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Action Plan from Ofsted Inspection of Safeguarding and Looked After Children's Services

January 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 15 – Case recording Implement standardised format for supervision files as per current policy	January 2010	Director of Safeguarding and Corporate Parenting	In January 2010 a new supervision policy was introduced and a standardised format for files was implemented. New supervision files for all staff were created and distributed. Subsequent supervision file audits evidenced that the new file system is being used universally.
Priority 15 – Case recording All case decisions (including informal/'corridor' conversations) to be recorded on ICS in 'supervision'. Managers to sign off decisions.	January 2010	Practice Development Manager	Commenced January 2010, as per new policy, subsequent audits have focused upon this area and highlighted the improvement in practice.
Priority 16 – Alternative education less than 25hrs Change responsibility for planning individual tuition from Stratton PRU to the LA's Social Inclusion Manager	January 2010	Director Schools and Learning	Letter to schools and staff January 2010

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Priority 16 – Alternative education less than 25hrs Communicate change of responsibility to EOTAS staff, schools and Children's Services	January 2010	Director Schools and Learning	Letter to schools and staff available
Priority 16 – Alternative education less than 25hrs Establish up to date database of all children and young people receiving individual tuition and means to maintain it	January 2010	Social Inclusion Manager	Completed January 2010
Priority 16 – Alternative education less than 25hrs Agree budget for individual and small group tuition for 2010-11	January 2010	Director Schools and Learning	Agreed with Group Finance Manager at £460k
Priority 25 – Corporate parenting Items in the media that affect Children in Care will be referred to the Board	January 2010	Director Safeguarding and Corporate Parenting	Completed. Reports on a range of subjects; national reviews of service, policy changes etc have been presented.

March 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 16 – Alternative education less than 25hrs Identify potential additions to learning time other than small group tuition, eg, college courses, work experience, foundation learning	March 2010	Social Inclusion Manager	Working with colleges to identify options for September 2010.
Priority 16 – Alternative education less than 25hrs Develop alternative arrangements to expand allocated learning time for young people out of school	March 2010 (completed)	Social Inclusion Manager	Developing 6 centres to delivery a 15 hours learning provision. Additional 10 hours from complimentary programmes

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Priority 17 – Police powers of protection Analyse with Police previous usage of Police Powers of Protection	March 2010	Director Safeguarding and Looked After Children Services and Police	Director of Safeguarding and Corporate Parenting meeting with Police Child Protection Lead 9.3.10.
Priority 20 – A&E staff Swindon PCT to include commissioning intention in contract with the Great Western Hospital secondary that children's trained nurses will be available 24/7 within the Emergency Department	March 2010 (completed)	Assistant Director Commissioning	Included in contract with Great Western Hospital from April 2010
Priority 23 – Assessment and care plans CIC Undertake an initial audit of CIC cases to identify where assessments and care plans are absent and or out of date. Prioritise these cases for update.	March 2010	Practice Development Manager, Development & Commissioning Manager	Audit completed. CIC Care Plan has been simplified and is outcome driven. Improved monitoring for managers in place.
Priority 23 – Assessment and care plans CIC Establish working party to monitor progress	March 2010 (commenced)	Practice Development Manager	Working party established April 2010 which focused on quality of plans. Audit was undertaken to highlight areas where improvement was required. New care plan designed and implemented and flowchart for staff designed. Ongoing monitoring through IRMs.
Priority 23 – Assessment and care plans CIC Identify those workers where practice relating to care plans is an issue and offer immediate support and training.	March 2010	Team Mangers & Practice Development Manager	Individual work with officers provided and accepted. Group training sessions on care plans, outcome focused work and assessments have also taken place.

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April 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 15 – Case recording Undertake three day file audit focusing on specific areas identified in inspection – recording, supervision, and care plans 12.4.10 – 14.4.10	April 2010	Quality Assurance Team Manager	Audits completed 12, 13th and 14th April 2010
Priority 15 – Case recording Develop and pilot new comprehensive file audit tools as part of the regional work with GOSW	April 2010	Quality Assurance Team Manager	Audit tools developed April 2010. Piloted May 2010
Priority 16 – Alternative education less than 25hrs Re-structure the arrangements for tutoring students to move to small group tuition, following SBC's management of change policy	April 2010	Social Inclusion Manager	Six centres being developed to start September 2010. Total capacity 50 pupils.

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Priority 18 - HR Undertake audit of posts within Children Services to identify CRB and ISA requirements	30th April 2010	HR Business Partner, Children Services	Attendance at all SMTs during April 2010 to discuss CRB/ISA requirements. Establishment listings forwarded to all directorates for completion of audit requirements (5.5.10). Trent configured to record CRB/ISA issues
Priority 18 - HR Undertake audit of current CRB clearance	30th April 2010	HR Business Partner, Children Services	Included within the audit above
Priority 19 – Transition protocols Swindon PCT to include commissioning intention in contract with secondary providers that services will be in place to effect appropriate transition	April 2010	Assistant Director Commissioning	Included in contract with Great Western Hospital April 2010
Priority 24 - Complaints Ensure renewal of VOICE contract for 2010/11 to provide advocacy service and Independent Officers for C&YP and their families. Implement robust monitoring of contractual service provision for 2010/11	August 2010	Communication and Projects (C &P) Manager	VOICE continues to provide advocacy through the complaints process for young people. Independent investigating officers are now spot purchased as SBC is a member of the South West Group of Complaints Managers.
Priority 24 - Complaints Recruit new Complaints Manager to post (Web Development Coordinator acting as Interim Complaints Manager)	July 2010	C&P Manager	Complaints Manager started work July 2010
Priority 24 - Complaints Ensure regular attendance of Complaints Manager at Parents Advisory Group	April 2010 and ongoing	C&P Manager	Complaints Manager has attended PAG and will start to attend quarterly.
Priority 24 - Complaints Utilise the Corporate CRM system (LAGAN) to record all complaints, review “lessons learned” and report and implement improvement opportunities to improve complaint resolution.	April 2010 and ongoing	C & P Manager	In place for Social Care Complaints. Process for all CS complaints implemented July 2010.

Priority 24 - Complaints Mailshot to possible service users/support groups with a copy of the Complaints procedure using information from the Strategy and Commissioning Business Development Manager.	September 2010	C & P Manager	Mailshot not taken forward. Website information updated Jan 2011. Leaflet for parents in use February 2011. Leaflet for children and young people available Sept 2011
Priority 25 – Corporate parenting Corporate Parenting Advisory Board (CPAB) members to meet Children in Care Council (CiCC) four times a year	Start April 2010	Chair of CPAB	Completed, and members of Children in Care Council now attend Corporate Parenting Advisory Board.

May 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 15 – Case recording New Supervision Policy to be implemented	May 2010	Practice Development Manager	New Supervision Policy implemented May 2010, 2 subsequent audits have taken place and as a result the Supervision Policy was updated in July 2011.
Priority 15 – Case recording Undertake 15 file audit using new tool as part of regional pilot project	May 2010	Quality Assurance Team Manager	Completed end May 2010
Priority 16 – Alternative education less than 25hrs Implement phased introduction of revised expanded learning time for young people out of school, with priority given to the most vulnerable	May 2010	Social Inclusion Manager	Riverside Centre provision developing with 5 pupils receiving support of 12 hours per week. Lyndhurst Centre supporting pupils with individual tuition.
Priority 16 – Alternative education less than 25hrs Review implementation of expanded provision	May 2010	Director Schools and Learning	Office base for tuition established. Consultation with teaching staff completed and teachers appointed May 2010. KS4 implementation group and pupil focus group established

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			Update provided for CSLT 5th May 2010
Priority 17 – Police powers of protection Working group (including police, social care, EDS, legal) to review use and develop protocol for use of PPOP	May 10	Practice Development Manager	Working group established April 2010. Use of PPOPs reviewed. New process designed and implemented via training sessions jointly run by police and social care managers. Flowchart for police designed and implemented.
Priority 17 – Police powers of protection 1st draft protocol to LSCB Management group	11.5.10	Practice Development Manager	First draft Action Plan to LSCB Management Group 11th May 2010, signed off and accepted
Priority 18 - HR Develop ISA registration process for all new eligible employees joining authority from 1.7.10	30th May 2010	HR Business Partner, Children Services	Implementation halted in line with Government VBS review
Priority 19 – Transition protocols Swindon PCT and Swindon Borough Council to include requirement in service specification for Integrated Disabled Children Team	May 2010	Assistant Director Commissioning PCT	Saltway service specification in place 1.4.2011
Priority 23 – Assessment & care plans CIC Review role of IRM and use of care plans in review process, update procedures	May 2010	Practice Development Manager and Quality Assurance Manager	On course to be complete by end May 2010
Priority 23 – Assessment & care plans CIC Provide information to staff covering changes to procedures and impact on practice	May 2010	Practice Development Manager	Role of IRMs reviewed, new procedures implemented and ongoing role clarified.
Priority 23 – Assessment & care plans CIC Resource packs on assessment and care plans to be developed for workers	May 2010	Practice Development Manager	Procedures implemented July 2011.
Priority 23 – Assessment & care plans CIC Role out Care Planning training to workers	May 2010	Practice Development Manager	Training provided and care plans redesigned. New care planning guidance April 2011

			and new format good quality examples currently being sought and anonymised.

June 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 15 – Case recording Establish Action Plans based on outcome of audits	June 2010	Quality Assurance Team Manager	On course to be complete early June 2010
Priority 16 – Alternative education less than 25hrs Review implementation of expanded provision	June 2010	Director Schools and Learning	Update provided to CSLT 5th May 2010
Priority 17 – Police powers of protection Protocol and Implementation Plan to LSCB Board for sign-off	June 10	Practice Development Manager	To LSCB Board June 2010
Priority 18 - HR Production of central record for Children's Services staff for recording of CRB/ISA registration	30th June 2010	HR Business Partner, Children Services	Implemented and ongoing
Priority 18 - HR Consultation with CAPITA for inclusion of upkeep of central record through contract arrangements and possible linkages with TRENT HR System	30th June 2010	HR Business Partner, Children Services	Trent will hold CRB/ISA information which will enable reports to be available as and when required. Discussions still being held on possibility of holding information relating to qualifications/CPD If this is not possible we will look to hold within NMDS national system

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Priority 21 – A&E building GWH to have plans in place to develop a children's Emergency Department	June 2010	Assistant Director Commissioning	Inclusion of requirement in GWH contract and included in implementation of a common front door for Clover and Emergency department
Priority 24 - Complaints Develop information to be included in the Foster Carers/Adoption Packs.	September 2010	C & P Manager	Once the leaflet is ready this will be included.
Priority 24 - Complaints Internal promotion of the Complaints process to Service Managers so that they can advocate the service when dealing with clients.	From August 2010	C&P Manager	Once Complaints Manager has been appointed and trained this work will start.

July 2010

Actions	**DEADLINE**	**PERSON RESPONSIBLE**	**EVIDENCE OF COMPLETION & FOLLOW UP**
Priority 16 – Alternative education less than 25hrs Identify locations around the Borough to host small group tuition	July 2010	Social Inclusion Manager	Group tuition for 50 children operating in 6 locations 1.9.2010
Priority 16 – Alternative education less than 25hrs Review implementation of expanded provision	July 2010	Director Schools and Learning	Good development of provision; completed consultation with staff and recruiting full-time members of staff. Staffing the new structure has proven to be the most problematic element of the new service. In addition, the numbers requiring the service have continued to grow.

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Priority 19 – Transition protocols Develop and agree transition protocol between Adult Mental Health Services and Child and Adolescent Mental Health Services (OBMH)	July 2010	OBMH Manager	Managers & clinical staff from OBMH & AWP have been liaising regarding transition process since new provider started in April 2010
Priority 19 – Transition protocols Complete review of transition arrangements between Adult Disability and Children's Disability services and have agreed protocol in place	July 2010	ISM Disabled Children	Protocol out for consultation with parents. Final draft to Transition Strategy meeting on 02/09/10
Priority 19 – Transition protocols Monitoring of contract to confirm that this is in place and occurring	July 2010	Assistant Director Commissioning	Acute Transition Protocol Tool in development phase. Director of Operations Acute Trust attend Child Health Commissioning Group 01/07/10 and reported in action plan for GWH. Work on-going.
Priority 20 – A&E staff Monitoring of contract to confirm that this is in place and occurring.	July 2010	Assistant Director Commissioning	Action plan in place – monitored by Level 1 performance meetings.
Priority 23 – Assessment & care plans CIC Review current procedures relating to care plans and assessments for CIC, update and implement necessary changes.	July 2010	Practice Development Manager and Development Manager	Flowchart of new process issued. Training in September 2010 took place.
Priority 25 – Corporate parenting Board members will identify issues they wish to examine and set an annual work programme at the beginning of each year	July 2010	Chair of CPAB	Work programme to Corporate Parenting Board 09/10/10
Priority 25 – Corporate parenting Board members will require attendance of Directors across the Council for relevant agenda items as part of the work programme	July 2010	Chair of CPAB	Attendance monitored through minutes of LSCB

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August 2010

Actions	DEADLINE	PERSON RESPONSIBLE	EVIDENCE OF COMPLETION & FOLLOW UP
Priority 15 – Case recording Supervision training to be provided to all managers based on new policy with ongoing support via Action Learning Sets	August 2010	Practice Development Manager	3 Action Learning Sets for managers have been run and were well attended during 2011. A final set is scheduled to commence in October 2011.

September 2010

Actions	DEADLINE	PERSON RESPONSIBLE	EVIDENCE OF COMPLETION & FOLLOW UP
Priority 15 – Case recording Supervision Audit to be established six monthly	September 2010	Practice Development Manager	2 audits have been completed and a third is in the planning stages. Findings of the audit have been shared with SCPMT.
Priority 15 – Case recording Assessment, Analysis and Decision Making training for managers and workers to be provided	September 2010	Learning and Development Adviser, Swindon Learning Solutions	June 2010
Priority 16 – Alternative education less than 25hrs Launch fully revised and re-structured out of school service	September 2010	Social Inclusion Manager	Continuing strong progress. All staff are now appointed including administrator, teachers and teaching assistants. Start dates are being agreed. Centres are established at Riverside and New College. Swindon College Lyndhurst Centre and the Limes Classroom will begin to accept pupils during early

			October.
Priority 20 – A&E staff Children's nurses in post	September 2010	Assistant Director Commissioning	2 nurses trained currently. Another will complete her Paeds training in November. 1 is due to start/has already started her 6 months sabbatical, so there are basically going to be 2 in post from now going forward. This will go back up to 3 come March next year. Once they are at 3, we will be getting significantly closer to having a paeds nurse on duty at all times.
Priority 21 – A&E building Children's Emergency Department to be functioning	September 2010	Assistant Director Commissioning	Plans for a Paediatric Emergency Department (ED) are being discussed as part of the Joint Front Door/Urgent Care project. Pilot to commence Winter 2011.
Priority 23 – Assessment & care plans CIC Assessment, Analysis and Decision Making Training for managers	September 2010	Learning and Development Adviser, Swindon Learning Solutions	June 2010 – Care plan outcome focus workshops x4 run on 14/09 & 30/09 – fully booked and attended by 40 staff.
Priority 24 – Complaints Develop a Complaints Manual to make the service more robust and less reliant on an individual	March 2011	C & P Manager	Date changed to more realistic aim.

October 2010

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Actions	DEADLINE	PERSON RESPONSIBLE	EVIDENCE OF COMPLETION & FOLLOW UP
Priority 19 – Transition protocols Monitoring of contract to confirm that this is in place and occurring	October 2010	Assistant Director Commissioning	Transition protocol to SCTB 26 January 2011
Priority 20 – A&E staff Monitoring of contract to confirm that this is in place and occurring.	October 2010	Assistant Director Commissioning	Updated plan discussed and agreed at Child Health Commissioning Group 22.10.10

January 2011

Actions	DEADLINE	PERSON RESPONSIBLE	EVIDENCE OF COMPLETION & FOLLOW UP
Priority 19 – Transition protocols Monitoring of contract to confirm that this is in place and occurring	January 2011	Assistant Director Commissioning	Transition protocol to SCTB 26 January 2011
Priority 20 – A&E staff Monitoring of contract to confirm that this is in place and occurring.	January 2011	Assistant Director Commissioning	Plans for a Paediatric Emergency Department (ED) are being discussed as part of the Joint Front Door/Urgent Care project.

March 2011

Actions	DEADLINE	PERSON RESPONSIBLE	EVIDENCE OF COMPLETION & FOLLOW UP
Priority 24 - Complaints Work with the PCT to develop a joint complaints process that will offer a more streamlined service to complainants.	March 2011	C & P Manager	First meeting held and further work required to develop this further.
Priority 25 – Corporate Parenting Board members to identify at least four issues a year with the CiCC that they will follow up	March 2011	Chair of CPAB	Completed

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July 2011

Priority 25 – Corporate parenting Board members will require attendance of Directors across the Council for relevant agenda items as part of the work programme	July 2011	Chair of CPAB	This is taking place