











Children's Services - Improvement Programme - Action Plan					 			
Area for Improvement and why	Action Number	Action	Owner	Review date	Target Completion Date	RAG	Comment	Output/Outcome
<p><b>Start now - Actions in the first improvement phase have included further diagnostic activity supported by the peer support team. The diagnostic activity has informed the improvement plan. Capacity in the contact and referral and assessment teams has been increased with the addition of call handlers; social workers and an additional team manager. In addition to increasing capacity, activities in this phase are designed to deliver clarity of expectations of practice and capability for staff and managers, providing direction and guidance on key business processes and practice standards. Activity to establish business processes and tracking to support a consistent response to contacts; referrals and assessment of risk and protective factors. Initial guidance to support improved risk assessment of domestic violence referrals has been delivered to teams. This work will receive further external peer support.</b></p> <p><b>Work with partners in schools in health and with the Police are being strengthened to support processes designed to build a shared understanding of threshold for services and more critically a shared approach to the escalation and de-escalation of service responses so that children and families receive the right support at the right time.</b></p> <p><b>The pace of this work needs to be aligned with improvement activity across the 6 month period of improvement to manage expectations in a way which will build confidence in partnership working with social care teams.</b></p> <p><b>Performance management and quality assurance processes are being refocused so that intelligence can drive improvement. In this phase the frequency of supervision will be increased and management capacity reviewed across all teams.</b></p> <p><b>A fundamental difficulty that remains is that the short term improvement of the RAISE recording system pending implementation of Liquid Logic solution appears unachievable.</b></p>								
<b>Contact Centre - Review current arrangements to ensure the the service is able to respond to the range of contacts and referrals in an informed manner</b>	1.1	Visit Contact Centre in Hertfordshire to look at processes and arrangements that may work for Peterborough. Liase with Sue Williams (Hertfordshire) to make use of support offered.	Jane Scannell Mark Sandhu	28.10.11	31.01.2012		Offer from Hertfordshire sent to Peterborough Visit booked for 04 November 2011	
	1.2	Visit Contact Centre in Cambridgeshire to look at processes and arrangements that may work for Peterborough	Jane Scannell Mark Sandhu	04.11.11	10.12.11		<b>18.10.11</b> Contact has been made to arrange visit	
	1.3	Review current business processes in order to streamline activity where possible. Track from the first point of contact into the teams	Jane Scannell	04.11.11	10.12.11		Possible resource from Hertfordshire to review duty processes and team structures needs to be engaged	
	1.4	Review policies, procedures and guidance documents used by contact and Referral and Assessment staff to ensure there is a consistent framework of expectations to work to	Jane Scannell	04.11.11	31.01.12		Review of other local authority procedures to inform	Revised policies, procedures and guidance documents
	1.5	Review team structures in Referral and Assessment and transfer point to support effective working arrangements	Jane Scannell	25.11.11	31.01.12			Effective and efficient duty structures and clear referral and assessment pathway
	1.6	Review management and staffing capacity - long term staffing arrangements to be agreed	Jane Scannell	25.11.11	31.01.12		Temporary additional Team Manager and Social Worker staff to Referral and Assessment	Substantive staffing agreed to meet demand and performance requirements
	1.7	Review contact centre telephony capacity and arrangements	Jane Scannell Mark Sandhu	25.11.11	31.01.12		Interim additional call handlers and business support staff appointed	
	1.8	Review call patterns and time to answer rates (currently 40%)	Mark Sandhu	25.11.11	31.01.12		Examplars to be available	
	1.9	Review quality of current scripts	Jane Scannell Mark Sandhu	25.11.11	10.12.11			
	1.10	Call handler training to be commissioned	Mark Sandhu	25.11.11				Improve capacity to manage contacts and referrals
	1.11	Identify any possible short term fixes to electronic social care record systems to improve speed	Elaine Alexander	30.09.11				Some improvements have been made, but are limited due to the design of the software. The system is due to be replaced in 2012
<b>Resource</b>	2.1	Review management and staffing capacity in Assessment & Care Management, Permancy in Care Service and Leaving Care	Ann Goldsmith Andrew Brunt	25.11.11	30.11.11		Analysis will be based on demand data and caseload weighting tool	Appropriate allocation of staff and resources to support performance targets
<b>Review of Business Support in Social Care - to ensure the support is where it is required and the capacity is there</b>	3.1	Review current business processes in order to make best use of business support	Ann Goldsmith /Gina Ormiston	30.11.11	30.11.11		Initial review of business support specification indicates many functions captured are based on historical practice rather than current business needs	Use information to inform the future specification
	3.2	Review how the Children's Social Care budget is deployed for Business Support	Project Manager	16.12.11	16.12.11			
	3.3	Review how Business Support Services are commissioned	Project Manager	16.12.11	16.12.11			
<b>Working with the Police and Health colleagues</b>	4.1	Review arrangements to deal with initial contacts with Children's Social Care	Jane Scannell Lynn Chesterton	25.11.11				



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	4.2	Consider joining Police/County Council Multi Agency Referral Unit (MARU)	Jane Scannell	01.12.11		Initial cost benefit analysis needed Children's Social Care are represented on the Board	Medium term improvement target
	4.3	Secure email to be set up for Police Domestic Violence notifications	Andrew Brunt	30.09.11			GSI emails accounts set up
	4.4	Additional Business Support Officer to be secured	Jane Scannell	30.09.11			Complete
	4.5	Domestic Violence guidance and risk tools circulated to teams	Andrew Brunt	30.09.11			Complete
<b>Risk Assessment and Report Writing</b>	5.1	Ensure that the report to conference is completed and shared with the family prior to conference	Jane Scannell Christine Bellairs Damian Elcock	01.11.11		Consider use of draft risk/protective factors tool	Improve timeliness of reports for conference and maximise direct contact with children and parents. Completed
	5.2	Establish team tracking system from contact to referral to assessment and for S47 process to Initial Child Protection Conference	Damian Elcock Jane Scannell Christine Bellairs	30.11.11	30.11.11		
	5.3	Review format for conference report to ensure alignment with assessment	Lynn Chesterton	30.11.11	30.11.11	Consider use of Signs of Safety for conferences including a visit to families by Child Protection Co-ordinators	
	5.4	Service Manager for Integrated Safeguarding to report on timeliness of requests for conferences	Lynn Chesterton	01.11.11	30.11.11	Report monthly to performance monitoring meeting	To ensure that conferences are held within required timescale to reduce delay for families
<b>Ensure that thresholds for service access are clearly understood across the partnership</b>	6.1	Produce a threshold document	Andrew Brunt Jane Scannell Karen Moody Lynn Chesterton Judy Jones	30.11.11	10.12.11	Review meeting has been arranged to consider HCC document	Revised public access to services document
	6.2	Ensure briefings are planned and delivered for Children's Social Care staff and partners	Jane Scannell	02.11.11	10.12.11	Monthly briefing for social care staff	Monthly briefing and update of social care staff on progress
	6.3	To be discussed at Peterborough Safeguarding Children Board Front Door Workshop	Jane Scannell	02.11.11	30.11.11		
<b>Ensure consistent use of contacts and referrals to Children's Social Care by referring agencies, the standard of recording of contacts and referrals and the process for decision making in respect of each and the actions arising</b>	7.1	Re-issue the contact and referral definitions to external partners. Flow chart to be circulated	Andrew Brunt	02.11.11			Complete
	7.2	Confirm decision making process and accountabilities for CSC Team Managers	Jane Scannell	30.09.11			Complete
	7.3	Referral and Assessment Practice Handbook to be developed. Procedures to be reviewed, urgent ones to be circulated immediately. Once procedures signed off, they will make up the Handbook which will be controlled by Assistant Director.	Andrew Brunt Jane Scannell Lynn Chesterton	30.11.11	31.01.12		
	7.4	Ensure that contact staff have clear exemplars in relation to contact recording	Jane Scannell	30.11.11	10.12.11	Draft procedures that are aligned with Liquidlogic are available from Hertfordshire	
	7.5	Ensure Liquidlogic solution supports required pathways	Elaine Alexander	30.11.11			
<b>Ensure that management accountabilities for decision making are explicitly defined so that actions in relation to contact, referral, assessment and care planning are clear and consistently implemented</b>	8.1	Confirm decision making process and accountabilities for Children's Social Care Team Managers in assessment and care planning teams	Damian Elcock	16.11.11	16.11.11		Complete

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	8.2	Prepare a competence capability framework	Children's Social Care Senior Leadership Team	31.10.11	Complete		
	8.3	Prepare a delegation framework	Children's Social Care Senior Leadership Team	31.11.11	10.12.11		
<b>Strengthen the use of the performance monitoring framework and audit tools to ensure that service quality, service impact and safeguarding outcomes are routinely evaluated and reported to the Improvement Board</b>	9.1	Prepare amended Quality Assurance framework linked to performance management framework	Andrew Brunt Lynn Chesterton	28.10.11	30.11.11	Draft documents have been developed	To be part of revised Continuous Improvement Framework
	9.2	Agree process for action in response to audit findings and monitoring arrangements	Lynn Chesterton	4.11.11	30.11.11		
	9.3	Review procedures to ensure practitioners have access to clear guidance on process and practice	Andrew Brunt Lynn Chesterton	31.10.11	31.1.2012	Service Managers are reviewing procedures in their service area to identify gaps	
	9.4	Service Managers/allocated leads commentary to be added to performance reports	Andrew Brunt Lynn Chesterton	31.10.11	30.11.11	Proposals agreed SLT Thursday 20/10/2011	
<b>Establish a monitoring framework for workflow between contact, referral and assessment and subsequent teams to ensure work transfer is timely and conducted in the interests of children and young people</b>	10.1	Review existing case transfer meeting arrangements to simplify the process	Damien Elcock Christine Bellairs Ann Garratt Jane Scannell	10.11.11	30.11.11		
	10.2	Introduce tracking system to monitor completed LAC documents, Health referral SDQs and PEPs	Damien Elcock Christine Bellairs	16.11.11	30.11.11	Draft tracking tool being considered	
<b>Include actions from TW Serious Case Review into this action plan and ensure that duplicate actions are synchronised (including those regarding Domestic Violence, assessments, quality and timescales, management oversight and decision making)</b>	11.1	Ensure alignment between Serious Case Review action plan and Improvement Plan	Lynn Chesterton	18.10.11	30.11.11		
<p><b>Within three months - The social worker capability framework will be embedded to underpin clarity of expectations and practice improvement. Capacity across the teams has been subject to an initial review and will be further informed by caseload weighting evaluation activity that is now underway. Work is also progressing to deliver accurate establishment data and current budget allocation. This data will inform medium term forecast of capacity needs at front line manager and practitioner levels. Business support to social work teams will be improved by business process alignment with social work activity resulting in a clearer specification. The monitoring of the quality of practice and planning for children will be strengthened and the accountability for action on shortfalls in practice will be addressed. Arrangements for ensuring timeliness of children's Child Protection reviews will be established and improved participation of parents and children will be delivered by increasing pre-meeting contact with those chairing their meetings. Senior and middle management teams will access coaching support to maintain focus and pace of improvements. Training within the service and with partners will strengthen their recognition of risk and protective factors to inform assessment of risk and potential significant harm. Elected Members will increase their scrutiny of services to support and drive the improvement process</b></p>							
<b>Complete an evaluation of staffing capacity within the contact centre, referral and assessment and other teams to ensure staff working in these services are sufficiently experienced and have adequate support to respond to need and risk appropriately</b>	12.1	Evaluate staffing capacity in social work teams	Mandy Pullen Jane Scannell Damian Elcock Christine Bellairs Ann Garratt	30.11.11	31.12.11	Initial evaluation completed, longer term proposal supported by caseload weighting exercise to be reached on completion of reevaluation of remits and staffing	Sufficient social worker capacity to meet demand and deliver quality of service
	12.2	Simplify process for reconciling establishment and staffing list for HR and finance to ensure all working to one list	Jenny Sergeant Elizabeth Virtue	25.11.11	31.1.2012	Current arrangements require adoption of agreed processes	Efficient recruitment activity and clear financial commitments



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	12.3	Complete assessment of caseloads using caseload weighting rating tool. Calculate shortfall in Social Worker and Team Manager posts using a 1-7 ratio for Team Managers	Ann Goldsmith Andrew Brunt	25.11.11	10.12.11	Yellow	Need to use updated staffing reports completed and view of medium term staffing numbers to inform calculation of TMs needed.
	12.4	Identify model and process for quarterly review of staffing capacity of ensure update of data and caseload weighting	Ann Goldsmith Mandy Pullen	01.12.11	10.12.11	Green	
	12.5	Produce team level report on sickness absence for consideration by DLT/SLT. Set target to continue improvement	Andrew Brunt Mandy Pullen	31.10.11	10.12.11	Green	Reporting is complete  Target to achieve 10 days by January 2012 down to 8 days by March 2012
<b>Facilitate the engagement of parents and carers in case conferences through more user friendly conferencing arrangements</b>	13.1	Review best practice models	Lynn Chesterton Karen Osborne	04.11.11	30.11.11	Yellow	
	13.2	Identify action to increase participation and set improvement targets	Lynn Chesterton Karen Osborne	04.11.11	30.11.11	Red	Increased participation of parents and carers
<b>Monitor the frequency and quality of staff supervision and ensure that remedial action is taken where required</b>	14.1	Monitor monthly supervision frequency compliance by team	Lynn Chesterton Damian Elcock	28.10.11	30.11.11	Yellow	Report for the end of October  Improvement targets by team for frequency of supervision
	14.2	Monthly audit sample of supervision to check quality	Lynn Chesterton Damian Elcock Jane Scannell	30.09.11		Green	Completed
	14.3	Review current audit strategy	Lynn Chesterton Jo Bramwell	28.10.11	30.11.11	Red	Revised audit plan linked to improvement action plan
	14.4	Review monitoring of audit action plans	Lynn Chesterton. Andrew Brunt	28.10.11	30.11.11	Red	
	14.5	Implement planned workforce development activities	Jenny Sergeant	04.11.11	30.11.11	Yellow	Children's Workforce Development Council training for managers has been booked
	14.6	Report through CiF	Lynn Chesterton	04.11.11		Yellow	
<b>Elected members will increase their scrutiny of service to support and drive the improvement process</b>	15.1	Develop regular opportunities for members to have direct contact with front line staff	Andrew brunt	01.02.12	1.12.11	Yellow	Increase opportunity for and level of scrutiny
<b>Monitor the quality of management decision making and ensure case decisions and plans are routinely recorded and fully supported by a clear management narrative</b>	16.1	Amend audit format to check recording of management decision on case management system and files	Lynn Chesterton	04.11.11	30.11.11	Yellow	Baseline audit samples using other council's samples
	16.2	Require all managers to complete monthly file audit	Andrew Brunt	04.11.11	30.11.11	Yellow	Greater alignment of audit activity and accountability
	16.3	Report outcomes through Continuous Improvement Framework	Andrew Brunt	04.11.11		Yellow	
<b>Develop specific joint training on risk identification and issues associated with the potential for significant harm</b>	17.1	Review Centre for Excellence and Outcomes and Research in Public initiatives to provide team briefing and e learning	Andrew Brunt Jenny Sergeant Julie Barnard Lynn Chesterton	25.11.11	31.01.12	Yellow	Planned commitments to be redesigned to meet improvement plan priorities  Staff training improves practitioner skills and competencies
	17.2	Review single agency child protection training	Jenny Sergeant Julie Barnard	25.11.11	31.01.12	Yellow	
	17.3	Review planned Local Safeguarding Children's Board training programme	Andrew Brunt Jenny Sergeant Julie Barnard Lynn Chesterton	25.11.11	31.01.12	Yellow	

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<p>Within six months - During this phase of improvement decisions will be made about any changes to team remits and processes needed to support and sustain improvement. In this phase evidence of improved performance and quality of service should be seen. Early work with partner agencies will be built on to further develop early intervention services strengthening alignment with social care services to support a range of service responses to provide support to children and their families as their needs escalate and to ensure continued support as their need reduces. External peer support will be made available to support this work. The management of the initial response to domestic violence notifications will be handled through the Multi-Agency Referral Unit as the partnership develops service capacity. During this phase action will be identified to continue to build and sustain improvement.</p>						
Complete a comprehensive and detailed audit of cases that have been referred through the contact service and passed to referral and assessment and other teams or service in the past six months	18.1	Audit conducted	Improvement Team	1.11.11	01.11.11	190 cases reviewed. Learning informing training and development to be delivered to teams by 31/01/2012
	18.2	Identify referrals not progressed to assessment and cases closed following initial assessment		as above		
	18.3	Deliver feedback sessions	Improvement Team	25.11.11	31.01.12	
As part of the audit also examine whether cases referred to Children in Need services are appropriately held within that service	19.1	Review current work and consider where this would be allocated if required	Andrew Brunt	30.01.12	28.02.12	
	19.2	Review role of Children in Need service	Jackie Coventry Andrew Brunt Christine Bellairs Damian Elcock	30.01.12	28.02.12	
Develop an overarching preventative strategy including the use of the Common Assessment Framework (CAF)	20.1	Review MEDC proposals to provide proposals to DLT and CT	Janet Dullaghan Karen Moody	30.01.12		Ensure strategy support safe intervention for unborn babies at risk and children in families where there is domestic abuse
	20.2	Establish link with Southend to support development of strategy	Janet Dullaghan Karen Moody	30.01.12		
Review the current arrangements for jointly managing domestic abuse cases to ensure notifications are sufficiently comprehensive, assessments of risk are robust and actions arising are appropriately implemented and monitored	21.1	Planned meetings to develop options appraisal and interim arrangements	Andrew Brunt Jane Scannell Simon Megicks	30.01.12	28.02.12	Will include consideration joint working prior to and including joining the Multi-Agency Referral Unit
	21.2	Agree threshold to trigger core assessment for notifications assessed as high risk	Andrew Brunt Jane Scannell Simon Megicks Mel Dales	30.01.12	28.02.12	include guidance for risk assessment
	21.3	Review information sharing arrangements with partner agencies including schools	Andrew Brunt Jonathan Lewis Jane Scannell Simon Megicks	30.01.12	31.03.12	
Review capacity within the Family Assessment Support Team (FAST) to ensure that the threshold for access to this service is safe and clear and that processes for reviewing the team's impact on outcomes are explicit	22.1	Planned matrix managed Children in Need service to be reviewed	Christine Bellairs Jackie Coventry	30.01.12	28.02.12	Consider how resources can be most effectively deployed to meet the improvement notice objectives and improve outcomes for children and young people. Includes re-provision of contact service and costs of replacement activity to cover life story work and parenting assessment
	22.2	Cost benefit analysis of using resources to strengthen early intervention	Christine Bellairs Karen Moody Jane Scannell	30.01.12	28.02.12	To review potential re-investment of existing resources
	22.3	Review services to support children who sexually harm	12		28.02.12	Align activity of AIM, Multi-Systemic Therapy and Peterborough Safeguarding Board

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<b>Strengthen oversight of user complaints and representations responses</b>	23.1	Monthly Senior Leadership Team reporting on timeliness	Lynn Chesterton Mark Sandhu	30.01.12	30.1.12	Green	Current bi-annual report to Scrutiny These are dealt with in a timely fashion and that complaint trends are regularly reviewed and acted upon
	23.2	Review current Service Level Agreement and procedures	Lynn Chesterton Mark Sandhu	30.01.12	30.1.12	Green	
<b>Complete a review of arrangements for the notification and referral of domestic abuse to ensure improved consistency of response and quality of outcomes for children at risk of harm</b>	24.1	Planned meetings to develop options appraisal and interim arrangements	Andrew Brunt Jane Scannell Simon Megicks Mel Dales	30.01.12	30.01.12	Green	Secure email set up for police. Additional Business Support funded Assure improved consistency of response and quality of outcomes for children at risk of harm
	24.2	Integrate advice on domestic abuse risk assessment into Children's Social Care assessment process	Andrew Brunt Jane Scannell Simon Megicks	30.01.12	30.11.11	Green	Barnardos, Dash and risk and protective factors assessment models shared with social work teams
<b>Review data set to support performance management</b>	25.1	Review core data to ensure key performance items covered. Set improvement targets	Andrew Brunt Lynn Chesterton Marcus Richardson	30.10.11	14.11.11	Red	Require managers to comment on data trend and management teams to review performance data monthly. Ensure performance management quality assurance is as "lean" as possible and do not increase demands on front line managers Improved data quality and evidence of accountability
<b>Drive improved practice</b>	26.1	Agree capability framework for Social Workers and Managers	Directors Leadership Team Senior Leadership Team Workforce Development	28.10.11	14.11.11	Red	Implement to inform Personal Development Review Consistent approach to evaluation and development of professional practice
	26.2	Adopt tested social work practice methods within the service	Directors Leadership Team Senior Leadership Team Workforce Development	25.11.11	31.03.12	Yellow	For example Signs of Safety
	26.3	Consider use of the Tower Hamlets single assessment	Jane Scannell Damian Elcock Christine Bellairs	25.11.11	30.11.11	Yellow	
	26.4	Encourage use of tools in assessment	Directors Leadership Team Senior Leadership Team Julie Barnard	25.11.11	30.11.11	Yellow	From Common Assessment Framework eg Strengths and difficulties
	26.5	Consider establishing a role of Advanced Practitioner	Directors Leadership Team Senior Leadership Team Damian Elcock Julie Barnard	01.02.12	28.02.12	Green	Agree number and locatio. Role will include small complex caseload and coaching of other staff Retain experienced and competent Social Workers, support practice improvement and team manager oversight
	26.6	Senior Practitioners to provide practice sessions group supervision at team level	All Service Managers	31.05.12	01.11.11	Green	Assessment and Care Planning Team plan to commence sessions. Starting in November. Will run for six months and then review and share with colleagues Address and improve key practice areas
	26.7	Maintain regular meetings with solicitors to monitor progress and quality of management and practice on children subject to proceedings	Damian Elcock	28.10.11		Red	Implement a system whereby we flag up to legal potential cases. Need to plan jointly with legal Reduce drift and improve timeliness and quality of applications
	26.8	Increase use of Special Guardianship and Residence Orders	Damian Elcock	28.10.11	31.03.12	Red	promote through regular meetings with courts and Children and Families Court Advisory Support Service Support child permanence and reduce demand on looked after children services
	26.9	Reviewing Officers to inform adoption agency where an adoption plan has been agreed	Lynn Chesterton	28.10.11	30.11.11	Red	Improve timeliness of adoption process
	26.10	Reviewing Officers to ensure permanence plan agreed by second review	Lynn Chesterton	28.10.11	30.11.11	Red	At child care review

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	26.11	Child Protection Co-ordinators to ensure that Child Protection Plan clearly sets out how often core groups should occur	Lynn Chesterton	14.11.11	30.11.11	At child protection review
	26.12	Child Protection Co-ordinators to monitor compliance with holding core groups as agreed in the Child Protection Plan	Lynn Chesterton	14.11.11	30.11.11	Report to the monthly managers meeting
	26.13	Child Protection Co-ordinators to check quality and completeness of protection plans	Lynn Chesterton	14.11.11	30.11.11	Report to the monthly managers meeting
	26.14	Reviewing Officers to check full care plan in place Specific, Measureable, Achievable, Realistic and Timely objectives	Lynn Chesterton		30.11.11	At child care review
	26.15	Ensure procedures and processes for social worker include relevant practice standards and processes	Lynn Chesterton	14.11.11	28.02.2012	To be accessible to all staff on a dedicated part of the intranet with a link to Child Protection procedures
	26.16	Ensure procedures include guidance on visits to children and use of communication tools to gather information and views	Lyn Chesterton Damian Elcock	14.11.11	30.11.11	Draft guidance circulated for comment
	26.17	Review specialist midwifery referral pathway and use of Single Agency and Common Assessment Framework documents to ensure procedures and guidance on unborn babies supports timely pre-birth risk assessment	Lynn Chesterton Jane Scannell	14.11.11	30.11.11	
	26.18	Review with Health Trusts procedures, guidance and recording to support effective discharge planning where there is concern about a child in	Lynn Chesterton Jane Scannell	14.11.11	30.11.11	Serious Case Review recommendation
	26.19	Review and revise standards and processes for recording strategy meetings and core groups	Damian Elcock	30.11.11	31.12.11	
	26.20	Annually review and implement induction process for new permanent and temporary staff	Julie Barnard	28.10.11	31.12.11	
	26.21	Agree delegation and practice for agreement of children coming into care including use of Family Group Conferencing and threshold of care meetings	Senior Leadership Team	14.11.11	30.11.11	
	26.22	Establish permanency panel to monitor progress of permanence plans for children	Jane Scannell Damian Elcock Ann Garratt	14.11.11	30.11.11	
	26.23	Consider capacity required to reduce delay in assessment of family and friends carers	Ann Garratt	01.12.11	30.11.11	
	26.24	Develop induction for Team Managers	Julie Barnard	28.02.12	28.02.12	Includes managing poor performance and absence by driving practice quality through reflective supervision. Share expectations with agency staff
	26.25	Establish facilitated action learning set for Team Managers to support implementation of Improvement Plan	Julie Barnard	10.1.2012	01.02.12	
<b>User consultation and participation</b>	27.1	Develop current activities to populate a childrens, parents and carers consultation strategy	Lynn Chesterton TJ Trambedia	01.12.11	01.02.12	
	27.2	Ensure children in care have direct access to the Assistant Director	TJ Trambedia Andrew Brunt Children in Care Council	01.12.11	1.12.11	
<b>Management development</b>	28.1	Provide management development programme	Directors Leadership Team Workforce Development	01.02.12	01.02.12	For Team Managers and seperately for Service Managers

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	28.2	Review accredited courses currently in use within the authority	Senior Leadership Team Workforce Development	01.02.12	01.02.12	
<b>Decide the future of the SWPP</b>	29.1	Consider if the specification will support the improvement plan	Directors Leadership Team Senior Leadership Team	10.01.12.	30.11.11	
<b>Budget management</b>	30.1	Review scheme of delegation for budget management and spend decisions	Directors Leadership Team	04.11.11	30.11.11	To ensure process is lean and practical
	30.2	Update budget reporting mechanism	Executive Director of Children's Services Jonathan Lewis Andrew Brunt	14.11.11	30.11.11	Accurately reflect spend on staffing and other items and clarify available budget and overspend
<b>Review meeting structure to support Improvement Plan</b>	31.1	Ensure efficient management of meetings and capture of decisions	Andrew Brunt	28.10.11	30.11.11	Make minutes available to wider group of staff. Communicate the Improvement Plan to staff. Clarify priorities over the next 18 months. Use staff meeting format to engage and inspire staff
	31.2	Through Personal Development Reviews and supervision empower manager to provide effective support and challenge, value contribution and energise the wider staff group	Andrew Brunt	28.10.11	30.11.11	
	31.3	Consider need for additional senior management capacity to drive improvement at both a strategic and operational level. Clarify the accountable lead for performance management within the services	Andrew Brunt		1.1.2012	Clarify the accountable lead for performance management within the services
	31.4	Celebrate good performance	Directors Leadership Team Senior Leadership Team	28.10.11	30.11.11	
	31.5	Review planning framework to support future planning and golden thread. Update business plans to align with the Improvement Plan	Directors Leadership Team Senior Leadership Team	30.1.2012	30.1.2012	
	31.6	Use solution clinic approach to tackle stuck or very difficult issues chaired by a senior manager	DLT/SLT	14.01.12	30.01.12	
<b>Member visits to front line teams</b>	32.1	Establish quarterly visits to front line teams by lead and elected members	Andrew Brunt	30.11.11	30.01.12	
<b>Other</b>	33.1	Ensure completion of Personal Development Reviews	Senior Leadership Team		30.01.12	
	33.2	Update completed Referral and Assessment Human Resources review	Mandy Pullen Jane Scannell	30.01.12	30.01.12	Using capability framework
	33.3	Plan and implement Human Resources review of Assessment and Care Planning, Permanency in Care and Children in Need teams	Mandy Pullen Damian Elcock Christine Bellairs	01.12.11	30.01.12	

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	33.4	Plan and implement Senior Leadership Team self assessment against capabilities supported by development sessions	Ann Goldsmith Andrew Brunt	01.11.11	07.11.11		
	33.5	Support elected Members to access development sessions identified	Oonagh Aitken	25.11.11	17.11.11		

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