

# Children's Improvement Plan Phase 1





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# Foreword

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

### **Welcome to our Improvement Plan.**

We recognise 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.

We also know that there is a lot to do and so we are taking a phased approach to our improvement journey. Phase 1 will focus 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.

Given the breadth and depth of the change required four main themes for improvement have been identified, Improving Quality, Improving the Implementation of Learning, Improving Tools and Improving Strategic Partnerships. The partnership Improvement Board will 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.

Performance management and audit arrangements will ensure that quantitative and qualitative information is available to measure the progress that we are making in improving our child protection arrangements and will inform further action. The plan identifies specific areas of improvement, such as Child exploitation, which will have individual and more detailed action plans which will be brought to the Improvement Board on occasion to track progress.

# 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

## 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

## 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

### 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



Longer-term action not yet started. No risk to implementation currently anticipated



Business As Usual Activity

# 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

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
<p>1.1 A skilled, professional, competent workforce with adequate capacity to deliver high quality service to our Children and Young People.</p> <p>Enabling a culture in which professional accountability is evident, leadership is strong, and practice is purposeful.</p>	1.1.1	<p>There is adequate capacity and flexibility within the workforce to deliver high quality services to Children and Young People.</p> <p>That staff remain committed to Sefton and feel that they can develop a fulfilling career.</p>	<p>Develop and agree Children's Social Care Workforce Strategy and develop an Action Plan that supports delivery of the strategy.</p>	<p>We will see an increase in employees accessing quality training and recognise the value of professional development.</p>	<p>Assistant Director Safeguarding Review &amp; Quality Assurance</p>	<p>Action complete</p>	<p>September 2022</p>	<p>People Strategy and Action Plan</p>
			<p>Develop and deliver a targeted recruitment drive for senior managers and leaders.</p>	<p>We will be a committed, permanent team of senior leaders with a strong background of excellent practice to support and lead the delivery of our Improvement Plan to deliver the change needed in core areas of social work practice including assessment, planning, and management oversight.</p>	<p>Children's Assistant Directors &amp; HR</p>	<p>Action complete</p>	<p>September 2022</p>	
			<p>Recruit a Participation Officer.</p>	<p>There will be resource available to ensure the views of children, young people and families are heard and help to shape service development, design and delivery.</p>	<p>Assistant Director of Help &amp; Protection</p>	<p>Action complete</p>	<p>March 2022</p>	
			<p>Recruit Service Manager for Targeted Early Help Service.</p>	<p>There will be resource available to ensure good management oversight of the Targeted Early Help Service.</p>	<p>Assistant Director of Help &amp; Protection</p>	<p>Action complete</p>	<p>October 2022</p>	
			<p>Recruit Principal Social Worker.</p>	<p>There will be leadership resource available to manage the hub for quality assurance and learning activities generated from it, as well as all bespoke practice improvement activity.</p>	<p>Assistant Director Safeguarding Review &amp; Quality Assurance</p>	<p>Action complete</p>	<p>July 2022</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	Rag Rating	Milestones	Detailed Action Plan
			Recruit Practice Improvement Managers.	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.		Action not yet completed, but on track	November 2022	
			Recruit Deputy Virtual Headteacher	There will be leadership resource available to support the delivery of our Improvement Plan to deliver the change needed in Education.	Virtual Headteacher	Action complete	September 2022	
			Recruit to vacancies across Children Services.	<p>There will be sufficient capacity and stability across the workforce to secure a timely and appropriate response for children and young people.</p> <p>There will be a reduced reliance on agency workers.</p> <p>Turnover of staff and the vacancy rate will reduce.</p> <p>Social Workers will have a manageable caseloads and children will receive a timely, consistent service to meet their needs, including outside of normal office hours.</p> <p>Feedback from audits will evidence that managers will have sufficient capacity to oversee and support practice so that services can be delivered effectively.</p> <p>Feedback from children and families is that they have developed long-term, trusting relationships with their Social Worker.</p>	Executive Director of Children's Services	Business As Usual Activity	Ongoing	
			Develop and ensure a monthly review of the Children's Social Care workforce profile.	Senior leaders will be aware of, and respond appropriately to caseloads within the teams how ASYE staff are deployed and supported appropriately risks associated with vacancies skill, capacity and resource gaps	Assistant Directors Children's Social Care with HR	Longer-term action not yet started. No risk to implementation currently anticipated	April 2023	
			Undertake a review of Business Support capacity within Children's Social Care.	The review will recommend changes for consideration.	Assistant Director Safeguarding Review & Quality Assurance	Action not yet completed, but on track	November 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			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.	Assistant Director Safeguarding Review & Quality Assurance	Action not yet completed, but on track	February 2022	
			Co-locate Children's Services teams into one building with open planned spaces with areas for learning and a space for children and young people.	Staff will feedback that leadership is visible and approachable and that there is improved working across teams.  Children and young people will feel welcome in the workplace.	Executive Director of Children's Services	Action complete	September 2022	
	1.1.2	All individual staff have the appropriate knowledge, skills and support to enable them to undertake their work in an effective way and to a good standard.	Develop a business case for a Social Work Academy for social workers, managers, and leaders that will deliver a focused Children's Social Care Workforce Development programme.	The Department for Education will receive a robust bid that will seek support and finance to deliver the Social Work Academy.	Executive Director of Children's Services	Action complete	June 2022	Social Work Academy Plan
			Develop and deliver a Social Work Academy for Social Workers, managers, and leaders that will deliver a focused Children's Social Care Workforce Development programme.	There will be role specific training and development opportunities (e.g., management training), informed by Performance Development Reviews and maintained focus on continuous professional development for Social Care Practitioners.  The Social Care workforce is suitably qualified and accredited to deliver high-quality services to children and their families.  Assessed and Supported Year in Employment (ASYEs) will be supported throughout their accredited year through protected caseloads and robust supervision.  There will be a decrease in number of ASYEs leaving Sefton after their first year.  Surveys will demonstrate that staff feel there are good opportunities within Sefton and a positive and supportive culture is being developed.	Assistant Director Help and Protection	Action complete	September 2022	



The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Review and update the Supervision Policy.	The policy will ensure that staff receive the appropriate support and training needed to deliver effective safeguarding services to families.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	July 2022	All Service Plans
			Launch the Supervision Policy.	Leaders and managers will understand what good supervision looks like.		Action complete	July 2022	
			Monitor that all staff receive regular, individual supervision as set out in the Supervision Policy.	Case file audits will identify there is an effective management footprint and supervision on case files preventing drift and delay.  Surveys will demonstrate that staff feel supported within their role to deliver effective services for children young people and their families.  Improved workforce stability.		Business As Usual Activity	Ongoing	
			Leaders and managers will use the Performance Development Review process to identify individual areas for professional development and plans implemented to address training and development needs.	Surveys will demonstrate 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.  The Learning & Development Team will work with leaders and managers to identify ways that training needs and development opportunities are met.	Assistant Director Safeguarding Review & Quality Assurance	Business As Usual Activity	Ongoing	



The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
<p><b>1.2 Practice Standards &amp; Quality Assurance Framework</b></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.</p> <p>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 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>	Develop new Practice Standards.	There will be an agreed Practice Standards document with supporting training materials in place.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	September 2022	Safeguarding and Quality Assurance Service Plan
			Launch new Practice Standards.	The workforce will understand what the expected standard are.		Action complete	September 2022	
			Develop and deliver training to maintain a focus on improving the quality of case recording in Social Care.	The workforce will be trained in Practice Standards.		Activity progressing, some issues but realistic plans in place to recover	October 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Monitor Practice Standards and put in place any identified training requirements.	<p>Case file and thematic audits will demonstrate the variability of quality of Children In Need plans will be reduced.</p> <p>Plans will be 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>Compliance with Child Protection procedures will be evidenced through case file and thematic audits.</p> <p>Visits to children will be 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.</p> <p>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>	Assistant Director Safeguarding Review & Quality Assurance Principal Social Worker	Longer-term action not yet started. No risk to implementation currently anticipated	Ongoing	
			Review the Quality Assurance Framework ensuring it is aligned with the journey of children and families through the services they receive, experience and the outcomes achieved.	The Quality Framework drives practice improvements and improved outcomes for children and young people.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	September 2022	Safeguarding and Quality Assurance Service Plan
			Communicate the Quality Assurance Framework to the Children's Social Care workforce and partners.	The workforce and partners will understand what good looks like.		Action complete	September 2022	
			Identify an appropriate improvement partner.	Partner will support the Council to improve the overall performance of Children's Services by providing peer support to embed the use of best practice models.	Executive Director of Children's Services	Action not yet completed, but on track	October 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan	
1.3 Address Ofsted Specific Concerns  To address specific areas of practice concerns highlighted in OFSTED inspection reports	1.3.1	To ensure that there is appropriate support in place for the Local Area Designated Officer	Undertake a review of the capacity required to support the activity of the LADO.	Appropriate support will in place to ensure that related work is progressed to required timescales and there is robust management oversight.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	June 2022		
			Monitor and Quality Assure LADO investigations.	Case file audits will identify that the timescales for LADO investigations and recording is timely.		Business As Usual Activity	Ongoing		
	1.3.2	To improve the response disabled children and their families.	Review and redesign the Children with Disability (CWD) operating model and practice approach.  Deliver specific safeguarding training for the Children with Disabilities team.	Review and redesign the Children with Disability (CWD) operating model and practice approach.	Children, young people and their families will feel engaged in the review process.  A CWD Improvement Plan will be put in place and progressed.	Assistant Director Help and Protection	Action not yet completed, but on track		December 2022
				Deliver specific safeguarding training for the Children with Disabilities team.	Quality assurance will identify improvements in timescales for assessments.  Staff working in the Children with Disabilities team will be able to identify safeguarding concerns and take appropriate action.				
				Review Children with Disability (CWD) commissioned activity taking account of the Needs Assessment.	Children, young people and their families will feel engaged in the development of the Commissioning Action Plan.  A Commissioning Action Plan will be developed and progressed.				
				Deliver the Children with Disability (CWD) Commissioning Action Plan.	Commissioned activity will meet local need and improve outcomes for children and young people.				
				Monitor feedback from children, young people with disabilities and their families.	Feedback from children, young people and their families will be positive and clearly visible in service improvement, redesign and commissioning activity.				
	1.3.3	To improve the response to vulnerable children including for children at risk of exploitation, those who go missing from home and education.	Establish a partnership working group to review and redesign the approach to children at risk of exploitation and those who go missing from home and care.	Partnership Working group in place and children at risk of exploitation, those who go missing from home and care and education. Action Plan created.	Assistant Director Help and Protection	Action complete	May 2022		Assessment and E-TAC Service Plan

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Work with partners, including schools, to deliver the children at risk of exploitation, those who go missing from home and care Action Plan.	There will be an appropriate response from a team around the child to working with Child Exploitation and Missing. Quality assurance will identify that children/young people are safe.		Activity progressing, some issues but realistic plans in place to recover	November 2022	
	1.3.4	To embed relational and restorative practice across Children's Services.	Establish Family Valued Board and agree timetable for implementation of Leeds Family Valued (FV).	The implementation of the Leeds Family Valued model will have robust oversight.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	May 2022	Leeds Family Valued Implementation Plan
		Launch Leeds Family Valued approach to Children's Services teams.	The workforce will be aware of Leeds Family Valued (FV) ideas and practice approaches.	Action complete		May 2022		
		Develop a Leeds Family Valued Implementation Plan for approval the Sefton Stronger Together Board.	There will be a clear plan to deliver the Leeds Family Valued Model of practice.	Action complete		July 2022		
		Launch Leeds Family Valued approach to Partners.	Partners will be aware of Leeds Family Valued (FV) ideas and practice approaches.	Action complete		September 2022		
		Monitor the delivery and impact of the Leeds Family Valued approach.	There will be a decrease in the number of children and young people entering care and being placed on Child Protection plans.  There will be wider system benefits delivered such as improved attendance in schools.	Longer-term action not yet started. No risk to implementation currently anticipated		Ongoing		
	1.3.5	To ensure that there is a range of domestic abuse services in place for children, victims and perpetrators based on local need and the workforce is aware of these and how to access them	Identify need associated with domestic abuse to ensure the domestic abuse response is sufficiently prompt and robust in all cases and there are appropriate specialist services in place.	Needs assessment produced and understood by partners.	Executive Director (People)	Action complete	July 2022	Sefton Domestic Abuse Partnership plan

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Refresh Domestic Abuse Strategy taking account of the Needs Assessment and changes in legislation as outlined in the Domestic Abuse Act (2021).	Partnership wide workshop held to contribute to the Domestic Abuse Strategy and to develop the priority areas for the action plan.		Action not yet completed, but on track	November 2022	
			Develop an Action Plan to underpin the delivery of the Domestic Abuse Strategy.	There is a range of domestic abuse services in place for children, victims and perpetrators based on local need and the workforce is aware of these and how to access them.				
				Service user voice and feedback shows services meet the needs of children, victims and perpetrators.				
			Monitor the delivery and impact of the Domestic Abuse Strategy and Action Plan.	Regular discussions about performance and progress against the action plan at the Domestic Abuse Partnership Board and challenge made to agencies where progress is not sufficient				
				Performance information, including service user voice and feedback, shows victims and children are kept safe and the behaviour of perpetrators is appropriately challenged.				
	1.3.6	To improve the support to those families who do not require statutory social care.	Review Children's Services commissioned activity relating to domestic abuse.	There will be clear pathways for those children and families affected by domestic abuse.	Joint Sefton NHS Place Director and Executive Director Social Care and Health	Activity progressing, some issues but realistic plans in place to recover	January 2023	Integrated Commissioning Plan
				Commissioned activity will meet need and accessibility to support will improve.				
			Communicate the Children's Services commissioned domestic abuse offer to the Social Care Workforce.	Quality assurance will identify a reduced level of drift and delay in relation to domestic abuse.				
	1.3.6	To improve the support to those families who do not require statutory social care.	Create a working group and Action Plan to implement a Targeted Early Help Service to support those families who do not require statutory Social Care.	There will be resource available to drive forward the required change.	Assistant Director Help and Protection	Action complete	May 2022	Targeted Family Support Service Plan
			Launch the Targeted Early Help Service.	The workforce will be aware of Targeted Early Help Service and practice approaches.				

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Monitor the impact of the Targeted Early Help Service.	<p>The role of the Lead Professional will be developed.</p> <p>There will be evidence of reduced referrals to the MASH, fewer families entering statutory social work and Children In Need numbers will reduce</p> <p>Feedback from families will demonstrate that the targeted early help support improved their lived experience.</p>	Assistant Director Help and Protection	Business As Usual Activity	Ongoing	
	1.3.7	To equip the workforce with a toolkit that ensures that the Transition planning for young people approaching adulthood is robust.	Create a working group and Action Plan to implement the Striving to be Thriving Framework	There will be resources available to deliver the Action Plan.	Corporate Parenting Officer	Action complete	March 2022	Transitions and Care Experienced Service Plan
		Launch the Striving to be Thriving Framework to Foster Carers and Children's Social Care Managers.	Managers are equipped with and make use of a toolkit.	Corporate Parenting Officer	Action complete	March 2022		
		Rollout Striving to be Thriving Framework.	The workforce will be equipped with a toolkit that ensures that the Transition planning for young people approaching adulthood is sufficiently robust.	Children's Social Care Managers	Action complete	September 2022		
		Introduce a Resettlement Passport.	<p>Foster Carers will be aware of the Resettlement Passport and the value that it adds.</p> <p>Young people will be prepared for and have the skills needed to live independently in a tenancy.</p>	Assistant Director Cared for Children	Action complete	November 2022		



The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
	1.3.8	To improve the access to care experienced support for those young people who are entitled to receive it.	<p>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.</p> <p>Raise awareness of the support available for care experienced young people with the wider children's workforce.</p>	<p>Young people will be involved in developing their plan.</p> <p>Every 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.</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> <p>Partners and the wider childrens 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.</p>	Assistant Director Cared for Children	Action not yet completed, but on track	April 2023	Transitions and Care Experienced Service Plan
			Implement the care experienced young people Offer webpage and co-produce supporting materials with young people.	Care experienced young people will feel safe and supported and know where and who to go to for advice and help.	Assistant Director Cared for Children	Action not yet completed, but on track	October 2022	
			Promote the Care Experienced Offer webpage and supporting materials to young people.	Care experienced young people will feel safe and supported and know where and who to go to for advice and help.	Assistant Director Cared for Children	Action not yet completed, but on track	October 2022	
			Planning for care experienced young people will be reviewed. A separate Action Plan and working group will be created to address factors such as the role of the PA and the Local Offer.	Care experienced young people will be supported to transition into a positive adult life.	Assistant Director Cared for Children	Activity progressing, some issues but realistic plans in place to recover	February 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	Rag Rating	Milestones	Detailed Action Plan
	1.3.9	To ensure that all children are in the most appropriate accommodation and legal status.	Review all section 20's currently open within the system.	Children and their families will be working with the LA in the most appropriate legal framework.	Assistant Director Help and Protection	Action complete	September 2022	Safeguarding and Quality Assurance Service Plan
			Review all children and young people currently placed in external accommodation.	Children and young people will be in the most appropriate accommodation.	Assistant Director Cared for Children	Activity progressing, some issues but realistic plans in place to recover	October 2022	
			Review all children and young people currently placed with parents.	The principles that informed the decision to place a child or young person on a care order with their parent will be reviewed and if required appropriate action taken.		Action complete	October 2022	

## 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 - Please note that these actions should be considered with 1.2 above

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	RAG Rating	Milestones	Detailed Action Plan
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.	Commence the delivery of thematic, practitioner engaged audits.	Audit will be impact focused, calibrated to Ofsted gradings and with a viable percentage moderated.  Feedback from families is sought as part of the auditing processes.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	June 2022	Safeguarding and Quality Assurance Service Plan
			Engage all managers and staff in auditing across the service with practice improvement team co-ordinating, supporting moderating.	There will be increased evidence that impactful QA is informing practice and improving outcomes for children and families'  Staff surveys will identify a positive learning culture.		Longer-term action not yet started. No risk to implementation currently anticipated	January 2023	
			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.	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.  Processes / systems / working practices will be adjusted appropriately in response to feedback from families.  Families will receive a response to their feedback.		Longer-term action not yet started. No risk to implementation currently anticipated	June 2023	
			Review the complaint procedure and processes.	The review will identify recommendations for changes to processes and policy if required.		Action complete	September 2022	
			Consider the recommendations of the review of the complaint procedure and processes and implement required change.	There will be an improvement in the timeliness of response to complaints.  There will be evidence that complainant feedback information, compliments and suggestions have influenced service developments and improvements.		Action not yet completed, but on track	December 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	RAG Rating	Milestones	Detailed Action Plan
			Review trends and themes from complaints	There will be evidence that that the Council responds appropriately, effectively and quickly to areas for development.  Themes / trends influence service delivery and culture.	Children's Services Leadership Team	Business As Usual Activity	Ongoing	
			Undertake a themed audit of Foster Carer Supervision.	We will understand the baseline and identify opportunities for improvement, including training requirements, system developments and performance reporting.	Service Manager Fostering	Action complete	May 2022	Fostering Service Plan
			Develop and deliver a series of briefings for Social Workers aimed at improving the quality, frequency, recording and performance reporting of Foster Carer Supervision.	There will be evidence that we learn from good practice as themes and key learning points can be tracked through social work supervision and into frontline practice.		Action complete	October 2022	
			Move to monthly Foster Carer Supervision and monitor quality and performance.	There will be regular review and supervision of Foster Carers.  Managers will be assured that the welfare of children is sufficiently safeguarded.  Foster Carers will benefit from appropriate training and development.  The timeliness of annual Foster Carer Reviews will improve.		Business As Usual Activity	November 2022	
			Schedule engagement activity with staff and establish feedback channels.	Staff will be invited to a series of engagement events and are able to provide feedback via a number of channels.		Principal Social Worker	Action complete	
			Undertake baseline staff survey and share outcome with workforce.	Leaders and managers will have a baseline that enables them to consider and inform the priorities for change from a workforce and cultural perspective.  Actions are identified to effect change.	Executive Director of Children's Services	Action not yet completed, but on track	October 2022	
			Monitor feedback from staff.	Staff surveys will demonstrate that the feel included in shaping change.  There will be evidence of how suggestions from operational staff have positively impacted on service development and improvement.	Principal Social Worker	Business As Usual Activity	Ongoing	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	RAG Rating	Milestones	Detailed Action Plan
			<p>Senior Leadership Team will continue to attend key meetings / briefings with stakeholders to maintain focus and communication about Safeguarding issues, including:</p> <p>Sefton Association for Primary and Secondary Heads</p> <p>Partnership Safeguarding meetings</p>	<p>Stakeholders will receive timely communication / updates regarding safeguarding issues</p> <p>improved shared understanding of safeguarding priorities across services and organisations</p>	Children's Senior Leadership Team	Business As Usual Activity	Ongoing	Safeguarding and Quality Assurance Service Plan
			<p>Review the participation offer for cared for children and young people.</p>	<p>Cared for Children and Young People will have a place and channels to have their voice heard.</p>	Assistant Director Cared for Children	Activity progressing, some issues but realistic plans in place to recover	January 2023	Cared for Children Service Plan
			<p>Undertake survey to families of children and young people with disabilities.</p> <p>Analyse the feedback received (see 1.3.2)</p>	<p>Children, young people and their families will feel engaged in the development of the service.</p>	Assistant Director of Help & Protection	Action not yet completed, but on track	October 2022	Children with Disabilities Service Plan
			<p>Undertake Annual Pledge Survey.</p> <p>Analyse the feedback received.</p>	<p>Children, young people and their families will feel engaged in the development of the service.</p>	Assistant Director Cared for Children	Action not yet completed, but on track	October 2022	Cared for Children Service Plan
			<p>Consider feedback from cared for and care experienced young people.</p>	<p>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.</p> <p>Children, young people and their families will feel engaged in the development of the service.</p>	Assistant Director Cared for Children	Business As Usual Activity	Ongoing	Cared for Children Service Plan

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are Taking	How we will know it has worked	Responsible Lead Officer	RAG Rating	Milestones	Detailed Action Plan
2.2. Audit frameworks 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"> <li>■ priority service areas</li> <li>■ vulnerable groups of children</li> <li>■ specific risk issues</li> </ul>	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	Activity progressing, some issues but realistic plans in place to recover	March 2023	Safeguarding and Quality Assurance Service Plan
			Develop Performance dashboards for and report to Children's Leadership team to consider progress and learning from audits on a monthly basis.	Evidence of learning from case file audits is captured consistently and systematically, and actions plans address service deficits in a timely way.  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.	Assistant Director Safeguarding Review & Quality Assurance	Longer-term action not yet started. No risk to implementation currently anticipated	July 2023	Safeguarding and Quality Assurance Service Plan
			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	Longer-term action not yet started. No risk to implementation currently anticipated	July 2023	Safeguarding and Quality Assurance Service Plan
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	Longer-term action not yet started. No risk to implementation currently anticipated	September 2023	All Service Plans

## 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

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	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.	Commission a diagnostic of the Front Door.	The report will present the Council with recommendations for consideration.	Executive Director of Children's Services	Action complete	June 2022	MASH and EDT Service Plan
			Progress actions agreed following recommendations identified by diagnostic of the Front Door.	Capacity and supporting processes which will be aligned to other Improvement Plan activity.		Business as Usual Activity	Ongoing	
			Review of information sharing agreement.  Review processes and systems in relation to consent sought in MASH, child in need, section 20.	Information will be shared to ensure transparency where appropriate.  Practitioners will understand and apply practice standards in a timely manner.  To ensure compliance with GDPR and Data Protection Act 2018.	Action complete	September 2022		
			Commission a diagnostic of the Liquid Logistic system.	Pathways on the LCS system will be clear and understood by all.	Action complete	August 2022	All Service Plans	
			Complete a gap analysis of business processes and policies.  Map the child's journey.	The gap analysis will be reviewed and prioritised and appropriate process and policies put in place.  There will be comprehensive understanding of the end to end business process within Children's Social Care from a child's perspective.	Assistant Director Corporate Resources	Action not yet completed, but on track		

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Consider the output of the diagnostic of the Liquid Logistic system and plan the implementation of required changes.	The system will support good practice and create more capacity for social workers to spend time with families.	Executive Director of Children's Services	Action not yet completed, but on track	October 2022	
			Review current training and support arrangements for LCS.	Practitioners and managers will have an improved understanding of the LCS system and be able to use system efficiencies to help them in their day to day work  There will be a range of flexible training and support options available to practitioners that can be accessed around their day to day roles.  Procedure and guidance documents will be user friendly.	Assistant Director Safeguarding Review & Quality Assurance	Action complete	September 2022	People Strategy 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 have regular Performance Management meetings with accurate and timely data and intelligence available to them.  To ensure that Cabinet Members receive accurate and timely performance reports enabling them to monitor improvement and understand current challenges.	Develop and launch a bespoke 'Team performance summary' tool for social care teams, Service Managers and Assistant Directors.  Develop and launch a bespoke dashboard for elected members.	There will be a dashboard in place that is tools used to monitor performance and enable leadership and management to measure, monitor, and manage the key activities and processes.  .	Executive Director of Children's Services	Action complete	September 2022	Safeguarding and Quality Assurance Service Plan
	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	Longer-term action not yet started. No risk to implementation currently anticipated	October 2023	Safeguarding and Quality Assurance Service Plan

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
3.3 Social Care workforce has access to current policies.	3.3.1	The workforce will have access to trusted procedures that underpin social care practice and Safeguarding Partnership Board responsibilities, promoting the best possible outcomes for children and young people.	The Children's workforce will have access to online procedures.	Surveys will demonstrate that the Social Care workforce values access to online procedures to protect children who are at risk of harm.  Safeguarding partners will have access to trusted procedures.	Assistant Director Cared for Children	Action complete	September 2022	Safeguarding and Quality Assurance Service Plan





## 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

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	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 will be 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.</p> <p>The Corporate Parenting ethos will be embedded across the Council and partner agencies.</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> <p>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.</p>	Assistant Director Cared for Children Lead Member Children's Social Care	Action not yet completed, but on track	April 2023	Cared for Children Service Plan

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Review the Virtual School and Virtual School Governing Body.	<p>There will be a network in place to track the progress of and promote the educational attainment of cared for children wherever they are located.</p> <p>The Virtual School and governing body will work with others to raise standards and improve educational outcomes for children and young people.</p>	Executive Director of Children's Services	Activity progressing, some issues but realistic plans in place to recover	April 2023	Virtual School Service Plan
			Improve school admission processes and application procedures for cared for children to prevent unnecessary school moves and ensure that cared for children attend good and outstanding schools.	<p>There will be fewer moves between schools for cared for children.</p> <p>Outcomes and stability will improve for cared for children.</p>	Assistant Director for Education	Business As Usual Activity	Ongoing	
			Implement electronic Personal Education Plans (PEP) and associated quality monitoring.	<p>There will be evidence that the quality of Personal Education Plans has improved.</p> <p>New data analysis tools will help to identify specific areas for improvement and high achievement.</p> <p>Attainment data will be captured termly and where progress is not being made Education Co-ordinators will work with schools and other key partners to understand what barriers are hindering progress.</p> <p>Success will be celebrated via certificates and vouchers.</p>	Assistant Director for Education	Action complete	September 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Provide ongoing training and support to schools and School Governors to ensure that Personal Education Plans (PEP) are implemented and practice is inclusive.	<p>There will be evidence that Personal Education Plans capture the voice of the child, their attainment, progress and educational needs.</p> <p>There will be evidence that Personal Education Plans demonstrate a robust plan of intervention.</p> <p>There will be evidence that the Virtual School is working with the Inclusion Team to influence school policies.</p> <p>There will be evidence that School Governors understand their role as Corporate Parents.</p> <p>Attendance will improve and fixed term exclusions will reduce.</p>	Assistant Director for Education	Business As Usual Activity	September 2022 onwards	
			Provide ongoing training and support to Social Work teams to ensure that Personal Education Plans (PEP) are an integral part of the care planning process.	<p>There will be evidence that the Social Care workforce is aspirational and ambitious for cared for children.</p> <p>Social Care workforce will understand the power of education on improving the lived experience and life chances of young people.</p>	Assistant Director for Education	Business As Usual Activity	Ongoing	
			Track and monitor education, employment and training for years 11 and 13.  Implement required changes to reduce NEET figures and improve outcomes for young people.	There will be fewer young people who are NEET.	Assistant Director for Education	Business As Usual Activity - annual monitoring	Ongoing	
			Work with education and training providers to ensure that their offer to young people meets their needs and interests and leads to progression.	<p>Fewer young people will drop out of provision and outcomes will improve.</p> <p>Attendance will improve and fixed term exclusions will reduce.</p>	Assistant Director for Education	Business As Usual Activity - quarterly monitoring	Ongoing	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Promote Council, partner and local business apprenticeships to care experienced young people.	There will be opportunities for cared for young people to become apprenticeship ready and volunteers.  Care experienced young people will be aware of and have access to apprenticeship opportunities.	Executive Leadership Team	Business As Usual Activity	Ongoing	
			Launch a Caring Business Charter.	Local businesses will sign up to a Caring Business Charter that improve employment and career options and opportunities for care experienced and other vulnerable young people.  Care experienced and other vulnerable young people will have access to employment and training opportunities.	Service Manager for Care Experienced Young People	Action complete	July 2022	
			Celebrate the achievements of cared for children and young people.	Children and young people will know that their achievements are recognised.	Council and partners	Business As Usual Activity	Ongoing	Cared for Children Service Plans
			Monitor the performance of NHSE/I in conjunction with Public Health England, dentistry pathway for referral of cared for children.  This will include the Designated Nurse escalating any issues identified.	There will be evidence of dentistry visits in children's records.  There will be escalation of delays in provision.  Cared for children and young people will have prompt access to dentistry services.	Joint Sefton NHS Place Director and Executive Director Social Care and Health	Business As Usual Activity	Ongoing	Commissioning
			Develop the Emotional Health & Wellbeing pathway.  Share the new pathway with the Social Care workforce.	There will be evidence of use of the Children & Young people Mental Health and Emotional Well Being needs Assessment in commissioning activity.  The Social Care and school workforce will have a good knowledge of the Emotional Health & Wellbeing support offer and pathway.  There will be a reduction in drift and delay as cared for children and care experienced young people will have timely access to less urgent support.	Joint Sefton NHS Place Director and Executive Director Social Care and Health	Action not yet completed, but on track	April 2023	Emotional Health & Wellbeing Partnership.

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Update the Emotional Health and Wellbeing toolkit and share with schools and Social Care workforce,	The Social Care and school workforce will have a toolkit that can support them to sign post children and young people and their families to the support that is needed.	Director of Public Health	Action not yet completed, but on track	October 2022	
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.	Review the effectiveness of partnership arrangements.	There will be evidence of effective multiagency contributions to improving outcomes for children and young people.	Sefton Safeguarding Partnership Scrutineer	Action not on track, risk to implementation	January 2023	Partnership Business Plan
			Develop an Action Plan an implement the changes identified by the review of the effectiveness of partnership arrangements.	There will be evidence of good communication, information-sharing and the application of thresholds and, where appropriate, ensure that escalation processes are followed.	Assistant Director Safeguarding Review & Quality Assurance	Action not on track, risk to implementation	July 2023	
	4.2.2	Partner are aware of private fostering responsibilities.	Raise awareness of responsibilities in relation to private fostering across the partnership.	<p>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.</p> <p>The wider children's workforce will understand their responsibilities in relation to safeguarding and promoting the welfare of privately fostered children.</p> <p>The Council will be notified about privately fostered children living in Sefton.</p> <p>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.</p> <p>The Council will monitor the way in which it discharges its duties and functions in relation to private fostering.</p>	Assistant Director Help and Protection.	Action not yet completed, but on track	March 2023	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	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	To ensure that the development of partnership Vision 2035 is aspirational for vulnerable children and young people.	Agree the timeline to develop the partnership Vision 2035 and strengthen the Council's Core Purpose.	There will be an agreed timeline to develop Vision 2035 and the Council's Core Purpose will be strengthened.	Cabinet	Action complete	July 2022	
			Ensure that the planning and consultation processes associated with the development of the partnership Vision 2035 are aspirational for vulnerable children and young people.	<p>All partners will be aspirational for vulnerable children and young people.</p> <p>The voice of vulnerable children and young people will be strong in the development of Vision 2035.</p> <p>Vision 2035 will be developed so that children and young people grow up in a place where they feel at home, where they feel they belong, and where they and their families can thrive.</p>	Chief Executive	Longer-term action not yet started. No risk to implementation currently anticipated	March 2025	
	4.3.2	Finance and performance will 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>Within the service, Budget holders/ reviewers will have access to professional advice and support in the area of financial management.</p> <p>Budget holders/ reviewers will understand their responsibilities, be accountable and be able to manage budgets effectively.</p> <p>Areas of risk / pressure / under spend will be flagged immediately.</p> <p>Forecast Budget outturns linked to key cost drivers will be accurate thus enabling.</p> <p>effective service planning both in year and in support of multi-year budget planning.</p>	Executive Director for Corporate Resources and Customer Services	Action not yet completed, but on track	April 2023	
			The recruitment of staff will be efficient; newly appointed staff will be able to start in post in a timely way.	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.	Recruiting managers will progress local actions and work with the Recruitment team to ensure no unnecessary delay in new employees starting their new roles.	Chief Personnel Officer	Activity progressing, some issues but realistic plans in place to recover	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
		Legal Services will actively support Children Services in delivering effective safeguarding services	Adequate resources will be allocated to support care proceedings and associated legal advice.	The Children's Services team will have access to professional Legal advice and support.  A clear and efficient dialogue will be led by Children's Services to ensure proceedings progress in a timely manner.	Executive Director for Corporate Resources and Customer Services	Actions not yet completed, but on track	Ongoing	
	4.3.3	Scrutiny arrangements for Children's Services are robust and effective.	Review the frequency of Overview and Scrutiny of Children's Services and Safeguarding.	Overview and Scrutiny of Children's Services and Safeguarding will be scheduled to meet on a regular basis to review progress.	Executive Director of Children's Services	Action complete	July 2022	
Identify and deliver additional training for members of Overview and Scrutiny committees.			Scrutiny arrangements for Children's Services are robust and effective.	Chief Executive	Actions not yet completed, but on track	April 2023		
Improve Opposition party involvement in Children's Social Care.			The two Leaders of the main Opposition parties will attend the Corporate Parenting Board.	Executive Director of Children's Services	Business as Usual Activity	Ongoing		
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	Partnerships between, Children's Services, Health, Public Health, Education, Housing and commissioners are strengthened, roles and contributions from partners are clearly understood and outcomes for children and young people are achieved.  The Social Care and Early Help workforce can access the right quality and type of service to meet the needs of the children and young people they support.	Establish a Strategic Commissioning Plan and Executive Commissioning group with wide representation from all partners including housing, health providers, Cheshire and Merseyside NHS Integrated Care Board, Public Health.	The will be a clear plan with clear lines of accountability and timescales for the Executive Integrated Commissioning Group to monitor progress. All activity and reporting has clear oversight of the Executive Sponsor (Executive Director of Children's Social Care and Education).	Joint Sefton NHS Place Director and Executive Director Social Care and Health	Action complete	July 2022	Integrated Commissioning Plan
			Integrate the Strategic Commissioning function between the NHS and Council.			Action not yet completed, but on track	April 2023	
			Rewrite and publish the Sufficiency Strategy.	Local providers can easily identify areas where they can contribute to delivery and meet the wide-ranging needs of cared for children and young people.		Action Complete	July 2022	

The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Develop and agree the Sufficiency Strategy Action Plan.	The will be a clear plan with clear lines of accountability sand timescales for the Executive Integrated Commissioning Group to monitor progress.		Action complete	September 2022	
			Improve market engagement and management.	There will be provider forums where commissioners meet with providers to share strategic plans and priorities.  There will be co-designed service specifications co-produced with children and young people in our care.  Local providers will be working with the Children's workforce to improve outcomes for children and young people.		Business As Usual Activity	Ongoing	
			Recommission the Sefton Placements Framework.	There will be a Pseudo dynamic purchasing framework in place based on the child's journey.  There is a high quality local offer able to meet the needs of Children and Young People that works seamlessly with wrap around services.  Provision will be suitable, fully assessed and there will be sufficient placements to meet the assessed needs of cared for children and care experienced young people.		Action not yet completed, but on track	January 2023	
			Implement the Voice of the Child Strategy to ensure meaningful co production of new service specifications.	Children and young people are integral partners in the redesign and recommissioning of services  Service specifications reflect the voice of the child.		Action complete	September 2022	
			Establish a Youth Inspectors team to work with commissioners to identify service improvements that will in turn improve standards of care.	A Team manager will co-ordinate a team of young people with care experience to review and monitor services alongside commissioners  Place young people at the heart of inspecting and quality assuring services  The views and experiences of care experienced young people will inform commissioning activity.		Action not yet completed, but on track	January 2023	



The Outcomes We Are Aiming For	Action Ref	Objective	Actions we are taking	How we will know it has worked	Responsible Lead Officer	Rag Rating	Milestones	Detailed Action Plan
			Launch e-learning for Technology Enabled Care.	Social Workers and Early Help workers know what TECS options are available and when best to prescribe them for the children and young people they are working with.  Children, young people and their families benefit from Technology Enabled Care.		Action not yet completed, but on track	October 2022	
	4.4.2	To establish the options available for consideration with regards to the in house children's homes.	Explore the options for delivering in house provision.	A report will be produced that identifies the options available for consideration.	Executive Director of Children's Services	Action not yet completed, but on track	March 2023	Cared for Children Service Plan
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	Action not yet completed, but on track	June 2023	Inclusion Service Plan

# Appendix A:

## Sefton's Improvement Notice

Ofsted Improvement Measures	Objective & Actions that seek to address measure:
Caseloads and management oversight so that children receive a timely, consistent service to meet their needs, including outside of normal office hours	1.1.1, 3.2.1
The quality of assessments, plans and planning, including transition planning and timely escalation into the public law outline (PLO), which is reviewed and enhanced on a regular basis when circumstances change.	1.1.1, 1.1.2, 1.2.1, 3.2.2
Visits to children are responsive to need and risk, and that are purposeful, including life story work.	1.2.1, 1.2.2
The response to vulnerable children including for children at risk of exploitation, those who go missing from home and care, disabled children, children living in private fostering arrangements, and homeless 16 to 17-year-olds.	1.2.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.3.9, 2.1.1, 2.2.1
The response to allegations against professionals	1.3.1
The educational attainment and attendance of children in care, and the education, employment and training of care leavers.	1.1.1, 4.1.1
The performance and quality assurance arrangements to support practice improvements, including managers, conference chairs and Independent Reviewing Officers (IROs) oversight and challenge	1.2.1, 1.2.1, 3.2.1
The access to care leaving support for those young people who are entitled to receive it.	1.3.8
Systems and resources to provide a safe, coherent and integrated service which makes children safer and improves children's outcomes.	3.1.1
The practice relating to securing parental consent prior to information sharing in multi-agency safeguarding hub (MASH)	1.2.1
The provision of suitable, fully assessed and sufficient placements to meet the assessed needs of children in care and care leavers.	4.4
The urgency and robustness of the child protection response, including strategy meetings and child protection conferences	1.1.1, 1.1.2
The embedding of corporate responsibility across the council and partners to safeguard children and meet the needs of children in care and care leavers.	4.1
The timely access to emotional and mental health support and dentistry for children and young people	4.1

## Appendix B:

### Children's Services Focused Visit March 2021

Ofsted Improvement Measures	Objective & Actions that seek to address measure:
Timely application of the pre-proceedings stage of the Public Law Outline where risks for children are not reducing through child protection planning.	1.2.1
The effectiveness of case supervision and the monitoring of children who are subject to child protection planning, including those children in the preproceedings process, to prevent drift and delay.	1.1.2, 1.2.1
<b>What needs to improve in this area of social work practice</b>	
The quality assurance arrangements and senior management oversight of social work practice.	1.2.1
The strategic and operational focus on achieving change and reducing risk for vulnerable children, including disabled children and care leavers.	2.1, 2.2, 3.2. 4.1,
The capacity in social work teams and the number of children on social workers' caseloads.	1.1.1

## Appendix C:

### Joint targeted area inspection of the multi-agency response to children's mental health in Sefton September 2019

Ofsted Improvement Measures	Objective & Actions that seek to address measure:
The mental health needs of children in the borough are fully understood and addressed, with a particular focus on avoiding drift and delay and more effective service commissioning	4.1, 4.4.1
There is improvement in communication, information-sharing and the application of thresholds and, where appropriate, ensure that escalation processes are followed	4.2.1
Child protection procedures are followed to protect children who are at risk of harm	2.2

