

# Improvement Plan

## Rating Overview

Ratings as at 18 July 2024.

### Key

Colour	Action Definition	Impact Definition
Grey	Not started yet	Too early to measure impact
Red	Not on track	No impact or very limited impact / improving outcomes for a few children and young people
Amber	On track to be completed within timescales	Some positive impact but this is variable and does not consistently improve outcomes for children and young people
Green	Completed	Positive and consistent impact which delivers improved outcomes for children and young people

### Chapter 1

Senior Leaders' Oversight		Impact	Red
Ref	Action	Due by	RAG
SL1	Reporting and governance arrangements	Sept 24	On track
SL2	Participation activity forward plan	Sept 24	On track
SL3	Improvement Board	July 24	Complete
SL4	Children's Services Strategic Quartet	July 24	Complete
SL5	Corporate parenting strategic board	Nov 24	On track
SL6	LGA corporate parenting training	Nov 24	On track
SL7	Care leaver champions	Dec 24	On track
SL8	Cared for children and care leavers strategy	Nov 24	On track
SL9	Quality assurance framework	May 24	Complete
SL10	Service manager thematic audit group	Aug 24	On track
SL11	Share audit findings with teams	Sept 24	On track
SL12	Vital signs performance report	Sept 24	On track
SL13	Councillor frontline visits	Nov 24	On track
SL14	Children's social care national framework implications	Nov 24	On track
SL15	'Doing the Basics Brilliantly'	Sept 24	On track
SL16	Examples of good practice	Aug 24	On track

Care Leavers: Quality of Practice		Impact	Red
Ref	Action	Due by	RAG
CLA1	Practice standards	June 24	Complete
CLA2	Mandatory training plan	June 25	On track
CLA3	Management structure	April 24	Complete
CLA4	New pathway plan format	May 24	Complete
CLA5	Restorative practice training	Nov 24	On track
CLA6	Arrangements for young adults where there are safeguarding concerns	Sept 24	On track

Care Leavers: Planning for Adulthood		Impact	Red
Ref	Action	Due by	RAG
CLB1	Planning for adulthood on care entry	Oct 24	On track
CLB2	Review Ignition Panel	Sept 24	On track
CLB3	Preparing for adulthood in practice standards	June 24	Complete
CLB4	Care leaver hubs	July 24	Complete
CLB5	Transition policy	Dec 24	On track
CLB6	Health histories development	Oct 24	On track
CLB7	PA training on health histories	June 24	Complete
CLB8	Local offer app	Aug 24	On track
CLB9	Review the local offer	Dec 24	On track
CLB10	PA training on the local offer	July 24	On track

Care Leavers: EET		Impact	Red
Ref	Action	Due by	RAG
CLC1	EET plans for young people	Sept 24	On track
CLC2	Offer of EET opportunities	Mar 25	On track
CLC3	Work with local businesses and organisations	Mar 25	On track
CLC4	Support on employment preparation	Oct 24	On track

Care Leavers: Accommodation		Impact	Red
Ref	Action	Due by	RAG
CLD1	Emergency accommodation protocol	Aug 24	On track
CLD2	Review all young people who are/ at risk of being homeless or in emergency accommodation	June 24	Complete
CLD3	Temporary and emergency accommodation meeting	June 24	Complete
CLD4	PA training on housing support	July 24	Complete
CLD5	Project group for accommodation	July 24	Complete
CLD6	Review temporary and emergency options	Sept 24	On track
CLD7	Proposals to address accommodation shortages	July 24	Complete
CLD8	Flexibilities in current contracts for 16-18 year olds' accommodation	Oct 24	On track
CLD9	18-25 accommodation offer	Mar 26	On track

Care Leavers: aged over 21		Impact	Amber
Ref	Action	Due by	RAG
CLE1	Contact all 209 care leavers over 21	Mar 24	Complete
CLE2	21+ offer protocol	July 24	Complete
CLE3	Review care leavers 21+ with a disability	June 24	Complete
CLE4	Tracker for care leavers 21+	May 24	Complete
CLE5	Quality assurance of care leavers 21+	Aug 24	On track

Quality of Plans		Impact	Red
Ref	Action	Due by	RAG
P1	Restorative practice model	Aug 24	On track
P2	Masterclasses	Apr 25	On track
P3	Management session on planning	Sept 24	On track

P4	Reflective case discussions for CP	July 24	Complete
P5	Permanence strategy	Jan 25	On track
P6	Practice standards on care planning	Aug 24	On track
P7	Review permanence decision panels	Oct 24	On track
P8	Training on partnership challenge	Dec 24	Not started

Quality and Frequency of Visits		Impact	Amber
Ref	Action	Due by	RAG
V1	Performance framework	Sept 24	On track
V2	Masterclasses on visiting	Sept 24	On track
V3	Visiting template	July 24	Complete
V4	e-learning on visiting	Aug 24	On track

Management Oversight and Supervision		Impact	Red
Ref	Action	Due by	RAG
MO1	Leadership development programme	June 25	On track
MO2	CSC management programme	Apr 25	On track
MO3	Supervision policy and guidance	Sept 24	On track
MO4	Supervision training	Mar 25	On track
MO5	Permanence tracker	Oct 24	On track
MO6	Review plans for cared for children who are not in foster care or planning to return home	July 24	On track

Effectiveness of IROs		Impact	Red
Ref	Action	Due by	RAG
IR1	IRO performance management framework	Sept 24	On track
IR2	IROs on management programme	April 24	Complete
IR3	IRO practice standards	Sept 24	Complete
IR4	Quarterly IRO development days	June 24	Complete
IR5	IRO quality assurance alert guidance	Aug 24	On track
IR6	Challenge permanence performance	July 24	Complete

Sufficiency of Placements		Impact	Red
Ref	Action	Due by	RAG
S1	Family network culture	Sept 24	On track
S2	Join Foster4	May 24	Complete
S3	Build Foster4 offer and front door	Oct 24	On track
S4	Opportunities for fostering marketing	Oct 24	On track
S5	Specialist foster carers to support step down from residential	Dec 24	On track
S6	Third Mockingbird constellation	Sept 24	On track
S7	Three council residential homes	Dec 24	On track
S8	Deep dive on reunification	Dec 24	On track
S9	Joint commissioning high needs placements	Dec 24	On track

### Chapter 2

The Front Door		Impact	Amber
Ref	Action	Due by	RAG
FD1	Contact guidance	July 24	Complete
FD2	Review LA MASH arrangements	Aug 24	On track

FD3	Multi-agency workshop reviewing front door arrangements	Sept 24	Not started
FD4	Chapter 3 Working Together	Dec 24	On track

Strategy Meetings		Impact	Grey
Ref	Action	Due by	RAG
SM1	Workshop on strategy meetings	Aug 24	On track
SM2	Minute-taking training	Aug 24	On track
SM3	Management analysis box	June 24	Complete

Life-story work and later-life letters		Impact	Red
Ref	Action	Due by	RAG
LS1	Training on life-story work	Aug 24	On track
LS2	Life-story work in practice standards	Aug 24	On track
LS3	Monitoring for life-story work	Aug 24	On track

Health of Cared for Children		Impact	Red
Ref	Action	Due by	RAG
H1	Prioritisation for vulnerable children for CYPMHS support	Mar 25	On track
H2	Waiting well initiatives	Mar 25	On track
H3	Review emotional support for UASC	Mar 25	On track
H4	Joint health and CSC reviews of health assessments timeliness	May 24	Complete
H5	LA single point of contact	May 24	Complete
H6	Quarterly reporting to NHS England	May 24	Complete

Education for Cared for Children		Impact	Red
Ref	Action	Due by	RAG
ED1	Education advisor attendance meetings	Apr 24	Complete
ED2	Attendance forum	Apr 24	Complete
ED3	Multi-disciplinary attendance meetings	Apr 24	Complete
ED4	PEP training	Dec 24	On track
ED5	Review PEP form	Sept 24	On track
ED6	Benchmark cared for attainment against their peers	Sept 24	On track
ED7	Audit young adults who are NEET at 20	Aug 24	On track
ED8	Use RONI to identify at risk of NEET	Nov 24	On track

Workforce		Impact	Red
Ref	Action	Due by	RAG
W1	Financial support for the plan	July 24	Complete
W2	Capacity for the care leaver service	July 24	Complete
W3	Review IRO capacity	July 24	Complete
W4	Recruitment and retention group	Sept 24	Complete
W5	Recruitment and retention strategy	Dec 24	On track
W6	Recruitment campaign	Jan 25	On track
W7	Reporting on caseloads	Aug 24	On track
W8	Masters apprenticeship scheme	Mar 25	On track
W9	Seek practitioner views	Mar 25	On track
W10	Communicate improvement progress	Mar 25	On track