jjj Appendix 1 - Southampton Ofsted/CQC Post-Inspection Action Plan 2012

Version 14 Last updated: 5th March 2013

lo.	Rec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	QUALITY OF WORK TO SAFEGUARD CHI	LDREN					
	Immediately						
1	Ensure that the quality of social work to safeguard children is of a consistently high standard						
	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. Retention Policy and associated finances agreed on 21/12/12. Currently one-third of workforce as agency staff and another third are newly-qualified.	9 .	Continue appointment to all vacant posts.     Reduce agency staff. Continue to advertise for frontline social workers and promote retention policy.     Recruit experienced social workers from overseas.     Commission a recruitment company to find front-line managers and experienced social workers.	*Significant progress in reducing dependency upon agency staff as a share of our front line Children's Social Care workforce. The retention policy has been agreed and is now being implemented. Early indications from the January recruitment are not promising.  • 16 additional newly-qualified social workers were recruited and in place by October 2012	c£1.7m in baseline budget 13/02/13.	Felicity Budgen
	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 OfSTED 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. Working with Capita to develop clear training pathway for Children's Social Care and to identify training requirements for March 2013 - September 2013.		The Senior Manager will be monitoring participation in and attendance on courses.     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.     Recruitment and Retention Strategy to boost level of qualifications of experienced practitioners     Delivery of comprehensive training programme for all social workers via Capita and multi-agency training.	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.  It has been agreed to recruit another 10 social workers from the USA.	Within existing resources	Mark Jowett
	1.3 •Revise the Quality Assurance framework •Implement the framework •Ensure robust QA and audit systems in place •Devise practice standards	Practice Standards have been developed. The Quality Assurance Framework was sent out for consultation in January 2013 and the finalised version will be completed by 01/03/2013. Thematic auditing has taken place over the last six months and a programme of 'Baseline Audting' was undertaken in January 2013 with 300 PACT cases scrutinised. The report from this will be available by 27/02/2013.	Improvement in quality of frontline practice	Launch the Quality Assurance Framework - 31/03/2013 and fully implement the auditing programme.	A revised QA framework to be launched by 31/3/13.	Within existing resources	Mark Jowett
	2 The quality of work to safeguard children is supported by regular high quality supervision by managers						
	more challenge of practice)	Task group has reported findings, draft supervision standards have been devised were launched during November 2013.  Auditing of supervision files in IAT, PACT East and PACT West has been undertaken and strengths and areas for development idendified. Auditing of supervision files will become part of the regular auditing programme.	Much improved frequency and quality of supervision.	Supervision policy and standards in place     Action to identify issues raised in the audit and drive up performance.	Revised supervision policy and standards in place and the capacity exists to meet the audit schedule. Audits are taking place regularly.	Within existing resources	Mark Jowett

	Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	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 audits of IAT/PACT E/PACT W completed and will be part of ongoing programme of auditing. IAT less areas of concern than PACT. SW survey of supervision completed.     A number of frontline managers have received specialist supervision training.     Agreement for WiFi in Marland House	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. •Ongoing audting and focused work in relation to reflective practice required. Report in relation to SW survey on supervision to be completed by 26/02/13 which will help inform further planning in thiis area.	Supervision audit (23/08/12). The majority of managers have received specialist supervision training.	Within existing resources	Mark Jowett
2.3	use of wireless connectivity for workforce	*Wireless in Marlands has been agreed for Floors 7 and 8; there is no budget currently for the rest.     *CSL ICT has costed the work, which has been agreed by DCS     *SM (CSL Infrastructure) has agreed	Greater work flexibility once implemented	Karl Limbert is taking this to the Capital Board to clarify. Funding has been identified.	•Technical solution to wireless working should be in place by March 2013, together with moves of managers to create additional supervision space in Marlands.	Cost has been agreed by DCS	Felicity Budgen
2.4	Appoint/designate Principal Social Worker in line with Munro Review.	Proposals for a dedicated post were withdrawn but are now under condiseration.	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.	Following financial pressures in 2013, the Safegaurding Management Team will work with the Director of Children's Services to identify to identify an alternative model of leadership for safeguarding practice issues by the end of December 2012.	Clear position on proposals.		Felicity Budgen. Responsibility linked to SM post. TBA
	All work is recorded on PARIS in line with recording procedure and all staff receive timely PARIS training.	Permanent staff arrangements     Arrangements are in place for peer and temporry staff to address this on an ongoing basis	*Much improved accurate and up to date recording     *Agreements in place for peer assistance for staff.	Maintain training until 100% of staff have received training and consider alternative training arrangements.     Monitoring take-up of training opportunities by staff in safeguarding roles.     Pull learning in relation to recording from recent 'Baseline Auditing'.     Arrangements in place to ensure that policies are accessible and kept up-to-date.	There will have been sufficient training in the use of guidance and supporting materials to support all social workers in appropriate recording of information for this to be in place by the end of March 2013.		Mark Jowett
	Improve accessibility to policies and procedures.	The Child Centred Practice (CCP) tool has been commissioned and training has taken place. Numerous policies and procedures have been uploaded and this work will continue in order to ensure all documentation is transferred onto CCP and new policies and procedures written. An internal action plan is in place to ensure priority work is taken forward. Information about the CCP has been communicated to all staff at Safeguarding staff conferences in September 2012 and Feb 2013 and a dedicted consultant continues to take the agenda forward and liaise with front line	All staff have access to up-to-date policies and procedures.     Staff inform policy and procedural developments	Complete the revision of individual policy documents and embed the agreed process for revision and drafting of the new procedures.     Ensure the ongoing engagement of Safeguarding Managers in reviewing policies and keeing them up-to-date.		Annual subscription to CCP of about £4k. Support for administration of the system costs approximately 0.5 fte from existing staff resources.	Gill Horrobin
active that th	groups are held regularly, including the engagement of all relevant agencies and ney implement and develop the child etion plan to ensure it is effective.	etatt to ancura avarvana hac acacce to the evictom and uses it.					

<b>)</b> .	Rec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	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.  Output  Description:	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.  49% regularity The quality of initial core groups have been audited as better than reviews. Core Group training delivered to all safeguarding managers and senior practitioners on 20th and 24th September 2012. Core Group training 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.	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.	Provide additional business support for review core groups.     Practitioners notified on appointment and in supervision, Develop systems in teams to ensure SP sign off of Core Group meetings	Senior Practioners and Business Support now chair and note the first Core Groups. Additional investment of both senior practitioners and Business Support for all Core Groups is required.	From reduction in savings	Mark Jowett
	3.2 Communicate with partners to set out their responsibilities to attend Core Group Meetings	1. 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. However, it has not yet been used.  2. Multi-agency Core Group training has taken place and will continue and the Chair of LSCB should meet the Chief Executive.  3. Agreement of LSCB's priorities and Core Groups has been	Much improved Core Group attendance and engagement	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)     Communicated to all partners.	Write a letter to all agencies reminding and requesting attendance     Actions up to date and moving to review conferences.	Within existing resources	Felicity Budgen
	3.3 Audit of Child Protection Plans, multi-agency plans and Core Groups.	Core Group training delivered to all safeguarding managers and senior practitioners on 20th and 24th September 2012. Core Group training 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. Regular review cycle alternating six-weekly between Core Group/CP Plans. HT attendance not six weekly, audit cycle still in place but HT input. Six-weekly audits taking place.	Improved quality of core group process and outcomes	Deliver the training as proposed and keep its impact under review     Multi-agency audits to continue on a six-weekly basis	Six-weekly multi-agency audit in place. A themed report is due by 31/3/13.	Within existing resources	Mark Jowett
١	Within three months						
4 I	Ensure that service users are made aware of complaints processes and that lessons learnt from complaints are used to inform service development.						
	4.1 Publicise complaints process and pathways	Complaints leaflet has been updated and re-printed, including information re Advocacy Service and sent to all CLA and care leavers in September 2012. Current Advocacy Service provision to be reviewed to raise profile and awareness		Embed the way in which we collate and learn lessons from comments, compliments and complaints     Commission improved support for advocacy and develop practice to encourage its use in developing the voice of the child.	Leaflets in place Action plans from complaints inform service developments	J	Gill Horrobin
:	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						

No. Red	c. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	5.1 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. Retention Policy and associated finances agreed on 21/12/12. Currently one-third of workforce as agency staff and another third are newly-qualified.	All child protection cases allocated and robust management oversight in place on the totality of the work. 16 social workers appointed and in post by 31st October. All NQSWs plus one SP.	Continue appointment to all vacant posts.     Reduce agency staff. Continue to advertise for frontline social workers and promote retention policy.     Recruit experienced social workers from overseas.     Commission a recruitment company to find front-line managers and experienced social workers.	Significant progress in reducing dependency upon agency staff as a share of our front line Children's Social Care workforce. The retention policy has been agreed and is now being implemented. Early indications from the January recruitment are not promising.  • 16 additional newly-qualified social workers were recruited and in place by October 2012	Existing I Resources + 13/14 budget settlement	Felicity Budgen
	late the Workforce Development Plan in the to existing challenges						
6	2012)	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 (CfWI).	The service should be better placed to forecast its future training needs on the basis of the changes in workforce characteristics that are in place by the end of March 2013.	Within existing Workforce Development resources	Julia Katherine
6	the leadership and support needed to develop newly qualified social workers in their first year post qualification to meet the demands of their	The Assessed and Supported Year of Employment (ASYE) commences in September 2012. 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 crossmarked 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 and supervision) shows lasting benefit of local approach to ASYE	All 16 Newly Qualified Social Workers were in post by 31 October 2012.	Will be fully in place by March 2013 for newly qualified workers, but not for more experienced staff covered by the retention strategy.	Within existing resources	Julia Katherine
6	Participate in wider corporate and directorate initiatives to develop the effectiveness of the social care workforce.	A comprehensive service redesign of the Council's 'People' functions has been developed and is under consideration having received support on 11th September 2012. The Council's Change Programme will address this. Improving Children's Safeguarding is a recognised corporate priority.	Sustainable, safe and secure support and protection of vulnerable children	Price Waterhouse Coopers have been engaged to work with Senior managers to determine the shape of the new People Directorate that will determine how this works in practice from April 2013. This is ongoing; Felicity Budgen and Donna Chapman (Assistant Director for Child Health and Maternity Services) will report back.	Final shape and model still under development and subject to change.	Within existing resources + 13/14 budget settlement + Change Programme Board (TBA)	Felicity Budgen and Donna Chapman
are acc	needs of homeless children and young people fully assessed and that sufficient suitable ommodation is available for them, including ergency provision						
7	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 Joint Housing Strategy group and a stakeholders' workshop has promoted mutual understanding of the issues around young peoples' homelessness and has identified shared goals, obstacles and required action. Robust sytems are in place whereby housing assess the needs of homeless young people and liaise with social care staff as appropriate and in line with safeguarding needs of young people presenting. A range of accomodation is in place to meet needs which includes emergency accomodation	Head of Housing has committed to the work of the Joint Strategy group.     Young peoples' needs are assessed and appropriate accomodation provided	Consideration to be given to the development of specialist provision/practice in response to the needs of young people with challenging behaviour.     A working group has been established to develop proposals for agreement with CSLMT as part of wider corporate collaboaration.	addressing the welfare reforms. The Impact	Within existing resources	Gill Horrobin, supported by Nick Cross

			T	T	Where we sim to be by 21 March		l and naven
No.	Rec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	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.				This is now fully implemented.		·
	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.			Lindsey Voss
	Within six months						
	There are sufficient experienced social work staff and managers to effectively carry out the council's safeguarding responsibilities.						Felicity Budgen
	9.1 See action under 'Immediately' above - 'Quality of social work to safeguard children is of a consistently high standard'.						
	CHILDREN LOOKED AFTER						
	Immediately						
	Ensure that statutory visits to children looked after are undertaken within the required timescales						
	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. A spreadsheet is being trialled in Pathways and use of the Outlook workflow system is being trialled in PACT.  *Service Manager (CLA) meets with Pathways fortnightly for a performance meeting to ensure progress of remedial actions in response to CLA Visits Report.  *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.  Performance Improvement Meetings taking place on a fortnightly basis (IAT/PACT). This will feed into the QAF.  *A comprehensive new spreadsheet for completing CLA data will be in place by 31st March.	Improved management information with which to target intervention appropriately and in a timely way	1. To continue to further embed current actions 2. Track Care Plans to ensure they are in place and robust. 3. Monitor compliance with statutory visit at team performance meetings and individual supervision, 4. 4. Carry out regular case audit activity it inform intervention. Development of new reporting tool for launch at the end of February. 5. Use the new spreadsheet for CLA to interrogate key areas of practice which affect outcomes.	place which will inform targeted intevention to improve performance		Gill Horrobin and Mark Jowett
	Three months						
	Children looked after are aware of the complaints process and are enabled to access the advocacy service						
		*Complaints leaflet has been updated, including information re Advocacy Service, and sent to all CLA in September 2012. In addition, the current Advocacy Service provision is being reviewed by Commissioning colleagues.  *From September 2012 all practitioners, and support staff have been distributing the compliments, complaints and comments leaflet and the advocacy leaflet to all children and young people in care.		I-IROs to continue to discuss with children/young people opportunities to take up advocacy – at statutory review meetings.	The specification has been agreed and implementation is to be developed.	Within existing resources	Gill Horrobin

Page 5 OSMC OfSTED Monitoring Report v2

o. Re	ec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	<ul> <li>*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.</li> <li>*Clarify the funding available to go through a competitive tender process for an advocacy service.</li> <li>*Scope services required and develop specification.</li> <li>*Initiate the competitive tender process to secure a local advocacy service for children looked after and care leavers.</li> </ul>		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.	The specification has been agreed and implementation is to be developed.	£11k rising to £22k pa based on similar service elsewhere. To be prioritised from existing resources depending on final specification.	Sam Ray
1	11.3 Improve online accessibility	Information about the Complaints Policy can be found on Young Southampton at http://www.youngsouthampton.org/parents-and-carers/cypis/policies/complaints-policy.aspx. 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.	The specification has been agreed and implementation is to be developed.	Within existing resources	Tim Davis
tha eff ob ind	athway plans are in place for all care leavers, at they are comprehensive and specific and fectively support care leavers in achieving their bjectives, including the development of dependence skills and the transition to dependence.						
	12.1 Audit of current practice required followed by remedial actions including training as necessary.	The Pathways Management Team is reviewing Pathways Needs Assessment and Plan documentation. Two Pathways audits have taken place looking at 108 cases.	Good quality and effective pathways plans are in place for all care leavers. Audits demonstrate an improved and encouraging picture in the small number of cases audited.	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 was carried out in December and these audits need to be embedded regularly in practice.	Further multi-agency auditsare taking place and resulting actions to improve performance are scheduled.	Within exisiting resources	Gill Horrobin
				Embed a regular cycle of audits 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.	Further multi-agency auditsare taking place and resulting actions to improve performance are scheduled		
		On the team day, staff graded work for good, adequate and inadequate practice.		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.	Further multi-agency audits are taking place and resulting actions to improve performance are scheduled		
			This is being implemented.	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.			
	gh quality personal education plans (PEPs) are place for all relevant children looked after						
	13.1 PEP action plan for strategic leadership team to be signed off on 17th October.	PEPs performance has improved with 72% of CLA having a PEP in place in January from 67% in the previous month. The attainment of CLA is improving with the gap between attainment of CLA and their peers narrowing	Ongoing improvement in educational outcomes for CLA across all key stages.	*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.  *Proposals for the designation of a Virtual Head Teacher in line with proposed statutory changes need to be progressed.			Gill Horrobin

lo.	Rec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)		Lead person responsible
	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.				, , , , , , , , , , , , , , , , , , , ,		
	14.1 Review of current practice.	Practice Standards have been devised around Care Planning and Pathway Planning and launched in the Pathways Team. A working group was drawn together to consider a range of assessment tools that are available to inform care planning and it was agreed that Part 1 of the Review Document would be the assessment document. This part of the document sets out the child's needs and the child's SMART objectives in the Care Planning Grid. A range of audits have been carried out in August 2012 and January 2013 of Care Plans and Pathway Plans. A further audit day is planned in February 2013. Care Planning Training has been completed.		There is a further multi-agency audit planned for February. In addition to this audit which drills right down into the quality of individual plans, a strategic audit, implemented by the IROs, to assess the percentage of children who have a needs-led care plan in place which is up-to-date will be carried out within the next 3-6 months.	•Revised assessment arrangements for capturing need should be fully in place by March 2013 with training provided to staff.	Within exisiting resources	Gill Horrobin
	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.					Within exisiting resources	Gill Horrobin
	15.1 Audit of care plans to inform remedial action and training as necessary.		The high percentage of CLA with authorised Care Plans remains high (90% +)	Ensure all appropriate staff attend relevant training and that this is ongoing to target new staff • 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.	The new electronic care plan documents in place within Paris by January 2013 and training is ongoing to target new staff. Audits taken place February and March 2013.	Training priority. PARIS costs to be confirmed. £ per social worker= £15k year 1 then as part of induction.	Gill Horrobin
		Both panels have been reviewed and are effective. Auditing is taking place to ensure positive impact. A spreadsheet is in place which records outcomes of each case presented and enables monitoring to assess effectiveness. Statistics will be collected and collated using this spreadsheet and this will enable reporting to take place		•Review impact of these panels on improving outcomes for children; to include input from professionals and families.	Reviews of the effectiveness of the Care Planning Panel and Resources and Alternatives to Care Panel, with recommendations for further developing their remit and operation well developed. Standards for care planning are in place. Improvements in care planning will be ongoing and not fully consolidated until a permanent workforce is in place that is competent and able to deliver high quality practice in a timely way.	Within exisiting resources	Gill Horrobin
	Legal planning meetings are timely and that actions from these meetings are robustly monitored and implemented.						
	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 - Safeguarding and is an embedded fixture in ensuring that actions identified in cases in proceedings are resourced and implemented. Legal Gateway meetings take place on a weekly basis. The Challenge to Care process has now been implemented.		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.	Meeting cycles to achieve this are now in place.	Within exisiting resources	Mark Jowett
_	Six Months						
	Robust systems are in place that enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice						

No.	Rec. Action	Progress	Impact	What do we still need to do	Where we aim to be by 31 March 2013 (including RAG Rating)	Cost	Lead person responsible
	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. Youth Options have taken on the responsibility for this. A strategy has been developed to ensure the Children in Care Council is more effective.  *The Corporate Parenting Committee members attended a regional event and is currently further developing its remit.  *A strategy for improvement is in place.	delivery.	•Implement robust systems which enable children looked after and care leavers to effectively contribute to developments in strategic planning, policy and practice. •Social Workers and 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. •Develop Corporate Parenting proposals to energise and improve the Corporate Parenting Committee.		Within exisiting resources	Gill Horrobin
	Sufficient high quality accommodation is available to effectively meet the needs of care leavers						
	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 pos 18.	Care leavers report consistently that their housing needs are to 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 and 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 peeople aged 16-25, including care leavers.  -Commission further supportive lodgings 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.  -Develop flexible bespoke packages to ensure care leavers are supported at the levels they need within the existing contracts  -No Limits staff co-located with Pathways will provide intensive packages of support for care leavers and care leavers coming out of custody.	There will have been significant progress in the implementation and review of the Council's Staying Put policy. The placement commissioning strategy will be in place, though still in progress as at the end of March 2013.	Within existing resources	Gill Horrobin
	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						
	19.1 Develop service to ensure health outcomes continue to improve for children looked after. Key performance indicators sustained and further improved	Although the quality of health assessments is good, inefficient administrative processes and a continued high number of children coming into care has impacted on timescales and there is therefore a significant backlog of assessments accruing. Southampton CCG commissioners have undertaken review of capacity within the team and provided additional funding for nursing resource. There is currently a piece of work being undertaken to commission additional medical sessions to improve the current situation.			A new procedure is being developed with Health to ensure we reach 100% by June.		
	Develop the service provided by the children looked after health team to ensure that the health needs of care leavers are adequately addressed.						
	20.1 Health outcomes of care leavers are sustained and further improved.	Commissioning review completed and additional resources allocated to the LAC health team. Health needs of care leavers will be reported on and monitored in quarterly performance monitoring meetings represented by SCC, Southampton City CCG and Solent NHS Trust.		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.	Improvements arising from the investment made in the capacity of the CLA Health Team by SCPCT should be in place before March 2013.		Lindsay Voss