

Appendix 3 – Changes to the improvement plan as agreed by the Partnership Oversight Group

New actions have been added in response to the children's home inspection completed on 4 February 2025 (section CH in Chapter 3), as well as the following:

| Ref | Action | Timescale |
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| P10 | Develop a new C&F assessment. | June 2025 |
| P11 | Develop a clear training plan for the lead practitioners to support improved quality practice. | April 2025 |
| P12 | Develop and launch a new central point for children and families resources, practice guidance and training. | May 2025 |

The following actions have been closed and replaced with a new action to address the same area. Impact will be assessed through the new action:

| Ref | Actions that have been closed | New action |
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| SM1 | Deliver a workshop on strategy meetings for team managers to support consistently good practice. | SM4 - Develop partnership and managers training to strengthen partnership contributions during strategy discussions, what is recorded, and how minutes are signed off. |
| SM2 | Deliver training for unit coordinators on minute taking to support consistently good practice across the team in capturing discussions on risk. | |
| H4 | Health and children's social care to jointly review the timeliness of health assessments on a six-weekly basis to support improved timeliness. | H8 - Review and streamline the process around initial health assessments to improve timeliness. |
| H5 | Develop a single point of contact for health assessments within the local authority to support increased timeliness. | |
| H6 | Report quarterly to NHS England on out of area initial and review health assessments that are out of timescale to drive improved timeliness. | |

The following actions have been revised:

| Ref | Action | Revised action | Timescale |
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| SL2b | Develop the child and family Engagement strategy that describes how and when to | Develop a partnership child and family Engagement strategy that describes how and | Not changed |

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| | facilitate co-production and will be linked to the family feedback strategy. | when to facilitate co-production and will be linked to the family feedback strategy. | |
| SL13 | Ensure councillors have oversight of practice through opportunities built into the practice and learning weeks that will take place twice a year. | Ensure councillors have oversight of practice and receive feedback from frontline practitioners through a variety of opportunities. | September 2025 A proposal on new arrangements for councillor frontline visits will be received by committee in June 2025, and additional time is accounted for to put the new process in place once agreed. |
| SL15 | Embed 'Being Brilliant at Best Practice' through our culture, leadership, and developing and sharing key communications on practice. Continually evaluate impact and reinforce messages through monthly performance meetings and quality assurance activity. | SL15a - Develop practice guidance where specific practice guidance is required and to include timescales to ensure expectations are clear to practitioners and managers. SL15b - Embed the practice standards ('Being Brilliant at Best Practice') through our culture, leadership, and developing and sharing key communications on practice. Continually evaluate impact and reinforce messages through monthly performance meetings and quality assurance activity. | July 2025 April 2025 |
| SL17 | Strengthen how we capture children and young people's feedback through audits through a dedicated resource to ensure this is supported and actioned. | Strengthen the audit process – revise the audit tool and integrate audit and reporting within the child's record. | July 2025 |
| 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. | Develop an implementation plan for the family feedback strategy that has now been approved. | October 2025 |
| CLB4 | Permanent hub from the Crewe Youth Zone by the end of 2025 | Consider suitable options for a long-term care leaver hub in Crewe | Not changed |
| P6 | Refresh the practice standards on care planning to ensure expectations to support permanence are clear. | Develop best practice guidance on care planning to ensure expectations to support permanence and life story work are clear. | May 2025 |

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| P7 | Review permanence decision panels to ensure effectiveness of permanence planning. | Review children's panels and the outcomes they achieve for children (including permanence) to ensure they are effective and streamlined | September 2025 |
| 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. | Review and refresh forms within the child's record in line with families first and remove references to Signs of Safety. | February 2026 |
| 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. | | |
| 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. | Deliver training to the children's social care workforce on the impact of recording and how this impacts on children's understanding of their experiences. | May 2025 |
| 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. | Deliver a system which enables family led decision making to support children and young people to stay safely within families: <ul style="list-style-type: none"> - Develop a family network procedure - Develop training for the workforce to deliver family network meetings | In scoping |
| S9 | Investigate the potential for joint commissioning of high needs placements for children with relevant system partners, developing costed business cases where required, to support increased placement options for young people. | Establish effective processes with relevant system partners for consideration of joint commissioning and funding arrangements of placements where there is a combination of health, education and social care needs. | Not changed |
| 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 | Develop a 'Good Homes for All' workstream and action plan to improve outcomes for cared for children. This workstream will include a care leaver ambassador to ensure the views of | April 2025 |

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| | experienced children and young people shape our priorities and service development. | care experienced children and young people shape our priorities and service development. | |
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The timescales for the following actions have been revised through the oversight group to ensure these are suitable:

| Ref | Action | Last reported timescale | Revised timescale |
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| SL2a | Develop a Family Feedback Strategy to ensure our services develop in response to what our families tell us. | February 2025 | April 2025 Updated due to staff absence, the family feedback strategy was agreed by the PPP group in April. |
| 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. | Scoping | July 2025 Consultation has taken place, and changes made, the new process is now being put in place in health and children's social care, which involves changes to ICT systems. |
| 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. | May 2025 | June 2025 An additional supervision course will take place in June to cover the remaining cohort of managers. It was not possible to have this in May due to the trainer's availability. |
| 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. | Scoping | March 2025 Surveys for children, young people, families and professionals are now in place where they can share their views about CP conferences and cared for reviews. |
| S5 | Develop specialist foster carers to support children and young people to step down from residential care. | Scoping | November 2025 A report will be produced for the C&F committee on this approach so additional time is needed to support this being received by committee, and then time will be needed once the approach is agreed to recruit carers. |
| 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. | March 2025 | June 2025 The first meeting of the new Good Health and Wellbeing workstream has taken place in April, with the second planned for early May. The terms of reference have been reviewed and an initial draft of an action plan has been developed for review at the next meeting. |

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| H3 | Review the current emotional support offer for UASC young people in Cheshire East, taking into account any recommendations/ good practice from the Cheshire and Merseyside scoping exercise on support to UASC young people. | March 2025 | August 2025 Following some delay, Greater Manchester ICB will be feeding back on their exercise on behalf of NHS England to drive improvement for health services for UASC on the 15 May. Any learning will be considered through the new Health and Wellbeing workstream. |
| W6 | Develop and launch a refreshed recruitment campaign to attract high quality practitioners and managers to Cheshire East. | March 2025 | August 2025 Additional time is needed as external support has now been commissioned and timing of the launch and advertising needs to be considered |
| W12 | Deliver a base build of children's services to ensure there is the right support to meet children's needs. | June 2025 | December 2025 This is a large piece of work and will involve engagement from staff and key stakeholders in determining the changes. A programme director commenced in April who is leading this. |
| C3 | Agree a joint protocol for responding to and managing police protection, including how police protection paperwork is shared and recorded on a child's electronic file. | March 2025 | July 2025 A protocol was drafted, but following joint work with the police, it has been agreed that this needs to be rewritten collaboratively. |

The following actions have been removed:

| Ref | Action | Reason |
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| CLB1 | Embed within our culture and approach that we start planning for adulthood as soon as a child or young person enters care. | This is covered under the birth to thrive workstream as a transformation project. As work progresses, we may determine if any actions need to be pulled into this plan |
| LS2 | Include in the practice standards for care planning that the expectation for every child is that life story work and later life letters are started early. | This is covered under action P6 - Develop best practice guidance on care planning to ensure expectations to support permanence and life story work are clear. |

The following action has been closed as impact will be tested across a varying number of improvements within the plan and BAU QA work:

| Ref | Actions that have been closed |
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| MO2 | Deliver an in-house leadership and management development programme for children's social care, tailored to our areas for improvement, to support a culture of high support and high challenge and embed consistently good quality practice. |