

# Improvement Plan

## Rating Overview

Ratings as at 12 November 2025

### Key

Colour	Action Definition
Grey	Not started yet/ action closed and replaced with new action
Red	Not on track
Amber	On track to be completed within timescales
Amber E	Completed but we need to embed and evidence impact
Green	Completed and embedded with evidence of impact

## Chapter 1

Senior Leaders' Oversight			
Ref	Action	Due by	RAG
SL1	Reporting and governance arrangements	Jan 25	Complete
SL2a	Internal Family Feedback Strategy	Apr 25	Amber E
SL2b	Partnership Family Feedback Strategy	Mar 25	Amber E
SL3	Improvement Board	July 24	Complete
SL4	Children's Services Strategic Quartet	July 24	Complete
SL5	Corporate parenting strategic board	Nov 24	Amber E
SL6	Corporate parenting training	Sept 25	Amber E
SL7	Care leaver champions	Apr 25	Amber E
SL8	Cared for children and care leavers strategy	TBC	Reviewing
SL9	Quality assurance activity against improvement plan	Feb 25	Amber E
SL10	Service manager thematic audit group	Aug 24	Complete
SL11	Share audit findings with teams	Sept 24	Complete
SL12	Vital signs performance report	Sept 24	Complete
SL13	Councillor oversight of frontline practice	Sept 25	Complete
SL14	Children's social care national framework implications	Feb 25	Complete
SL15a	Practice guidance on timescales	Jun 25	Amber E
SL15b	Embed practice standards	Apr 25	Amber E
SL16	Examples of good practice	Aug 24	Amber E
SL17	Strengthen the audit process	Nov 25	Delayed
SL18	Family feedback implementation plan	Oct 25	Reviewing

Care Leavers: Quality of Practice			
Ref	Action	Due by	RAG
CLA1	Practice standards	June 24	Complete
CLA2	Mandatory training plan	June 25	Complete
CLA3	Management structure	April 24	Complete
CLA4	New pathway plan format	May 24	Complete
CLA6	Arrangements for young adults where there are safeguarding concerns	Sept 24	Complete
CLA7	Recruit Care Leaver Ambassadors	Oct 24	Complete

Care Leavers: Planning for Adulthood			
Ref	Action	Due by	RAG
CLB2	Review Ignition Panel	Sept 24	Complete
CLB3	Preparing for adulthood in practice standards	June 24	Complete
CLB4	Care leaver hubs	July 24	Amber E
CLB6	Health histories development	July 25	Complete
CLB7	PA training on health histories	June 24	Complete
CLB8	Local offer app	Aug 24	Complete
CLB9	Review the local offer	Dec 24	Complete
CLB10	PA training on the local offer	July 24	Complete
CLB11	Participation opportunities at hubs	July 24	Complete
CLB12	Free bus pass for care leavers	Oct 24	Complete

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

Care Leavers: Accommodation			
Ref	Action	Due by	RAG
CLD1	Emergency accommodation protocol	Aug 24	Complete
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	Complete
CLD7	Proposals to address accommodation shortages	July 24	Complete
CLD8	Flexibilities in current contracts for 16-18 year olds' accommodation	Oct 24	Complete
CLD9	18-25 accommodation offer	July 26	On track

Care Leavers: aged over 21			
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	Amber E
CLE4	Tracker for care leavers 21+	May 24	Complete
CLE5	Quality assurance of care leavers 21+	Aug 24	Complete
CLE6	Review the impact of 21+ offer with young adults	Mar 25	Complete

Quality of Plans			
Ref	Action	Due by	RAG
P1	Restorative practice model	Dec 24	Amber E
P2	Masterclasses	Apr 25	Complete

P3	Management session on planning	Sept 24	Complete
P4	Reflective case discussions for CP	July 24	Complete
P5	Permanence action plan	TBC	Reviewing
P6	Best practice guidance on care planning	June 25	Amber E
P7	Review children's panels	Jan 26	On track
P8	Training on partnership challenge	Dec 24	Complete
P9	New forms in line with families first	Feb 26	On track
P10	Single assessment	Mar 26	On track
P11	Training plan for lead practitioners	Apr 25	Amber E
P12	Central place for resources	Sept 25	Reviewing

Quality and Frequency of Visits			
Ref	Action	Due by	RAG
V1	Performance framework	Sept 24	Complete
V2	Masterclasses on visiting	Sept 24	Complete
V3	Visiting template	July 24	Amber E
V4	e-learning on visiting	Aug 24	Complete
V5	Training on recording	May 25	Amber E
V7	Review visiting in supervision	Jan 25	Amber E

Management Oversight and Supervision			
Ref	Action	Due by	RAG
MO1	Leadership development programme	June 25	Complete
MO2	CSC management programme	Apr 25	Closed
MO3	Supervision policy and guidance	Sept 24	Complete
MO4	Supervision training	Oct 25	Amber E
MO5	Permanence tracker	Oct 24	Amber E
MO6	Review plans for cared for children who are not in foster care or planning to return home	July 24	Amber E
MO7	Include children's views in the supervision form	Oct 24	Complete

Effectiveness of IROs			
Ref	Action	Due by	RAG
IR1	IRO performance management framework	Sept 24	Complete
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	Complete
IR6	Challenge permanence performance	July 24	Amber E
IR7	Consult with children on the impact of the cared for IRO service	Mar 25	Amber E

Sufficiency of Placements			
Ref	Action	Due by	RAG
S1	Family led decision making	TBC	Closed
S2	Join Foster4	May 24	Complete
S3	Build Foster4 offer and front door	Oct 24	Complete
S4	Opportunities for fostering marketing	Oct 24	Complete
S5	Specialist foster carers to support step down from residential	TBC	Reviewing
S6	Third Mockingbird constellation	Sept 24	Complete

S7	Two council residential homes	Jun 25	Complete
S9	Joint commissioning high needs placements	Feb 26	On track
S10	Young people influence recruitment of foster carers	Sept 24	Complete
S11	Homes for cared for children workstream	Apr 25	Amber E

## Chapter 2

The Front Door			
Ref	Action	Due by	RAG
FD1	Contact guidance	July 24	Amber E
FD2	Review LA MASH arrangements	Aug 24	Complete
FD3	Multi-agency workshop reviewing front door arrangements	Jan 25	Complete
FD4	Chapter 3 Working Together	Apr 25	Amber E
FD5	Establish a MASH	Mar 26	On track

Strategy Meetings			
Ref	Action	Due by	RAG
SM1	Workshop on strategy meetings	Aug 24	Closed
SM2	Minute-taking training	Aug 24	Closed
SM3	Management analysis box	June 24	Complete
SM4	Partnership and managers training	Oct 24	Amber E

Life-story work and later-life letters			
Ref	Action	Due by	RAG
LS1	Commission training	Mar 25	Amber E
LS3	Monitoring for life-story work and later life letters	Aug 24	Amber E

Health of Cared for Children			
Ref	Action	Due by	RAG
H1	Prioritisation for vulnerable children for CYPMHS support	Mar 25	Amber E
H2	Waiting well initiatives	Mar 25	Amber E
H3	Review emotional support for UASC	Aug 25	Amber E
H4	Joint health and CSC reviews of health assessments timeliness	May 24	Closed
H5	LA single point of contact	May 24	Closed
H6	Quarterly reporting to NHS England	May 24	Closed
H7	Health and wellbeing workstream	Jun 25	Amber E
H8	Review and streamline health assessment process	May 25	Amber E

Education for Cared for Children			
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	Amber E
ED5	Review PEP form	Sept 24	Amber E
ED6	Benchmark cared for attainment against their peers	Feb 25	Amber E

ED7	Audit young adults who are NEET at 20	Mar 25	Complete
ED8	Use RONI to identify at risk of NEET	Nov 24	Complete

### Workforce

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	Amber E
W5	Recruitment and retention strategy	Dec 24	Amber E
W6	Recruitment campaign	Nov 25	On track
W7	Reporting on caseloads	Aug 24	Complete
W8	Masters apprenticeship scheme	Mar 25	Complete
W9	Seek practitioner views	Qrtly review	Complete
W10	Communicate improvement progress	Qrtly review	Complete
W11	Seek children's views through audit	Monthly	Complete
W12	Base build children's services	Mar 26	On track

### Chapter 3

#### Entries to Care

Ref	Action	Due by	RAG
C1	Review children's experiences to see if early help could have been offered	Feb 25	Amber E
C2	Early Help Strategy	June 25	Complete
C3	Joint protocol for police protection	July 25	Closed
C4	Neglect Strategy	June 25	Complete

#### Children's home inspection

Ref	Action	Due by	RAG
CH1	Weekly management reviews	Mar 25	Complete
CH2	Strengthen reg 44 visits	Mar 25	Complete
CH3	Review the recording system for residential provision	Mar 25	Complete