

SAFEGUARDING AND LOOKED AFTER CHILDREN'S ACTION PLAN February 2012
(Addressing outcomes from the inspection of contact, referral and assessment and the inspection of Safeguarding and looked after children's Services).

Contact, Referral and Assessment Action Plan

	Areas for Development	Action	Date to be completed	Person Responsible	Progress RAG
1	Supervision is routinely undertaken, however the quality of staff supervision files is inconsistent with little recorded evidence of reflective supervision or consideration of personal development issues. Annual appraisals do not take place and as a result consideration is not given to how individual learning needs contribute to an overall training plan. <i>(Inspection of Contact, Referral & Assessment Processes)</i> .	Strengthen supervision model to include reflective practice.	25/12/11 31/03/12	Strategic Service Manager – Children & Families	A
2		<i>Revise and implement new Supervision framework</i>	<i>Complete</i> 31/01/11	<i>Strategic Service Manager – Children & Families</i>	G
3		<i>Managers to audit supervision at all levels as per the procedure.</i>	<i>Complete</i> 31/01/11	<i>Strategic Service Manager – Children & Families</i>	G
4		<i>Key Issues briefing to be delivered to all Managers.</i>	<i>Completed</i> 22/09/10	<i>Strategic Service Manager – Children & Families</i>	G
5		<i>Key Issues Exchange to be completed by 100% of all staff.</i>	<i>Completed</i> 31/12/10	<i>Strategic Service Manager – Children & Families</i>	G

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6	Supervision is routinely undertaken; however the quality of staff supervision files is inconsistent with little recorded evidence of reflective supervision or consideration of personal development issues. Annual appraisals do not take place and as a result consideration is not given to how individual learning needs contribute to an overall training plan. (Inspection of Contact, Referral & Assessment Processes).	<i>Complete audit of all staff training</i>	<i>Completed 01/09/10</i>	<i>Strategic Service Manager – Children & Families</i>	G
7		<i>Annual Training plan to be devised from aggregate Key Issues Exchange feedback.</i>	<i>Complete 31/05/11</i>	<i>CYPD Training Manager</i>	G
8		<i>Managers to target individual staff training based on requirements of job roles.</i>	<i>Complete 01/09/11</i>	<i>Strategic Service Manager – Children & Families</i>	G

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9	The CADT provides a consultation service for professionals and other callers and the recording of these consultations is separate from the integrated children's system (ICS). In some cases this arrangement prevents the analysis and co-ordination of repeat concerns about children and families as consultations do not currently progress to being recorded as contacts and are filed on a separate database. (Inspection of Contact, Referral & Assessment Processes).	<i>Clarify recording of consultations at CADT via ICS. ICS outcome field revised to include 'professional advice', following advice from Corporate Information Manager.</i>	<i>Completed 18/10/10</i>	<i>Strategic Service Manager – Children & Families</i>	G
10	While managers in district assessment teams and the children with disabilities team authorise assessments, they do not always record the rationale for management decisions in the assessment document on ICS. (Inspection of Contact, Referral & Assessment Processes).	<i>Consultation procedures updated.</i>	<i>Completed 31/12/10</i>	<i>Strategic Service Manager – Children & Families</i>	G
11	While managers in district assessment teams and the children with disabilities team authorise assessments, they do not always record the rationale for management decisions in the assessment document on ICS. (Inspection of Contact, Referral & Assessment Processes).	<i>Managers directed to include rationale for their decisions at the end of completed assessments. (At the bottom of the Analysis box).</i>	<i>Completed 01/08/10</i>	<i>Strategic Service Manager – Children & Families</i>	G

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12	<i>The process for transfer of cases from district assessment teams to care management teams is not yet consistently established and this impacts on the capacity of district assessment teams to carry out timely assessments. (Inspection of Contact, Referral & Assessment Processes).</i>	<i>Reinforce compliance with the Contact, Referral, Allocation and Transfer Procedure and monitor via monthly District Manager Meetings.</i>	<i>Completed 31/12/10</i>	<i>Strategic Service Manager – Children & Families</i>	G

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Safeguarding and Looked After Children Action Plan

[Note: Inspection areas for development are marked at the end with the section of the inspection they relate to e.g.: (*Inspection of Safeguarding Services*) where the area for development is a specific recommendation from the inspectors this is suffixed with the initials 'AFI' which stands for 'Area for Improvement'. Where the area for development was taken from the text of the report the suffix of 'Text' is used.]

	Areas for Development	Action	Date to be completed	Person Responsible	Progress RAG
13	Ensure the records of assessments include the risk and protective factors. (<i>Inspection of Safeguarding Services AFI</i>)	Revise Initial and Core assessment practice guidance to confirm what should be included in the analysis section.	Complete 01/06/11	Strategic Service Manager Children and Families	G
14	<i>Keep under review the capacity of the current electronic recording arrangements to ensure that it is fit for purpose for social workers and managers as well as producing documents that are user friendly for children and their families. (Inspection of Safeguarding Services AFI)</i>	<i>ICS board met and confirmed amendments to exemplar outputs for IA and CA.</i>	<i>Complete 20/04/11</i>	<i>Head of Branch</i>	<i>G</i>
15		<i>ICS board set deadline of 30 June 2011 for all ICS Exemplar amendments to be made</i>	<i>Complete 30/06/11</i>	<i>Head of Branch</i>	<i>G</i>
16		<i>Establish post for ICS/ESCR Trainer / Project Manager (Fixed Term)</i>	<i>Complete 15/09/11</i>	<i>Business & Performance Manager</i>	<i>G</i>
17		<i>ESCR project plan to be confirmed</i>	<i>Complete</i>	<i>Head of Branch</i>	<i>G</i>

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18	Ensure all records of assessments, plans and reviews reflect a focus on the child's views and wishes and the cultural and identity needs of children and their families. <i>(Inspection of Safeguarding Services AFI)</i>	Update and revise all procedures (Tri-X)	01/09/11 31/10/11 Revised to 31/07/12	Strategic Service Manager Children and Families	A
19		<i>Teams to have issues around equality and diversity (identity) as standing item on team agendas</i>	<i>Complete 01/09/11</i>	<i>Principal Team Managers and District / Service Managers</i>	G
20		<i>Devise Workshops sessions to explore practice in-depth with social workers</i>	<i>Complete 30/09/11</i>	<i>Principal Team Managers and District / Service Managers</i>	G
21		<i>Deliver Workshops sessions to explore practice in-depth with social workers</i>	<i>Complete 30/09/11</i>	<i>Principal Team Managers and District / Service Managers</i>	G
22		<i>Review the outcome of the Workshops sessions to explore practice in-depth with social workers</i>	<i>Complete 30/09/11</i>	<i>Principal Team Managers and District / Service Managers</i>	G
23		<i>Review Audit tools/process in order to evidence changing practice</i>	<i>Complete 30/09/11</i>	<i>Strategic Service Manager Children and Families</i>	G

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24	<i>Promote awareness among all looked after children of the opportunities presented by the Children in Care Council to get their views across.(Inspection of Looked after Children Services AFI)</i>	<i>Devise and implement the Children in Care Councils Communication Plan.</i>	<i>Complete 30/06/11</i>	<i>Strategic Service Manager Children's Resources</i>	G
25	<i>Ensure that children's files give a clear picture of their life story and the reasons that decisions were made as well as reflecting their individual identity. (Inspection of Looked after Children Services AFI)</i>	<i>Review the Case Recording Policy</i>	<i>Complete 30/09/11</i>	<i>Strategic Service Manager Children and Families</i>	G
26		<i>Include a 'Pen Picture' at the front of the child's file (including photograph) to be reviewed and updated every 12 months.</i>	<i>Complete 30/06/11</i>	<i>Strategic Service Manager Children and Families</i>	G
27		<i>'Pen Pictures' to be checked and verified by the updated Audit Procedure.</i>	<i>Complete 31/10/11</i>	<i>Strategic Service Manager Children and Families</i>	G
28		<i>Provide two workshops on the recording of significant events and decision making/ case chronologies</i>	<i>Complete 31/10/11</i>	<i>Strategic Service Manager Children and Families</i>	G

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29	<i>Improve further the effectiveness of strategies used to ensure that more young people complete their chosen course of study or training successfully post-16. (Inspection of Looked after Children Services AFI)</i>	<i>Develop a training programme for foster carers, providers and practitioners to equip them effectively to support more young people to complete their course of study or employment post 16.</i>	<i>Complete 01/06/11</i>	<i>Strategic Service Manager Children's Resources</i>	G
30		<i>Detailed actions to improve Foster Carer Training in relation to young people's employability to be implemented.</i>	<i>Complete 30/07/11</i>	<i>Kathy Kinear</i>	G
31		<i>Implement robust tracking and monitoring arrangements for post 16 learners.</i>	<i>Complete 01/11/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
32		<i>Ensure that pathway plans incorporate EET actions.</i>	<i>Complete 01/11/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
33		<i>Increase the range of employability opportunities offered by the Local Authority</i>	<i>Complete 01/11/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
34		<i>Seek to provide support to LAC through the role of a participation mentor (ESF Funded)</i>	<i>Complete 01/11/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G

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35	<i>Improve the consistency of the quality of personal education plans for the youngest children in care and the pathway plans for care leavers. (Inspection of Looked after Children Services AFI)</i>	<i>Re-launch the guide for PEP writing and development for young children, including the involvement of the Early Years Team.</i>	<i>Complete 22/09/11</i>	<i>Strategic Service Manager Children's Resources</i>	G
36		<i>PEP workshop to be delivered to Social Care Staff and partners</i>	<i>Complete 22/09/11</i>	<i>Strategic Service Manager Children's Resources and Strategic Service Manager Post 16 and Regeneration</i>	G
37		<i>Establish a development plan with the Pathway Team for improving how pathway plans develop economic wellbeing.</i>	<i>Complete 30/06/11</i>	<i>Strategic Service Manager Children's Resources</i>	G
38		<i>Develop understanding amongst Social Care staff of the framework for attainment of children in education (e.g.: average attainment expected at KS1/KS2)</i>	<i>Complete 22/09/11</i>	<i>Strategic Service Manager Children's Resources and Strategic Service Manager Post 16 and Regeneration</i>	G

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Safeguarding Inspection comments from the text.

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39	<i>The scrutiny of completed common assessment records shows that children's views are at times missing or too cursory. (Safeguarding Text)</i>	<i>Review the Common Assessment training package and delivery revised training</i>	Complete 30/09/11	CAF Quality Assurance Officer and Area Team Leaders	G
40	<i>The equality and diversity needs of families were given consideration in most of the case files seen. However there were some instances in which issues of ethnic background and culture were not considered sufficiently. (Safeguarding Text)</i>	<i>Deliver the Social Care Diversity event and develop a subsequent action plan to address areas identified.</i>	Complete 30/06/11	Strategic Service Manager Children's Resources	G
41	Staff files are adequate overall although information is not always easily accessible in one place to provide a clear audit trail. <i>(Safeguarding Text)</i>	Fully implement the Safer Recruitment Action Plan	20/11/11 31/07/12	Strategic Service Manager Human Resources (Natalie McDermott)	A

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42	<i>The quality of planning for children is variable. Inspectors saw examples of very good practice in planning. However in some cases seen by inspectors of chronic neglect insufficient regard had been taken of significant historical factors, leading to a delay before appropriate planning and intervention. (Safeguarding Text)</i>	<i>Include provision within the revised training plan for care planning with new regulations</i>	<i>Complete 30/07/11</i>	<i>Strategic Service Manager Children and Families</i>	G

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Service to Looked after Children Inspection comments from the text.

	Areas for Development	Action	Date to be completed	Person Responsible	Progress RAG
43	<p>The proportion of looked after young people gaining five or more good GCSEs, including english and mathematics is low. Ten young people were placed out of borough at the time of the 2010 GCSE examination. Almost all had severe special educational needs and 60% got at least one GCSE. Overall, results for looked after children compare well with results for the same children nationally but they are still well below all children in Wirral. The local authority confirms that more work needs to be done close this gap (Looked after Children Text)</p>	<i>Review and restructure the Looked After Children Education Service so that it focuses on championing improving outcomes for LAC.</i>	<i>Complete 01/09/11</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G
44		<i>Improve further procedures for monitoring the performance of LAC placed out of borough and challenging where there is underperformance.</i>	<i>Complete 31/07/11</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G
45		<i>Provide high quality advice and training for schools and Designated Teachers.</i>	<i>Complete 31/03/12 ongoing</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G
46		<i>Rigorously track and monitor the progress of LAC placed out of borough and challenge where there is underachievement.</i>	<i>Complete 31/07/11 ongoing</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G
47		<i>Ensuring that the educational needs of Looked after Children are identified at an early stage and that appropriate support put in place which increases levels of attainment. Support the effective co-ordination of response to pupils in difficulties.</i>	<i>Complete 31/07/11 ongoing</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G
48		<i>Monitor on a monthly basis the attendance of LAC placed out of borough</i>	<i>Complete 31/07/11 ongoing</i>	<i>Virtual School Head and Strategic Service Manager Post 16 and Regeneration</i>	G

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49	<p><i>The level and appropriateness of courses available is an issue. For example, foundation learning is needed as well as multi-entry points so that young people can start the course when relevant to them. The effectiveness of strategies used by schools as part of their careers guidance and by Connexions requires consolidation so that more young people successfully complete their chosen courses of study or training. (Looked after Children Text)</i></p>	<i>Review and evaluate current career planning arrangements 13-25.</i>	<i>Complete 01/07/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
50		<i>Strategic Analysis to be completed to ensure breadth and sufficiency of provision.</i>	<i>Complete 31/07/11</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
51		<i>Facilitate the delivery of a range of opportunities to develop employability skills through ESF funding (profit from Wirral Wise)</i>	<i>Complete 31/07/11 ongoing</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
52		<i>Ensure that clear information, referral and monitoring systems are in place to manage employability opportunities for young people.</i>	<i>Complete 31/07/11 ongoing</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
53		<i>Seek to appoint employability officer using ESF funding.</i>	<i>Complete 01/12/2012</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G
54		<i>Ensure that close collaboration between the LACES, Pathways Team, Connexions and education providers improves the employability of care leavers.</i>	<i>Complete 31/07/11 ongoing</i>	<i>Strategic Service Manager Post 16 and Regeneration</i>	G

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55	<i>Reviews are effective in monitoring and evaluating plans, although the views and wishes of young people are not always sufficiently recorded. (Looked after Children Text)</i>	<i>All Reviewing Officers trained to input on ICS, this aspect of ICS will be utilized to contain children's views in all files in line with the business processes for ICS.</i>	<i>Complete 30/09/11</i>	<i>Service Manager, Quality Assurance</i>	G
56	<i>Most young people seen were aware of the purpose of their reviews but some did not feel involved in the choice of the venue such as at school, which they felt compromised their confidentiality(Looked after Children Text)</i>	<i>The Quality Assurance Unit to consider a wider range of venues to undertake LAC reviews.</i>	<i>Complete 31/03/12</i>	<i>Service Manage Quality Assurance</i>	G

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Action plan for NHS Wirral following Care Quality Commission Safeguarding Children Inspection and Looked After Children Inspection January \ February 2011

No.	Recommendation	Action Required	Lead Officer	Completion Date	Status	Monitoring Committee
1	The Looked after Children health team should introduce a more effective performance management system and database.	Service specification for LAC to be reviewed\ revised to include requirements for systems to track the progress of LAC children.	Children and Families Programme Manager	Review to be completed by 31 st July 2011. Revised service specification to be fully in place by March 2012.	Complete On Target	Quality assurance monitored by quality team
2	Healthcare organisations should consider an audit programme to evaluate the quality of safeguarding supervision and the impact on clinical practice.	Audit of safeguarding supervision to be added as a contract variation for the following providers: <ul style="list-style-type: none"> • Wirral University Teaching Hospital Foundation Trust • Wirral Community NHS Trust • Cheshire and Wirral Partnership Foundation NHS Trust 	Designated Nurse	Audit to be completed by 30 th September 2011	Complete	Quality assurance monitored by quality team