

Appendix 3

Actions that have been added:

Ref	Action
FD5	Establish a multi-agency safeguarding hub (MASH), supported by effective partnership governance arrangements.
W12	Deliver a base build of children's services to ensure there is the right resource to meet children's needs.

Actions that have been changed as part of the enhanced oversight of the improvement actions:

Ref	Action	Revised action	New timescale
SL2	Develop a forward plan of participation activities where senior leaders will hear the experiences of children and young people directly, work with them in shaping services, and give feedback on improvement progress.	Develop a Family Feedback Strategy to ensure our services develop in response to what our families tell us. Develop the child and family Engagement strategy that describes how and when to facilitate co-production and will be linked to the family feedback strategy	February 2025 March 2025
SL9	Revise the quality assurance framework to include thematic audits in line with the improvement plan and to strengthen the impact of audits on practice.	Develop quality assurance activity to evaluate the impact of the improvement plan.	February 2025
SL13	Review the programme for councillor visits to frontline services, expanding these to cared for and care leaver services, to ensure there is member oversight of quality of practice and outcomes for children and young people.	Ensure councillors have oversight of practice through opportunities in practice weeks.	February 2025
SL17	Strengthen how we capture children and young people's feedback through audits by embedding this within the role of the audit and quality assurance officer	Strengthen how we capture children and young people's feedback through audits through a dedicated resource to ensure this is supported and actioned.	March 2025

Actions that have been removed:

Ref	Action	Reason
CLA5	Deliver restorative practice training to the whole care leavers service together	It has now been agreed that the care leavers service will undertake restorative practice

	to support a change in culture and consistency in practice.	training along with the wider service instead of a bespoke session.
CLB5	Review the transition policy.	This will now be covered by the birth to thrive transformation work.
V6	Develop more ways of writing documents e.g. visits to the child, and that children's views are highlighted in a specific colour within the child's record. Principal Social Worker to share new expectations in Celebrating Practice events.	This is covered under our being brilliant at best practice approach and so is a duplication of another action.
S8	Carry out a deep dive on reunification and step down for children from care as part of the council's transformation programme.	This will now be covered by the right child right home project and so will come under that project plan.
S7	Open three Cheshire East Council residential children's homes, which will include one emergency bed, to increase the placement options for Cheshire East's young people.	We have paused opening the third home (Victoria Lodge) and are exploring other options for using this home to increase our sufficiency, so we have removed the line referencing Victoria Lodge from the plan. Any new actions will be incorporated into our sufficiency action plan so this is done at the right time.

The timescales for the following actions have been revised through the oversight group to ensure these are suitable:

Ref	Action	Original timescale	Revised timescale
SL1	Ensure there is effective line of sight from frontline practice through to the Executive Director of Children's Services through a review of reporting and governance arrangements, including a review of the performance framework	September 2024	January 2025 Extended in line with the appointment of a new DCS and Director of Improvement, who reviewed reporting arrangements and introduced new processes
SL7	Develop care leaver champions across the council to increase awareness and support for care experienced young people and young adults	December 2024	April 2025 Extended to allow for the care leaver ambassadors to be involved in shaping this work.
SL8	Refresh the cared for children and care leavers strategy 2022-26 and action plan together with our care leaver ambassadors.	November 2024	September 2025 Workstreams are being developed to support a refresh of the corporate parenting action plans that underpin this strategy.
SL14	Review the children's social care national framework and its implications	November 2024	February 2025

	for practice and processes, to embed consistently good practice that achieves strong outcomes for children and young people.		Extended to ensure changes as a result of new leadership are incorporated within the review. The PSW has produced a report for CSLT sign off ahead of the deadline.
SL18	Introduce a way to capture feedback from families to understand the impact of services/interventions on outcomes for children and young people, to inform service improvement.	January 2025	March 2025 To enable a secure solution to be found to keep children's data safe and to allow testing with children and young people.
CLB1	Embed within our culture and approach that we start planning for adulthood as soon as a child or young person enters care.	Review impact in October 2024	This is dependent on the birth to 25 transformation work but will make some practice changes in Nov 2025 To give time for stabilising the workforce and embedding following base build of structures in April 2025.
CLE6	Review the impact of the revised 21+ offer with young adults, involving them in shaping any changes to services.	January 2025	Interim arrangements to be agreed by March 2025 in response to young people's feedback, noting that there is an interdependency with revising the practice standards which will follow.
P1	Embed the agreed restorative practice model approach to support requirement for consistently good practice.	August 2024	December 2024 Extended to incorporate the establishment of in-house training, launch of reflective circles in November, and annual celebration event in October and November 2024. Noting achievement of consistently good practice is linked to the majority of other actions in the plan but the delivery of training has taken place.
P5	Develop a permanence action plan to ensure permanence planning is considered and progressed from an early stage, with permanence plans being in place at the second cared for review. The permanence action plan should consider all routes to permanence, including reunification.	January 2025	November 2025 This is dependent on other work being completed first – such as the right child right home work and the establishment of a court team.
P9	Develop a new child protection plan in partnership with children, young people and families to ensure it is concise, focused on the key priorities to keep children safe, and easy for families to understand.	November 2024	June 2025 The new plan has been piloted with positive feedback from families and partners, but further work is required to continue to develop this in line with family led decision making.

			The proposed changes to the plan are likely to require changes to the conference process so this piece of work is larger than originally anticipated and requires more partnership engagement.
P10	Review the cared for plan in partnership with children, young people and families to ensure it supports best practice and is easy for families to understand.	December 2024	July 2025 To support coproduction and new service manager appointment
V5	Deliver training to the children's social care workforce on the impact of recording, including views from a care leaver on what reading their case files felt like for them.	Launch within the Celebrating Practice Workshops in October	March 2025 To coincide with the next celebrating practice workshops
MO4	All managers to complete supervision training to support them to deliver reflective supervision that considers children's lived experiences, supports learning and improves practice.	Training to be delivered between November and March 2025	To further commission a final cohort by End of May 2025. The training is being delivered – 13 managers have attended to date and 22 are booked to attend the final session. We will need to commission further training for the remaining 14 managers and develop an inhouse provision for new managers going forward through the PSW. Once the remaining cohort has been completed this action will close.
S1	Embed a culture of considering support from the family network at the earliest opportunity, including identifying potential carers from within the extended family where children can't remain in the care of their birth parents.	September 2024	Review in August 2025 Embed by January 2026 This is a longer-term action which will be dependent on our work to take forward the changes in the Children's Wellbeing and Schools Bill and a base build of children's services.
S7	Open two Cheshire East Council residential children's homes, which will include one emergency bed, to increase the placement options for Cheshire East's young people.	Claremont House to open in November 2024	Claremont was renamed to Cherry Tree House, and was due to have its registration visit in January, but this was cancelled due to Ofsted availability. Ofsted have not yet confirmed a date for a new visit.
S9	Investigate the potential for joint commissioning of high needs placements for children with relevant system partners, developing costed business cases where required, to	December 2024	February 2026 A specialist post has been recruited to support this work and work is underway with ICB colleagues, however this is a long term piece of work so it

	support increased placement options for young people.		expected to take 12 months to deliver.
S11	Develop a 'Homes for Cared for Children' workstream and action plan to improve outcomes for cared for children. This workstream will include a care leaver ambassador to ensure the views of care experienced children and young people shape our priorities and service development.	December 2024	March 2025 To support coproduction with care leaver ambassadors and partners
FD4	Consider chapter 3 of Working Together 2023 in the safeguarding partnership to establish agreed multi-agency working arrangements.	December 2024	April 2025 An assessment of how the partnership is implementing Working Together has been carried out. An implementation plan will be developed for the partnership board in April.
H7	Develop a health and wellbeing workstream and action plan to improve health outcomes for cared for children and care leavers. This workstream will include a care leaver ambassador to ensure the views of care experienced children and young people shape our priorities and service development.	December 2024	March 2025 To support coproduction with care leaver ambassadors and partners
LS1	Commission external training on life-story work to ensure practitioners understand the expectation, importance, and how to complete it.	August 2024	March 2025 This training was commissioned from Research in Practice within the timescale, but the training will be delivered in January and February, so the date has been extended to reflect this.
ED6	Report cared for children's attainment against their peers within scorecards and performance reports to drive improved performance.	September 2024	February 2025 This will be in place following national validation of data.
ED7	Audit young adults who are NEET at 20 and look what learning can be taken from their preparation for adulthood to improve our support.	August 2024	March 2025 A working group is established around NEET. Members undertook audits during August, however further work was required to refine the audit process.
W6	Develop and launch a refreshed recruitment campaign to attract high quality practitioners and managers to Cheshire East.	January 2025	March 2025 We are commissioning an external company to design a recruitment campaign to support increasing capacity.

The timescales for the following are currently being scoped/reviewed:

Ref	Action
SL6	Commission LGA corporate parenting training for senior leaders across the partnership and all elected members.

CLB6	Engage and consult with care experienced young people on how they want to understand their health histories and adapt the current process in line with their feedback.
P6	Refresh the practice standards on care planning to ensure expectations to support permanence are clear.
IR7	Carry out consultation and engagement sessions with cared for young people to evaluate the impact of the cared for IRO service and redesign the consultation forms for older young people.
S5	Develop specialist foster carers to support children and young people to step down from residential care.
S7	Open two Cheshire East Council residential children's homes, which will include one emergency bed, to increase the placement options for Cheshire East's young people.