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MEETING: HEALTH AND WELLBEING BOARD
DATE: 8th March 2023
TIME: 2.00 pm
VENUE: Committee Room - Bootle Town Hall, Trinity Road, Bootle, L20 7AE

Member

Cllr. Ian Moncur (Chair)
Cllr. Paul Cummins
Cllr. Mhairi Doyle, M.B.E.
Deborah Butcher
Margaret Jones
Martin Birch
Dr. Rob Caudwell
Clare Morgan
Nina Russell
Andrew Booth
Superintendent Dawn McNally
Angela White
Anita Marsland
John Turner
Sarah Alldis
Mark Thomas
Joe Rafferty
Janine Hyland
Adrian Hughes

COMMITTEE OFFICER: Amy Dyson Democratic Services Officer
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If you have any special needs that may require arrangements to facilitate your attendance at this meeting, please contact the Committee Officer named above, who will endeavour to assist.

We endeavour to provide a reasonable number of full agendas, including reports at the meeting. If you wish to ensure that you have a copy to refer to at the meeting, please can you print off your own copy of the agenda pack prior to the meeting.

A G E N D A

1. Apologies for Absence

2. Minutes of Previous Meeting

(Pages 5 - 10)

Minutes of the meeting held on 7 December 2022

3. Declarations of Interest

Members are requested at a meeting where a disclosable pecuniary interest or personal interest arises, which is not already included in their Register of Members' Interests, to declare any interests that relate to an item on the agenda.

Where a Member discloses a Disclosable Pecuniary Interest, he/she must withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest, except where he/she is permitted to remain as a result of a grant of a dispensation.

Where a Member discloses a personal interest he/she must seek advice from the Monitoring Officer or staff member representing the Monitoring Officer to determine whether the Member should withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest or whether the Member can remain in the meeting or remain in the meeting and vote on the relevant decision.

4. Education Scorecard

(Pages 11 -
22)

Report of the Executive Director of Children's Social Care and Education

5. Cheshire and Merseyside Joint Forward Planning Process

Presentation of the Associate Director of Strategy and Collaboration, NHS Cheshire and Merseyside

6. Sefton Place ICB Planning Guidance

Presentation of the Associate Director of Finance and Performance, NHS Cheshire and Merseyside, Sefton Place

7. Sub Committee Updates

(Pages 23 -
28)

Report of the Director of Public Health

8. Communication and Engagement Update

(Pages 29 -
32)

Report of the Communications Officer, NHS Cheshire and Merseyside Integrated Care Board – Sefton Place

- 9. Southport and Ormskirk Hospital NHS Trust - Next Steps in Proposed Partnership** (Pages 33 - 34)

Anne-Marie Stretch, Managing Director, Southport and Ormskirk Hospital NHS Trust, to attend.
- 10. Report on the Public Health Annual Report 2022/23: Ageing in Sefton** (To Follow)

Report of the Director of Public Health
- 11. Children's Services Improvement Programme** (Pages 35 - 70)

Report of the Executive Director of Children's Social Care and Education

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THIS SET OF MINUTES IS NOT SUBJECT TO "CALL IN"

HEALTH AND WELLBEING BOARD

**MEETING HELD AT THE COMMITTEE ROOM - BOOTLE TOWN HALL,
TRINITY ROAD, BOOTLE, L20 7AE
ON WEDNESDAY 7TH DECEMBER, 2022**

PRESENT: Councillor Moncur (in the Chair) (Sefton Council)
Councillors Doyle (Sefton Council), Deborah Butcher
(Sefton Council), Margaret Jones (Sefton Council)
and Anita Marsland (Sefton Partnership
Governance)

70. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Cummins (Sefton Council), Sarah Alldis (Sefton Council), Dr. Rob Caudwell (NHS Cheshire and Merseyside Integrated Care Board - Sefton Place), Adrian Hughes (Alder Hey Children's NHS Foundation Trust), Janine Hyland (Every Child Matters Forum), Superintendent Dawn McNally (Merseyside Police), Nina Russell (NHS Acute Provider Sector), Mark Thomas (Merseyside Fire and Rescue Service) and Angela White (Sefton Council for Voluntary Services).

71. MINUTES OF PREVIOUS MEETING

RESOLVED:

That the Minutes of the meeting held on 28 September 2022 be confirmed as a correct record.

72. DECLARATIONS OF INTEREST

No declarations of any disclosable pecuniary interests or personal interests were received.

73. SUB-GROUP UPDATES

The Board considered the report of the Director of Public Health that provided an update and summary of activity from the five identified sub-groups:

- (1) Children and Young People Partnership Board (CYPPB), which had met once on 12 October 2022. At the meeting, the Board discussed: McAllister Review; Start Well; Early Help Strategy; Education SEND;

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Education Strategy and Post 16 Care Support.

- (2) Special Educational Needs and Disabilities Continuous Improvement Board (SENDICIB) which had met twice on 20 September 2022 and 15 November 2022. At the September meeting, the Board discussed: SEND Education Update; SEND Inspection Framework; Integrated Care Board – Sefton and Regional and SEND Performance.
- (3) Sefton Adults Forum which had met twice on 27 September 2022 and 22 November 2022. At the September meeting the evolution of EPEG as part of the Communication and Engagement strand of Place Development was discussed. At the November meeting, the Forum was updated on: the Day Opportunities review; progress of the Fair Cost of Care Exercise; developments around dementia offers and diagnosis rates; standard items on communications and quality updates; and the recent ICB Maturity assessment.
- (4) The Health and Wellbeing Executive had not met since the last update but had provided oversight regarding the Better Care Fund plan for 2022/23 and updated the Terms of Reference for the Board.
- (5) Sefton Health Protection Forum which had been re-established following COVID-19 and had met four times on 28 April 2022, 7 June 2022, 11 August 2022 and 18 October 2022. The Forum would move to quarterly meetings with the next meeting scheduled in January 2023.

The report also included the 2022/23 Better Care Fund Plan (Financial Plan, Capacity and Demand Plan and Narrative document).

RESOLVED: That

- (1) The report be noted;
- (2) The appended Better Care Fund plan for Sefton for 2022/23 be ratified; and
- (3) Authority be delegated to the Chair of the Health and Wellbeing Board to sign off on the Better Care Fund plan for Sefton for 2022/23.

74. EARLY YEARS SUFFICIENCY ASSESSMENT 2022

The Board considered the report of the Assistant Director Children's Services (Education) which included the Council's Early Years Sufficiency Report, dated October 2022. Sefton Council was required by law to report annually to elected members on how it was meeting its duty to secure sufficient childcare and make this report available and accessible to parents.

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The annual Childcare Sufficiency Assessment (CSA) had been produced to aid the local authority in its statutory duty to secure sufficient childcare for working parents or for them to take up training opportunities that led to work. The assessment looked at the childcare market in Sefton in 2022 and estimated demand using a variety of indicators and assumptions and compared this to supply. The effects and impact of the Covid-19 pandemic on the future sustainability of the sector were included. The assessment was an update to the Childcare Sufficiency Assessment 2020- 2021. Sufficiency had been assessed using data about the need for childcare and the amount of childcare available.

RESOLVED:

That the report be noted.

75. EDUCATION EXCELLENCE STRATEGY FOR SEFTON 2022-2027

The Board considered the report of the Assistant Director Children's Services (Education) which had previously been presented at Overview and Scrutiny Committee (Children's Services and Safeguarding) on 27 September 2022 and Cabinet on 6 October 2022.

The Education Excellence Strategy for Sefton 2022-27 is intended to be an overarching plan which articulated the Council's ambitions of helping every young person in Sefton to unlock the door to more choices and opportunities. It was based on key priorities identified within the 2030 Vision for Sefton, Sefton's Health & Wellbeing Strategy 2020-2025, Sefton's Children & Young People Plan 2020-2025 and Sefton's Joint Strategic Needs Assessment.

RESOLVED:

That the report be noted.

76. LIVERPOOL JOHN MOORE'S EMOTIONAL WELLBEING SURVEY RESULTS

The Board considered the presentation of the Public Health Consultant which gave an overview of the results of Liverpool John Moore's University Sefton School Mental Wellbeing and Resilience Survey 2022. The presentation included:

- Why it was important to measure
- Who took part and issues with comparison
- Staff
- Primary School Children
- Secondary School Children
- All Children and Young People

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- Protective factors against low wellbeing
- What the evidence suggested
- Recommendations
- What's already in place and next steps

RESOLVED:

That the presentation be noted.

77. COMMUNICATION AND ENGAGEMENT UPDATE

The Board considered the report of the Communications and Engagement Manager, South Sefton Clinical Commissioning Group which was presented quarterly and provided an update on the work of Sefton Health Communications, Engagement, and Information Group (SHCEIG). The report included achievements since the last update (September 2022) and next steps.

RESOLVED:

That the report be noted.

78. HEALTH AND WELLBEING BOARD INDICATORS

The Board considered the presentation of the Business Intelligence Lead, NHS Cheshire and Merseyside Integrated Care Board – Sefton Place. The presentation included statistics around Life course Focus – Start Well, Live Well and Age Well as well as next steps.

RESOLVED:

That the presentation be noted.

79. BEYOND - CHILDREN AND YOUNG PEOPLE'S TRANSFORMATION PROGRAMME

The Board considered the presentation of the Programme Director, Cheshire and Merseyside, Beyond Transformation Programme which covered the following topics:

- Health Inequalities
- Programme Development and Key Priorities
- Beyond Programme Governance and Team
- Update of Achievements
- Priority Areas for workstreams
- Sefton Projects so far
- Key Considerations

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2022

RESOLVED:

That the presentation be noted.

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Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	Monday 6 March 2023
	Health and Wellbeing Board		Wednesday 8 March 2023
Subject:	Education Scorecard		
Report of:	Executive Director of Children's Social Care and Education	Wards Affected:	(All Wards);
Portfolio:	Education		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

To present the Education Scorecard

Recommendation(s):

- That Overview & Scrutiny Committee (Children's Services and Safeguarding) and the Health and Wellbeing Board receive the data contained in the scorecard for noting.

Reasons for the Recommendation(s):

- Overview and Scrutiny Committee (Children's Services and Safeguarding) provide scrutiny in relation to educational progress and data.

Alternative Options Considered and Rejected: (including any Risk Implications)

Not Applicable.

What will it cost and how will it be financed?

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(A) **Revenue Costs** - Not Applicable.

(B) **Capital Costs** - Not Applicable.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets): N/A	
Legal Implications: Local authority has a statutory duty to provide support and challenge to educational providers. Measurement of success in this duty is related to educational attainment, attendance, exclusions etc.	
Equality Implications: The committee will be kept informed of all equality implications, risk and mitigations	
Climate Emergency Implications: The recommendations within this report will	
Have a positive impact	no
Have a neutral impact	yes
Have a negative impact	no
The Author has undertaken the Climate Emergency training for report authors	yes
There are no climate emergency implications as a direct result of this report	

Contribution to the Council's Core Purpose:

Protect the most vulnerable: Education Scorecard provides data on all school children, including the most vulnerable
Facilitate confident and resilient communities: As Above
Commission, broker and provide core services: As Above
Place – leadership and influencer: As Above
Drivers of change and reform: As Above
Facilitate sustainable economic prosperity: N/A
Greater income for social investment: N/A

Cleaner Greener: N/A

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD 7154/23) and the Chief Legal and Democratic Officer (LD 5354/23) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

No external consultations were sought for this report.

Implementation Date for the Decision

Immediately following the Committee.

Contact Officer:	Tricia Davies
Telephone Number:	07813544809
Email Address:	Tricia.davies@sefton.gov.uk

Appendices:

The following appendices are attached to this report:

Appendix A – Education Scorecard

Background Papers:

Not Applicable.

1. Introduction/Background

- 1.1 This is the first Education Scorecard bringing together a range of data from across education. This scorecard will be updated and presented every term. However, test and exam data will only be updated once a year.

2. Overview

- 2.1 Early Years (EY) and Phonics

The percentage of pupils reaching a good level of development and those meeting the required standard experienced drops across Early Years and Phonics respectively which was in line with national performance however, the fall across those areas was slightly more severe in the Sefton area than at the national level.

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Whilst Phonics is within half a percent away from the national average, EY pupils reaching a good level of development are 4.4% behind as of 2022.

2.2 Key Stage 1

Similarly, as above, the percentage of KS1 pupils reaching expected standard also saw negative movement across Reading, Writing, and Maths, locally and nationally. Performance across Writing experienced the biggest fall out of the three areas. 2022 figures show that Sefton is slightly behind the national average in all three of the mentioned areas when taking all pupils into consideration.

2.3 Key Stage 2

KS2 performance continues the decreasing pattern in the percentage of pupils reaching expected standard for Writing and Maths however, Reading saw an increase across the Sefton area of 3.4% from 2019 to 2022 which outperformed the national increase of 0.6%. SEN pupils across Sefton saw a drastic 7.8% improvement in this area whilst the average national increase for SEN pupils was 1.4%. The increase across all pupils who reached the expected standard in Reading resulted in Sefton outperforming the National average by 2.4% as a whole however, it continuous to remain below the national level in Maths and Writing.

2.4 Key Stage 4

KS4 results saw an improvement from 2019 across average attainment and student performance in Maths and English as it did on a national level. The most notable improvement can be seen in the percentage of SEN pupils that achieved GCSE grades between 4 and 9 in both English and Maths which increased by 11.7% from 2019 to 2022.



Appendix A - Education Scorecard

Education Scorecard

The outcomes for children and young people need to be at least at national average by the end of the next three years.

Area	2022/2023			Annual			3-year trend
	Autumn 1 st half term	Autumn full term	Spring 1 st half term	2019/2020	2020/2021	2021/2022	

Absence

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Absence Rate							
All pupils	6.3%	7.9%	7.2%	6.5%	6.6%	8.4%	7.2%
EHCP pupils	11.6%	13.2%	12.4%	10.8%	14.8%	12.3%	12.6%
SEN support pupils	9.4%	11.3%	10.8%	8.9%	8.2%	11.3%	9.5%
Students with persistent absence							
All pupils	19.7%	24.7%	22.5%	19.9%	19.6%	26.3%	21.9%
EHCP pupils	30.0%	36.1%	32.6%	32.7%	42.6%	37.7%	37.7%
SEN support pupils	28.2%	35.0%	31.3%	27.3%	26.9%	36.6%	30.3%

Area	2022/2023			Annual			3-year trend
	Autumn 1 st half term	Autumn full term	Spring 1 st half term	2019/2020	2020/2021	2021/2022	

Exclusions

Fixed Term Exclusions (Pupils of Statutory School Age that have at least one Exclusion as a percentage of the overall cohort)							
All pupils	0.6%	1.3%	0.7%	1.5%	1.6%	2.8%	2.0%
EHCP pupils	1.3%	2.7%	1.6%	5.7%	5.5%	7.1%	6.1%
SEN support pupils	2.0%	3.3%	1.4%	3.3%	3.3%	5.5%	4.0%

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Education, Health and Care Plan

% young people with an EHCP maintained by Sefton schools attending main provision	21.5%	22.1%	22.6%	18.4%	20.7%	22.5%	20.5%
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Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Early Years Foundations Profile

% reaching good level of development							
All pupils	70.8	68.8	60.8	66.8	-8.0	71.0	
Disadvantaged Pupils	53.2	54.0	41.7	49.6	-12.3		Not
All SEN pupils	17.5	17.6	12.1	15.7	-5.5		

Phonics

% meeting required standard							
All pupils	83.2	82.5	75.0	80.2	-7.5	82.7	
Disadvantaged Pupils	70.0	71.4	61.9	67.8	-9.5	71.7	
FSM pupils	68.1	69.9	61.1	66.4	-8.8	70.2	
All SEN pupils	40.7	39.8	35.3	38.6	-4.5	43.8	

Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 1

Reading - % reaching expected standard							
All pupils	73.1	74.6	65.8	71.1	-8.8	75.5	
Disadvantaged Pupils	58.8	59.1	52.2	56.7	-6.9	62.4	
FSM pupils	57.3	57.5	51.5	55.4	-6.0	60.2	
All SEN pupils	23.6	30.8	21.9	25.4	-8.9	30.4	
Writing - % reaching expected standard							
All pupils	67.8	67.7	54.2	63.2	-13.5	69.9	

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Disadvantaged Pupils	51.4	52.9	38.5	47.6	-14.4	55.4	
FSM pupils	49.9	51.7	38.0	46.5	-13.7	53.0	
All SEN pupils	15.0	19.1	11.8	15.3	-7.3	22.2	

Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 1 (Continued)

Maths - % reaching expected standard							
All pupils	75.7	75.7	66.9	72.8	-8.8	76.1	
Disadvantaged Pupils	62.1	61.3	51.8	58.4	-9.5	62.8	
FSM pupils	59.9	59.5	51.4	56.9	-8.1	60.6	
All SEN pupils	26.8	31.5	25.4	27.9	-6.1	32.8	
RWM - % reaching expected standard							
All pupils	63.3	63.2	50.1	58.9	-13.1	65.3	
All SEN pupils	12.5	15.4	10.5	12.8	-4.9	18.8	

Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 2

Reading - % reaching expected standard							
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All pupils	79.0	73.4	76.8	76.4	3.4	75.8	
Disadvantaged Pupils	67.1	61.8	65.4	64.8	3.6	64.2	
FSM pupils	63.3	61.0	62.9	62.4	1.9	59.9	
All SEN pupils	39.0	32.2	39.9	37.0	7.8	39.2	
Writing - % reaching expected standard							
All pupils	79.6	77.0	67.5	74.7	-9.5	78.8	
Disadvantaged Pupils	65.1	63.8	51.6	60.2	-12.3	67.4	
FSM pupils	58.3	61.3	49.0	56.2	-12.3	62.4	
All SEN pupils	26.4	25.6	23.0	25.0	-2.6	34.1	

Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 2 (Continued)

Maths - % reaching expected standard							
All pupils	79.0	78.5	71.1	76.2	-7.4	75.6	
Disadvantaged Pupils	66.9	65.9	56.3	63.0	-9.6	63.8	
FSM pupils	61.3	64.4	55.2	60.3	-9.2	59.2	
All SEN pupils	39.6	35.3	35.5	36.8	0.2	38.0	
RWM - % reaching expected standard							
All pupils	67.0	63.0	54.5	61.5	-8.5	64.4	
Disadvantaged Pupils	51.4	47.3	39.5	46.1	-7.8	50.5	
FSM pupils	46.5	46.0	37.6	43.4	-8.4	45.9	
All SEN pupils	18.9	15.3	15.3	16.5	0	21.7	

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Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 4

Average attainment and score							
All pupils	44.9	43.9	46.9	45.2	3.0	44.5	43.9
Disadvantaged Pupils	34.7	34.4	35.4	34.8	1.0	36.8	36.8
FSM pupils	32.0	32.2	35.0	33.1	2.8	34.5	34.5
All SEN pupils	24.4	21.2	26.6	24.1	5.4	Not Available	21.2
% achieving grades 9-5 in English and Maths							
All pupils	39.4	35.9	44.0	39.8	8.1	40.2	40.2
Disadvantaged Pupils	22.1	17.8	23.7	21.2	5.9	24.9	24.9
FSM pupils	19.4	16.6	22.7	19.6	6.1	21.7	21.7
All SEN pupils	12.1	6.9	13.0	10.7	6.1	Not Available	13.0

Area	2018	2019	2022	3 Year Trend	Compared to 2019	2018	
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Key Stage 4 (continued)

% achieving grades 9-4 in English and Maths							
All pupils	62.7	60.5	64.3	62.5	3.8	59.4	59.4
Disadvantaged Pupils	42.5	40.0	43.4	42.0	3.4	44.6	44.6
FSM pupils	37.8	37.0	42.9	39.2	5.9	40.2	40.2
All SEN pupils	22.4	16.5	28.2	22.4	11.7	Not Available	28.2

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Report to:	Health and Wellbeing Board	Date of Meeting:	Wednesday 8 March 2023
Subject:	Sub Committee Updates		
Report of:	Director of Public Health	Wards Affected:	(All Wards);
Portfolio:	Health and Wellbeing		
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	N		

Summary:

This report is to present to the Health and Wellbeing Board a summary of activity from the five identified subgroups. This is activity since the last report received by the board on the 7th December 2022

Recommendation(s):

(1) The updates are received and noted by the Board

Reasons for the Recommendation(s):

The Board is asked to routinely receive and note updates to ensure compliance with required governance standards

Alternative Options Considered and Rejected: (including any Risk Implications)

Not applicable

What will it cost and how will it be financed?

(A) Revenue Costs

The contents of this report do not incur additional revenue costs

(B) Capital Costs

The contents of this report do not incur additional capital costs

Implications of the Proposals:

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Resource Implications (Financial, IT, Staffing and Assets):	
The contents of the report do not represent additional resource implications	
Legal Implications:	
The contents of the report do not present any legal implications	
Equality Implications:	
There are no equality implications.	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	N
Have a neutral impact	Y
Have a negative impact	N
The Author has undertaken the Climate Emergency training for report authors	Y
The contents of the report represent a neutral impact on the climate emergency.	

Contribution to the Council's Core Purpose:

Protect the most vulnerable: Ensure the Health Wellbeing Board has oversight of Subgroup activity and its impact
Facilitate confident and resilient communities: Ensure the Health Wellbeing Board has oversight of Subgroup activity and its impact
Commission, broker and provide core services: Ensure the Health Wellbeing Board has oversight of Subgroup activity and its impact
Place – leadership and influencer: Ensure the Health Wellbeing Board has oversight of Subgroup activity and its impact
Drivers of change and reform: Ensure the Health Wellbeing Board has oversight of Subgroup activity and its impact
Facilitate sustainable economic prosperity: N/A
Greater income for social investment: N/A
Cleaner Greener N/A

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7163/23) and the Chief Legal and Democratic Officer (LD.5363/23) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Not applicable

Implementation Date for the Decision

Immediately following the Board meeting.

Contact Officer:	Eleanor Moulton
Telephone Number:	07779162882
Email Address:	eleanor.moulton@sefton.gov.uk

Appendices:

There are no appendices to this report

Background Papers:

There are no background papers available for inspection.

1. Introduction

- 1.1 As agreed at the December 2019 meeting of the Health and Wellbeing board the Board has agreed to receive a standard agenda item of summarised activity of its formal subgroups.
- 1.2 The subgroups are identified as: the Children & Young People Partnership Board, the SEND Continuous Improvement Board, the Adults Forum, the Health and Wellbeing Board Executive and the Health Protection Forum

2. Updates

2.1 Children and Young Peoples Partnership Board

The Children and Young Peoples Partnership Board has met twice since the last report on the 14th December and the 15th Feb. The minutes of the February meeting were not available at the time of writing the report. At the December meeting a communication update was received and discussion on the need for far greater links with other comms leads and engagement from across other partner agencies. A Start Well update was received, and the group made the request for an easy ready version to be developed and for greater connectivity to schools issues. An Early Help report detailed the 5 sub groups now established and the work being undertaken as part of the JTAI preparation. The

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Group also received the minutes of the Early Help Subgroup, the Emotional Health and Wellbeing Partnership, Safter Sefton Together and the YJP Chairs report.

2.2 Sefton Adults Forum

The Forum met on the 31st of January, where they received a further update on Dementia developments, the progress of completion of the national cost of care exercise and its publication, the progress of the Supported Living Consultation and a quality update detailing the current sustainability challenges faced by the Care Home Market.

2.3 Sefton Health Protection Forum

The Sefton Health Protection Forum (HPF) met in January 2023. Key points from the meeting to highlight to the Health and Wellbeing Board are around childhood immunisation. Uptake of primary childhood immunisations does not appear to have returned to pre-pandemic levels in Sefton, noting that other areas of the region are seeing similar patterns in uptake. There has been no representation on the HPF from NHS England (NHS E) to support discussion about this issue due to capacity issues within NHS E. Additionally there are barriers to data sharing between NHS E and other parts of the system making access to current data challenging. NHS E has made a small amount of funding available to Primary Care Networks (PCNs) in Cheshire and Merseyside to support initiatives to improve screening and immunisation uptake. Both Sefton PCNs have been successful in their application to receive pilot funding from NHS England to improve update of Screening and Immunisation programmes. These issues have recently been raised at the Sefton NHS Joint Oversight Group.

2.4 Other updates:

2.4.1 The Health and Wellbeing Board is required to receive and note changes to Pharmacies in its area from NHS England. From June 2022 to date the following notifications have been received:

Pharmacy	Notification
Higgins Pharmacy	Changes to Supplementary Opening Hours
Boots	Closure of Central Square Maghull & Consolidation with Boots Westway
24/7 Medicine Ltd	15 Stuart Road L22 4QR
Lloyds Chemist	Closure of FPW63 St Georges Place, Lord Street, Southport, Merseyside, PR9 0AF
Lloyds Pharmacy	Change of ownership application for Lloyds pharmacy at 290a Knowsley Rd L20 5DQ by Sharie Healthcare Ltd

2.4.2 The 2022/23 Better Care Fund Plan received approval from NHS England on the 10th January 2023.

The Better Care Fund has also been used to manage the 2022-23 Adult Social Care Discharge Fund we have been asked to return data on a fortnightly basis and to positively engaging in the progress review throughout January.

The Department of Health and Social Care are planning to publish spending plans for the £500 million Adult Social Care Discharge Fund shortly on the Adult Social Care Discharge Fund webpage on GOV.UK.

This is to ensure transparency across and between systems, and for the public, on what the £500 million fund has/will be spent on. Publishing the plans on GOV.UK will ensure they are easily accessible and available for anyone who has an interest. In accordance with GDPR, all personal information will be removed before publication. They propose to be publishing only the expenditure plans, not cover sheets containing contact details.

2.4.5 The Health and Wellbeing Executive has not met since the last report.

2.4.6 Combating Drugs Partnership

The Combating Drugs Partnership (CDP) is a multi-agency forum that is accountable for delivering the outcomes in the 10 year Drugs Plan within local areas. CDPs will provide a single setting for understanding and addressing shared challenges related to drug-related harm, based on the local context and need.

The local CDP has met twice since the last update on 9/12/22 and 24/1/23

Items discussed at the meeting in December included:

- The presentation and overview of the Substance Use Joint Strategic Needs Assessment this was signed off and agreed by the partners.
- A framework for the local delivery plan for the national drugs strategy was agreed and a commitment to task and finish groups to identify local actions for inclusion in the plan.
- Supplementary Substance Misuse Treatment and Recovery(SSMTR) Grant funding and the requirement to submit a year 2 plan in March. Overview of Year 1 to be presented at January meeting.

January meeting agenda focused on the following:

- An update on the Merseyside footprint and the commitment of all 5 area Senior Reporting Officers to meet with PCC Office on a quarterly basis. A single report will be presented by the representing Director of Public Health on behalf of all the boroughs.
- A presentation of the year 1 Grant funded programme (SSMTR)
- Review of items submitted by partners for funding and inclusion in the Year 2 plan. These included three from CVS relating to community engagement, youth provision and post prison support for offenders. The service provider also a submitted proposal around mortality and drug related deaths. The year 2 proposal will be reviewed by the partnership prior to submission in March.
- The requirement to develop a monitoring framework for the local delivery plan was discussed. This will need to be developed by Business Intelligence and implemented alongside the national outcomes framework which will be applicable to all areas.

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All areas have been sent a Self-Assessment by the National Combating Drugs Team for completion and an independent evaluation survey both to be returned to central office by the 23rd February 2023.

Date of next meeting of the local partnership 20/3/23

3. Conclusion

The Board are asked to note the contents of the report



Sefton Health Communications, Engagement and Information Group: Quarterly update to HWBB

March 2023

Introduction

This quarterly report provides members of the Health and Wellbeing Board with an update on the work of Sefton Health Communications, Engagement and Information Group (SHCEIG).

SHCEIG was mandated by Sefton Health and Wellbeing Board to support the delivery of joint priorities from the HWB strategy and Sefton2gether. The group has formalised a Sefton wide network for the co-creation and cascade of health and care communications, whilst addressing inequalities in health communication. Its roles include supporting the development and delivery of a communications and engagement strategy for Sefton Partnership, led by the Local NHS/LA Senior Communications & Engagement Group.

SHCEIG is currently chaired by Sefton's head of communications and engagement for NHS Cheshire and Merseyside and it meets monthly. Members comprise communications and engagement representatives from local NHS services, the council, and representatives from Sefton CVS and Healthwatch Sefton.



Update

Achievements since last report (December 2022)

- We continued to share and co-ordinate winter communications plans and toolkits for Sefton working with partners and NHS Cheshire and Merseyside. This has included promoting COVID-19 and flu vaccinations - ongoing until March 2023.
- We continued to support the promotion of NHS health checks and COVID-19 vaccinations on the Living Well bus organised by Cheshire and Wirral Partnership NHS Foundation Trust to target Sefton communities with lower vaccine uptake.
- We heard from partners on various campaigns and we are sharing information about them across our networks. Some notable examples include ‘Simple Things’ from CHAMPS on how easily germs are spread on the likes of self service machines and escalators, Public Health’s mental wellbeing ‘We’re Here’ campaign that will be starting in March / April time and the Sefton CVS led ‘Warm Spaces’ that’s providing a network of warm, safe and welcoming places for some of our most vulnerable residents.
- We heard from Public Health on their mental health support for children and the snapshot leaflet that has been created. Group members will be cascading this information within their organisations and seeing where there is a need for physical leaflets.
- We have shared dedicated updates to our list of Community Gatekeepers, providing them with timely,

Next steps

- We are building on existing work to support residents to understand the pressures in primary care and how to access services since the pandemic. We are working on a press release and toolkit for partners to raise awareness of some new roles within primary care such as social prescribers, paramedics, out of hours service, care co-ordinators, physiotherapists, and pharmacists. This will be promoted to residents and partners in Sefton to highlight the roles and the support they offer people.
- Work is ongoing to build a more permanent website for Sefton Partnership working with Informatics Merseyside and partners.
- We continue work to strengthen our approach around communications, engagement and co-design through a Consultation and Engagement Training Needs Assessment. Council colleagues who lead or commission consultation and engagement and Sefton Partnership commissioners have been invited to take part to help plan training and prioritise areas where consultation and engagement skills are needed with the aim of building capacity.
- Our engagement group, EPEG, switches to its new terms of reference from its next meeting in March 2023. The group’s name is also changing from EPEG to People and Communities and it will have a slightly new membership. As always, this will bring together our key partners including local trusts to talk through patient experience and any upcoming engagement

local information on a range of services, support and advice that they can share with their networks. Community Gatekeepers are best placed to link with some of our most disadvantaged communities and digitally excluded residents and we are currently reviewing and updating our contact list to ensure we are reaching as many people as possible.

- We continued to support awareness and promote Schwartz Round sessions by sharing communications toolkits across partner organisations
- Our Cheshire and Merseyside Engagement Framework was received by Sefton Partnership Board at its January meeting. The framework will work through EPEG, the cross partner Engagement and Patient Experience Group, (due to become the People and Communities Group in March 2023) to localise and support our approach to engagement across the partnership.
- We circulated our latest briefing for partners at the end of December, giving updates on some of Sefton Partnership's key work. As usual, Sefton Communications and Engagement group members disseminated the briefing using their trusted internal channels. This latest briefing included information on the partnership's objectives and programme delivery, our collaboration agreement principles and recent partnership news. The next briefing will be sent out in the coming weeks.
- Two wider stakeholder newsletters have now gone out to residents showcasing some of the work happening across the partnership, information on accessing services locally and opportunities to get involved. These are sent bi-monthly to our database of registered residents, partners

activity.

- NHS Cheshire and Merseyside's Citizens' Panel launched in October 2022. The Citizens' Panel will form part of the wider NHS Cheshire and Merseyside Public Engagement Framework. It will help us develop our approach to working with people and communities and strengthen our ability to demonstrate the impact that people's views, experiences and insights have on our work. The central ICB team were at Southport Hospital on Monday 12 December to encourage people to join the panel and we are looking to do something similar in south Sefton in the coming weeks.
- The last Children and Young Peoples Board (CYPB) received a detailed communications update from partner agencies. The board agreed the update and it was further agreed that the information should be publicised on partner agencies websites – this will be discussed by Sefton Communications and Engagement Group. The next communications update will be presented to the CYPB at the June 2023 meeting.

and other interested parties.



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Chief Executive announces next steps in proposed partnership

11:50 AM // 6TH FEBRUARY 2023

LATEST NEWS



Chief Executive announces next steps in proposed partnership

11:50 AM // 6TH FEBRUARY 2023

Since September 2021, St Helens and Knowsley Teaching Hospitals NHS Trust and Southport and Ormskirk...

Get a free health check and COVID-19 jab this weekend in Sefton

9:05 AM // 2ND FEBRUARY 2023

Since September 2021, St Helens and Knowsley Teaching Hospitals NHS Trust and Southport and Ormskirk Hospital NHS Trust have been working closely together and have produced some significant successes that have benefited patients and staff at both organisations.

The success of this relationship has meant both Trusts have been able to share best practice and learn from each other as they look to continually improve the care provided to local communities. Together, we have secured significant investment to further enhance services, improve patient experience, and offer greater scope for staff development.

The next step in further developing and strengthening this relationship is to come together formally to create one single, integrated organisation.

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This means that staff working at both organisations will be brought under one umbrella brand, but the individual names of the Trusts' hospitals and buildings will remain the same.

As a single organisation, our size will help us better address the challenges faced. This should also help us attract investment and improve our ability to recruit talented colleagues across sites.

This is a proposal at this stage, and we are engaging with staff to gain their views in the coming weeks. People across our communities will be informed at every stage of the move, which is designed to develop even better services for patients across Merseyside and West Lancashire.

Thank you for your continued support.

Ann

Ann Marr OBE

Chief Executive

The 'Living Well' bus will be making two stops in Sefton this weekend to offer...

Planned telephone downtime

1:16 PM // 1ST FEBRUARY 2023

Public telephone calls made to wards at Southport Hospital from 9:30pm on Wednesday 1 February...

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Report to:	Health and Wellbeing Board	Date of Meeting:	Wednesday 8 th March 2023
Subject:	Children's Services Improvement Programme		
Report of:	Executive Director of Children's Social Care and Education	Wards Affected:	(All Wards);
Portfolio:	Children's Social Care		
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	N		

Summary:

The report updates on the progress against the Children Social Care Improvement Plan

Recommendation(s):

- (1) Note the progress made and comment upon the Plan.
- (2) Note 3.3 and the Board is asked what more partner agencies can do to support Children Social Care.

Reasons for the Recommendation(s):

For members of the Board to consider progress made to date.

Alternative Options Considered and Rejected: (including any Risk Implications)

NA

What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct revenue implications with this report. Board Members will be aware that there is significant financial pressure in the service within the current year in respect of agency costs and accommodation costs. Remedial action plans have been presented and approved by Cabinet and Council. Work will continue during the current year on budget monitoring within the service and any additional financial pressure or additional expenditure will need to be met from savings elsewhere within the Council. The Council's next three year Medium Term Financial Plan takes account of this Improvement Programme and the resources required to support it; this will be informed by the Executive Director of Children's Services.

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(B) Capital Costs

There are no direct capital costs associated with the recommendations in this report.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):	
Legal Implications:	
Equality Implications: There are no equality implications	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	N
Have a neutral impact	Y
Have a negative impact	N
The Author has undertaken the Climate Emergency training for report authors	Y

Contribution to the Council's Core Purpose:

Protect the most vulnerable: The Improvement Programme seeks to deliver change across Children's Services whose activity protects and supports those children and young people who have complex care needs.
Facilitate confident and resilient communities: Children's Services work with partners to support families in need of support and improve resilience.
Commission, broker and provide core services: Children's Services work with partners to support families in need of support and improve resilience.
Place – leadership and influencer: The Council will take a lead role in work with partners to deliver change in Children's Services.
Drivers of change and reform: The Council will work with partners to deliver change in Children's Services.
Facilitate sustainable economic prosperity: NA
Greater income for social investment: NA

Cleaner Greener NA

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7153/23) and the Chief Legal and Democratic Officer (LD.5353/23.) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

The Executive Director Children's Service and Education and his Leadership Team engage with partners across Sefton regarding the Improvement Programme. The voice of children, young people and their families will be integral to delivering change.

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Appendices:

The following appendices are attached to this report:

A - Improvement Plan

Background Papers:

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1. Background

1.1 Phase 2 of the Children's Improvement Programme continues to comprise of four themes;

- Quality - Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families.
- Improving Implementation of Learning - Using what we know and learn to continuously improve and enhance the services we deliver for children and families.
- Improving Tools - Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families.
- Improving Strategic Partnerships - Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families.

1.2 The Improvement Plan also now identifies four key areas that will be strengthened through the actions included; -

- Corporate Leadership
- Governance & Partnerships
- Practice
- Enablers & Resources

1.3 The Improvement Plan at Annex A includes milestones and measures.

2. Progress

2.1 The Council will approve its 2023/24 budget at its Council meeting on Thursday 2 March 2023 and in addition to the approval of the 2023/24 budget the associated report provides the basis for the development of the 2024/25 budget.

A key recommendation from the Department for Education (DfE) Commissioner was to align the Medium-Term Financial Plan of the Council to the Improvement Plan that is in place within the service. The proposed budget includes a further investment of £17.9m into Children's Services during 2023/24 and this will take the annual budget to £70m, which is a £40M increase since 2018/19. This budget has been developed by the Executive Director for Children's Services to align as stated with the Improvement Plan and needs of the service.

The Council and partners are committed to improving services for children and further work will commence at the start of the new financial year on the longer term budget for the service taking into account a period of between three and five years as reflected in the DfE Commissioner's report.

- 2.2 The Social Work Academy continues to develop and Social Workers are benefiting from protected caseloads and weekly supervision. Weekly training is enhancing practice and this is evident in case audits which have highlighted areas of good practice.

The first Strategic Group has taken place with members from both internal and external bodies including Edge Hill University, Building Attachment and Bonds Service (BABS) and Lead Member for Children's Social Care. The Academy training will now start to proceed to new areas of training, learning how to undertake high quality assessments and working with children who are on a Child Protection Plan.

- 2.3 The Council is currently working with a recruitment agency to recruit twenty Social Workers from overseas. These workers will arrive from South Africa, Namibia and Zimbabwe where legislation is similar to that employed in this country. Interviews are scheduled for March 2023 with a planned arrival May 2023. The Council has obtained the necessary sponsorship visa for this undertaking and a programme of work is now underway to welcome and integrate the new arrivals in terms of practice and culture.
- 2.4 The Targeted Early Help Team and dedicated Family Time team (for supervised contacts) was implemented in Autumn 2022 and have been within the line management of Children's Services since their creation.

The Early Help Team (including Family Wellbeing Centres), Aiming High (short breaks team) and Youth Justice Team are in the process of transferring to Children's Services with a proposed transfer date of 7th April 2023 at the latest. Staff briefings have been held and a period of staff consultation is now underway and closes on 9th March 2023. Staff representations will then be considered and proposals will then be finalised following a report back to the Joint Trade Unions. Implementation of proposals will commence on 20th March 2023.

The proposal out for consultation with staff is around a straight 'lift and shift' of current staffing resource and associated line management into Children's Services, reporting into the Assistant Director (Help and Protection).

- 2.5 Two new teams will focus on specific areas of practice. The new Family Group Conferencing team will be working with families to achieve best outcomes and work restoratively to find family strengths and develop support networks. The My Space team, named by children and young will be tackling exploitation of young people and protecting them from harm.
- 2.6 Every day Social Workers deal with managing and mitigating risk. Ensuring that recording how Social Workers have considered and plan to manage these risks is an essential part of work and there is a relentless focus on practice improvement. To support this, officers have introduced a generic risk assessment tool which is embedded within the Liquid Logic system. This risk assessment tool has been designed to ensure a standardised approach to undertaking risk assessments

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across the service and can be adapted for various scenarios when managing and mitigating risk.

- 2.7 Family Valued Model - The Team management training will begin on 6th March 2023 and aims to support a reflective change in how Team Managers work with both their staff and families.

The change workshops continue and officers have started to gain outcomes such as the "Outstanding Assessment grid" which will support the implementation of restorative approaches to assessment whilst ensuring best practice.

Representatives from Leeds are key members of the new Sefton Access to Resource and Care panel (SARC). This will allow live change in work with families in which children are on the edge of care through restorative practice.

- 2.8 Work has continued on the development of the Data Warehouse and Power BI. The Performance & Business Intelligence team are working closely with Children's Services to strengthen reporting and embed a performance culture across the service.

- 2.9 The Care Experienced financial offer has recently been revised following a review by the Making A Difference Group and is in the process of implementation.

To ensure a dedicated focus to children who are in Care Proceedings, two Court Teams have been established, this will ensure that children achieve their permanence plan at the earliest opportunity.

All children who are 16 now have a Personal Advisor who works with the Social Worker, to ensure a smooth transition into adulthood. The 'Next Steps' panel is a Multi-agency panel who review all children aged between 16-18 to ensure plans are in place.

Officers have strengthened oversight of our Cared For Children who are in unregulated homes, external accommodation and reviewing children's permanence plans.

- 2.10 A training programme for Elected Members is currently being developed by the Local Government Association (LGA). This package of training will begin to be delivered in March 2023. A more detailed report regarding member training appears elsewhere on the agenda.

- 2.11 As part of the Council's commitment to ensuring that children and young people's voice, engagement and co-production with families is a central tenet of Council and partnership strategies the Public Engagement & Consultation Framework has been refreshed and approved by January Council. The Youth Engagement toolkit has also been shared within the Council and with partners.

- 2.12 The Council recently made 'care experienced' a protected characteristic. In recognising 'care experienced' as a protected characteristic, the Council will actively seek out and listen to the voices of care experienced people in the same way they would ensure voices across the spectrum of age, gender, race and disability are heard. It will ensure that all decisions the Council make, the policies

they set and the services they commission always consider the specific needs of care experienced young people and the impact on them.

3. Improvement Plan Priorities for the Next Quarter

- 3.1 Officers will continue with targeted recruitment for key vacancies across Children's Services. This will be supported by the new recruitment offer.
- 3.2 Over the next quarter Officers will ensure that all partner agencies are aware of their responsibilities with regards to private fostering arrangements.
- 3.3 Work is underway to review partnership approach to the quality and amount of contacts being received by the Integrated Front Door and the Board is asked leaders of organisations what more can be done to support the Children Services agenda.
- 3.4 Officers will maintain a relentless focus on practice improvement. Work with Leeds, in regard to Team Management training and change groups with focus on practice improvements. Ongoing training within the Academy to ensure we are growing our own and working in a family led way.

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Sefton Council 

Children's Improvement Plan Phase 2



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Foreword

Working together to improve services for children, young people and their families

Welcome to Phase 2 of our Improvement Plan.

We are committed to making the change needed to improve outcomes for vulnerable children and young people in Sefton. We know that we cannot deliver sustainable change without working together with our wider partners across Sefton. Organisations from the public sector, schools, voluntary, community and private sector will need to work side by side to provide the support that our children and young people and their families need. It is our collective responsibility to ensure we create the right conditions for vulnerable children and young people to thrive.

As we recognised in Phase 1 of our Improvement Plan there is a lot to do and so we are continuing to take a phased approach to our improvement journey. Phase 1 focused on getting the conditions right to facilitate improvement and lay down the foundations for continuous improvement in practice, embed a strong Corporate Parenting ethos and most importantly value the voices of children, young people and our workforce in the development and delivery of future plans. Phase 2 will build upon this work and everyone will maintain a relentless focus on improving practice.

The partnership Improvement Board will continue to oversee the delivery of the Improvement Plan. Progress will be monitored to make sure that practice meets the 'good' standard set out by the Ofsted framework, that this improvement is sustained and has a positive impact on the life chances of children and young people.

The Lead Members for Children's Services will lead key decisions and the Overview and Scrutiny (Children's Services and Safeguarding) Committee will provide ongoing oversight and challenge.

The Four Themes of Improvement

1. Improving Quality

Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families.

1.1 The Workforce

1.2 Practice Standards and Quality Assurance Framework

1.3 Ofsted Specific Concerns (note actions delivered as part of Phase 1 will be progressed and part of embedding Practice Standards and Quality Assurance processes alongside performance monitoring.)

2. Improving Implementation of Learning

Using what we know and learn to continuously improve and enhance the services we deliver for children and families.

2.1 Feedback from families, children and young people, staff and partners

2.2 Internal and external audits

2.3 Research

3. Improving Tools

Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families.

3.1 Technology & IT systems

3.2 Management and Performance Information

3.3 Effective, user friendly systems & processes that support the task

3.4 Corporate Services & Organisational Support – plans, policies and cultural change

4. Improving Strategic Partnerships

Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families.

4.1 Corporate Parenting

4.2 Local Safeguarding Partnership

4.3 Corporate Services


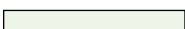


4.4 Strategic Commissioning

4.5 Schools and settings

4.6 SLIP arrangements





In addition to the themes of improvement each activity is colour coded to demonstrate strengthening of

Strengthening

	Corporate Leadership
	Governance & Partnerships
	Practice
	Enablers & Resources

RAG Rating

Progress Status

	Action complete
	Action not yet completed, but on track and will be completed by milestone
	Activity progressing, some issues but realistic plans in place to recover
	Action not on track, risk to implementation

Priority 1 – Improving Quality



Our overall aim for this priority area: Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families.

How we plan to improve this area of significant weakness – building on the work of phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
1.1 A skilled, professional, competent workforce with adequate capacity to deliver high quality service to our Children and Young People. Enabling a wculture which professional accountability is evident, leadership is strong, and practice is purposeful.	1.1.1	There is adequate capacity and flexibility within the workforce to deliver high quality services to Children and Young People. That staff remain committed to Sefton and feel that they can develop a fulfilling career.	Review the Council's market position within the region and sub-region regarding pay and benefits for new and existing staff.	The Council will benchmark the Council's market position within the region and sub-region regarding pay and benefits for new and existing staff.	Executive Director of Corporate Resources and Customer Services	Corporate Leadership	Action not yet completed, but on track	March 2023	There will be a clear analysis of current position, where possible, compared to neighbours.
			Review staff terms & conditions relating to car mileage and car usage. Review annual retention payments.	Staff will feedback that leadership listens and that there is improved retention of staff across the workforce.	Executive Director of Corporate Resources and Customer Services	Corporate Leadership	Action complete	January 2023	Changes agreed to Essential Car User, mileage and retention payments
			Recruit to vacancies in Help & Protection.	There will be sufficient capacity and stability across the Help & Protection teams to secure a timely and appropriate response for children and young people. Staff graduating from the Social Work Academy will join Help & Protection. Social Workers will have manageable caseloads and children will receive a timely, consistent service to meet their needs, including outside of normal office hours. Feedback from children and families is that they have developed long-term, trusting relationships with their Social Worker.	Assistant Director Help & Protection	Enablers & Resources	Action not yet completed, but on track	January 2024	Recruitment and retention rates improve and contribute to reduction in agency rates in the next 12 months
						Enablers & Resources	Activity progressing with some issues but realistic plans in place to recover	October 2023	Recruitment rates improve and contribute to reduction in agency rates in Help & Protection Target 85% Team Managers by October 2023 Target 70% Social Workers by October 2023

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
							Activity progressing with some issues but realistic plans in place to recover	February 2024	Turnover of staff and vacancy rate will reduce in Help & Protection
			Recruit to vacancies in Safeguarding, Review and Quality Assurance including Practice Improvement Managers.	The performance and quality assurance arrangements to support practice improvements, including managers, conference chairs and independent reviewing officers' (IROs) oversight and challenge will be improved. There will be resource available to provide the hub for quality assurance and learning activities generated from it, as well as all bespoke practice improvement activity	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Activity progressing with some issues but realistic plans in place to recover	March 2023	Practice Improvement Manager completed by March 2023.
							Activity progressing with some issues but realistic plans in place to recover	October 2023	Vacancy rate in Safeguarding, Review and Quality Assurance will reduce and there will be reduced reliance on agency staff Target 100% Practice Improvement by June 2023 Target 85% Other roles by October 2023

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
			Recruit to vacancies in Cared For and Care Experienced.	<p>There will be sufficient capacity and stability across the Cared For and Care Experienced teams to secure a timely and appropriate response for children and young people.</p> <p>Staff graduating from the Social Work Academy will join Cared For & Care Experienced team</p> <p>Social Workers will have manageable caseloads and children will receive a timely, consistent service to meet their needs, including outside of normal office hours.</p> <p>Feedback from children and families is that they have developed long-term, trusting relationships with their Social Worker</p>	Assistant Director Help & Protection	Enablers & Resources	Activity progressing with some issues but realistic plans in place to recover	October 2023	<p>Recruitment activity will secure required resources.</p> <p>Target 70% Team Managers by October 2023</p> <p>Target 85% Social Workers by October 2023</p>
							Activity progressing with some issues but realistic plans in place to recover	September 2023	Vacancy rate in Cared For and Care Experienced will reduce and there will be reduced reliance on agency staff
							Activity progressing with some issues but realistic plans in place to recover	January 2024	Feedback from audits will evidence that managers have sufficient capacity to oversee and support practice so that services can be delivered effectively.
			Consider the recommendations from review of Business Support capacity within Children's Social care and implement required change.	There will be a Business Support team that supports the service to deliver good practice and monitor performance and risk.	Children's Leadership team	Enablers & Resources	Action not yet completed, but on track	June 2023	Business Support capacity will be reconfigured.
							Action not yet completed, but on track	October 2023	Business Support team supports the service to deliver good practice and monitor performance and risk.

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
			Realign Early Help, Aiming High and Youth Offending resources to Children's Services.	Resources will be realigned to Children's Services.	Executive Director People	Enablers & Resources	Action not yet completed, but on track	April 2023	There will be an improved line of sight and a more flexible approach to resource deployment.
			Commission external diagnostic to review the Early Help offer to ensure its preventative capacity is maximised and resources aligned to Children's Services. Develop an Action Plan to implement Change.	Early Help services would adopt a new Family Help Model with teams of multi-disciplinary workers supporting families and individuals together working alongside other partners.	Executive Director of Children's Services	Practice	Action not yet completed, but on track	September 2023	Diagnostic to be completed by April 2023.
	1.1.2	All individual staff have the appropriate knowledge, skills and support and enable them to undertake their work in an effective way and to a good standard.	Deliver a Leadership and Management Training Programme for Executive/ Assistant Directors and Service Managers.	There will be a common language across Children's Services, and to allocate tasks/ work dependent on who is the best fit in terms of colour energies.	Executive Director of Children's Services	Enablers & Resources	Action complete	December 2022	Executive/ Assistant Directors will benefit from and make use of Insights Discovery Training
							Action not yet completed, but on track	May 2023	Service Managers will benefit from and make use of Insights Discovery Training There will be a common language across Children's Services, and to allocate tasks/ work dependent on who is the best fit in terms of colour energies.
			Develop and deliver a training programme for Team Managers that supports and enables them to manage and develop their teams in an effective way.	The mandatory training programme will equip Managers to deliver good supervision, ensure appropriate consideration of risk, robust decision making, that the voice of the child is strong and to work with their teams to improve practice and deliver continuous improvement.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	May 2023	There will be a mandatory training and development programme for all Team Managers

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
						Practice	Action not yet completed, but on track	May 2023	<p>The quality of supervision will improve and the child's voice will be strong across Children's Services.</p> <p>Case file audits will identify there is an effective management footprint and supervision on case files preventing drift and delay.</p>



The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
<p>1.2 Practice Standards & Quality Assurance Framework</p> <p>Social care case work will be focused, timely and appropriate for the current situation within the family.</p> <p>The views of children and families will be taken into account in all of our work. Social work interventions are evidenced clearly, coherently and in a meaningful way.</p> <p>There are clear processes in place to support families to access the appropriate service at the appropriate time.</p> <p>The quality of all plans is at least consistently good.</p>	1.2.1	<p>To improve the consistency in quality of good social work practice and improve adherence to Children's Social Care procedures and 'Working Together'</p> <p>Improve the quality, consistency and timeliness of case recording</p>	<p>Maintain a relentless focus on embedding the Practice Standards.</p> <p>To embed relational and restorative practice across Children's Services.</p>	<p>Children are helped and protected in a timely manner.</p> <p>Plans are SMART, reflect the views of the family and child(ren) and evidence multi-agency engagement in the plan.</p> <p>Children and young people plans will have specific actions with clear timescales.</p> <p>There will be evidence of securing parental consent prior to information-sharing in the multi-agency safeguarding hub (MASH).</p> <p>There will be evidence of analysis of history when assessing concerns.</p> <p>Compliance with Child Protection procedures will be evidenced through case file and thematic audits.</p> <p>There will be evidence that visits to children are responsive to need and risk, and that are purposeful, including life story work.</p> <p>Child Protection visits will be accurate, timely and risk assessments conducted on any visits out of timescale. Re-audit of S47 and Strategy Discussions will evidence improved recording, compliance with process increased multi-agency engagement.</p> <p>Commissioning of placements will be better informed.</p> <p>There will be evidence that the quality of practice improves the lives of vulnerable children, young people and families.</p> <p>There will be a decrease in the number of children and young people entering care and being placed on Child Protection plans.</p> <p>There will be wider system benefits delivered such as improved attendance in schools.</p>	<p>Assistant Director Safeguarding Review & Quality Assurance</p> <p>Principal Social Worker</p>	Practice	Action not yet completed, but on track	September 2023	<p>There will be evidence that the timeliness of actions and interventions complies with Practice Standards.</p> <p>Case file and thematic audits demonstrate the variability of quality of Children In Need plans will be reduced.</p>

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The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
1.3 Address Ofsted Specific Concerns To address areas of practice concerns highlighted by OFSTED (note Phase 1 of the Plan put in place a number of specific actions relating to concerns the impact of those actions will be assessed as part of QA and Performance processes)	1.3.1	To improve the response to domestic abuse.	Strengthen practice around domestic abuse and embed restorative practice.	<p>Social Workers will understand the complexities of domestic abuse.</p> <p>There will be evidence of good analysis of history when assessing concerns and strong safety planning.</p> <p>There will be evidence of professional curiosity, and decisions about next steps will be well informed.</p>	Assistant Director Help & Protection &	Practice	Action not yet completed, but on track	April 2023	Quality Audits will identify improved practice.
	1.3.2	To improve the access to care experienced support for those young people who are entitled to receive it.	Undertake a review of Care Experienced Service and develop an action plan for Planning for Leaving Care to ensure processes and practice are robust, safe and in the young person's interests. Raise awareness of the support available for care experienced young people with the wider children's workforce	<p>Young people will be involved in developing their plan.</p> <p>Care experienced young people will have the skills and confidence they need to progress to adulthood successfully at a pace that is right for them.</p> <p>Young people will have an increased understanding of the decision-making process.</p>	Assistant Director Cared For and Care Experienced	Practice	Action not yet completed, but on track	June 2023	Every eligible 16-year-old will have a Pathway Plan by the time they are 16 and 3 months. A resettlement passport will be in place to support them to become ready for independent living.
						Governance & Partnerships	Action not yet completed, but on track	June 2023	Partners and the wider children's workforce will be aware of the support available for care experienced young people and be able to signpost young people to support and associated materials
						Practice	Action not yet completed, but on track	June 2023	An Action Plan and working group will be created to address factors such as the role of the PA and the Local Offer.
		Planning for care experienced young people will be reviewed	Care experienced young people will be supported to transition into a positive adult life.						

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Output/ Impact
	1.3.3	To improve the quality of Assessments.	Review the Assessment model and produce guidance material.	<p>There will be evidence that the quality of assessments has improved.</p> <p>There will be evidence of a good understanding of risk and the child's broader needs being met at the earliest opportunity.</p> <p>There will be evidence of good analysis of history when assessing concerns.</p> <p>There will be evidence of professional curiosity, and decisions about next steps will be well informed.</p> <p>There will be evidence of partner information in assessments.</p>	Assistant Director Help & Protection	Practice	Action not yet completed, but on track	April 2023	<p>The child's voice will be strong in assessments.</p> <p>There will be a reduced number of repeat assessments in the next 12 months.</p> <p>Step downs will be appropriate.</p>
	1.3.4	To improve the out of hours response.	<p>Review and redesign the Emergency Duty (EDT) operating model and practice approach.</p> <p>Deliver specific safeguarding training for the Emergency Duty team.</p>	<p>There will be evidence that the out of hours response is effective.</p> <p>Management oversight will ensure that children receive a timely, consistent service to meet their needs, including outside of normal office hours.</p>	Assistant Director Help & Protection & Assistant Director Adult Social Care	Corporate Leadership	Action not yet completed, but on track	March 2023	New operating model in place.

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Action 1 Milestone & Measures

Reference	Milestone/Target that we will monitor	Frequency	April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
1A	Recruit to Vacancies in Help & Protection	NA					Team Managers 85%			
							Social Workers 70%			
1B	Recruit to Vacancies in Safeguarding & Quality Assurance	NA			100% Practice Improvement		Other roles 85%			
1C	Recruit to Vacancies in Cared For & Care Experienced	NA					Team Managers 70%			
							Social Workers 85%			
1D	Supervision	Quarterly	Baseline		TBC		TBC		TBC	

Priority 2 – Implementation of Learning



Our overall aim for this priority area: Using what we know and learn to continuously improve and enhance the services we deliver for children and families.

How we plan to improve this area of significant weakness building on the work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	RAG Rating	Milestones	Output/ Impact
2.1 Feedback from families. staff and partners shapes how and what services we deliver, both at an operational and at a Strategic level.	2.1.1	There is unambiguous evidence of how feedback from families, staff and partners has influenced and shaped the delivery of operational and strategic services.	Engage all managers and staff in auditing across the service with practice improvement team coordinating, supporting and moderating.	Staff surveys will demonstrate that the feel included in shaping change.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	February 2023	All Managers will be engaged in auditing activity.
				There will be evidence of how suggestions from operational staff have positively impacted on service development and improvement.			Action not yet completed, but on track	April 2023	There will be increased evidence that impactful QA is informing practice and improving outcomes for children and families.
				There will be evidence that staff feel that their training and development needs are recognised and have opportunities to develop so enabling them to deliver effective services for children, young people and their families. Staff survey will evidence a learning culture.			Action not yet completed, but on track	October 2023	Annual staff survey will demonstrate a learning culture.
			Ensure that practice and processes actively seek feedback from children and families in relation to new or revised processes or practice approaches and considered in full.	Processes / systems / working practices will be adjusted appropriately in response to feedback from families. Families will receive a response to their feedback.	Practice	Action not yet completed, but on track	June 2023	Feedback from families is recorded and evidence of the impact of feedback can be seen in case file audits and at service management team levels.	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	Strengthening	RAG Rating	Milestones	Output/ Impact
2.2. Audit frameworks and reviews are effective and there is evidence that learning from audit improves practice and influences service delivery	2.2.1	Case file auditing is undertaken regularly by the appropriate managers, recorded correctly and evidence of common theme's identified and actions plans to address deficits are implemented.	Implement learning from external case file auditing (tracking the child's journey) and multi-agency thematic audits to improve the consistency and quality of safeguarding practice. Delivery of the Thematic Audit Programme with a specific focus on: <ul style="list-style-type: none"> ■ priority service areas ■ vulnerable groups of children specific risk issues	Audits will be completed in line with guidance. Themes from case file audit will influence future thematic audit programmes. Evidence of case file audit and follow up actions will be recorded on ICS case files. Learning from case file audit will improve operational social care safeguarding practice. Case file auditing will address areas for improvement in terms of assessments. Implement a 'case file audit action tracker'. Evidence of impact of audit will be collated at service level, and any outstanding actions can be monitored.	Assistant Director Safeguarding Review & Quality Assurance Practice	Practice	Activity progressing, some issues but realistic plans in place to recover	March 2023	Regular reports to the Improvement Board will demonstrate improvement to the consistency and quality of safeguarding practice and addressing Ofsted concerns.
			Develop and implement an audit framework for Early Help Services.	Learning from audit will improve practice within Early Help Services.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	July 2023	Early Help Audit Framework
	2.2.2	To ensure that lessons learnt are embedded into good practice.	Review any outstanding SCRs and LLRs and establish a timetable for completion and where appropriate, publication.	There will be evidence that lessons learnt are embedded in practice.	Safeguarding Partnership	Governance & Partnerships	Action not yet completed, but on track	March 2023	Information shared with Commissioner
2.3 Research improves practice and influences service delivery.	2.3.1	Appropriate staff regularly undertake research, and there is evidence of learning and actions plans to implement changes identified.	Identify resources and research methods.	There will be evidence of where research has influenced service delivery	All Senior Leadership Team	Enablers & Resources	Action not yet completed, but on track	November 2023	Research will inform practice.

Action 2 Milestone & Measures

Note actions delivered as part of Phase 1 will be progressed and part of embedding Practice Standards and Quality Assurance processes alongside performance monitoring. The Improvement Board will receive regular reports that triangulate performance, quality assurance and practice.

Reference	Milestone/Target that we will monitor	Frequency	January 2023		April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
2A	Staff Survey	Annual							Report to & Action Plan be produced			
2B	Feedback from Families	Bi annual					Report to Improvement Board				Report to Improvement Board	
2C	SCRs and LLRs review	NA			Report to Improvement Board							



Priority 3 – Improving tools



Our overall aim for this priority area: Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families.

How we plan to improve this area of significant weakness building on the work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
3.1 IT systems are fit for purpose and user friendly. LCS solutions are considered to support and enable consistent and effective social work practice.	3.1.1	To identify where processes and the system need to be changed to improve case management.	Establish an ICT Improvement Group.	The report will present the Council with recommendations for consideration.	Assistant Director Safeguarding Review & Quality Assurance	Governance & Partnerships	Action Complete	November 2022	There is a forum where priorities are agreed and progress of developments is tracked
			Identify ICT development quick wins and develop a roadmap for future developments.	ICT development quick wins will be implemented. There will be a clear, prioritised roadmap for future ICT developments that is owned by Children's Services.		Enablers & Resources	Action not yet completed, but on track	March 2023	Quick win roadmap agreed
		To produce a suite of documents that support the workforce and children and families.	Use the completed gap analysis to develop a suite of process maps to improve case management.	There will be a suite of process maps and related documents that support the workforce and maps the child's journey.	Assistant Director Corporate Resources & Customer Services (Strategic Support)	Enablers & Resources	Action not yet completed, but on track	June 2023	Process Maps available for staff and shared on TriX.
			Coproduce with children and families a range of documents that support them.	There will be a suite of process maps and related documents that support children and families.			Action not yet completed, but on track	September 2023	All Service Plans

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
3.2 Social Care managers have access to appropriate, live management and Performance information in a format that is meaningful and useful for managing resource, shaping service planning and addressing risks and issues in a timely way.	3.2.1	To ensure that the Leadership and Management teams Performance Management tools that support them to improve the quality of services and to identify opportunities for improvement, change and innovation.	Develop Service Area specific Performance dashboards.	The performance tool will <ul style="list-style-type: none"> enable challenge identify key lines on enquiry identify areas of work to be audited There will be associated spot checks that will identify areas of risk.	Assistant Director Corporate Resources	Enablers & Resources	Action Complete	November 2022	There will be a service area specific performance tool that includes previous six months' worth of performance information aligned to the CHAT
			Develop initial Performance dashboards for and report to Children's Leadership team to consider progress and learning from audits on a monthly basis.	The Children's Leadership team will understand its effectiveness and recognise good practice. The Children's Leadership team will use this information to drive improvement where required. There will be evidence of a developing performance culture.	Assistant Director Corporate Resources	Enablers & Resources	Action Complete	November 2022	Evidence of learning from case file audits is captured consistently and systematically, and actions plans address service deficits in a timely way.
			Further develop Power Bi dashboards to enable leaders and managers to drill down to child level data.	Power Bi dashboards will enable managers to drill down to child level data.	Policy & Performance Service Manager	Enablers & Resources	Action not yet completed, but on track	May 2023	Leaders and managers will be able to quickly drill down when investigating areas of concern
	3.2.2	To ensure that senior leaders have clear line of sight on children and young people most at risk.	Develop and embed processes and governance arrangements that track the journey of children and young people	There will be evidence of strong Transition planning and timely escalation into the Public Law Outline (PLO), as appropriate, which is reviewed and enhanced on a regular basis when circumstances change Times for Public Law Outline length of time on Child Protection Plans will be more appropriate for the needs of children and young people.	Assistant Director Safeguarding Review & Quality Assurance	Practice	Action not yet completed, but on track	February 2023	Peer Review feedback received
							Action not yet completed, but on track	February 2023	Action Plan developed
							Action not yet completed, but on track	July 2023	Action Plan progress reviewed

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
	3.2.2	<p>To ensure a coherent and robust approach to service planning.</p> <p>To ensure staff, partners, and communities what Sefton's ambitions are for children and young people and for children's services. This involve proactive internal and external engagement and be corporately led</p>	Develop and agree Corporate Plan.	<p>The Corporate Plan will articulate the vision for Children's Services.</p> <p>Services will be focused on achieving corporate priorities and there will be a shared understanding of areas of priority work across the Council</p>	Chief Executive	Corporate Leadership	Action not yet completed, but on track	April 2023	Council approve Corporate Plan
			Develop a Communications Plan that enables a cultural shift throughout the Council	<p>Internal, external communications and marketing plans will articulate ambitions are for children and young people and for Children's Services.</p> <p>The impact of this will be visible in twelve months.</p>	Chief Executive	Corporate Leadership	Action not yet completed, but on track	April 2023	Communications Plan
			Refresh the Children's & Young People's Plan	<p>The Council and partners will articulate priorities for Children's Services.</p>	Chief Executive	Governance & Partnerships	Action not yet completed, but on track	June 2023	Children & Young People's Plan
			Develop 2023/24 Service Plans and agree schedule for review of progress.	<p>Service Plans will align to the Corporate Plan and delivery of the Improvement Plan.</p>	Children's Services Leadership Team	Corporate Leadership	Action not yet completed, but on track	May 2023	Children's workforce has a shared understanding of areas of priority work across the Council and their Service Plan.

Action 3 Milestone & Measures

Reference	Milestone/Target that we will monitor	Frequency	January 2023		April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
3A	Corporate Plan agreed	3 yearly			Council approval							
3B	Communications Plan	Annual			Plan Agreed							
3C	Refresh Children & Young People's Plan	2023 - 2025					Council approval					
3D	Service Plans in place	Quarterly review					Progress evidenced to Commissioner		Progress evidenced to Commissioner		Progress evidenced to Commissioner	



Priority 4 – Improving Strategic Partnerships



Our overall aim for this priority area: Effective partnership working to enable the delivery of a high quality multi-agency response for children and families.

How we plan to improve this area of significant weakness building on the Work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
4.1 The Council and partners are ambitious, aspirational and active Corporate Parents	4.1.1	To ensure that elected members, employees and partner agencies are aspirational and ambitious for cared for children and young people and care experienced young people supporting them to make a success of adult life.	Embed and strengthen the collective responsibility of elected members, employees, and partner agencies, for providing the best possible care, educational standards and safeguarding for the children who are cared for.	<p>Elected members, Council employees, and partner agencies will have a shared understanding of their duties as Corporate Parents and are active, strong and committed in this role.</p> <p>There will be evidence of strategic and operational change that focuses on implementing change that will improve outcomes for children and young people. This will include prioritisation of education</p> <p>The Corporate Parenting Board will continually explore and implement opportunities to improve outcomes for cared for children and young people and their carers.</p>	Assistant Director Cared for Children Lead Member Children's Social Care	Governance & Partnerships	Action not yet completed, but on track	July 2023	The Corporate Parenting ethos will be embedded across the Council and partner agencies
						Practice	Action not yet completed, but on track	July 2023	Children and young people in care and care experienced young people will be clear about what they can expect to receive from their Corporate Parents.
	4.1.2		Review the Virtual School and Virtual School Governing Body.	The review will produce an Action Plan.	Assistant Director Education	Governance & Partnerships	Action not yet completed, but on track	April 2023	An Action Plan to strengthen the work of the Virtual School and Virtual School Governing Body.

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
	4.1.3		Deliver the Action Plan to strengthen the work of the Virtual School and Virtual School Governing Body	Council and partners will demonstrate that they are aspirational and ambitious for cared for children and young people and care experienced young people and promote the importance of education as a key factor in supporting them to prepare for success in adult life.	Assistant Director for Education	Governance & Partnerships	Action not yet completed, but on track	September 2023	The Virtual School and governing body will work with others to raise standards and improve educational outcomes for children and young people.
4.2 That the improvements in practice are supported by the Local Safeguarding Partnership.	4.2.1	That partner agencies provide active support where required to the achievement of the Improvement Plan.	Develop an Action Plan to implement the changes identified by the review of the effectiveness of partnership arrangements. Prepare a report on work undertaken so far and its impact.	There will be evidence of effective multiagency contributions to improving outcomes for children and young people. There will be evidence of good communication, information sharing and the application of thresholds and, where appropriate, ensure that escalation processes are followed.	Safeguarding Partnership Scrutineer	Governance & Partnerships	Action not yet completed, but on track	April 2023	Report to Improvement Board.
	4.2.2	Partners are aware of private fostering responsibilities.	Raise awareness of responsibilities in relation to private fostering across the partnership	There will be a written statement, which sets out the duties and functions in relation to private fostering and the ways in which they will be carried out. The wider children's workforce will understand their responsibilities in relation to safeguarding and promoting the welfare of privately fostered children. Private foster carers and parents of privately fostered children will have access to receive advice and support to assist them to meet the needs of privately fostered children; privately fostered children are able to access information and support when required so that their welfare is safeguarded and promoted. The Council will monitor the way in which it discharges its duties and functions in relation to private fostering	Safeguarding Partnership	Practice	Action not yet completed, but on track	March 2023	The Council will be notified about privately fostered children living in Sefton.
	4.2.3	To improve the quality of and timeliness of referrals to MASH.	Review and redesign the Multi-Agency Safeguarding Hub (MASH) operating model and practice approach.	There will be evidence that referrals into the MASH are appropriate, contain sufficient information to enable the team to understand the nature of the concern and or the support being requested and timely.	Assistant Director Help & Protection	Governance & Partnerships	Action not yet completed, but on track	March 2023	There will be sufficient partner resources in the MASH All referrals from partners will be timely.

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
				There will be evidence that screening of contacts is robust, risks identified and professional curiosity is being demonstrated	Safeguarding Partnership	Governance & Partnerships	Action not yet completed, but on track	May 2023	Partners will learn from feedback and there will be continuous improvement in the quality of referrals.
			Review referrals on a regular basis and put in place a feedback loop and where required training when referrals are in appropriate.	There will be evidence that referrals into the MASH are appropriate, contain sufficient information to enable the team to understand the nature of the concern and or the support being requested and timely.	Assistant Director Help and Protection	Governance & Partnerships	Action not yet completed, but on track	May 2023	Partners will learn from feedback and there will be continuous improvement in the quality of referrals.
	4.2.4	To ensure that there is a responsive and effective partnership response to Domestic Abuse for families with children.	Implement a partnership Action Plan.	Social workers and the wider children's safeguarding workforce will understand the complexity of Domestic Abuse and how to respond. Safety Plans will be multiagency and professionally owned.	Domestic Abuse Partnership	Governance & Partnerships	Action not yet completed, but on track	December 2023	Implementation of the Domestic Abuse Action Plan.
			Deliver consent and safety planning training to Social Work teams.	Risk will be appropriately assessed and consent sought where appropriate.	Assistant Director Help and Protection	Practice	Action not yet completed, but on track	February 2023	Social workers will seek consent in appropriate circumstances,
	4.2.5	The partnership will have access to Joint Strategic Needs Assessment (JSNA) that underpin social care practice and Safeguarding Partnership Board responsibilities, promoting the best possible outcomes for children and young people.	Refresh the Children's Chapter of the JSNA.	The Children's Chapter of the JSNA will include updated Children's Social Care information.	Corporate Resources	Corporate Leadership	Action Complete	November 2022	JSNA Updated
			Remind the Council workforce and partners of the availability of the various chapters of the JSNA.	Partners will be aware of the relevant chapters of the JSNA – <ul style="list-style-type: none"> ■ Children's ■ Education ■ Youth Justice ■ Mental Health & Emotional Wellbeing 	Safeguarding partnership	Governance & Partnerships	Action not yet completed, but on track	March 2023	The Council and partners will understand the current and future health and care needs of local children to inform and guide the planning and commissioning of health, wellbeing and social care services within Sefton.

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
4.3 Corporate Services, systems and mechanisms contribute directly to enabling good social work practice and the delivery of effective Safeguarding services in Sefton.	4.3.1	Finance actively support Children Services in delivering effective services, and support budget reviewers and holders in managing limited resources effectively and efficiently within the current climate	Adequate resources and tools will be allocated to support budget holders and budget reviewers in managing budgets and resources.	<p>There will be robust financial controls in place.</p> <p>Effective service planning both in year and in support of multi-year budget planning.</p> <p>Business Cases developed as part of the Improvement journey will be considered through agreed governance routes.</p> <p>There will be evidence of Corporate Resources & Children's Services working together to forward plan.</p> <p>Financial planning activity will consider sufficiency, workforce strategy and the Improvement Plan.</p>	Executive Director for Corporate Resources and Customer Services	Corporate Leadership	Action complete	January 2023	Budget proposals for years 1 and 2 (2023/24 and 24/25) for Budget Council agreed with Executive Director Children's Services and included in budget plan
					Children's Services Leadership Team	Corporate Leadership	Action not yet completed, but on track	March 2023	Council approve budget
					Children's Services Leadership Team	Enablers & Resources	Action not yet completed, but on track	April 2023	Budget holders/ reviewers will own and understand their responsibilities, be accountable and be able to manage budgets effectively
					Children's Services Leadership Team	Corporate Leadership	Action not yet completed, but on track	February 2023	Further Medium Term Financial Planning assumptions for years 3-5 will be reviewed with Executive Director Children's Services
	4.3.2	The recruitment of staff will be efficient; newly appointed staff will be able to start in post in a timely way	<p>Develop and deliver a targeted recruitment drive for Social Workers.</p> <p>Children Services managers will work alongside the Recruitment team to continue to develop a robust process for ensuring the recruitment process for new staff runs smoothly without delay.</p>	<p>Recruitment marketing activity will assist in attracting talented individuals to join Children's Services.</p> <p>Recruiting managers will progress local actions and work with the Recruitment team to ensure no unnecessary delay in new employees starting their new roles.</p>	Corporate Communications Manager	Enablers & Resources	Action not yet completed, but on track	February 2023	The recruitment of staff is underpinned by a marketing plan and supporting materials.
Children's Services Leadership Team & Personnel	Enablers & Resources	Action not yet completed, but on track	April 2023	Recruitment rates improve and contribute to a reduction in agency rates					

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
	4.3.3	As staff graduate from the Social Work Academy their transition to new teams will be smooth.	Children Services managers will work alongside the Recruitment team to continue to develop a robust process for ensuring the transfer process for graduating staff runs smoothly.	The staff survey will evidence a smooth transition.	Children's Leadership Team & Personnel	Enablers & Resources	Action not yet completed, but on track	August 2023	Contribution to a reduction in agency rates.
	4.3.4	Scrutiny arrangements for Children's Services are robust and effective.	Identify and deliver additional training for members of Overview and Scrutiny committees.	Scrutiny arrangements for Children's Services are robust and effective.	Chief Executive	Governance & Partnerships	Actions not yet completed, but on track	June 2023	The Local Government Association deliver tailored training to Overview & Scrutiny
	4.3.5		Improve Opposition party involvement in Children's Social Care	There will be demonstrable evidence of political ownership of Children's Services.	Executive Director of Children's Services	Corporate Leadership	Action complete	January 2023	The two Leaders of the main Opposition parties attend the Corporate Parenting Board
	4.3.6	To ensure that children and young people's voice, and engagement and co-production with families is a central tenet of Council and partner strategies	Review the Consultation & Engagement Framework.	The Public Engagement & Consultation Framework will demonstrate the partnership commitment to ensuring that children and young people's voice, and engagement and co-production with families is a central tenet of Council and partner strategies.	Executive Director of Corporate Resources and Customer Services	Governance & Partnerships	Action complete	January 2023	New Consultation & Engagement Framework.
			Children and young people have a strong voice in the development of Council and partner strategies.	All partners	Governance & Partnerships	Action not yet completed, but on track	January 2024	There will be evidence of Children and young people having a strong voice in the development of Council and partner strategies.	
4.4 Commissioned services provide sufficient care and support to meet the needs of children and young people and enable continuous improvement in order to increase the positive outcomes achieved	4.4.1	To ensure that services provide sufficient care and support to meet the needs of and improve outcomes for children and young people.	Refresh the Cared for Children Sufficiency Strategy and develop a Delivery Plan.	The Council and the market understand the need for and the approach to securing sufficient accommodation that meets the needs of cared for children.	Joint Sefton NHS Place Director and Executive Director Social Care and Health	Governance & Partnerships	Action not yet completed, but on track	March 2023	Sufficiency Strategy and Delivery Plan

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Strengthening	Rag Rating	Milestones	Detailed Action Plan
	4.4.2		Deliver the Direct Purchasing Framework Mobilisation Plan.		Joint Sefton NHS Place Director and Executive Director Social Care and Health	Governance & Partnerships	Action not yet completed, but on track	March 2023	Dynamic Purchasing Framework operating
	4.4.3	To establish the options available for consideration with regards to in house children's homes.	Explore the options for delivering in house provision.	A business case will be produced that identifies the options available for consideration.	Assistant Director Cared For & care Experienced	Enablers & Resources	Action not yet completed, but on track	March 2023	Business Case Produced
			Consider the Business Case.	The Business Case will inform way forward and options will be considered as part of approved budget arrangements and the Medium Term Financial Planning process.	Chief Executive	Enablers & Resources	Action not yet completed, but on track	April 2023	Business case considered
4.5 Schools and Settings provide the care and support to meet the needs of children and young people and improve life chances	4.5.1	To ensure that children and young people have a sense of belonging in schools and other settings.	Develop a Belonging Strategy and Action Plan for schools and settings.	There will be an agreed strategy and action plan that aims to ensure that children and young people have a sense of being somewhere where they can be confident that that they will fit in and feel safe in their identity.	Assistant Director of Education	Governance & Partnership	Action not yet completed, but on track	June 2023	Strategy & Action Plan
4.6 Improvement Support effective	4.6.1	To ensure that improvement support to include an experienced sector led improvement partner (SLIP)	Work with the Commissioner to review and streamline improvement support	SLIP support provides additional capacity in the delivery of improvements in social work and early help practice.	Executive Director Children's Services	Governance & Partnership	Action not yet completed, but on track	April 2023	SLIP arrangements confirmed

Action 4 Milestones & Measures

Reference	Milestone/Target that we will monitor	Frequency	January 2023		April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
4A	Dental Visits Cared for Children	Quarterly										
4B	Mental Health Support Waiting Times	Quarterly										
4C	% Police Referrals within 24 hours	Quarterly										
4D	Quality of Referrals to MASH	Quarterly			Baseline							
4E	Education Plans	Termly										

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