



Improvement Plan 2020 - 21

Southampton Children and Learning Service

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Introduction

Southampton has high ambitions for its children and young people, with a focus on *‘Children and Young People getting a good start in life’* at the centre of its strategic priorities. We want to deliver the very best outcomes for all of our children. To meet our goals, our Children and Learning Service continues to proactively engage with improvement activity on a regional and national level. Our Ofsted ILACS inspection in November 2019 highlighted a range of interventions that are benefitting children and families. But, Ofsted found that the service still *‘requires improvement’* to be good.

To ensure that we improve, there is strong commitment from politicians and the Council Leadership to a *‘Child Friendly Southampton’*, our vision for a city where we prioritise the safety, welfare, and success of every child in everything that we do.

By working effectively with all our partners, we are confident that our Children and Learning service will play its crucial part in making Southampton a genuinely child-friendly city and a place where young people can grow up safely and achieve their aspirations. Southampton is pleased to welcome a new Executive Director of Children’s Services, Robert Henderson in September 2020 and our strategy for Children and Learning is being reviewed, with corporate support, in Autumn 2020.



Context

This is the second iteration of our improvement plan, initially developed in January 2020 in response to the inspection. In summer 2020, the service engaged with Hampshire Children's Services, through the Partners in Practice initiative, to assess the efficacy of the plan in addressing the inspection recommendations. Adjustments were made based on this peer review. This plan also responds to a whistle blowing investigation report and the Freddie Serious Case Review which were both published in August 2020.

This 'plan for improvement' is high level, underpinned by and referring back to a series of service improvement and development plans owned by Heads of Service and Service Managers in the Children and Learning Service and across the Council, and cross cutting multi-agency plans overseen by senior leaders. These plans detail clear actions, owners and timescales against which progress is monitored by the Executive Director and the Improvement Board. Underneath these are more granular action and project plans.



Our Ambition for Children



Southampton children are key stakeholders in our ambition to make Southampton *Greener, Healthier and Fairer*. We want Southampton to be a city that is recognised for its proactive approach to preventing problems and intervening early, as well being a 'Child Friendly City' where children and young people have great opportunities and an aspiration to achieve.



Our child friendly values are to:

Be Inclusive – by becoming a **participative city** in which children experience meaningful engagement in the design, delivery and place shaping of Southampton;

Listen – by implementing a participation framework for children within Southampton City Council’s democratic processes within which consultation with children takes place;

Learn - by ensuring all strategy and policy is informed by the active engagement of children, with new strategic commitments expressed in child friendly terms to support children’s inclusion and participation in civic policy creation.

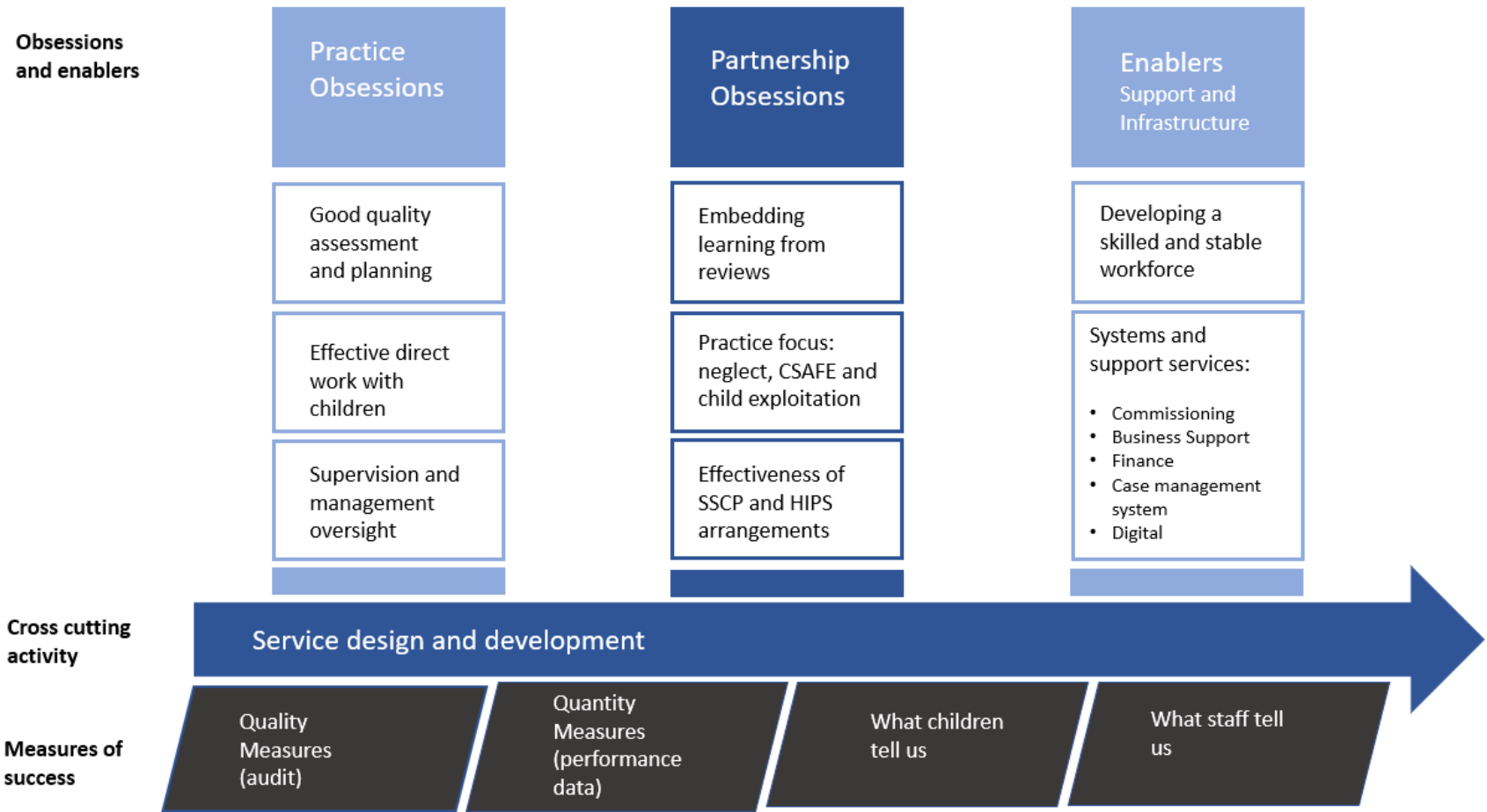
Moving forward at pace:

In Autumn 2020, led by the Executive Director for Children and Learning, we will translate our ambition into a cohesive Vision and Strategy for our staff and key stakeholders to get behind. We work hard with our partners to safeguard children and we have welcomed senior leaders on to our Improvement Board.

Central to our approach is our responsibilities as a Corporate Parent and our commitment that our looked after children will receive best support we can give them through a reinvigorated corporate parenting strategy.

Our obsessions

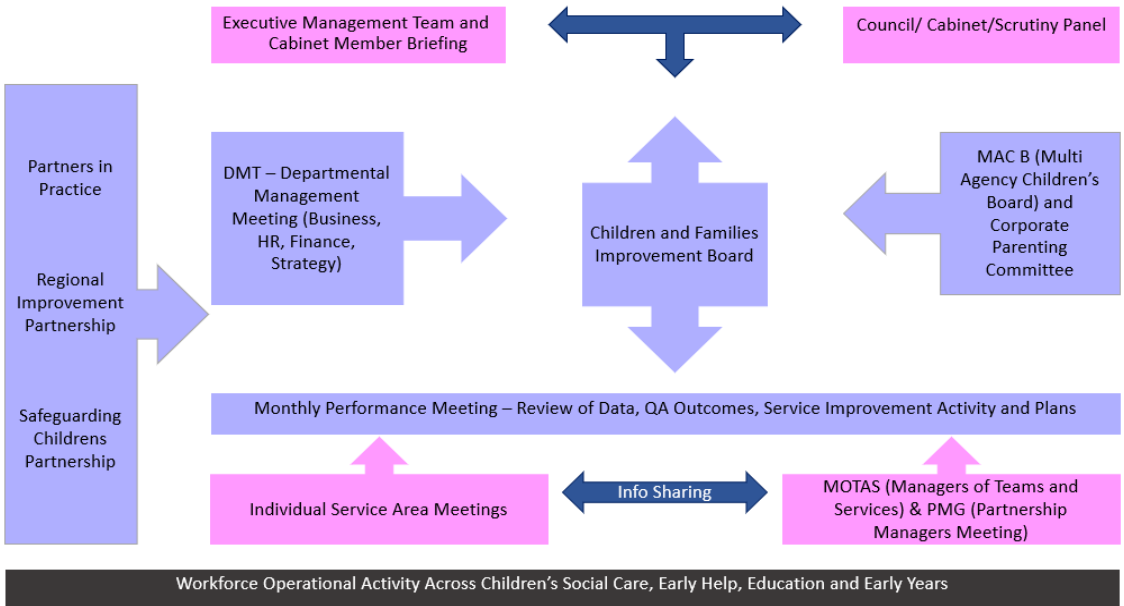
Underpinning our detailed plan are core obsessions and enablers. We believe that with a relentless focus, we will achieve the best outcomes for children in Southampton; laying the foundations for a service that provides consistently good practice.



Governance Structure

Our improvement plan is reviewed by a monthly Improvement Board, chaired by the Executive Director for Finance. The Board receives and considers performance data; progress (exception) reports and presentations from service managers. Membership has been extended to include key partners and will also include practitioners, with an interface with our practitioners reference group.

Further oversight is provided through the Children and Learning Scrutiny Panel.



- **Children and Families Improvement Board:**
- **Executive Director – Finance and Commercialisation (Chair)**
- **Executive Director - Children and Learning**
- **Heads of Service (Education, Children's Social Care, Safeguarding, Integrated and Specialist Services)**
- **Finance Officers (Children’s Social Care and Education)**
- **Practitioner representatives**
- **QA Unit Manager (Principal Social Worker)**
- **Safeguarding Children’s Partnership Chair**
- **Cabinet Member for Children and Learning**
- **Police Superintendent**
- **Associate Director, Southampton Clinical Commissioning Group**
- **Designated Nurse for Safeguarding Children, Adults and Looked After Children**
- **Primary and Secondary Head Teachers**

Measures that matter

Leadership and Stability	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Reduce Numbers and % Staff Turnover (rolling year)	5% social worker; 9% overall	4% social workers; 2% overall <i>Local Indicator</i>	5%	Workers will build long term uninterrupted relationships with children so that their plans are progressed.
	Reduce Sickness absence days per employee in rolling year	8 days	14.14 days <i>Local Indicator</i>	8 days in a rolling year per employee	
	Reduce the % of agency workers	22%	8.8% (in established posts, cross-service) <i>Local Indicator</i>	5%	More staff will work for Southampton and be directly invested in our ambition and vision for children.
	Reduce and maintain caseload numbers per allocated social worker	18 (cross service)	18 overall Caseloads are above 25 children in PACT and 20 in LAC <i>Local Indicator</i>	20 allocated children per worker in PACT; 15 per worker in LAC	Social workers will have the time to complete good quality work with children and families.

Quality Assurance	Measure	Baseline	Actual (July 2020)	Target	Outcome
	Percentage of scheduled audits completed	50%	72% <i>Local Indicator</i>	90%	The service will 'know itself well'; understanding the quality of work through its audit programme.

Early Help	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	% of children open with assessment / Plans	75%	80% <i>Local Indicator</i>	80%	Children and Families benefit from an early help offer that is rooted in a good understanding of their needs.
	Increase % of locality teams allocations in <10 days from referral	N/A	84% <i>Local Indicator</i>	90%	Children will receive effective and timely support early help support.

Rate of Early Help Assessments completed per 10,000 0 – 17 yrs	81.1	101.4 <i>Regional 42.5</i>	120	Children will have their needs met through intervention at the earliest opportunity
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Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
MASH / EDT	Maintain the % of referrals dealt with my MASH within 1 working day or less	94%	98% <i>Local Indicator</i>	100%	The safety of children is supported by referrals being dealt with in a timely manner
	% of contacts that become new referrals of Children in Need	35%	26% <i>Regional 21%</i>	21%	Children and families receive the help they need at the right time and from the best possible resource
	Rate of new referrals of Children in Need rate per 10,000 (0-17 year olds)	215.6	175.4 <i>Regional 124.6</i>	151.7	Children receive the right type and level of support.
	Increase the % of Strategy Discussions held within 1 WD of the Referral outcome being progress to CP Strategy Discussion	94.5%	94% <i>Local indicator</i>	100%	Safeguarding investigations in respect of children are undertaken promptly.
	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Assessment	Monitor the levels of Section 47 (S47) enquiries started per 10,000 (0-17 year olds) across relevant service areas	34	24 <i>SN 19/ Reg 14 / Nat 14</i>	19	Where there are concerns about a child's safety there is a robust assessment of risk
	Increase the % of Single Assessments (SA) completed within 45 days	69%	93% <i>SN 76%/ Reg 81% / Nat 81%</i>	76% SN	Assessments completed in a timely manner to ensure children receive the help they need without unnecessary delay
	Increase the % of children who's views were represented at their ICPC	?	63% <i>Local Indicator</i>	100%	Children who are able to provide their views are represented at their Conference
	Measure	Baseline	Actual (July 2020)	Target	Outcome
Children with Disabilities	Visiting completed within designated timescales / frequencies	82%	82% <i>Local Indicator</i>	85%	Children receive high support to meet their needs, reduce risk of harm and avoid potential for family breakdown. Parents of children with SEND are supported to care for their children.

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Elective Home Education	All EHE cases within the priority cohort (CIN, CP, YOS) to be allocated to an EHE Home visitor	N/A	100% <i>Local Indicator</i>	100%	Local Authority awareness of and response to children not placed in school is robust.
	All new cases of EHE will have initial engagement within the first 4 school weeks	N/A	From Sept 2020 <i>Local Indicator</i>	100%	Increase our ability to recognise and resolve potential issues earlier
	Measure	Baseline	Actual (July 2020)	Target	Outcome
SEND	Education Health and Care Assessment – completed in 20 Week Statutory timescale.	50.3%	100% <i>Local Indicator</i>	90%	Children and YP benefit from support when they need it with a higher satisfaction in parent carers and schools/settings, less complaints and better relationships.
	Measure	Baseline	Actual (July 2020)	Target	Outcome
Protection and Court	No of Children subject to CP Planning at Month end	464	426 <i>SN 388/Reg 527 / Nat 439</i>	328	Child Protection Plans are in place for children where it has been assessed that multi-agency intervention is required to keep them safe.
	Rate of children subject to child protection planning (per 10,000 0 – 17 years)	91	82 <i>SN 48/Reg 44 / Nat 41</i>	65	The number of children who require Child Protection Plans is at a level that is moving towards a comparable position with other local authorities like Southampton.
	% of children subject to a Child Protection Plan seen in the last 15 working days.	79%	75% <i>Local Indicator</i>	90%	The service is in regular contact with children subject to Child Protection planning to ensure that there is ongoing assessment of risk and opportunities to intervene effectively.

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Children's Resource Service	Number of Edge of Care referrals	442	545 <i>Local Indicator</i>	623	The Edge of Care offer is used robustly for vulnerable families
	Increase the % of cases showing significant improvement between start and latest 'goal-based scores'	87%	88% <i>Local Indicator</i>	>80%	Families situations improve as a result of an effective Edge of Care response
	Increase the % of Edge of Care children that have remained with their family	80%	78% <i>Local Indicator</i>	>75%	Children will receive effective support to prevent deterioration of home circumstances
	Number of open EoC cases	116	108 <i>Local Indicator</i>	>109	The EoC maintains a good level of engagement with families in need of support.

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Youth Justice	Rate of custodial sentences imposed on young people aged 10-17 at time of sentence	0.51 (10 custodial sentences)	0.25 (5 custodial sentences) <i>SN - 0.23</i>	<0.3	Safe alternatives to custody are sought for children who commit serious offences.
	ETE% of young people who were in suitable ETE provision when their disposal ended	66.7% - <16 yrs 46.1% - >16 yrs	69% - <16 yrs 40% - >16 yrs <i>Local Indicator</i>	75% - < 16 yrs 75% - > 16 yrs	Young people who offend benefit from good education, training and employment outcomes

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
MET	Increase the % of (viable) missing episodes where RHI was offered (excluding OHA)	96%	100% <i>Local indicator</i>	100%	The needs and safety of children who have been missing are responded to robustly.
	Increase the % of LAC missing episodes where RHI was offered	91%	100% <i>Local indicator</i>	100%	Looked after children who go missing receive effective support.

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Looked after Children	Total number of LAC at period end	516	512 SN 496, Nat 514, Reg 541	420	Where it is assessed that there is no other alternative the LA will take children into its care for their welfare and protection
	Rate of looked after children per 10,000 0 – 17 years)	100	101 <i>SN 86, Nat 65, Reg 53</i>	82.4	Where it is assessed that there is no other alternative the LA will take children into its care for their welfare and protection
	Increase and maintain % of Children with an authorised care plan	95%	95% <i>Local Indicator</i>	95%	Children have good quality care plans, to which they have contributed, and which meet their needs.

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Care leavers	Increase and maintain % of Care Leavers in contact and in suitable accommodation	81%	86% <i>SN 81%, Nat 85%, Reg 84%</i>	81%	Care Leavers are in accommodation that is safe and secure.
	Increase the % of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	95%	96% <i>Local indicator</i>	95%	Care Leavers have a good quality Pathway Plans, to which they have contributed, and which meets their needs.
	Reduce the % of Looked after Children Placed in emergency beds / B&B	4% care leavers; 0% LAC	0% <i>Local indicator</i>	0%	Children and YP are placed in Suitable accommodation with discontinued use of Bed and Breakfast accommodation

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Fostering/ Placements	Number of 'in house' foster care	164	165 <i>Local Indicator</i>	200 by 2023	Secure placements, supported by confident and empathic carers.
	Percentage of children placed in IFAs	30%	29% <i>Local Indicator</i>	50%	Secure placements, in our own provision supported by confident and empathic carers.
	Increase the % of looked after children matched and with permanence plan recorded .	NA	42% <i>Local Indicator</i>	>80%	Children receive permanence in a timely manner with prevention of drift

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Adoption	Number of adoptions	3 per month (12 month average)	2 per month	3 per month	Children who are being adopted will receive timely and effective support.
	Average Number of days between entering care and child moving to adoptive family	430 days	306 <i>SN 463 Nat 486</i>	<365 days	Timely adoption matching will meet the needs of the child/ren

	Measure	Baseline	Actual (July 2020)	Target	Outcome
Safeguarding Children Partnership	Child Safeguarding Practice Reviews and Serious Case Reviews completed within timescales.	7 in progress	8 in progress 0 completed 0 in timescale <i>Local Indicator</i>	100% of reviews completed within timescales.	Where it is identified a Child Safeguarding Practice Review is required that this is completed within timescales required and learning disseminated within partner organisations including Children's Services

Developments since last inspection

- In Spring 2020, the council commissioned an independent enquiry to respond to safeguarding concerns raised via a collective grievance by Children and Learning staff. In response to the findings, senior leaders and members have worked decisively with the service management team to formulate a robust action plan which will be led by the new Executive Director.



- Subsequently, we can show rigorous and ongoing scrutiny of outcomes for children and a robust corporate commitment to resourcing the service effectively.
- We can evidence a high level of engagement with partners, despite the impact of Covid 19; examples include our virtual MASH Strategic Group, Safeguarding Children's Partnership and Corporate Parenting Committee. The latter has been strengthened, in line with the Ofsted recommendations: a clear Corporate Parenting Strategy is being developed, supported by task and finish groups to ensure traction against critical practice areas. We have engaged with Cafcass to set up quarterly meetings; alongside continuing to engage with the family courts.

Developments since last inspection

- We have moved to virtual learning platforms; commissioning the development of e-learning for our business critical courses and launching virtual practice weeks and bulletins focused on improving the quality of assessment, direct work and supervision.



- We have progressed our Practice Model development. Signs of Safety is being carefully explored with the provider. We have revised our restorative practice project plan in light of the findings of our interim evaluation report. We have developed detailed practice guidance and worked virtually with our Partner in Practice (Hampshire Children's Service) to consider staff engagement strategies. We have Practice Framework workshops set up for staff in Autumn 2020, alongside extensive restorative practice refresher training with a provider experienced in supporting children's social care services on their improvement journey.
- Alongside the practice model development, we have used Partner in Practice insights to strengthen our service improvement plan, review our quality assurance framework and begin work to engage with our management team about effective performance management.

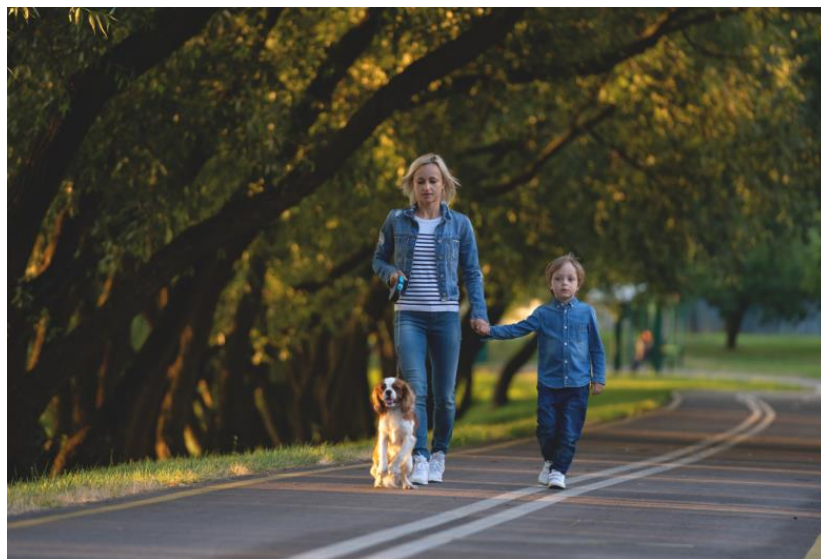
Developments since last inspection

- We have launched our virtual Learning and Improvement Panel for Children's Social Care which has run monthly through out 'lock down'. We have also worked with our data team to finalise our Early Help performance scorecard which will further improve oversight of the experiences of children and families and the quality of service offered.
- In response to Covid-19, we worked with our seconded Ofsted inspector to facilitate >30 virtual reflective group sessions for >300 staff before handing this work over to the Practice Development team from October 2020. We have also launched our Supervision Guidance and we are implementing virtual training for managers.
- We have increased staffing capacity in the Child Protection Conference and IRO Teams to ensure that ongoing focus on improved performance and quality. We have started management audits and peer audits in these services as part of refreshed service delivery plans.
- We have stabilised the management team in the MASH and assessment service, evidencing a consistent and timely response to children's risks and needs throughout the pandemic.



Developments since last inspection

- We are contributing to a corporate initiative to better understand the experiences of the BAME communities; for safeguarding children this will be focused through the Safeguarding Children's Partnership.
- We have progressed the Year of the Child audit programme virtually and used the opportunity to engage with children in this cohort to learn about and respond to their experiences during lockdown. We have secured extra auditor support because of the additional work the pandemic has brought for our managers and we have undertaken regular audits of practice in key areas.
- We maintained direct contact with our most vulnerable children through out the period of lock down restrictions and resumed safe contact with children across the service, in collaboration with partners at the earliest opportunity we could.
- We have retained an ongoing focus on the Protection and Court Service, where we know there is the most pressure. There is weekly scrutiny of caseloads and management reports and monthly reports to our Improvement Board to ensure senior corporate oversight. Virtual recruitment is being supported by our Human Resources team as a critical element of our Recruitment Retention Plan.



Developments since last inspection

- We have maintained our permanence panel arrangements, operating virtually. The looked after children's service and IROs are progressing a 'Language that Cares' approach in case recording and records of reviews.
- Timely completion and authorisation of plans has remained consistently high for looked after children and care leavers. Health passport completion for care leavers has increased notably.
- Fostering and Adoption strategies and associated reports have been signed off as part of the refreshed Corporate Parenting schedule.
- The Safeguarding Children's Partnership has maintained its focus on core practice themes: Neglect, adolescent mental health and child sexual abuse in the family environment; including staff awareness surveys, virtual partnership self evaluation and local learning review and workshops.



What Southampton children say makes a good social worker.

Our Improvement Plan

Leadership and Stability

AREA	PRIORITIES/ACTIONS	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance Assessment Protection and Court Looked after Children Recruitment and Retention Quality Assurance <p>Core Ofsted recommendation:</p> <p>'Social Workers to build long term uninterrupted relationships with children so that their plans are progressed'</p>	<p>Outcome: Social Workers to build long term uninterrupted relationships with children so that their plans are progressed.</p> <ul style="list-style-type: none"> Reduce the number of sickness absence days per employee in rolling year Evidence scrutiny of monthly absence management report by Service Director and Senior Mgt Team evidenced in minutes of DMT Progress actions in R & R Action Plan Progress R and R activity in Service Delivery Plans Stabilise the number and % Turnover of SWs within Assessment, PACT and LAC Stabilise the number and % Turnover of overall staff Reduce the % of agency workers Progress Service Redesign Planning Reduce the number of allocated SW/Teams children have experienced from first point of contact Understand the social worker caseloads using Data Teams monthly Front line Caseload summary data report <p>Outcome: We will achieve management stability and capacity</p> <ul style="list-style-type: none"> Stabilise the number and % turnover of Children's Services Service Managers Stabilise the number and % turnover of Children's Services, Senior Managers 	<ul style="list-style-type: none"> July 21 Apr-20 May-20 Dec 2020 April-21 July -20 April-21 Jan-21 Apr-21 Apr-21 Jul-20 Oct-20 Oct-20 	<ul style="list-style-type: none"> Reduce the number of absence days per employee Monthly Review Six-weekly review of R&R action Plan SDPS reviewed bi monthly Staffing stability in core social work teams Exit interviews to be offered to all leavers Overall and social worker stability % of agency staff Planning to be reviewed 6 weekly Tracking of social worker allocations per child Compliance with caseload aspiration in Caseload Policy Service manager staffing stability Senior Leadership staffing stability 	<ul style="list-style-type: none"> Human Resources Human Resources HR/ Hays / Communication Department / Finance QA Unit HR HR / Finance / Hays HR / Finance / Hays HR / Finance / SSCP Data team Data team HR / Finance /EMT HR / Finance /EMT

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> <i>Executive Director, Southampton Children and Learning Service</i> <i>Head of Service, Children's Social Care</i> <i>Councillor</i> 	<p>Outcome: The Council have a compelling and ambitious vision INVESTIGATION REPORT REC 1</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>Outcome: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed INVESTIGATION REPORT REC 2</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 	<p>Dec -20</p> <p>21/22 Business cycle</p> <p>March- 21</p> <p>Sep -20</p>	<p>Staff engagement with vision development; evidence of staff connecting with vision, how it impacts upon their work with and for children and families</p> <p>Outcomes against priorities with progress reported</p> <p>Monitoring of Strategy; staff and partner engagement and feedback</p> <p>Monitoring of Meetings; feedback from staff</p>	<p>Multi agency partners</p> <p>Multi agency partners</p> <p>Communications Team</p> <p>Corporate Services</p>

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care Councillor Principal Social Worker 	<p>Outcome: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed INVESTIGATION REPORT REC 2</p> <ul style="list-style-type: none"> Quarterly safeguarding assurance meeting 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 Staff reference Group to support the delivery of the improvement plan and provide a front-line "sense check" on its effectiveness A representative of the Staff Reference Group to be included as a member of the Children's Services Improvement Board 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 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>Sep-20</p> <p>Sep-20</p> <p>Oct-20</p> <p>Sep-20</p> <p>Dec-20</p> <p>Sep-20</p> <p>Sep-20</p> <p>Dec-20</p> <p>Mar-2021</p>	<p>Meetings are scheduled, with evidence of actions arising progressed.</p> <p>Implementation of Practitioners Improvement Board Carry out annual staff surveys benchmarked against previous years (SN)</p> <p>Practitioner in attendance at Improvement Board</p> <p>Evidence of review and monthly progress updates</p> <p>Progress against Working with Families Project Plan Staff undertaking Restorative Practice training</p> <p>Monitoring of Meetings</p> <p>Monitoring of meetings/minutes</p> <p>Conference planned and coordinated prior to December 2020</p> <p>Review of service level agreement</p>	<p>Corporate Services</p> <p>Principal Social Worker</p> <p>Practice Development Team</p> <p>Corporate Services</p> <p>Working with Families Project Group</p> <p>Principal Social Worker</p> <p>Corporate Services</p> <p>Communications Team</p> <p>SCC Support Services</p>

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care Councillor Head of Service HR 	<p>Outcome: Introduce a compelling workforce strategy that ensures Southampton is the destination of choice for experienced and capable social workers and managers.</p> <p>INVESTIGATION REPORT REC 4</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 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) 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 Review the ICT equipment currently available to all officers in the service and prioritise the service in the roll out of new technology Ensure that front line officers are actively involved in the design of the new case management system 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 Review accommodation requirements for all services to ensure that all officers have appropriate accommodation to meet the needs of their service and young people 	<p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Dec-20</p> <p>Dec-20</p>	<p>Monitoring of Recruitment and Retention Plan</p> <p>Communication Strategy</p> <p>Caseload aspiration is 18 per social worker</p> <p>ICT Plan / SWOW Programme</p> <p>Improved integrity and accuracy of data / Practitioner rep on Implementation Board</p> <p>Reviewed and monitored SLA</p> <p>Progression of Smarter Ways of Working Programme (SWOW)</p>	<p>HR/ Hays / Communication Team / Finance</p> <p>Communication Team</p> <p>HR/ Hays / Communication Team / Finance</p> <p>ICT/Care Director Provider / CC, Project Team</p> <p>CCM Project Team</p> <p>SCC support services</p> <p>SWOW Team</p>

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> <i>Executive Director, Southampton Children and Learning Service</i> <i>Head of Service, Children's Social Care</i> <i>Councillor</i> <i>Hampshire LA</i> 	<p>Outcome : Ensure the council has a regular independent assessment of the effectiveness of its children's social care services</p> <p>INVESTIGATION REPORT REC 5</p> <ul style="list-style-type: none"> Advance plans to expand the membership of the Children's Services Improvement Board to include key partners Revise the improvement plan in line with feedback from the independent review of the plan and associated documents Undertake broad engagement and communication activity with officers and partners on the content and key areas of the improvement plan Commission a quarterly independent assessment of the quality of practice and associated report, which will be presented to the improvement board and cabinet members Expand the independent expert support offer in partnership with Ofsted and DfE 	<p>Sep -20</p> <p>Sep-20</p> <p>Oct -20</p> <p>Nov-20</p> <p>Sep-20</p>	<p>Quorum of meeting to include Partner representatives / Review TOR of Board</p> <p>Revised Plan agreed with monthly updates and bi monthly commentary</p> <p>Engagement with officers forms part of the Communication Strategy</p> <p>Quarterly updates and review discussed with Services. QA Unit engaged with reviewer in embedding learning into service QA framework</p> <p>Service engagement in Partners in Practice</p>	<p>Multi agency partners</p> <p>Hampshire Partners in Practice</p> <p>Communications Team</p> <p>Independent Reviewer</p> <p>Hampshire Partners in Practice</p>

Quality Assurance

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Quality Assurance Unit Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance QA activity is reflected across the service delivery plans <p>Core Ofsted recommendations:</p> <p><i>'Management provide advice for social workers on how to undertake direct work with children and regular reflective practice on their progress.'</i></p> <p><i>'Assessment and Plans are of a high quality to children get the right help quickly and that its impact is clearly measured.'</i></p>	<p>Outcome: Social workers feel confident in undertaking direct work with children and have regular reflective practice on their progress</p> <ul style="list-style-type: none"> Audits to show consistently good quality supervision Audits to show consistently good quality direct work Embed Reflective Practice 	<p>Jan-21</p> <p>Jan-21</p> <p>Mar-21</p>	<p>% audits graded good or outstanding</p> <p>% audits graded good or outstanding</p> <p>Participation in reflective activity (learning circles; reflexive supervision; reflective group sessions)</p>	<p>Operational Teams</p> <p>Operational Teams</p>
	<p>Outcome: Children have Lasting and Trusting Relationships with their Independent Reviewing Officers</p> <ul style="list-style-type: none"> Consistency of Independent Reviewing Officer function Improved timescales for responding to IRO Alerts/Complaints and CP problem resolution 	<p>April -21</p> <p>Mar-21</p>	<p>Evidence of case tracking by all IROs. IRO staffing stability Reduce number of IROs that children are allocated</p> <p>Complaints /Alerts to meet corporate/local standard timescales Reduce number of stage 1 complaints</p>	<p>Operational Teams; ; Communications Team</p> <p>HR; Hays, Data Team</p>
	<p>Outcome: Assessment and Plans are of a high quality to children get the right help quickly and that its impact is clearly measured.</p> <ul style="list-style-type: none"> Service compliance against audit programme Promotion of Research in Practice Make sure that panel framework is maintained and impact is evident 	<p>Oct-20</p> <p>Jul-20</p> <p>May-20</p>	<p>% of scheduled audits have been carried out</p> <p>% of staff registered are using RIP by usage breakdown</p> <p>Evidence of weekly and monthly panels</p>	<p>Managers if Teams and Services (MOTAS)</p> <p>Research in Practice</p> <p>Legal Services; Business Support</p>
	<p>Outcome: Improved integrity and accuracy of data; Compliance with regularity of Panel / meetings:</p> <p><u>Phase 2</u></p> <ul style="list-style-type: none"> Make sure that data integrity is flagged as a priority within Client Case Management System implementation Fully implement model of practice 	<p>May 21</p> <p>Oct-21</p>	<p>Reporting framework shows % accuracy of output after implementation of Care Director</p> <p>Evidence of practice model methodology used in all relevant cases and impact</p>	<p>CCM project team; data team</p> <p>Signs of Safety / Elia</p>

Quality Assurance

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:'</p> <p><i>Head of Service, Children's Social Care</i></p> <p><i>Head of Service HR</i></p>	<p>Outcome: Invest in managers and staff to deliver high quality services for children.</p> <p>INVESTIGATION REPORT REC 3</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 Ensure regular appraisals are undertaken and that development needs are identified and met Review current supervision arrangements to ensure that they are high quality, supportive, challenging and monitored Ensure that managers and front-line staff have sufficient capacity to take part in high quality supervision and support Review practice standards to ensure they follow best practice in improving outcomes for children and young people and that they are understood by managers and front-line officers Progress the revision of the quality assurance framework and systems following the recent independent review Review the performance management framework and reporting to ensure that it monitors compliance, volumes and timeliness and the effectiveness of outcomes; 	<p>Dec-20</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Dec-20</p> <p>Nov-20</p> <p>Dec-21</p>	<p>Offer reviewed and info cascaded to staff Uploaded to Policy Hub</p> <p>Appraisal completion data</p> <p>Review of supervision guidance</p> <p>Supervision audits; training completion</p> <p>Practice Standards Reviewed, cascaded to staff and uploaded to Policy Hub</p> <p>Completed revision of QA Framework, cascaded to staff and uploaded to the Policy Hub</p> <p>Completed revision of PMF</p>	<p>Corporate Learning and Development Team; Human Resources; Communications Team.</p> <p>Corporate Learning and Development Team; Human Resources.</p> <p>Policy Team</p> <p>Corporate Learning and Development Team</p> <p>Policy Team; Communications Teams</p> <p>Policy Team; Hampshire Partners in Practice</p> <p>Data Team; Human Resources.</p>

Early Help

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Early Help Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Early Help and Prevention Quality Assurance <p>Core Ofsted Recommendation:</p> <p><i>Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</i></p>	<p>Outcome: A Comprehensive Integrated Early Help Service</p> <ul style="list-style-type: none"> Retain focus on number of EH / Common / Targeted Assessments Increase % of children open with assessment / plans Increase % of locality team allocations in <10 days from referral to Early Help Hub Improve Gradings in Year of the Child 2020 Longitudinal Thematic Audit <ul style="list-style-type: none"> Increase % of rapid response new referrals seen within 5 days Audits to show consistently good quality direct work <ul style="list-style-type: none"> Analyse % of re-referrals into Early Help Analyse % cases stepped up 	<p>Oct-20 Jul-20 May-20</p> <p>Oct-20</p> <p>Jun-20 May-20</p> <p>Oct-20 Oct-20</p>	<p>Number of open assessments % open plans % children seen within 10 days of referral</p> <p>% audits graded good or outstanding</p> <p>% of Families seen within 5 days of referral to EH % audits graded good or outstanding</p> <p>% re-referrals into EH in past 12 months % of cases stepped up to Children’s Social Care</p>	<p>Solent NHS / Data Team Solent NHS / Data Team Solent NHS / Data Team</p> <p>QA Unit</p> <p>MASH QA Unit</p> <p>Data Team EH Rapid Response Team / EH Hub</p>

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care MASH Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> MASH Early Help and Prevention Assessment Quality Assurance <p>Core Ofsted Recommendation:</p> <p><i>'Decision making in the MASH adheres to local guidance and children do not experience unnecessary statutory assessments.'</i></p>	<p>Outcome: Decision making in the MASH adheres to local guidance and children do not experience unnecessary statutory assessments</p> <ul style="list-style-type: none"> Monitor level of contacts received Understand application of thresholds - P'ship Audits with multi agency networks Ensure that referral thresholds are understood by partner agencies Develop monthly learning circles between Assessment and MASH colleagues to check on decision making Partner's MASH Navigator joint Training - Attendance at MASH Induction training for new MASH Navigators (Partners) Ensure time from referral received / recorded to completion by MASH was 24 hours / 1 working day or less Coordinate 6 monthly health checks of referral and decision making with partners <p>Outcome: All referrals to MASH are well informed and appropriate</p> <ul style="list-style-type: none"> Monitor the level of contacts that become new referrals of Children In Need (CiN) Monitor the rate of new referrals of Children in Need (CiN) per 10,000 (0-17 year olds) in past six months Analyse the gradings in weekly MASH Management Audits <p>Outcome: Concerns for children's safety OOH are dealt with swiftly and proportionately</p> <ul style="list-style-type: none"> Analyse data and cases studies to show impact of EDT response <p>Outcome: Delivery of Local Authority Designated Officer (LADO) is robust and has clear senior management oversight</p> <ul style="list-style-type: none"> Convene management audits to understand impact of LADO, Convene independent audit of LADO function 	<ul style="list-style-type: none"> Oct -20 Feb-21 Feb-21 Mar-21 Mar-21 Oct-20 May-20 Oct-20 Oct-20 Jun-20 Dec-21 Oct-20 Jan-21 	<ul style="list-style-type: none"> Number of contacts received in preceding six months Evidence, through audit, of appropriateness of referrals across referral sources Review of Continuum of Need document by MASH and strategic partners Evidence of monthly learning circles recorded where decision making was discussed % of new P'ship Navigators receive MASH Training % of referrals completed within 24 hours Completion of six monthly health checks % of conversion from contact to referral Rate per 10,000 0 – 17 year olds, Children in Need % of cases graded good or outstanding Monthly case exemplar showing good practice and identifying any barriers to effective service delivery. % of EDT contacts are progressed within 1 WD Bi-monthly senior manager audit to provide assurance of robust decision making Bi-annual independent review of LADO function 	<ul style="list-style-type: none"> Safeguarding Children Partnership Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Data Team; SESLIP regional improvement partnership Data Team; SESLIP regional improvement partnership QA Unit QA Unit Head of Service - Safeguarding, Integrated and Specialist Services

Assessment

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Assessment Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment MASH Protection and Court Children's Resource Service Quality Assurance <p>Core Ofsted Recommendation:</p> <p><i>Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</i></p>	<p>Outcome: Prompt and Proportionate responses to children at risk</p> <ul style="list-style-type: none"> Monitor the level of Section 47 (S47) enquiries started Monitor % of Strategy Discussions held within 1 Working Day of the Referral outcome being progress to CP Strategy Discussion (MASH) Quarterly dip sampling of attendance at Strategy Discussions Analyse Gradings in Thematic Audits <p>Outcome: Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</p> <ul style="list-style-type: none"> Monitor timeliness of completion of Single Assessments (SA) Monitor timeliness of case allocation after referral <p>Outcome: Children benefit from effective Child Protection Planning</p> <ul style="list-style-type: none"> Audit of Conference outcomes, reports and minutes (including problem resolution) Monitor levels of appropriate children who engage with CP Champions <p>Outcome: Children are protected through the consistent and appropriate use of Child Safety Agreements</p> <ul style="list-style-type: none"> Analysis of Gradings in Thematic Audits Level of staff engagement in Domestic Abuse Training Level of staff engagement in Risk Mgt Framework Training 	<ul style="list-style-type: none"> Oct-20 Dec-21 Dec-21 Dec-21 Apr-20 Dec-21 Dec-21 Dec-21 Dec-21 July -21 July-21 	<ul style="list-style-type: none"> Number and rate of sec.47 enquiries starting % of strategy discussions held within 1 WD % attendance of those involved with the case providing information % of audits graded good or outstanding % of single assessments completed within 45 days % of cases allocated within 48 hours % of Case Conferences audited where evidence Thresholds are being applied % of children who benefit from referral to and engage with Child Protection Champions % audits graded good or outstanding % of staff engaging in training % of staff engaging in training 	<ul style="list-style-type: none"> Hampshire Constabulary; SESLIP Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Data Team Data team Children's Social Care Business Support ; Child Protection Champions Independent Domestic Violence Advisory Service Independent Domestic Violence Advisory Service Independent Domestic Violence Advisory Service

Elective Home Education

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Education and Learning Service Elective Home education Service Manager <p>Linked Service Delivery Plan:</p> <ul style="list-style-type: none"> EHE Action Plan Protection and Court Quality Assurance 	<p>Outcome: Local Authority awareness of and response to children not placed in school</p> <ul style="list-style-type: none"> Monthly reporting of children in priority groups (CP / CIN / YOS) who are EHE and have been allocated % of EHE cohort visited Production of monthly report 	<p>Jul-20</p> <p>Mar-21</p> <p>Apr-20</p>	<p>% of cases allocated</p> <p>% of priority groups visited</p> <p>Monthly report to Service Lead to be produced</p>	<p>Schools; Children's Social Care; Youth Justice</p> <p>Schools; Children's Social Care; Youth Justice</p> <p>Schools; Children's Social Care; Youth Justice</p>

Special Educational Needs and Disabilities

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Education and Learning Service Special Educational Needs and Disabilities Service Manager Clinical Commissioning Group <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> SEND Partnership Plan Children with Disabilities Quality Assurance 	<p>Planning and review of education provision (include resource units, special schools and post 16)</p> <ul style="list-style-type: none"> Present proposals to Cabinet requesting permission to consult Formal Consultation Final decision on proposals <p>Ensure systems for transition and preparation for adulthood are robust</p> <ul style="list-style-type: none"> Evidence of awareness raising in respect of the transition pathway/best practice guidance Improved pathway for young people transitioning from CAMHS Improved effectiveness of Transitions Operational Group (TOG); ensuring this identifies the needs of young people in out of city placements currently in Yr 10 and planning for their future support Development and implementation of Transition Audit tool to measure effectiveness of implementation and impact of the pathway/best practice guidance. 	<p>Jul-21 Jul-21 Jul-21</p> <p>Sep-20 Sep-20</p> <p>Mar-21 Mar-21</p>	<p>Implementation after final decision making</p> <p>Evidence of training , awareness raising and promotion of transitions pathway. Confirmation of service offer and pathway Parents will have options for young people with SEND beyond the age Of 16</p> <p>% of audits graded good or outstanding</p> <p>% of audits graded good or outstanding</p>	<p>SEND Partnership Board</p> <p>Jigsaw / Adults Services / CCG CAMHS</p> <p>Jigsaw / Adults Services / CCG</p> <p>Jigsaw / Adults Services / CCG</p>

Children in Need of Help and Protection

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children’s Social Care Children in Need of Help and Protection Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment Protection and Court Looked after Children Missing Exploited Trafficked Children with Disabilities Children’s Resource Service Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>‘The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured.’</i></p> <p><i>‘Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress.’</i></p>	<p>Outcome: Prompt Pre-proceedings</p> <ul style="list-style-type: none"> Maintain PLO tracking system with Senior Mgt oversight Monitor level of children have pre proceedings starting within 15 WDs of date of decision to enter pre-proceedings Monitor level of Pre proceeding assessments completed within 16 weeks from the pre-proceeding meeting Dip Sampling examples of pre-proceedings letters Engage with judiciary and CAFCASS <p>Outcome: The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured</p> <ul style="list-style-type: none"> Monitor number of children becoming Looked After children Convene thematic audits for quality of work for cases stepping down Analyse gradings in Thematic Audits for Looked After Children <p>Outcome: Effective interventions with families.</p> <ul style="list-style-type: none"> Monitor level of staff engagement with Domestic Abuse; parental MH and / or parental substance misuse training . Analyse Gradings in Thematic Audits – (DA / SM / MH) 	<ul style="list-style-type: none"> Oct-21 Apr-21 Apr-21 Oct-21 Jul-20 Mar-21 May-21 May-21 Oct-20 Apr-21 	<ul style="list-style-type: none"> Evidence of each weekly legal planning meeting Monthly percentage Monthly review of percentage % of letters audited that evidence use of plain language Evidence of CLT approach to key stakeholders to brief on progress for court work. Total number of Looked after Children, reviewed on a monthly basis % of audits graded good or outstanding % of audits graded good or outstanding % of staff attending training % of audits graded good or outstanding 	<ul style="list-style-type: none"> Business Support Legal services; business support Legal services; business support QA Unit CAFCASS; Family Court Edge of Care; QA Unit QA Unit QA Unit Practice Development Team QA Unit

Children in Need of Help and Protection (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Children in Need of Help and Protection Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance Assessment Protection and Court Looked after Children Missing, Exploited Trafficked Children with Disabilities Children's Resource Service Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>'The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured.'</i></p> <p><i>'Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress.'</i></p>	<p>Outcome: Effective interventions with families.</p> <ul style="list-style-type: none"> Ensure practitioners receive briefings on 'Social Work Practice Management and Standards' Ensure staff have signed to agree understanding of the standards Undertake viability study for implementation of Signs of Safety Analyse gradings in Thematic Audit focussed on the Impact of Restorative Practice approaches upon casework. Provide evidence of engagement with Teams re Level 2 Training with Restorative Practice examples identified Monitor level of children who have a permanence placement plan by their 2nd review <p>Outcome: Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress</p> <ul style="list-style-type: none"> Monitor the level of children subject to CP Plan seen in the last 15 WD Monitor the level of children subject to CPP seen alone <p>Outcome: Children subject to CP Planning have Outcome focussed plans</p> <ul style="list-style-type: none"> Monitor the number of children subject to child protection planning Monitor core group performance - % convened in timescale Analyse outcomes of CPP management audits 	<ul style="list-style-type: none"> Mar-21 Mar-21 Oct-21 Oct-21 Oct-21 Jan-21 Jan-21 Jan-21 Jan-21 Oct-20 Oct-21 Jul-20 	<ul style="list-style-type: none"> % of staff attending briefings % signing to acknowledge receipt of standards Evidence of Signs of Safety viability study % of audits graded good or outstanding Case studies / exemplars of practice from training % of children who have a permanence plan by second review % of children subject to CPP seen within 15 WD % seen alone in the last 4 weeks Total number of children subject to CPP, reviewed on a monthly basis % of children subject to planning who have Core Groups held within timescale % of audits where decision making was assessed to be defensible 	<ul style="list-style-type: none"> PACT Service Manager /QA Unit PACT Service Manager / QA Unit Elia / CCM Project Team QA Unit Workforce Development Team Data Team / IRO Team Data Team Data Team QA Unit / Data Team Safeguarding Children Partnership / Data team QA Unit

Missing, Exploited, Trafficked

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Children's Resource Service Manager Missing, Exploited, Trafficked (MET) Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Missing, Exploited, Trafficked Protection and Court <p>Core Ofsted Recommendation</p> <p><i>'The quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.'</i></p>	<p>Outcome: Prompt response to missing children</p> <ul style="list-style-type: none"> Monitor the level of Return Home interviews that are held within 72 hours. Analyse the level of children who go missing being offered a RHI. <p>Outcome: Effective direct work</p> <ul style="list-style-type: none"> Evidence ways of partnership working that keeps children safe <p>Outcome: Vulnerable children are closely monitored</p> <ul style="list-style-type: none"> Evidencing that MET actions (tracker) are completed prior to closing referral <p>Outcome: Looked after Children accommodated outside of Southampton receive return home interviews.</p> <ul style="list-style-type: none"> Monitor number and % of missing LAC offered RHI. <p>Outcome: The quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured</p> <ul style="list-style-type: none"> Analyse quality of risk assessments in Thematic Audits 	<p>Oct-21</p> <p>Oct-21</p> <p>Jan-21</p> <p>Jul-20</p> <p>Jan-21</p> <p>April-21</p>	<p>% of RHI that are completed within 72 hours.</p> <p>% of children (viable) who go missing offered a RHI. % of (viable) missing episodes where RHI was offered</p> <p>Monthly MET Ops Panel to be convened</p> <p>Evidence of maintenance of MET tracker</p> <p>% of looked after children offered a return home interview. Where a RHI does not take place the reason will be recorded and the strategy to engage with the looked after children explored.</p> <p>% of audits graded good or outstanding</p>	<p>Hampshire Constabulary</p> <p>Hampshire Constabulary</p> <p>MET operational group</p> <p>MET operational group</p> <p>National Youth Advocacy Service</p> <p>Children's Social Care / QA Unit</p>

Children's Resource Service

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Children's Resource Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment Protection and Court Quality Assurance <p>Core Ofsted Recommendation</p> <p><i>'The Quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measures'.</i></p>	<p>Outcome: Effective support to prevent deterioration of home circumstances</p> <ul style="list-style-type: none"> Monitor number of Edge of Care referrals Monitor level of cases showing significant improvement between start and latest 'goal-based scores' Monitor number of open EoC cases Monitor level of Edge of Care children that have remained with their family - Monthly data set <p>Outcome: Evidence of impact of specialist assessments and interventions with families</p> <ul style="list-style-type: none"> Analyse Specialist Assessment Team, Behavioural Resource Service and Family Drug and Alcohol Court case exemplars. <p>Outcome: The Quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measures.</p> <ul style="list-style-type: none"> Ensure that assessments and plans are of a good quality - Analysis of gradings in thematic audits 	<p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Mar-21</p> <p>Oct-20</p>	<p>Cumulative monthly total</p> <p>% of cases showing improvement from monthly data set</p> <p>Monthly total</p> <p>% of cases from monthly data set</p> <p>Service to provide case studies each quarter</p> <p>% of cases graded good or outstanding</p>	<p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Quality Assurance Unit</p>

Youth Justice

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> • <i>Head of Service,</i> • <i>Integrated and Specialist Service</i> • <i>Youth Offending Service Manager</i> <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> • <i>Youth Justice Improvement Plan</i> • <i>Quality Assurance</i> 	<p>Outcome: YOS will be appropriately resourced</p>			
	<ul style="list-style-type: none"> • Recruit suitably qualified workers . 	Mar-20	Statutory partner contributions will be confirmed for the current year and appropriate staff recruited	Youth Justice Management Board
	<p>Outcome: Educational attainment of young people known to YOS will improve</p>			
	<ul style="list-style-type: none"> • Improve ETE outcomes for children who offend. 	Sep-20	% of children known to YOS who are engaged in education, employment or training (EET)	ETE Strategic Leads at YJMB; Violent Reduction Co-ordinator; Targeted and Restorative Service Lead
	<p>Outcome: YOS premises are safe</p>			
	<ul style="list-style-type: none"> • Youth Justice Management Board will receive report covering health and safety at Church View. Capital resource to be identified to achieve safe operation of building and/or identify alternative location 	Jan-21	Completion of report and confirmation of action plan to respond to findings.	Building Services
	<p>Outcome: YOS partnership governance will be effective</p>			
	<ul style="list-style-type: none"> • The partnership will agree the Youth Justice Strategic Plan and ensure appropriate representation on the Board. 	Jan-21	Evidence of Board Members to provide agreed level of senior representation at YJMB and Board members providing direction and leadership to the YOS; ensuring compliance with statute and good governance arrangements.	Youth Justice Management Board
<p>Outcome: BAME over-representation will be understood and addressed</p>				
<ul style="list-style-type: none"> • Understand and respond to level of BAME offending in relation to population 	Jan-21	% of BAME in Southampton and comparison with SN and highly performing services	Violence Reduction Unit	
<p>Outcome: Plans for young people will be effective</p>				
<ul style="list-style-type: none"> • Improve quality of plans 	Oct-20	Evidence of service compliance with National Standards	QA Unit	
<p>Outcome: Out of Court assessments will be effective</p>				
<ul style="list-style-type: none"> • Improve quality of FTE assessments 	Jan-21	Evidence of service compliance with National Standards FTE rate per 100,000 10 – 17 years..	Hampshire Constabulary/ Early Help Services	

Looked after Children

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children’s Social Care Looked After Children Service Manager Service Manager, Protection and Court <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Looked after Children Care Leavers Protection and Court Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>‘The quality of assessments and plans ensure that all children get the right help quickly and that it’s impact is clearly measured.’</i></p> <p><i>‘Children and YP are placed in suitable accommodation with discontinued use of Bed and Breakfast accommodation’.</i></p> <p><i>‘Better Management Advice for social workers on how to undertake effective work with children.’</i></p>	<p>Outcome: Children achieve permanence in a timely manner</p> <ul style="list-style-type: none"> Monitor number of Looked After children Monitor level of LAC children with a recorded permanence plan Monitor level of LAC (numbers) who have been matched and had permanence plan (LT Fostering) ratified at permanence panel <p>Outcome: The quality of assessments and plans ensure that all children get the right help quickly and that it’s impact is clearly measured</p> <ul style="list-style-type: none"> Monitor level of LAC with an authorised care plan Ensure effective and Child centred CIC review process - Analysis of IRO Alerts Monitor level of LAC Reviews scheduled in the month held within timescale Check quality of work for children ceasing to become looked after Ensure SMART and detailed individual Planning for each child / and siblings - <p>Outcome: Children and YP are placed in Suitable with discontinued use of Bed and Breakfast accommodation</p> <ul style="list-style-type: none"> Ensure that placement sufficiency strategy is reviewed and approved - Monitor level of Looked After Children placed >20 miles from LA Cease placement of Looked after Children Placed in emergency beds / B&B 	<p>Mar-21</p> <p>Apr-21</p> <p>Apr-21</p> <p>Oct-20</p> <p>Nov-20</p> <p>Oct-20</p> <p>Nov-20</p> <p>Apr-21</p> <p>May-20</p> <p>Jan-21</p> <p>Jul-20</p>	<p>Total number of Looked after Children, reviewed on a monthly basis</p> <p>% of children with permanence plan recorded on case management system</p> <p>% of looked after children matched and with permanence pan</p> <p>% of LAC with authorised care plan</p> <p>Compliance with local escalation policy</p> <p>% of reviews held within timescale</p> <p>% of audits graded good or outstanding</p> <p>% of audits graded good or outstanding</p> <p>Approval of sufficiency strategy. Number / percentage of children in own provision</p> <p>% of children placed > 20 miles from Southampton</p> <p>Number of children placed in Bed and Breakfast on a monthly basis</p>	<p>EoC; Data Team</p> <p>Business Support, IRO team</p> <p>Business Support; IRO team</p> <p>IRO Team; Business Support Operational Teams</p> <p>Data Team, IRO team</p> <p>LAC and PACT Service Managers / QA Unit</p> <p>QA unit</p> <p>Integrated Commissioning Unit; Fostering Service; Communications Team; HR; Finance</p> <p>Placements Team</p> <p>Corporate Parenting Committee</p> <p>Integrated Commissioning Unit; Housing</p>

Looked after Children (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Looked After Children Service Manager Service Manager, Protection and Court <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Looked after Children Care Leavers Protection and Court Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>'The quality of assessments and plans ensure that all children get the right help quickly and that it's impact is clearly measured.'</i></p> <p><i>'Children and YP are placed in suitable accommodation with discontinued use of Bed and Breakfast accommodation.'</i></p> <p><i>'Better Management Advice for social workers on how to undertake effective work with children.'</i></p>	<p>Outcome: Children and YP are Involved and Participate in in decisions that affect them</p> <ul style="list-style-type: none"> Increase the level of children aware of why they are in care Appoint Life story lead and measure impact of their engagement with children Monitor the number of social workers attending Finding the Right Words training Provide evidence that the service listens and responds to the views of Children and YP through our work with them . Promote attendance of LAC and Careleavers at Children in Care Council and Corporate Parenting Board / Forums Monitor number of Children Using Mind of My Own <p>Outcome: Effective Partnership and collaborative working to meet the mental health needs of Children and YP</p> <ul style="list-style-type: none"> Embed a mental/emotional health worker within the Looked After Children and Care Leaver's Service Ensure Strengths and Difficulties Questionnaire Completion by key Stakeholders <ul style="list-style-type: none"> Monitor level of LAC's Health Assessments completed to include Dental health, vaccinations <p>Outcome; Better Management Advice for social workers on how to undertake effective work with children</p> <ul style="list-style-type: none"> Ensure regular reflective discussion on children's progress - Analysis of quality of Supervision <p>Outcome: Senior Leaders are appraised of looked after children's educational progress:</p> <ul style="list-style-type: none"> Report to Improvement Board by Virtual Head 	<ul style="list-style-type: none"> Oct-20 Apr-21 Oct-20 Oct-20 April-21 Jan-21 Mar-21 Mar-21 Apr-21 Jan-21 Nov-20 	<ul style="list-style-type: none"> % of children aware of why they are in care Recruitment into post. Agree process for Life story work completion % social workers in PACT and LAC attending training % of audits graded good or outstanding Ensure attendance is recorded, monitored and promoted. Numbers of children using Mind of My Own on a monthly basis Worker identified and embedded SDQ completion referenced in assessments and plans. % of health assessments completed % of audits referenced good or outstanding Attainment and attendance measures for looked after children's progress. 	<ul style="list-style-type: none"> Bright Spots HR Practice Development Team Operational Teams / QA Unit Operational Teams / Corporate Parenting Committee QA Unit; Participation Officer Behavioural Resource Service Data Team; LAC Health Leads LAC Health Leads QA Unit Virtual School

Care Leavers

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> • <i>Head of Service, Children's Social Care</i> • <i>Care Leavers Service Manager</i> <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> • <i>Looked after Children</i> • <i>Quality Assurance</i> <p>Core Ofsted Recommendation</p> <p><i>'Children and YP are placed in Suitable with discontinued use of Bed and Breakfast accommodation'</i></p>	<p>Outcome: Children and YP are placed in Suitable accommodation with discontinued use of Bed and Breakfast accommodation</p> <ul style="list-style-type: none"> • Monitor level of Care Leavers in contact and in suitable accommodation • Cease placement of Looked after Children Placed in emergency beds / B&B <p>Outcome: Care Leavers will benefit from Comprehensive and Effective risk management and pathway planning</p> <ul style="list-style-type: none"> • Monitor level of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan • Analyse gradings in Thematic Audits <p>Outcome: Better Education Training and Employment outcomes</p> <ul style="list-style-type: none"> • Monitor level of Care leavers not in contact or NEET (either not in contact, or in contact and NEET) • Monitor number of hits on LAC/Care Leavers website <p>Outcome: Better Health outcomes</p> <ul style="list-style-type: none"> • Report on the number of care leavers with health passports 	<p>Oct-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Jan-21</p> <p>Oct-20</p> <p>April-21</p> <p>Jul-20</p>	<p>% of care leavers in suitable accommodation</p> <p>Number of children placed in Bed and Breakfast on a monthly basis</p> <p>% of care leavers with an authorised Pathway Plan.</p> <p>% audits graded good or outstanding</p> <p>% care leavers not in contact or NEET</p> <p>Apprenticeships advertised on website and hit rate</p> <p>% of care leavers with health passports at their 18th birthday</p>	<p>Integrated Commissioning Unit; Housing</p> <p>Integrated Commissioning Unit; Housing</p> <p>Business Support</p> <p>QA Unit</p> <p>Education Service; Careers Service</p> <p>Education Service; Careers Service</p> <p>LAC Health Leads.</p>

Fostering

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS	
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Fostering and Adoption Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Fostering Adoption Looked after Children Care Leavers Quality Assurance 	<p>Outcome: Children benefit from enhanced recruitment, provision and retention of Foster Carers</p> <ul style="list-style-type: none"> Monitor the level of placement stability meetings held. Monitor the number of placement breakdowns / disruptions / ceased. Provide evidence of social workers attending Fostering Panel Undertake Foster Carer Training Evaluation. Review of training programme quarterly <p>Outcome: Appropriate Private Fostering Arrangements are in place</p> <ul style="list-style-type: none"> Confirm number of foster carers who have attended Restorative Practice training Provide evidence of recruitment campaign having an impact on number of in-house carers Completion of Fostering Standards Audit Creation and ratification of Private Fostering Policy. Provide partnership numbers for attending Safeguarding / Private Fostering Training Provide evidence of effective recognition and progression of Safeguarding concerns <p>Outcome: Enough Sufficient Placements to meet diverse needs of children</p> <ul style="list-style-type: none"> Review foster carer recruitment strategy Provide Tier 4 fostering resource for older adolescents and report on number of placements offered 	<p>Apr-21</p> <p>Jan-21</p> <p>Jul-20</p> <p>Mar-21</p> <p>Jul-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Apr-21</p> <p>Jul-20</p> <p>Feb-21</p>	<p>Number of placement stability meetings on a monthly basis.</p> <p>Number of social workers attending on a monthly basis.</p> <p>Number of carers attending training on a quarterly basis Evidence of: foster carer training evaluation completed; Reviewed and updated training programme</p> <p>% of foster carers attending</p> <p>Number of in-house foster carers ; % in our own foster care</p> <p>Annual audit report to provide assurance on compliance</p> <p>Policy document agreed and 'go live'</p> <p>Evidence of training attendance at in house and partnership events.</p> <p>% of cases graded good or outstanding</p> <p>Strategy reviewed and 'go live' Number of placements active</p>	<p>Data Team</p> <p>Children's Social Care</p> <p>Foster Carer Network; Learning and Development</p> <p>Foster Carer Network; Learning and Development; QA Unit Corporate Parenting Committee</p> <p>Integrated Commissioning Unit; Fostering Service; Communications Team; HR; Finance</p> <p>QA Unit</p> <p>Safeguarding Partnership</p> <p>Safeguarding Partnership</p> <p>QA Unit</p> <p>Corporate Parenting Committee Finance; HR; Recruitment</p>	
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Adoption

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Fostering and Adoption Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Fostering Adoption Looked after Children Care Leavers Quality Assurance 	<p>Outcome: Adoption Arrangements managed by 'Adopt South'</p> <ul style="list-style-type: none"> Monitor level of adoptions Monitor time between entering care and placement for adoption Undertake Effective high quality Assessments <p>Outcome: Professional support is provided to adopters and adoptive families</p> <ul style="list-style-type: none"> Monitor level of adopters receiving Outline of support offer Collate monthly case studies from service and RAA. <p>Outcome: Help children to understand their birth families history, care experience and journey to adoption</p> <ul style="list-style-type: none"> Monitor number of outstanding life story books 	<p>Mar-21</p> <p>Mar-21</p> <p>Oct-21</p> <p>Apr-20 Oct-20</p> <p>Apr-20</p>	<p>Number of adoptions reported on monthly basis.</p> <p>Number of days between entering care and adoption</p> <p>Service to provide case examples on a monthly basis. % of audits graded good or outstanding</p> <p>Numbers and % of adopters engaged</p> <p>Service to provide case examples on a monthly basis. % of audits graded good or outstanding</p> <p>Number of outstanding life story books on a monthly basis</p>	<p>Adopt South; Family Court</p> <p>Adopt South; Family Court</p> <p>Adopt South; QA Unit</p> <p>Adopt South</p> <p>Adopt South; QA Unit</p> <p>Adoption Service Manager</p>

Local Safeguarding Children’s Partnership

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children’s Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Workforce Awareness of key practice themes and effective practice response.</p> <ul style="list-style-type: none"> Analyse Practitioner survey feedback regarding Neglect Toolkit; Monitor number of practitioners attending Neglect Training Monitor the number of practitioners from Agencies attending Our Practice our Learning and LSCP training. <p>Outcome: The Children and Learning Service can evidence traction against actions arising from serious case and child safeguarding practice review recommendations.</p> <ul style="list-style-type: none"> Quarterly report to Children's Improvement Board by Quality Assurance Unit Manager and Safeguarding Partnership Team Manager. 	<ul style="list-style-type: none"> Nov- 20 Jan-21 Oct-20 Sep-20 Dec-20 Nov-20 	<ul style="list-style-type: none"> % of practitioners indicating)that they are aware of toolkit. Numbers attending training on a quarterly basis Six monthly training report showing courses attended; practitioner feedback; examples of impact on practice; number of agencies / practitioners attending Quarterly submission of report to Learning and Improvement Panel and key stakeholders (Cabinet Member) % of audits graded good or outstanding Quarterly report shows progress against recommendations and highlights barriers for the Board’s attention, so as to support resolution. Progress will be tracked through Board minutes. 	<ul style="list-style-type: none"> Safeguarding Children Partnership Practice Development Team Safeguarding Children Partnership; Practice Development Team Meeting support Children's Social Care Safeguarding Children Partnership

Local Safeguarding Children's Partnership (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children's Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Children and Learning Service to improve outcomes for children experiencing sexual abuse in the family environment, by responding to the recommendations of the Freddie SCR:</p> <ul style="list-style-type: none"> SCP to request information about the consistency of Chairs for Child Protection Conferences over the last 12 months and, where there has been inconsistency i.e. more than one Chair, seek assurance that the Plans for children subject to Child Protection Plans are fit for purpose and have pace. the SCP to seek assurance about the quality, effectiveness and compliance with Core Groups when children are subject Child Protection Plans and an update on actions taken to remedy the points raised in the March 2018 audit conducted by Children's Services. The SCP to seek an update about progress on actions arising from the April 2018 audit conducted by Children's Services which looked at cases of intra- familial child sexual abuse, and to examine blocks and barriers to effective multi agency work around the issue of child sexual abuse For Southampton Children's Services to assure the Safeguarding Partnership that there is a robust system for seeking legal advice, sharing information, recording legal planning meetings and tracking outputs - all in a timely manner. This should include a process for monitoring any gatekeeping which may act as a barrier to gaining a legal perspective on a case where there may be threshold disagreements To increase the knowledge and confidence of front line practitioners, in particular social workers, school nurses and police in assessing and working with cases where child sexual abuse and exploitation may feature For the SCP to seek assurance from Southampton Children's Services about the quality of management supervision and employee welfare, plus management scrutiny and oversight in Children's Services for cases where child sexual abuse and exploitation are features 	<p>Dec-20</p> <p>Dec-20</p> <p>Oct-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p>	<p>Report to the Serious Incident and Learning (SILG) subgroup of the Safeguarding Children Partnership.</p> <p>Report to the Serious Incident and Learning (SILG) subgroup of the Safeguarding Children Partnership</p> <p>Update by Child Protection Advisor and QA Unit Manager.</p> <p>Safeguarding update to Safeguarding Children Partnership by Head of Service (CSC) and Senior Solicitor.</p> <p>Embedding of CSAFE training programme; evidenced by training completion figures and staff surveys.</p> <p>Supervision guidance launched; supervision training completion; % of cases graded good or outstanding</p>	<p>Safeguarding Children Partnership / Child Protection Advisor.</p> <p>Safeguarding Children Partnership / Child Protection Advisor.</p> <p>Child Protection Advisor.</p> <p>Head of Service (CSC)/ Senior Solicitor</p> <p>Safeguarding Children Partnership / Learning and Development / Communications Team.</p> <p>Leaning Development Team / Practice Development Team.</p>

Local Safeguarding Children’s Partnership (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children’s Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Children and Learning Service to improve outcomes for children experiencing sexual abuse in the family environment, by responding to the recommendations of the Freddie SCR:</p> <ul style="list-style-type: none"> For the SCP to seek assurance from Southampton Children's Services that the decision making process and practice around viability assessments is robust and that decisions and assessments are completed in a timely manner Robust assessment of children and their families who present with sexualised behaviour, make disclosures, or where IFCSA is suspected Quality Assurance framework to regularly audit and analyse assessment, supervision, decision making and recording for children at risk of sexual abuse Specialist assessments should be analysed within management oversight and inform assessments External escalation processes should be clear and followed All children being presented at an ICPC should have an allocated social worker within the PACT service prior to initial conference Family members to be considered within contingency plans The decision for the use or not of child sexual abuse medicals should be reflected in the decision making within the strategy discussion Confirm access to therapeutic resources for children who have experienced sexual abuse 	<p>Mar-21</p> <p>Oct-20</p> <p>Dec-20</p> <p>Mar-21</p> <p>Nov-20</p> <p>Nov-20</p> <p>Mar-21</p> <p>Dec-20</p> <p>Jan-21</p>	<p>Thematic audit; % of cases graded good or outstanding</p> <p>Expert consultancy support for social workers undertaking assessments.</p> <p>% audits graded good and outstanding; evidence of learning informing development of new case management system.</p> <p>Thematic audit; % audits graded good and outstanding.</p> <p>Inclusion of links to HIPS escalation process in all CPC and core group minutes.</p> <p>Allocation / participation of social workers in conferences to be highlighted in weekly CP Advisor reports</p> <p>Thematic audit; % of cases graded good or outstanding</p> <p>Thematic case audit with Designated Doctor; ; % of cases graded good or outstanding</p> <p>Local offer outlined in CSAFE strategic framework</p>	<p>Practice Development Team; Fostering Service</p> <p>Child Protection Advisor / CSAFE Consultant / Lucy Faithful Foundation / Centre for Expertise (Child Sexual Abuse)</p> <p>Practice Development Team / Client Case Management (CCM) Project Team</p> <p>Practice Development Team</p> <p>Business Support / Team Standards Co-ordinators</p> <p>Child Protection Advisor</p> <p>Head of Service (CSC) / Practice Development Team</p> <p>MASH, Assessment and EDT Service Manager, Designated Doctor - Safeguarding</p> <p>HoS / Children’s Resource Service / Child protection Advisor</p>

**Improvement Plan 2020 - 21
Southampton Children and Learning Service
September 2020**

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