. All NQSWs plus one SP	1. Seek Executive agreement for the proposed salary/recruitment and retention strategy to attract and retain experienced child protection staff. 2. Secure specialist HR support to free up management and leadership capacity and ensure development of SCC recruitment website. 3. Continue appointment to all vacant posts. 4. Reduce agency staff.	c£1.7m due for agreement by Council 12/10/12.	Felicity Budgen
	1.2	To ensure that the workforce has sufficient experience and skills to undertake the full range of statutory work	Introduced 'group interview' pilot to test against key competencies. Agreed the priorities for the learning and development programme September 2012-March 2013. This incorporates OISTED findings, new legislative requirements and learning from SCR and IMRs. Reviewed the model for the commissioning of work from Capita and managing the relationship between the workforce development team/ Capita and children's social care as commissioners in order to assure effective delivery. The draft learning and development programme has been signed off by Safeguarding Management Team and was launched at the Safeguarding staff conferences during September 2012.	Significant number of high calibre applicants appointed. Workforce development decisions aligned to agreed priorities. Clear on-going workforce development commissioning arrangements in place	1. The Senior Manager will be monitoring participation in and attendance on courses. 2. Staff across the Social Care and wider safeguarding workforce will need to engage in the training and development programme by attending courses and development opportunities.	Within existing resources	Mark Jowett
	1.3	Revise the Quality Assurance (QA) framework document Implement the framework Ensure robust QA and audit systems in place Devise practice standards	Document currently being revised To be signed off by CSLMT in November and launched for implemented during December 2012 to January 2013. Practice standards being developed	Improvement in quality of frontline practice	Finalise action by end of November 2012. The framework will be developed for a re-launch between December 2012 and January 2013.	Within existing resources	Mark Jowett
2		<b>The quality of work to safeguard children is supported by regular high quality supervision by managers</b>					
	2.1	Frequency of supervision complies with the Supervision Policy. Supported by regular high quality supervision (greater focus on the child; more challenge of practice)	Task group has reported findings, draft supervision standards have been devised for launch during November.	Much improved frequency and quality of supervision.	Supervision standards to be reissued along with the Supervision Policy on 7th September. Secure consistency of application.	Within existing resources	Mark Jowett
	2.2	Application of supervision standards to include: Evidence of actions being tracked from one supervision to another Evidence of evaluation of the impact on child/family of the social work intervention. Evidence of "story of the child" are coherent through the supervision notes. Evidence of reflective supervision. Evidence of staff development needs identified and met.	Expected standards in relation to supervision have been reiterated in various forums. Supervision audit took place 23/08/12. The majority of managers have received specialist supervision training.	Much improved supervision, reflective practice and better decision making	Resolve through Senior Manager, Infrastructure, the issue of having sufficient dedicated rooms with PARIS access and appropriate IT kit. In addition, increase frequency of performance feedback to individual managers	Within existing resources	Mark Jowett
	2.3	Development of working environment - enable use of wireless connectivity for workforce technology and improve quality and availability of working space for supervision.	Wireless in Marlands under exploration CSL ICT has costed the work SM (CSL Infrastructure) has agreed	Greater work flexibility once implemented	Safeguarding Management Team and their business support are moving to One Guildhall Square to make room for supervision. Felicity Budgen to work with Karl Limbert to progress implementation of wireless connectivity during October / November 2012.	£10,500 for WiFi for all floors in Marlands - estimate from	Felicity Budgen

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	2.4	Appoint/designate Principal Social Worker in line with Munro Review	Proposals for this post have been withdrawn as part of the 2013-14 savings.	Following the withdrawal of this post there is a need to review how else systemic practice issues will be developed to meet post Munro expectations of regulatory authorities.	Safeguarding Management Team will work with the Director of Children's Services to identify an alternative model of leadership for safeguarding practice issues by the end of December 2012.	c£53K, or time-limited honoraria	Felicity Budgen	
	2.5	All work is recorded on PARIS in line with recording procedure and all staff receive timely PARIS training	A proposal from Capita Training has been agreed. This will provide training one day a week - induction and training for each aspect. The 'What to Record Where in PARIS Guide' is to be relaunched. Training will continue until the workforce is stable and everyone can use it. This has already started.	Much improved accurate and up to date recording	1. Maintain training until everyone is using the guidance consistently and well. 2. Monitoring take-up of training opportunities by staff in safeguarding roles.		Gill Horrobin	
	2.6	Improve accessibility to policies and procedures	The Child Centred Practice (CCP) tool has been bought and training begun. A number of policies have already been uploaded and this work will continue through the autumn. Two officers from the Policy and Performance team have been designated to lead on this project and it is being rolled out during. Information about the product was communicated at a Safeguarding staff conference on 26th September.	Ensure that all staff have access to up-to-date policies and procedures	1. Complete the revision of individual policy documents and embed the agreed process for revision and drafting of the new procedures. 2. Child Centred Practice is in place; overview of implementation is in place through the Safeguarding Management Team and nominated staff. Use of the system and ensuring the ongoing engagement of Safeguarding Managers in reviewing policies and keeping them available will need to be maintained.	Annual subscription to CCP of about £4k. Support for administration of the system costs approximately 0.5 fte from existing staff resources.	Gill Horrobin	
	<b>3 Core groups are held regularly, including the active engagement of all relevant agencies and that they implement and develop the child protection plan to ensure it is effective.</b>							
	3.1	Improve the regularity and multi-agency attendance of all aspects of Core Group meetings: meetings, attendance note taking and parental engagement and support. Range of activity as noted in the progress column.	Completed review of all child protection documentation and new recording format for core groups devised Secured business support resource to minute all initial core group meetings All initial core groups to be chaired by senior practitioners New business process developed - in draft form Paperwork agreed, training is in place, it is signed off and was launched on 26th September at staff conference.	The timeliness and quality of safeguarding assessments, interventions and visits will improve with a stable workforce and consistent chairing arrangements for Child Protection conferences. Progress on this is being closely monitored by Safeguarding Management Team and reported to a range of bodies scrutinising this performance: OSMC, LSCB, CSLMT, Children's Trust.	1. To sign off new business process and revised Core Group documentation 2. A second proposal is being devised in relation to the chairing and minuting of ongoing Core Groups as this will require additional resource to what is currently available. 3. Additional business support is needed urgently and a consultation proposal to identify additional business support resources is underway within CSL with staff and trade unions.	Within existing resources	Mark Jowett	
	3.2	Communicate with partners to set out their responsibilities to attend Core Group Meetings.	A letter has been devised, to be sent to each professional from a partner agency who has not attended a Core Group meeting. A copy will be sent to their line manager and to Felicity Budgen. This will be monitored by CSLMT performance monitoring and reported through the LSCB. Multi-agency Core Group training has taken place and will continue and the Chair of LSCB should meet the Chief Executive - Donald McPhail to get a slot in LA CEX's diary for October	Much improved Core Group attendance and engagement	1. To monitor through CSLMT 2. Head of Safeguarding to carry out a multi-agency audit of process and report progress to LSCB (the results of the first Audit were favourable) 3. Next audit is due on 12 December 2012.	Within existing resources	Felicity Budgen	
	3.3	Audit of child protection plans	•Core Group training delivered to all safeguarding managers and senior practitioners on 20th and 24th September 2012. • Core Group training to be delivered to all safeguarding social workers between September 2012 and November 2012. • Multi-agency Core group training to be delivered to relevant partner agencies between November and December.	Improved quality of core group process and outcomes	Deliver the training as proposed and keep its impact under review	Within existing resources	Stuart Holes	
	3.4	Multi-agency audit of child protection plans and Core Groups	Monthly multi-agency audits taking place.	Some evidence of improvement in the quality of Core Group meeting planning Audit findings have informed the work to improve Core group documentation and business process	Multi-agency audits to continue on a monthly basis	Within existing resources	CP advisors and representatives from Health and Education	
	<b>Within three months</b>							
	<b>4 Ensure that service users are made aware of complaints processes and that lessons learnt from complaints are used to inform service development.</b>							

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	4.1	Publicise complaints process and pathways	<ul style="list-style-type: none"> <li>Complaints leaflet has been updated and re-printed, including information re Advocacy Service. To be sent to all CLA and care leavers: September 2012.</li> <li>Current Advocacy Service provision to be reviewed to raise profile and awareness</li> </ul>	Complaints are resolved and service developments increasingly informed by lessons that emerge	<p>Improve the way in which we collate and learn lessons from comments, compliments and complaints</p> <p>Review letters being sent to CLA to ensure they are explicit about complaints and advocacy.</p> <p>Service improvements to be actively considered, including the possibilities of: training older CLA as advocates, advocacy service visits to CLA at home, advocate attendance at reviews. A management instruction to be issued to all regulated services managers reminding them of the national minimum standards requirement to ensure that information about complaints processes is available to service users. 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'.</p>	Within existing resources	Gill Horrobin
	5	<b>Increase staffing stability, in particular in the protection and court teams (PACTs), 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</b>					
	5.1	Secure a permanent workforce with sufficient experience and skills to undertake the full range of statutory work	Continue with Council mandate to fill all vacancies as soon as possible and, building on the 1st May paper to Management Board of Directors, refined proposals to be developed in time for Executive decision in line with Council budget setting process for 2013/14	Much improved consistency and quality of frontline social care leading to better outcomes for children and young people	Agreed funding to fill all frontline social care vacancies, reduce spend on agency staff and finalise detail of staffing proposals in time for 2013/14 budget setting process has been confirmed and a delegated powers report for additional SW capacity is in progress.	Existing Resources + 13/14 budget settlement	Felicity Budgen
	6	<b>Update the Workforce Development Plan in the light of existing challenges</b>					
	6.1	The Workforce Development Plan incorporates recommendations from the: Workforce Development Strategic Plan (March 2012) Safeguarding Division Training Needs Analysis Ofsted Inspection Recommendation SCR/IMR Recommendation	Revised Plan finalised 10th September Quarterly Strategic Learning and Development meetings are held between senior managers from Children's Social Care, Inspire Workforce Development and Capita Learning & Development. This meeting tracks progress and agrees further requirements. Monthly meetings are held to ensure the plan is effectively implemented.	The learning and development needs of the current workforce are met Quality audits of Supervision, Core Groups, statutory visits, Child Protection and audits of files, plans and recording show measurable improvements in quality of frontline care. Course evaluation and feedback demonstrate positive impact on practice	Develop forecasting model for future social work supply and demand. Apply for training on the 'Supply and Demand' model hosted by the Centre for Workforce Intelligence (CWI).	Within existing Workforce Development resources	Julia Katherine
	6.2	Secure a permanent workforce with sufficient experience and skills to undertake the full range of statutory work	The Assessed and Supported Year of Employment (ASYE) commences in September. SCC has to date 14 NQSWs who will commence this year (others may follow). A comprehensive monthly training course is in place between Sept. – March. This is a sub-regional initiative in partnership between Hampshire County Council, Portsmouth City Council, Isle of Wight Council, Southampton City Council. NQSWs will produce a portfolio of work that will be cross-marked by a regional ASYE board awarding PASS or FAIL. PASS results will be forwarded to The College of Social Work. NQSWs will be registered for the BU ASYE Graduate Certificate in Children and Families Studies; their ASYE Portfolio plus a practice analysis will be submitted for completion of the Grad. Cert. Workforce Development will provide: Facilitation of agreement meetings, learning plans, progress reviews. Monthly Group reflective supervision and portfolio workshops Some individual support and portfolio marking Observations of practice.	NQSWs pass and ongoing quality of work (determined through audits of work, including NQSWs' portfolios, observations and supervision) shows lasting benefit of local approach to ASYE	All 16 Newly Qualified Social Workers are due to be in post by 31 October 2012.	Within existing resources	Julia Katherine

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			A comprehensive service redesign of the Council's 'People' functions has been developed and is under consideration having received Management Board of Directors support on 11th September 2012	Sustainable, safe and secure support and protection of vulnerable children	Medium term: Overlay progress so far with similar detail from Adult Social Care, Health (incl. Public), Housing and other agencies (e.g. Police). Short term: continue to review and reconfigure as necessary front line services in consultation with staff teams and partners using LEAN process review as appropriate and making effective use of qualified social workers across teams. Take model to Council Change Programme Board with a view to project management resource from Transformational Fund.	Within existing resources + 13/14 budget settlement + Change Programme Board (TBA)	Clive Webster
7		<b>The needs of homeless children and young people are fully assessed and that sufficient suitable accommodation is available for them, including emergency provision</b>					
	7.1	Review current practice and protocols in collaboration with homelessness unit and voluntary sector providers in order to identify gaps in provision and practice issues.	The Housing Strategy group has met and a stakeholders' workshop has been agreed to take place on 22nd October to promote mutual understanding and the identification of shared goals, of obstacles and remedial action. Analysis of the trend data will be provided to the workshop to assess the level of need against the current provision of emergency and independent accommodation for older young people.	Head of Housing has committed to the work of the Joint Strategy group. Already one young person with very complex needs has been offered specific housing by the YMCA with a bespoke package of support from all agencies. As of 5th September, there was only one care leaver and no CLA in bed and breakfast.	1. Ensure that the option of accommodation under Section 20 of the 1989 Children Act is considered. Consideration to be given to the development of specialist provision/practice in response to the needs of young people with challenging behaviour. 2. A working group has been established to develop proposals for agreement with CSLMT as part of wider corporate collaboration.	Within existing resources	Nick Cross
8		<b>Ensure that 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.</b>					
			8.1 Options paper presented to maternity and Child Health (MACH) CQCP Board on 4th July 2012 and to the Southampton, Hampshire, Isle of Wight and Portsmouth (SHIP) Board of Clinical Commissioners (BOCC) on 18th July. Recommendation and business case to be presented to CCG Clinical Executive Group and Board in October for approval of investment. For implementation from Dec 2012. Lindsey Voss has worked with the current provider and this is out for consultation. If this is commissioned, NHS Solent will be responsible for provision. A range of other interim measures are being explored. Strategic Health is looking at a Hampshire-wide solution.		Review and appraise demand and need for weekend specialist medical examination provision. Implementation of Recommendation.	Will be established through options paper by PCT.	Lindsey Voss
		<b>Within six months</b>					
9		<b>There are sufficient experienced social work staff and managers to effectively carry out the council's safeguarding responsibilities.</b>					Felicity Budgen
	9.1	See action under 'Immediately' above - 'Quality of social work to safeguard children is of a consistently high standard'					
		<b>CHILDREN LOOKED AFTER</b>					
		<b>Immediately</b>					
10		<b>Ensure that statutory visits to children looked after are undertaken within the required timescales</b>					

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	10.1	Ensure that management information is accurate and effectively used to improve performance at individual and team level.	3-weekly reports now in place from Data Team indicating performance at child level by team/social worker. A reminder system has been requested from the Data Team, to enable proactive planning rather than exception reporting. However, this is not currently available without purchasing an additional PARIS module. In the meantime, a spreadsheet is being trialled in Pathways and use of the Outlook workflow system is being trialled in PACTs Service Manager (CLA) meets with Pathways fortnightly for a performance meeting to ensure progress of remedial actions in response to CLA Visits Report Permanence Group have been tasked to clarify and communicate definitions to ensure consistent "counting", and service wide shared understanding of requirements PARIS Trainer has agreed to do urgent training for IAT and PACTs to ensure all current and new staff (including agency) have relevant skills and knowledge of PARIS requirements	Dialogue between Tim Davis and Gill Horrobin to continually review and revise as required.	1. To continue and embed further current actions 2. Ensure that care plans are in place, since the aim of the visits is to progress the care plan. 3. Monitoring of compliance with statutory visit at team performance meeting and individual supervision, supported through better use of Outlook and automated reporting. 4. Regular case audit activity is in place to drive plans forward.	Within existing resources	Gill Horrobin
<b>Three months</b>							
11		<b>Children looked after are aware of the complaints process and are enabled to access the advocacy service</b>					
	11.1	Raise profile of and promote complaints and advocacy service	Complaints leaflet has been updated, including information re Advocacy Service, to be sent to all CLA September 2012. In addition, the current Advocacy Service provision is being reviewed by Commissioning colleagues.	Complaints are resolved and service developments increasing	IROs to discuss with children/young people opportunities to take up advocacy – at statutory review meetings. From September 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.	Within existing resources	Gill Horrobin
	11.2	Continue accessing advocacy for individuals through spot purchasing the No Limits service. Advertise the service through the complaints leaflet and by ensuring the No Limits leaflets are distributed through social work teams. Clarify the funding available to go through a competitive tender process for an advocacy service. Scope services required and develop specification. Initiate the competitive tender process to secure a local advocacy service for children looked after and care leavers.	The amount of funding has been confirmed. The contact number to access the No Limits advocacy service is being sent out through the complaints leaflets. The Independent Reviewing Officers consider whether all children looked after would benefit from an advocacy service via the child's statutory reviews. The specification is in draft form and will be shared for consultation and edits.	All CLA have appropriate information about complaints process.	Commissioning to explore with potential providers scope and costs for developing value for money in a more attractive and better used advocacy service.	£11k rising to £22k pa based on similar service elsewhere. To be prioritised from existing resources depending on final specification.	Sam Ray
	11.3	Improve online accessibility	Information about the Complaints Policy can be found on Young Southampton at <a href="http://www.youngsouthampton.org/parents-and-carers/cypis/policies/complaints-policy.aspx">http://www.youngsouthampton.org/parents-and-carers/cypis/policies/complaints-policy.aspx</a> . Nothing yet online about Advocacy	Advocacy support is easily accessible	Complaints and advocacy information posted on Young People in Care Council Facebook and Youth Southampton.	Within existing resources	Tim Davis
12		<b>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.</b>					
	12.1	Audit of current practice required followed by remedial actions including training as necessary.	Audit of Pathways needs Assessment and Plans carried out 8th August, to be reported quarterly to SGM. The Pathways Management Team is reviewing Pathways Needs Assessment and Plan documentation. Draft proposals were considered at Team Day.	Good quality and effective pathways plans are in place for all care leavers.	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. 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. A further audit planned for December 2012.	Within existing resources	Gill Horrobin

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					Embed a regular cycle of audits including peer triangles and management audits to ensure that the needs assessments inform pathway planning and that they are robust and analytical (not descriptive). They must provide a comprehensive, up to date assessment of the needs of the care leaver.		
					Collect and disseminate good practice examples for social work staff and provide training and guidance to enable them to improve preparation and support for young people progressing to independent living. Ensure support is proportionate to individual need		
					Continue to develop an 'independence training pathway', including the planned pack of materials to inform young people about pathway planning and to guide them through the process.		
13		<b>High quality personal education plans (PEPs) are in place for all relevant children looked after</b>					
	13.1	PEP action plan for strategic leadership team to be signed off on 17th October.	Ongoing audit programme lead by Service Manager (CLA). Last audit 9 July 2012, 18 PEPs audited across Secondary, Primary, SEN and Early Years: 8 were satisfactory. 10 were judged inadequate. SB/MH/JS have committed to writing a PEP Action Plan for the Strategic Leadership Team on 17 October 2012.	*Improving educational outcomes for CLA. 54% completed in September. Results at end of Key Stage improved for 5, 7, 11 and 16 year olds for all key measures in 2011-12.	*Delivery of training for social workers, designated teachers, senior practitioners and team managers to ensure high quality PEPs are in place. Extend Quality Assurance Framework to cover production and review of PEPs. Undertake PEP audits, in line with the Quality Assurance Framework. Develop and implement a Virtual School development plan to improve timeliness and accuracy of oversight and intervention on CLA attainment and attendance. Develop and test pilot approaches to ways of integrating PEP review activity alongside other meetings, such as Children Looked After statutory reviews. Ascertain which children looked after do not have a PEP and set target date for all these children to have their PEP in place. Set up a tracking cycle to ensure all children receive timely PEPs and reviews and that social workers get reminders when PEP dates are imminent.	Within existing resources	Gill Horrobin
14		<b>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.</b>					
	14.1	Review of current practice.	Assessments Workshop on 6th September. New Core Assessment format is being developed by a working group led by Alyce McCourt. This to be piloted from December 2012. The Workshop concluded that for CLA, the care plan must be updated following each CLA Review; this will require thorough completion of the CLA Review Part 1 form. In addition, specific or specialist assessments will be commissioned as required.	Much improved quality of 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. * Practice standards to be developed by Siobhan Burns by December 2012 and launched at team briefings. These will include clarification on when a Core Assessment is required and when and how it is updated.	Within existing resources	Gill Horrobin
15		<b>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.</b>					
	15.1	Audit of care plans to inform remedial action and training as necessary.	69 Care Plans audited in August and report completed 17 August, with 9 Recommendation. Quality and recording issues are being addressed through audit, and through additional training for Team Managers, Senior Practitioners and Social Workers through Oct/Nov / Dec 2012. In addition, the PARIS Trainer is working with IAT and PACT Managers to deliver bespoke training to ensure all current and new staff have done the half-day CLA and CP PARIS Modules by the end of November 2012; this is a significant challenge due to the number of new and agency staff. Pathways Team PARIS training needs to be reviewed.. Care Plan implementation is monitored through supervision and ongoing audit. Care Planning Panel and Resources and Alternative to Care Panel have recently been established	The high percentage of CLA with authorised Care Plans remains high (90% +)	*Embed the new electronic Care Plan document onto PARIS *To complete identified training programme and carry out further audit to assess further improvements in quality and timeliness of care plans.	Training priority. PARIS costs to be confirmed. £ per social worker= £15k year 1 then as part of induction.	Gill Horrobin

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					Embed a regular cycle of audit of care plans on PARIS that includes monitoring the quality of the care planning against the outcomes for the child and the standards. This audit also to include monitoring to ensure that planning to move children into care		
					Review impact of these panels on improving outcomes for children. Review to include input from professionals and families.	Within existing resources	Gill Horrobin
					Ensure that there is a clear set of standards for care planning and that exemplars and training is given to social workers on applying these standards to their care planning practice. These standards will be child focussed (not process focussed) and will include ensuring that (see below):		
16		<b>Legal planning meetings are timely and that actions from these meetings are robustly monitored and implemented.</b>					
	16.1	Ensure that legal planning meetings take place on a regular basis, and actions are recorded and monitored	The Care Planning Panel now meets weekly, chaired by Senior Manager - Children Looked After, and is an embedded fixture in ensuring that actions identified in cases in proceedings are resourced and implemented	Cases are robustly monitored in order to ensure that actions to protect children are implemented in a timely way.	Continue to use the system to track cases following legal gateway meetings to enable any delay to be challenged at an early stage. Continue with weekly planning consultations with legal services.	Within existing resources	Mark Jowett
		<b>Six Months</b>					
17		<b>Robust systems are in place that enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice</b>					
	17.1	To build on the work of the Children in Care Council and the Corporate Parenting Group and to develop our ability to listen to the voice of the child to improve services.	The Children in Care Council continues to be supported in its development to improve the influence of children looked after over their care; e.g. Pathways team held a BBQ for looked after children in September. The views of CLA were canvassed and a number of young people have agreed to take part in further consultation. This will be made into a regular activity.	Children feel they are listened to and can influence service delivery.	Robust systems are in place that enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice.	Within existing resources	Gill Horrobin
					Social Workers, including residential workers, fosters carers, collect and record children and young people's views of service into the service redesign. Facilitate a range of regular opportunities for children looked after to participate in forums in which they are able to contribute or to influence policy and planning. Ensure that this approach gains the wider views of children and young people. All children looked after to be made aware of the Promise and to be kept informed of the progress against the promises - letter to go from lead member to all CLA		
18		<b>Sufficient high quality accommodation is available to effectively meet the needs of care leavers</b>					
	18.1	See above on the work on housing and homelessness	We have implemented a Southampton Staying Put policy to encourage young people to remain with their foster carers post 18.	Care leavers report consistently that their housing needs are being met with accommodation of sufficiently high quality	Evaluate the effectiveness of the Staying Put policy. •Analysis of cohort data to predict accommodation needs of care leavers. Implement the "Children looked after and care leavers placements commissioning strategy March 2012-2015". CSL to continue working with Supporting People and Housing to look at the wider needs. Review the city strategy for accommodation for young people along with colleagues from Housing and Supporting People to ensure it meets the needs of vulnerable young people aged 16-25, including care leavers. •Commission further supportive lodgings accommodation and accommodation for vulnerable care leavers. Continue working with the existing providers to develop transitional arrangements for care leavers e.g. setting up trial beds for young people to start preparing themselves for more independent living. •Developing flexible bespoke packages to ensure care leavers are supported at the levels they need within the existing contracts we have for accommodation No Limits staff co located with Pathways will provide intensive packages of support for care leavers and care leavers coming out of custody.	Within existing resources	Gill Horrobin

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19		<b>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</b>					
	19.1	Develop service to ensure health outcomes continue to improve for children looked after. Key performance indicators sustained and further improved					
20		<b>Develop the service provided by the children looked after health team to ensure that the health needs of care leavers are adequately addressed.</b>					
	20.1	Health outcomes of care leavers are sustained and further improved.			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. Recommendation and business case to be presented to CCG and MACH CQCP board in early September 2012. Recommendation and business case to be presented to CCG Clinical Executive Group and Board in October for approval for investment. For implementation from December 2012.	TBC	Lindsay Voss