

Learning Report: Draft Action Plan

| Recommendation | Action | Lead Owner (s) | Start date / Completion date | Date completed |
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| <p>Recommendation One: Develop across the council a compelling and ambitious vision which aspires to deliver the best possible outcomes for all children in the city.</p> | <ul style="list-style-type: none"> Develop an ambitious vision for children and young people in Southampton which mobilises all council services and partner agencies to improve outcomes for all children in the City; Embed outcomes to improve services for children and young people into all SCC departmental business plans; | <p>Robert Henderson</p> <p>Sandy Hopkins</p> | <p>Start: Sept 20 Completed by: December 20</p> <p>Build into 21/22 business planning cycle</p> | |
| <p>Recommendation Two: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed</p> | <ul style="list-style-type: none"> Co-design an effective communication strategy with managers, front line staff and partners which incorporates both internal and external communication; Monthly safeguarding assurance visit to one service by Executive Director for Children & Learning Services and the Lead Councillor to review performance and listen to the experiences of front-line staff; Bi-annual safeguarding assurance meeting to take place between the Chief Executive, the Leader, Lead Councillor and the Executive Director for Children & Learning Services to discuss successes, challenges, pressures and concerns; Establish a Practitioners' Improvement Board to support the delivery of the improvement plan and provide a front-line "sense check" on its effectiveness; | <p>Robert Henderson</p> <p>Robert Henderson / Cllr Paffey</p> <p>Sandy Hopkins / Robert Henderson</p> <p>Robert Henderson</p> | <p>Start: Sept 20 Completed by: Mar 21</p> <p>Visits for 20/21 to be diarised by 30th September 20</p> <p>Meetings to be diarised by 30th Sept 20</p> <p>Practitioners Improvement Board to be established by 30th Sept 20</p> | |

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| 2 continued.. | <ul style="list-style-type: none"> • A representative of the Practitioner’s Improvement Board to be included as a member of the Children’s Services Improvement Board; • To review the improvement plan and ensure that actions to achieve the cultural shift needed are included; • Ensure that restorative practice is championed across the service; modelled by senior leaders and managers and supported by a clear development and implementation plan; • A quarterly meeting to be established between the Chief Executive and the Principal Social Worker to ensure a direct connection with front line practitioners; • Executive Management Board meeting every six months to review whole council approach to embedding outcomes for children & young people in the city; • Relaunch regular staff conference to be co-designed and co-ordinated between managers and front-line practitioners; • Review the service offer and approach provided by all council support functions to ensure that they are responsive and supportive, minimising the administrative burden on managers and officers; | <p>John Harrison</p> <p>Robert Henderson</p> <p>Robert Henderson</p> <p>Sandy Hopkins</p> <p>Sandy Hopkins</p> <p>Robert Henderson</p> <p>Robert Henderson / Mike Harris</p> | <p>Representative to be in place by 31st Oct 20</p> <p>By 30th September 20</p> <p>By 31st Dec 20</p> <p>Meetings to be diarised by 30th Sept 20</p> <p>Meetings to be diarised by 30th Sept 20</p> <p>By 30th Dec 20</p> <p>Start: 1st Oct 20 Completed by: 31st Mar 21</p> | |

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| <p>Recommendation Three: Invest in managers and staff to deliver high quality services for children.</p> | <ul style="list-style-type: none"> Review the learning and development offer for managers and front-line officers to ensure that it meets their development needs including leadership development; | Robert Henderson / Janet King | By 31 st December 20 | |
| | <ul style="list-style-type: none"> Ensure regular appraisals are undertaken and that development needs are identified and met; | Robert Henderson | By 31 st Mar 21 | |
| | <ul style="list-style-type: none"> Review current supervision arrangements to ensure that they are high quality, supportive, challenging and monitored; | Robert Henderson | By 31 st Mar 21 | |
| | <ul style="list-style-type: none"> Ensure that managers and front-line staff have sufficient capacity to take part in high quality supervision and support; | Robert Henderson | By 31 st Mar 21 | |
| | <ul style="list-style-type: none"> Review current practice standards to ensure that they follow best practice in improving outcomes for children and young people and that they are understood by managers and front-line officers; | Robert Henderson | By 31 st Dec 20 | |
| | <ul style="list-style-type: none"> Progress the revision of the quality assurance framework and systems following the recent independent review; | Robert Henderson | By 30 th Nov 20 | |
| | <ul style="list-style-type: none"> Review the performance management framework and reporting to ensure that it monitors compliance, volumes and timeliness and the effectiveness of outcomes; | Robert Henderson | By 31 st Dec 20 | |

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| <p>Recommendation Four: Introduce a compelling workforce strategy that ensures Southampton is the destination of choice for experienced and capable social workers and managers.</p> | <ul style="list-style-type: none"> Develop a workforce strategy for Southampton’s Children & Learning service that is ambitious in its offer to attract and retain good social workers; | Robert Henderson / Janet King | By 31 st Mar 21 | |
| | <ul style="list-style-type: none"> Ensure that the recruitment and retention of social workers identified within the workforce strategy is built into the communication strategy for the service (relevant expertise secured); | Robert Henderson | By 31 st Mar 21 | |
| | <ul style="list-style-type: none"> To commit to reducing the caseloads for front-line workers, being explicit about caseload numbers for each service and when this is expected to be achieved by; | Robert Henderson / Sandy Hopkins | Start: 14 th Sept 20 Completed by 31 st Mar 21 | |
| | <ul style="list-style-type: none"> To review the ICT equipment currently available to all officers in the service and prioritise the service in the roll out of new technology; | Robert Henderson / Mike Harris | By 31 st Dec 20 | |
| | <ul style="list-style-type: none"> To ensure that front line officers are actively involved in the design of the new case management system; | Robert Henderson / Mike Harris | Completed by: 31 st Mar 21 | |
| | <ul style="list-style-type: none"> Review service offer from business support to minimise administrative burdens from front line officers and managers ensuring that they have more time to support children, young people and families; | Robert Henderson / Mike Harris | By 31 st Dec 20 | |
| | <ul style="list-style-type: none"> Review accommodation requirements for all services to ensure that all officers have appropriate accommodation to meet the needs of their service and young people; | Robert Henderson / Mike Harris | By 31 st Dec 20 | |

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| Recommendation Five: Ensure the council has a regular independent assessment of the effectiveness of its children's social care services | <ul style="list-style-type: none"> Advance plans to expand the membership of the Children's Services Improvement Board to include key partners; | John Harrison | By 30 th Sept 20 | |
| | <ul style="list-style-type: none"> Revise the improvement plan in line with feedback from the independent review of the plan and associated documents; | Robert Henderson | By 30 th Sept 20 | |
| | <ul style="list-style-type: none"> To undertake broad engagement and communication activity with officers and partners on the content and key areas of the improvement plan; | Robert Henderson | By 30 th Nov 20 | |
| | <ul style="list-style-type: none"> Commission a quarterly independent assessment of the quality of practice and associated report, which will be presented to the improvement board and cabinet members; | Robert Henderson | By 30 th Nov 20 | |
| | <ul style="list-style-type: none"> Expand the independent expert support offer in partnership with Ofsted and DfE; | Robert Henderson | Start: June 20 Completed by 30 th Sept 20 | |

Lead Owners:

Sandy Hopkins: Chief Executive Officer, Southampton City Council
 Robert Henderson: Executive Director (Wellbeing) – Children & Learning Services, Southampton City Council
 Councillor Paffey: Cabinet Member for Children & Learning Services, Southampton City Council
 Janet King: Service Director – Human Resources and Organisational Development, Southampton City Council
 Mike Harris: Executive Director Business Services / Deputy Chief Executive, Southampton City Council
 John Harrison: Executive Director Finance & Commercialism, Southampton City Council