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RED = Activity on these has not yet started or early stages

Amber = On track to be completed

Green = Completed

## **Action Plan in Response to Ofsted Findings**

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No	Ofsted recommendation.	Action	Timescale	Lead	Performance Indicator	RAG Rating	Outcome
<b>Priority and immediate action (3 months)</b>							
13/14	Take action to reduce the numbers of care leavers living in unsuitable accommodation and ensure that all such arrangements are robustly risk assessed and monitored.	<ul style="list-style-type: none"> <li>Implement the recommendations of the Strategic Needs Review of Supported Housing: (*)               <ul style="list-style-type: none"> <li>- improve the referral process and joint-working between Pathways and supported housing providers to ensure improved and timely access and provision</li> <li>- Support and accommodation services to be tendered. (July 15)</li> </ul> </li> </ul>	3 months	Integrated Commissioning Unit Nick Cross	P17 NI147 % of care leavers who are in contact and suitable accommodation	<b>Amber</b>	All care leavers feel, and are safe in their accommodation.  All care leavers are able to benefit from advice, guidance and the support of their corporate parent.
	Ensure that all cases where care leavers are not in contact with services are regularly reviewed and that there are effective responses to all opportunities to	<ul style="list-style-type: none"> <li>Current independent and 'suitable' accommodation to meet the needs of care leavers. Work with providers to look at current mix and to identify new accommodation options across registered providers and SCC</li> </ul>	3 months	Integrated Commissioning Unit/ Nick Cross	P17 CLA48 % of care leavers still in contact with social services	<b>Amber</b>	

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	re-establish contact.	<ul style="list-style-type: none"> <li>As part of the current implementation of the Council's Allocations Policy ensure that Care Leavers obtain priority to access suitable Housing which best meets their Needs</li> <li>Accommodation options to meet sustainability criteria (i.e. remain available for care leavers post-22 years of age)</li> <li>As part of Phase 2 Transformation develop a Housing Options model to provide targeted support as part of the Pathway Plan for Care Leavers and co-locate the Housing and Care leavers Service (*)</li> <li>Ensure there are robust arrangements to identify and monitor those children who are in unsuitable</li> </ul>	<p>3 Months</p> <p>3 months</p> <p>3 months</p> <p>3 months</p>	<p>Nick Cross</p> <p>Integrated Commissioning Unit/Nick Cross</p> <p>Nick Cross / Fiona Mackirdy</p> <p>Fiona Mackirdy</p>		<p>Red</p> <p>Red</p> <p>Green</p> <p>Green</p>	

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No	Ofsted recommendation.	Action	Timescale	Lead	Performance Indicator	RAG Rating	Outcome
		<p>accommodation and/or who are not in contact</p> <ul style="list-style-type: none"> <li>• Ensure a robust risk assessment is on the file that includes pro-active planning to mitigate risk and to re-establish contact with every care leaver who is not in contact and/or assessed as living in unsuitable accommodation and that this is regularly reviewed.</li> <li>• Continue to consider Staying Put arrangements for all Young People as part of their Pathway Plan (*)</li> </ul>	<p>3 months</p> <p>3 months</p>	<p>Fiona Mackirdy</p> <p>Fiona Mackirdy</p>		<p>Green</p>	
15	Improve support for care leavers to encourage and sustain engagement in education, employment or training.	<ul style="list-style-type: none"> <li>• Implement recommendations for apprenticeships for Care Leavers (*)</li> <li>• Review the remit of the Virtual School to consider post-16 education,</li> </ul>	<p>3 months</p> <p>3 months</p>	<p>Denise Edghill</p> <p>Ed Harris</p>	P17 NI148 % of care leavers who are not in education, training or employment (NEET)	<p>Amber</p>	Reduce % of care leavers who are NEET from 69% (2013/14) to 31% (2016/17)

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		<p>employment and training support</p> <ul style="list-style-type: none"> <li>Implement a tracking system for Care Leavers who are currently, or at risk of becoming NEET which tracks placement and performance. The Corporate Parenting Committee to receive regular reports for scrutiny.</li> </ul>	3 months	Denise Edghill/ Ed Harris			
16	Ensure that information from 'return home' interviews is routinely shared and used to improve the quality of safe care planning for children. Improve the quality and analysis of data on children going missing from home and care.	<ul style="list-style-type: none"> <li>Ensure the new contract with the provider for Return Interviews includes a clear expectation that all information relating to return home interviews have been shared with the child's social worker and routinely informs the child's plan.</li> <li>Routinely collect and analyse missing children from home and care data to identify risk, patterns and trends and report into the LSCB Missing, Exploited</li> </ul>	3 months  3 months	Integrated Commissioning Unit / Stephanie Ramsey / Louise Drury  Louise Drury/Fiona Mackirdy	P17 CLA39 / CLA40 Number of CLA missing / episodes of CLA missing for 24 hours or more	Amber	Patterns of behaviour and trends in relation to children who go missing are identified so that the risks to individual, and groups of, children are known and mitigated by safe care strategies

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No	Ofsted recommendation.	Action	Timescale	Lead	Performance Indicator	RAG Rating	Outcome
		and Trafficked Subgroup (*)					
17.	Complete the review of children waiting for adoption and ensure that appropriate alternative plans for achieving permanency are implemented for the small number of children for whom adoption is no longer an appropriate option.	<ul style="list-style-type: none"> <li>• Complete the review of children waiting for adoption and implement the recommendations arising.</li> <li>• Going forward implement a rag rating system, developed and owned by the Independent Chair Service, for all CLA to measure progress against the care plan.</li> </ul>	3 months	Fiona Mackirdy		Amber	Adoption is appropriately considered for all children unable to return to their birth families, and where this is not achievable the plan is actively reviewed at each statutory review to consider alternative permanency plans. Where the review recommendation is no longer the plan, all actions to rescind the plan are taken within 3 months.
			3 months	Christine Robinson		Amber	
18		<b>This action is a repetition of action 15 and has been removed.</b>					

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Areas requiring improvement (6-9 months)							
Care leavers							
19.	Ensure appropriate services are available to support improved attainment of all care leavers.	<ul style="list-style-type: none"> <li>• Virtual School to consider post-16 education, employment and training support</li> </ul>	Feb 15	Ed Harris		Red / Amber	By 2019 50% of care leavers will achieve level 2 or 3 qualifications.
		<ul style="list-style-type: none"> <li>• Develop consistent and high quality careers advice in schools which is proactively provided to looked after children; ensuring this is firmly in place from year 9.</li> </ul>	April 15	Ed Harris		Red	
		<ul style="list-style-type: none"> <li>• Explore the development of mechanisms via the virtual school to routinely engage with the children and young people in our care to support and help shape their learning journeys; ensuring this facilitates the experiences and opportunities children and young people need to develop their interests, inform their decisions and add value to their learning</li> </ul>	Jan 15	Ed Harris		Amber	
		<ul style="list-style-type: none"> <li>• All looked after children will receive a work placement</li> </ul>				Amber	

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		<p>arranged through their school in consultation with the Virtual School, which will provide a meaningful experience of their career aspirations</p> <ul style="list-style-type: none"> <li>• Review looked after Children’s predicted grades, to ensure they are set at a level which provides appropriate challenge and demonstrates the high expectations placed on them</li> <li>• Ensure a broader range of professional disciplines have an active interest in our looked after children’s educational progress and make a positive contribution to their learning and development</li> <li>• Provide opportunities for looked after children to participate in other activities such as the Junior Warden Scheme which support their contribution to their local community and support school attendance and</li> </ul>	<p>April 15</p> <p>April 15</p> <p>April 15</p> <p>April 15</p>	<p>Ed Harris</p> <p>Ed Harris</p> <p>Ed Harris</p> <p>Nick Cross /</p>				<p>Amber</p> <p>Amber</p> <p>Amber</p>	
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		<p>attainment</p> <ul style="list-style-type: none"> <li>• As Corporate Parents the Care Leavers Service to offer practical and emotional support to all young people to access and remain engaged in education</li> <li>• Regularly and routinely submit reports on looked after children's educational progress and broader achievements to enable our elected members to effectively complete their scrutiny role</li> <li>• Ensure a culture of celebration of our children's achievements, which will become embedded through routine celebratory events and in our regular core activities</li> </ul>	<p>Dec 14</p> <p>Ongoing</p> <p>12 months</p>	<p>Ed Harris</p> <p>Fiona Mackirdy</p> <p>Fiona Mackirdy/ Ed Harris</p>			
20.	Increase the number of care leavers successfully attending higher	<ul style="list-style-type: none"> <li>• Virtual School to consider post-16 education, employment and training support. This will include a clear and targeted early focus</li> </ul>	Immediately	Ed Harris		<b>Amber</b>	By 2019 10% of care leavers will attend higher education.

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	<p>education.</p>	<p>placed on raising and nurturing the aspirations of looked after children and the expectations of them by their carers and their education providers</p> <ul style="list-style-type: none"> <li>• Virtual school to track and target individual children</li> <li>• Continue to develop links with local universities as part of mentoring support to care leavers</li> <li>• All looked after children who are interested, or are showing ability to progress to higher education will be accompanied to at least 2 university open days by the Virtual school/Care Leavers Service</li> <li>• As Corporate Parents the Care Leavers Service to offer practical and emotional support to all young people to access and remain engaged in education</li> </ul>	<p>Immediately</p> <p>Immediately</p> <p>May 15</p> <p>Dec 14</p>	<p>Ed Harris</p> <p>Ed Harris</p> <p>Ed Harris</p> <p>Fiona Mackirdy</p>			
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21.	Ensure that preparation for the transition into adulthood begins early enough, and is informed by a good needs assessment.	<ul style="list-style-type: none"> <li>• Continue to implement Phase 2 transformation that will create a newly structured care leavers service and an earlier focus (14 years+ ) on young people's transition to adulthood (*)</li> <li>• Raise the quality of pathway plans</li> <li>• Going forward implement a rag rating system, developed and owned by the Independent Chair Service, for all CLA to measure progress against the care plan</li> </ul>	<p>Oct 14</p> <p>Dec 14</p> <p>April 15</p>	<p>Theresa Leavy</p> <p>Fiona Mackirdy</p> <p>Christine Robinson</p>	<p>Proxy indicator: p15 CLA 23 % of CLA with an updated care plan in the last 6 months</p>	<p>Green</p> <p>Amber</p> <p>Amber</p>	<p>Each looked after child aged 16 years or over has a clear analytical needs assessment which results in an effective pathway plan that adequately prepares the child for adulthood.</p>
22.	Improve the availability of health promotion and advice to care leavers.	<ul style="list-style-type: none"> <li>• Consider the contract with the looked after health service that it meets the needs of older young people and that the service is informed by young people's feed back</li> <li>• Ensure young people leaving care have details of their health history</li> </ul>	<p>Jan 14</p> <p>Mar 15</p>	<p>Integrated Commissioning Unit Sehpanie Ramsey / Fiona Mackirdy</p> <p>Fiona Mackirdy</p>		<p>Amber</p> <p>Red</p>	<p>All care leavers know and understand their health histories and receive the health and health promotion advice they need.</p>

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		<ul style="list-style-type: none"> <li>• Review of available health promotion service and ensure as Corporate Parents the Care Leavers Service offers practical and emotional support to all young people to access appropriate health provision</li> </ul>	Mar 15	Fiona Mackirdy		Red	
23.	Expand the range and availability of suitable accommodation options and eliminate the use of unsuitable provision such as bed and breakfast accommodation.	<ul style="list-style-type: none"> <li>• Implement the recommendations of the Strategic Needs Review of Supported Housing and the City Council Housing Strategy (*)</li> <li>• Continue to offer 'Next Steps' service which assists young people in securing tenancies (*)</li> <li>• As part of Phase 2 Transformation develop a Housing Options model to provide targeted support as part of the Pathway Plan for Care Leavers and Co-locate the Housing and Care Leavers Service (*)</li> </ul>	<p>Mar 15</p> <p>Dec 14</p> <p>Mar 15</p>	<p>Integrated Commissioning Unit/ Fiona Mackirdy</p> <p>Fiona Mackirdy</p> <p>Nick Cross /Fiona Mackirdy</p>	<p>See also OFSTED recommendation 13: P17 NI147 % of care leavers who are in constant suitable accommodation</p>	<p>Amber</p> <p>Green</p> <p>Amber</p>	All care leavers feel, and are safe in their accommodation.

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		<ul style="list-style-type: none"> <li>• Ensure that the strategic accommodation needs of looked after children are reflected in the Homelessness Prevention Strategy and the next Council Housing Strategy</li> <li>• Ensure a robust risk assessment is on the file that includes pro-active planning to mitigate risk and to re-establish contact with every care leaver who is not in contact and/or assessed as living in unsuitable accommodation and that this is regularly reviewed.</li> <li>• Implement the Staying Put Policy(*).</li> </ul>	Dec 14	Nick Cross		Amber	
			Dec 14	Fiona Mackirdy		Green	
			Oct 14	Fiona Mackirdy			
24.	Ensure that care leavers have a good understanding of their rights and entitlements.	<ul style="list-style-type: none"> <li>• Children in Care Council, IRO and Social worker to promote care leavers rights, entitlements and access to advocacy via a fact sheet.</li> <li>• Increase advocacy take up for Children Looked After and Care Leavers (*)</li> </ul>	Mar 15	Fiona Mackirdy		Amber	All care leavers are provided with clear information about their entitlements and right to complain and proactively offered an advocate.
			Mar 15	Christine Robinson/ Fiona Mackirdy		Amber	

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25.	Establish a comprehensive set of policies, procedures and practice standards to support social workers and personal advisors to improve the quality of services to care leavers.	<ul style="list-style-type: none"> <li>• Complete review, update and improve accessibility to policies and procedures on the 'Child Centred Practice;' website signed off via CSLT (*).</li> </ul>	Mar 15	Fiona Mackirdy / Christine Robinson		Amber	Professionals working with care leavers will have an appropriate level of knowledge, skills and guidance to ensure young people's successful transition to adulthood.
26.	Ensure that children's care plans are outcome focused and sufficiently address all of a child's assessed needs.	<ul style="list-style-type: none"> <li>• Review the recent implementation of 'Practice Standards' for care and pathways plans in the light of Ofsted findings</li> <li>• New Quality Assurance Business Unit to strengthen quality assurance function of IRO's</li> <li>• IRO Manager to review the implementation of the new care plan format and make recommendations to CSLT</li> </ul>	Dec 14	Fiona Mackirdy		Amber	All children looked after have a recorded, outcome focussed and up to date care plan which sufficiently addresses the child's needs including their emotional needs and family contact requirements.
			Mar 15	Christine Robinson		Amber	
			Mar 15	Christine Robinson		Amber	
27.	Improve the	<ul style="list-style-type: none"> <li>• Devise a tool kit for direct work with children and run</li> </ul>	May 15	Christine Robinson/		Amber	Children's records

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	quality, consistency and recording of direct work undertaken by social workers with looked after children.	workshops to roll-out across children's services. Tool kit to include age appropriate methods to elicit and record child's views.  • Supervision and new audit process providing direct feedback to staff to drive up standards	Dec 14	Fiona Mackirdy  Christine Robinson		Green	accurately reflect the purpose and detail of social work visits to children and record the child's wishes and feelings.
28.	Ensure that all looked after children who require it receive good quality and timely life story work.	• Appoint adoption improvement manager to oversee and improve the quality of life-story work  • New Quality Assurance Business Unit to strengthen quality assurance function of IRO's	Sept 14  Apr 15	Fiona Mackirdy  Christine Robinson		Amber	All children looked after of sufficient age and understanding are helped to make sense of their histories and use this knowledge to help them understand their future plans.
29.	Ensure that all looked after children can	• Current advocacy provider to visit social work teams and promote the advocacy	Feb 15	Christine Robinson		Amber	All children looked after who are over 10 are

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	receive support from an advocate or independent visitor.	<p>service and Independent Visitor Scheme</p> <ul style="list-style-type: none"> <li>• Ensure information about advocacy and the independent scheme is included and provided to all children and young people in the 'Children coming into Care' Pack</li> <li>• Commissioning to continue to review the contact for IV and Advocacy to ensure sufficiency provision and that identified service needs are met</li> </ul>	Mar 15	Christine Robinson		Red	offered advocate and/or independent visitor.
				Christine Robinson/ Integrated Commissioning Unit / Stephanie Ramsey		Amber	
30.	Improve the timeliness of looked after reviews, and ensure that the records of these reviews are circulated promptly.	<ul style="list-style-type: none"> <li>• Set and manage clear performance measures with the IRO Team</li> <li>• Implement CLA tracker to ensure timescales are met and decision and records distributed</li> </ul>	Sept 14	Christine Robinson	P15 NI66 % of CLA reviewed within timescale	Amber	90% of children's care plans will be reviewed on time and the completed record circulated within 20 days.
			Sept 14	Christine Robinson		Amber	



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31.	Strengthen arrangements to consult with looked after children and young people. This work should include consideration of the support arrangements for the Young People in Care Council and expanding the range and age of children involved in consultation.	<ul style="list-style-type: none"> <li>Youth Options to continue to support the YPiCC in broadening the membership especially younger looked after children.</li> <li>YPiCC to facilitate consultation days with younger looked after children.</li> <li>Develop and implement a participation and engagement strategy</li> </ul>	Dec 14  Mar 15  Dec 14	Fiona Mackirdy  Fiona Mackirdy  Christine Robinson		Amber  Amber  Amber	The YPiCC is appropriately supported so that a greater age and range of children are included in consultation.
32	Increase the involvement of the virtual school in Personal Education Plan (PEP) meetings to promote the most effective use of pupil premium funding to improve the educational attainment of	<ul style="list-style-type: none"> <li>Virtual school to implement the recommendations from their May 2014 review report detailing how they will work with schools to drive up the quality of PEP's, to ensure the best use of the pupil premium to raise attainment.</li> <li>Create a pupil premium champion and to establish with the designated teacher a menu of commissioned</li> </ul>	Jan 15  Jan 15	Ed Harris  Ed Harris		Amber  Amber	The pupil premium will be used to best effect for all looked after children and attainment will improve by an average of 5% at all key stages by 2016

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	looked after children.	services for schools.					
33.	Further improve the timeliness with which children progress into adoptive placements.	<ul style="list-style-type: none"> <li>• Appoint a project lead to drive performance improvement in adoption timeliness</li> <li>• Use the family finding tracker proactively to identify areas of risk of delay</li> </ul>	Oct 14  Dec 14	Fiona Mackirdy  Fiona Mackirdy	P21 Adoption scorecard A1 average number of days taken to place a child for adoption after entering the care system	Green  Green	The time taken between the Court deciding that adoption is in the best interests of a child and the child being matched with adopters will improve to an average of 121 days by 2015
34.	Accelerate the rate at which adopters are recruited and assessed to meet the demand from children who need a permanent family.	<ul style="list-style-type: none"> <li>• Implement the tasks and actions identified in the Adoption Recruitment and Retention Strategy</li> </ul>	Mar 15	Fiona Mackirdy	P21 Adoption scorecard AD14 number of adopter applications at stage 1 / AD15 number of applications where stage 1 is not yet complete and will take less than 2 months	Amber	Children for whom the plan is adoption will not have to “wait” because of a lack of adopters
35.	Ensure that all	<ul style="list-style-type: none"> <li>• Undertake a programme of</li> </ul>	Dec 14	Christine		Green	When planning

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	relevant agencies are involved in strategy discussions and meetings, and that these discussions clearly record decisions, rationale and planning of Section 47 enquiries.	<p>multi-agency workshops on strategy discussions/meetings to improve involvement and ensure that decisions and action planning is effective</p> <ul style="list-style-type: none"> <li>• Multi-agency audit of strategy discussion/meetings and section 47 enquiries by external auditors</li> <li>• Ensure that all new referrals to MASH which are s47 enquiries evidence as a minimum, Health, Police and Children and Families contribution in face to face strategy meetings.</li> <li>• Monthly audit of strategy discussion/meetings to evidence multiagency input to inform decision making and planning.</li> </ul>	<p>Dec 14</p> <p>Oct 14</p>	<p>Robinson</p> <p>Christine Robinson</p> <p>Louise Drury</p> <p>Christine Robinson</p>		<p>Amber</p> <p>Amber</p> <p>Amber</p>	s47 enquiries, all decisions taken and actions planned will be underpinned by sound and full information, taken from a multi-agency perspective
36.	Improve the quality of assessments so	Agree key recording points to tackle via recording workshops including:	Dec 14	Phil Bullingham		Amber	Assessments will clearly convey a sense of the

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	<p>that these reflect children's daily experiences.</p>	<ul style="list-style-type: none"> <li>• Assessments to reflect the child's lived experience within the family or in their care setting.</li> <li>• Assessments to include a well-tested analysis that formulates an easily understood rationale to aid our recommendations.</li> <li>• Ensure staff comply with Paris recording guidance – including timeliness and quality of recording case work and assessments.</li> <li>• Chronologies that tell the child's story, highlighting their lived experience and where strengths, concerns and outcomes are recorded.</li> <li>• Evidence of service user engagement and feedback is captured consistently within assessments and monitored via audit activity.</li> </ul>					<p>child's life experience so that clear, specific and relevant outcomes are identified and appropriate interventions undertaken</p>
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37.	Improve the quality and consistency of recording of child protection visits so that they clearly reflect the aims of the child protection plan.	<p>Agree key recording points to tackle via recording workshops including:</p> <ul style="list-style-type: none"><li>• Child Protection visits reflect the aims of the child protection plan and are clearly shared with families, young people and children where appropriate.</li><li>• Contingency plans to be recorded within care plans and for those to be related to change expectations.</li><li>• Assessments to reflect the child's daily life experience within the family or in their care setting.</li><li>• Compliance monitored via monthly audit programme – to include evidence of learning</li><li>• Ensure staff comply with Paris recording guidance –</li></ul>	Dec 14	Phil Bullingham		Green	Evidence of progress against intended outcomes will inform effective decision-making
			Ongoing	Christine Robinson		Amber	
						Green	
						Amber	

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		including timeliness and quality of recording.					
38.	Improve child protection plans so that they more clearly focus on key areas of risk and how this will be reduced and include contingency planning.	<ul style="list-style-type: none"> <li>•Advanced Strengthening families training has been commissioned which will strengthen child protection planning and ensure key risks are identified and addressed</li> <li>•IRO/CP Service to ensure contingency planning is always recorded in child protection plans</li> </ul>	Dec 14  Dec 14	Christine Robinson  Christine Robinson		Green  Green	Parents of children subject to a child protection plan, and the professionals working with them, will be very clear about the risk to the child, what needs to happen to reduce that risk and the consequences of the risk not reducing.
39.	Develop systems to identify and quantify the number of child protection cases within which adult substance misuse and mental health issues feature significantly.	<ul style="list-style-type: none"> <li>•QA Unit to work with the Performance Team to identify how best to capture information across all children's cases including those subject to a child protection plan</li> </ul>	Dec 14	Ed Harris/ Christine Robinson		Amber	Families with children subject of a child protection plan, receive the help they need to reduce risk to the child and improve outcomes.
40.	Increase the participation of	<ul style="list-style-type: none"> <li>•Monitor and evaluate impact of new automatic referral for</li> </ul>	Dec 14	Christine Robinson		Amber	Children over 10 will be enabled to

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	older children in child protection processes.	advocacy for children and young people at child protection conferences and take action as appropriate					participate in child protection conferences about them so that their situation is better understood and more appropriate plans determined
41.	Ensure that the provision of S20 accommodation and the availability of looked after services are appropriately considered and discussed with homeless 16 and 17 year olds.	<ul style="list-style-type: none"> <li>• Review the priorities within the Homelessness Prevention Strategy to endorse the views of service users and the commitment to only use B&amp;B as a last resort</li> <li>• Develop and implement an updated joint working protocol for Homeless 16/17 year olds with input from service users</li> </ul>	Dec 14	Nick Cross		Amber	Homeless 16 & 17 y.o. young people are accommodated under s20 when this provision best meets their needs
			Nov 14	Nick Cross / Louise Drury		Amber	
42.	Ensure that members robustly and consistently champion the needs of looked after children and care leavers.	<ul style="list-style-type: none"> <li>• Conduct induction and awareness raising sessions for members of the council</li> <li>• Consider whether all Southampton City Council Reports should detail the impact on Looked After Children and Care Leavers</li> </ul>	Nov 14	Theresa Leavy		Green	Children looked after and care leavers will receive good services which meet their needs
			Nov 14	Dawn Baxendale		Green	

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		<ul style="list-style-type: none"> <li>• To invite all councillors to identify those areas falling within their remit, and that of other councillors, to be reviewed in order to support the work of the Corporate Parenting Board</li> <li>• Corporate Parenting Committee to devise a SMART action plan to achieve their objectives</li> </ul>	Nov 14	Mark Chaloner		Green	
			Nov 14	Mark Chaloner		Green	
43.	Develop the role of scrutiny within the City to ensure that the wider multi-agency arrangements for the provision of early help and services to children and their families from children's social care, are	<ul style="list-style-type: none"> <li>• Scrutiny arrangements will be reviewed to ensure more rigorous scrutiny of children's services.</li> </ul>	Nov 14	Suki Sitaram	Overview and Scrutiny 16/10/14 decided to develop a new dedicated panel to scrutinise children and family services. The new Children	Green	Children's needs are effectively met by multi-agency services



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	routinely considered by political leaders.				and Families Scrutiny panel will be set up and meet 6 times a year. In addition the OS panel will want monthly performance reports In relation to Children's services.		
44.	Further develop performance management arrangements to provide analysis of the quality of work being undertaken and drive improvements in service quality	<ul style="list-style-type: none"> <li>• Performance manager to determine an action plan that includes analysis of key data and the implications for the quality of work and service provided; that can be used by teams to drive improvement in service quality</li> <li>• Strengthen arrangements between the Performance and Data Team and the new Quality Assurance Business Unit.</li> </ul>	Jan 15  Jan 15	Ed Harris  Christine Robinson / Ed Harris		Amber  Green	Managers will understand what the data is indicating and what might be the cause of performance deficits resulting in an improved service to the public
45.	Ensure there is sufficient capacity and skills within	<ul style="list-style-type: none"> <li>• Continue to review the sufficiency of the IRO Service so that identified performance</li> </ul>	Ongoing	Christine Robinson		Amber	Children in care receive appropriate good

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	the Independent Reviewing Service to provide consistent quality assurance and robust challenge of the work it reviews.	standards are met which include robust quality assurance  • Set and manage clear performance measures with the IRO Team and develop the requisite skills for effective quality assurance	Jan 15	Christine Robinson		Amber	quality interventions that are robustly quality assured
46.	Continue to review the sufficiency of the social care workforce so that workloads are manageable and allow front line workers and managers to meet required standards.	• Complete the Children's Services Phase 2 Transformation agenda and implement the new Workforce Strategy (*)	Mar 15	Theresa Leavy/ Vince James		Amber	Children receive a good quality service from the LA which meets required standards and improves outcomes
47.	Ensure that all social workers receive consistently good quality and regular supervision that includes	• Implement the new supervision framework and ensure all managers are aware of core requirements and are sufficiently skilled to provide effective supervision (inc reflective supervision groups,	Jan 15	Christine Robinson		Amber	Children receive a good quality service from the LA which meets required standards and improves outcomes

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	<p>professional development, case reflection and appraisal.</p>	<p>management/supervision training) (*)</p> <ul style="list-style-type: none"> <li>• Identify and promote areas of existing good practice (eg Team RAP)</li> <li>• Training Manager (Practice Educator) to collate the learning themes identified through the annual appraisal process and devise a departmental learning and development programme</li> </ul>	<p>Mar 15</p> <p>Mar 14</p>	<p>Phil Bullingham</p> <p>Christine Robinson</p>		<p>Amber</p> <p>Amber</p>	
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