

2017/18 Children's Social Care Improvement Plan

Report of the Head of Children's Social Care

Recommendation:

That Children's Scrutiny Committee (CSC)

- Receive the 2017/18 Children's Social Care Improvement Plan

1. Introduction

The service review of May 2017 confirmed that Children Social Care are well placed to get to good and gave a clear message that the service needs to focus on consolidating improvements achieved since 2015 and on targeting improvement action on the top ten areas for development. Within the top ten Children in Need, Early Help and practice in North Devon were highlighted as key areas for accelerated improvement, where failure to secure significant and sustained improvement would undermine the potential to get to good.

Following the service review a high level improvement plan (appendix 1) has been developed detailing how the service will ensure improvement action is targeted and focused on those priority areas; consolidating previous successes while embedding a sustainable approach to continuous improvement across the service.

2. Summary

Reflecting the messages of the service review, the plan has been developed to support a clear focus on the priority areas for improvement. The plan details the actions which cumulatively will ensure improved service delivery and where disciplined attention can have greatest impact. The plan avoids detailing everything that the service will do over the coming year and does not seek to capture core operational business.

Delivering the improvements requires a service wide approach through which change and improvement is embedded and owned at all levels. The plan will help ensure that the service progresses improvement by putting in place the systems, processes and frameworks through which the service can develop an approach to robust self-assessment and continuous improvement which is at the heart of sustainable improvement and a good service.

The plan maintains the same core structure as previous Children's Social Care plans to help ensure continuity.

- leadership and management
- right service right time
- high quality statutory service

- looked after children are properly looked after and care leavers are listened to and supported to aspire and achieve

Key areas for action are being progressed through the development of a Child in Need framework which will establish practice expectations for children and young people assessed as eligible for service. An Improvement Board North has been established under the independent chair of Mark Gurrey, Co-chair of the Devon Children and Families Partnership. Improvements to Early Help are being progressed through the multi-agency Early Help Improvement Board.

Key to getting to good is ensuring wide ownership of the improvement agenda and improved consistency of social work practice, assessment and care planning. To achieve this, priority is given to improving workforce stability, ensuring manageable caseloads, providing high quality and impactful supervision and ensuring staff have the right tools to do their job through the development of a Devon practice framework based on a strengths based model.

Progress will be tracked by the Children's Social Care senior management team through routine reporting. Quarterly position statements, produced by managers, will demonstrate progress against locality and service plans. The position statements are a self-evaluation based on data from a range of sources (principally performance data, the service's systematic auditing and staff and service user feedback).

Moving into 2018 the implementation of Eclipse provides significant opportunity for improvements as an operational tool for staff and managers and through the potential to further develop the quality and focus of our performance data and the development of a revised Children's Social Care performance framework.

The service will review the overall impact of the improvement plan through a revised self-assessment in April 2018 and an independent service review in May 2018, to mirror that of May 2017.

Electoral Divisions: All

Cabinet Member for Childrens Services and Schools: Councillor James McInnes

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

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Devon Children’s Social Care Improvement Plan 2017/18

Introduction

We are committed to providing high quality services to help our children, young people, and families in Devon achieve the best possible outcomes. This improvement plan outlines the strategic improvement priorities for Children’s Social Care and outlines how these will be delivered in the year ahead.

In developing this improvement plan we have undertaken a systematic self-assessment to ensure that we understand our services and our strengths, so we can grow and build these. To ensure we understand where we need to improve and where we need to prioritise that improvement we completed a detailed self-assessment using the Association of Directors of Children’s Services template. This was tested using an independent service review commissioned in May 2017. The process has helped ensure we understand ourselves and involved the workforce to clearly identify our strategic improvement priorities, our top 10 strengths and our top 10 priorities for improvement, for 2017/18. These priorities will form the focus of our improvement actions throughout the service in the year ahead.

This improvement plan will ensure that we create the right frameworks, structures and processes through continuous improvement can be taken forward incrementally and systematically across the whole service. The themes and priorities will be embedded in all our improvement plans or actions, and all staff and managers across the service will contribute to improving services to children, young people and their families.

This strategy is underpinned by four core messages that will help consolidate and embed the improvements achieved in 2016/17 and create a sustainable culture of continual improvement across the workforce and in the services, they deliver:

- focus on consistently high quality and performance;
- create the environment in which social work practice can flourish;
- develop our approaches to self- assessment, ensuring it drives continuous improvement at all levels; and
- build on our strengths and focus improvement action on our priorities.

Links to other plans and strategies

This improvement plan sets out the actions that will be taken in key areas of our service where we know we need to accelerate change so children and families consistently get a good service. We know we cannot do this on our own and we are committed to collaborative work, both operationally and strategically and to developing and delivering effective partnerships that support sustained improved outcomes for the children, young people and families that need help and support. We will continue to work with partners in delivering these improvements and we will continue to contribute to the wider strategic priorities of partners and partnerships in Devon.

The plan will contribute to achieving Devon County Council's strategic priorities and the objectives identified in [Better Together 2014-2020](#), by ensuring the provision of flexible and responsive services that support people and families in need, so that:

- vulnerable people will be better protected from abuse and harm;
- children will have the best possible start in life and be ready for school;
- children in care will have a secure and stable home and go on to lead happy lives; and
- more young people will lead fulfilling and productive lives.

From 1 July 2017 the duties and responsibilities of the Devon Children's Safeguarding Board and Devon Children, Young People and Families Alliance have been realigned and will be taken forward by the [Devon Children and Families Partnership \(DCFP\)](#). The DCFP will:

- oversee the partnership's commitment to 'good' children's services through the implementation of this improvement plan so children, young people and families get the service they need to improve their life chances;
- be a streamlined and effective partnership by ensuring that meetings are purposeful with the right people around the table;
- build on the best of what we have done, to develop more mature relationships where creativity, challenge and innovation can flourish;
- focus on quality assurance as we recognise that good and effective services require robust quality assurance work to ensure children are safeguarded as well as they can be; and
- adopt the recommendations of the [Wood Report](#): reviewing the functions of local safeguarding children boards.

Strategic context

This improvement plan will help ensure that Children's Social Care can continue to play a key role in the delivery of the strategic vision set out in the Devon [Children and Young People's Plan 2015-20 'My Life, My Journey'](#) and the children and young people's priority in the Wider Devon Sustainability and Transformation Plan. These are articulated in the five key shifts to:

- strengthen our Early Help system;
- locality based model with services rooted in our communities;
- improve the integration of services- as a whole system as experienced by children, young people and families;
- bespoke and personalised services that are responsive, flexible and agile; and
- strengths and assets based approach to practice.

Milestones and Performance Indicators

This improvement plan includes realistic milestones to ensure objectives are met. Progress is monitored by Children Social Care Senior Management Team (SMT) and Childrens Services Management Team (CSLT). Progress against key priorities will continue to be tested and examined by the Children's Scrutiny Committee and subject to monitoring and evaluation by the DCFP so officers are held to account and arrangements and progress are transparent.

This improvement plan will continue to be underpinned by a suite of currently reported performance measures established under the 2016/17 Children's Social Work and Child Protection Improvement Plan. The development of Eclipse integrated children's system (ICS), to replace outdated CareFirst ICS creates considerable opportunities to develop our management and performance information. This improvement plan includes the development of a revised performance framework for Childrens Social Care that will further improve our ability to monitor and evaluate performance in key areas of the business operation so managers have good grip on frontline practice and can take early actions on improving outcomes for our children, young people and their families.

We will evaluate the overall impact of this improvement plan in the spring of 2018 through a self-assessment which we will again test through an independent service review.

Top 10 strengths

1. **Leadership:** there is a strong support from the Lead Member and cross party Elected Members who are committed to high quality services that achieve good outcomes for Devon's children, young people and families. The senior management team is ambitious and committed to delivering real improvement.
2. **Corporate parenting:** we have made a step change in the way the Devon Corporate Parenting Board works and in the involvement young people in driving the work of the Board.
3. **Engagement of staff:** our staff are committed to getting to 'good', morale is good and social workers describe good management support.
4. **Child centred practice:** our workers know their children well, are committed to achieving the best and good child centred practice is being observed.
5. **Children in care:** outcomes are improving for almost all our children and young people in care. We have some children and young people who have experienced historically weaker practice and we are working hard to ensure we meet their needs. Recent practice is significantly better. We are undertaking some good work to ensure the needs of Unaccompanied Asylum Seeking Children are met.
6. **Private Fostering service:** we have a strong and effective private fostering service.
7. **Virtual School:** managers have a good understanding and oversight of the educational attainment and needs of our children in care. We understand performance and are focused on the areas that need to improve.
8. **Step change improvement in audit:** We have established a strong Quality Assurance Framework which is beginning to drive systematic improvement.
9. **Significantly improved availability and use of performance data:** the workbook is helping inform management decision making and focus performance improvement.
10. **The LSCB improvement agenda and pace of change has improved:** under the skilled leadership of the Independent Chair.

Top 10 areas for improvement

1. **Multi Agency Safeguarding Hub:** improve the quality of enquiries into MASH, reduce enquiries that do not lead to an assessments, improve quality and performance management timescales, risk assessments and evidence the rationale for manager's decisions on the ICS.
2. **Children in Need:** improve management information, audit and oversight to accelerate improvement in services for this vulnerable group of children.
3. **Assessments and plans:** embed our strengths based model, build our professional curiosity, improve the quality of our analysis of need and risk and ensure children's plans are more outcome focused, deliver purposeful interventions and improve outcomes for children young people and families.
4. **Supervision/management oversight:** ensure we provide consistently high quality, reflective, challenging professional supervision and effective management oversight of our work, supporting workers to grow and develop professionally so that they consistently deliver good quality practice.
5. **Transitions to Adult Services:** work with our partners at a strategic level and in our direct work with professionals from partners agencies so the needs of children with disability are identified and planned early so children, young people and their families experience a seamless service.
6. **Care Leavers:** ensure we improve accommodation and employment/apprenticeships opportunities and sustain supportive relationships with care leavers.
7. **Performance management:** continue to build the effectiveness of our performance and management oversight through **rigorous** supervision and case management, robust use of data and audit, and effective scrutiny and challenged through the role of IROs – to demonstrate real and sustained impact.
8. **Workforce capacity:** ensure manageable caseloads, including for IROs, that enable workers to undertake high quality work, ensure appropriate staffing for MASH and build greater resilience in the teams in the North.
9. **Eclipse implementation:** ensure the successful implementation of Eclipse and ensure that we apply learning from other councils who have previously implemented large ICT projects.
10. **Early Help:** work within the wider Early Help system to ensure that practice is underpinned by good quality assessments, plans and reviews so children and families get the services they need at the right time and to support the timely step down for children, young people and their families so they do not enter or remain in receipt of statutory services unnecessarily.

Leadership and Management

Outcome	Action	Milestones	Date	Who	Progress & RAG
We consistently provide Good services across all areas of Devon.	All localities and services develop and implement improvement plans based on service improvement plan and local improvement priorities.	Locality and Service Improvement Plan templates and guidance approved by SMT	July 17	DT	Completed
		Improvement plans approved by SMT	August 17	All SMT	Completed
		Quarterly locality position statements including progress reporting and sharing of lessons learned to SMT	July/Oct/Jan/May	All SMT	July completed
Improvement is accelerated in North Devon.	Establish North Devon Improvement Board.	Improvement Board established	June 17	ML	Achieved
		Improvement plan approved by Board and operational	July 17	ML	Achieved
		Review of progress by Board	September 17	ML	Anticipate Board to continue to Dec. Temp leadership arrangement secured Recruitment of social workers is the most significant challenges
We have a stable and resilient permanent workforce.	CSW workforce plan developed and implemented.	CSW Workforce plan approved by SMT	August 17	MM/SM	Achieved
		Workforce plan progress reporting to SMT bi monthly	Sept, Nov 17, Jan, March 18	MM	On track

Workers have manageable caseloads that enable them to do good quality work.	Continue action to ensure caseloads consistently at the level of good authorities. Identify staffing issues/demand pressures at the earliest point to enable strategies to be put in place.	Caseload reports to SMT monthly Recommendations for target caseloads approved by SMT Management action initiated as required to maintain target caseloads	August 17 August 17 As required	JM MM AMs	Achieved Caseloads were holding in Exeter and Mid & East but have been moving upwards in other localities and in P&T
Workforce has the skills to confidently deliver Good services.	Social Work Academy provides training and development that supports consistently improved assessment and care planning, supervision and performance and quality management.	2017/18 CSC Workforce training and development plan approved by SMT Quarterly Academy training report to SMT	Sept 17 Dec/March / June	VC	On Track
Workforce has the skills to confidently deliver Good services.	Develop and implement an integrated strengths based practice model for DCC CSW.	CSW practice model developed and approved by SMT Launch of framework with staff and partners Evaluation of impact of practice framework	Oct 17 Nov 17 April 18	VC/JK VC/JK VC/JK	On Track
Our ICT systems and processes support efficient service delivery and provide high quality management information.	Project Board oversees detailed implementation plan to ensure replacement of Care First with Eclipse.	Liaison with Lancashire CSW to identify risks and vulnerabilities Revised risk mitigation plan approved by Board Eclipse go live Eclipse full implementation	June 17 July 17 Jan 18 1 st April 18	NS/KC NS/KC NS/KC NS/KC	Completed Completed On Track

We effectively manage and improve performance.	Establish Children's services performance framework incorporate recommendations of the service review.	Review management information/performance data recommendations from service review against Care First capability.	July 17	JM	Completed
		Updated management workbook available to SMT	August 17	JM	Completed
		Children's services performance framework developed	October 17	JM/NS	On Track
		Quality and performance framework implemented	Jan 18 (Eclipse go live)	JM/NS	
We embed a culture of audit, robust self-assessment and continuous improvement.	We embed the Quality Assurance Framework (QAF) and undertake an annual self-assessment to identify our strengths and areas for improvement and test this through independent scrutiny	Quarterly QAF reports to SMT	From August 18	JK	On Track
		Annual Children's Services self-assessment completed	April 18	ML	
		Service review conducted and reports to CSLT	May 18		

Right service right time and High Quality Statutory Services

Outcome	Action	milestones	Dates	Who	RAG
Consistently high quality and timely response to children and young people referred to MASH.	Review of MASH concluded and MASH/IRT improvement Plan developed and implemented supported by auditing and improved quality assurance.	Review of MASH staffing to SMT	July 17	AA/RG	Completed
		MASH/Initial Response improvement plan approved by SMT	August 17	RG	Completed
		MASH Improvement plan sign off by partnership	Sept 17	RG	
		Impact evaluation report to SMT and the partnership	Feb 18	RG	
Children in need receive a good service that improves outcomes.	CiN framework developed and implemented.	CSC CiN framework presented to SMT	Sept 17	VC	On Track
		CiN framework sign off by Partnership	Oct 17	VC	
			Feb 18	VC	
		Quality and impact review of CiN framework presented to SMT and partnership			
Children in need receive a good service that improves outcomes.	Localities ensure all CiN have up to date assessments and Plans and minimum practice standards are implemented for all CiN.	Locality desktop review of all CiN	June 17	AMs	Completed
		CiN action plan included in locality improvement plans	July 17	LDs	Completed

		CiN Performance data reported monthly to SMT	August 17	JM	Completed
Clear and effective stepdown pathway to early help for children young people and families.	Establishment of an Early Help step up/down practice framework will be progressed through the Early Help Improvement Board and improvement plan.	CSC Early Help practice framework developed	Sept 17	RG	On Track
		Framework presented to partnership for sign off	Oct 17	RG	
		Initial month impact review completed and presented to SMT/CSLT and Partnership	Jan 18	RG	
Disabled young people receiving CSC service have a clear transition plan with early engagement of Adult Services.	CSC will continue to work with the SEND improvement board and purposeful systems work stream to secure improved transitions for young people.	Transitions practice audit	Aug 17	AM	Audit rescheduled to September due to staff availability
		Improvement plan Actions will be progressed as identified in the SEND improvement plan		AM	
		Review practice audit	Dec 17 , April 18	AM	

Looked after Children Properly Looked After and Care Leavers are Listened to and Supported to Aspire and Achieve

Outcome	Action	Milestones	Dates	Who	RAG
Our young people in care and care leavers receive a good service.	Children in care and care leavers strategy reviewed to incorporate recommendations of service review	Children in care and care leavers strategy approved by SMT and CSLT	Oct 17	KM	On track with revised timeline to ensure communication and engagement with stakeholders
		Children in care and care leavers strategy approved by Corporate Parenting Board	Nov 17	KM	
We effectively deliver all aspects of the children in care and care leaver's strategy.	Establish a strategic oversight framework to co-ordinate and drive improving outcomes for CiC and integrate work streams to improve placement sufficiency, EET opportunities and accommodation destinations for care leavers.	Strategic arrangements presented to Corporate Parenting Board and Partnership	Sept 17	ML	Work progressing timescale may require adjustment to reflect above
		Structure implemented	Oct 17	ML	
		Integrated improvement delivery framework implemented and reporting to Corporate Parenting Board and DCFP	Jan 18	ML	
Regional adoption agency established.	DCC hosts Adoption South West (RAA) prior to transfer to final form	Business case presented to DCC cabinet	Nov 2017	KD	Work progressing but high risk of delay due

	in 2020	Relevant functions of partner Local Authorities transferred to DCC	April 2018	KD	finance and risk modelling and timetabling of partner approval processes
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Locality and service improvement plans 17/18: Template for Managers

Devon County Council (DCC) is delivering an ambitious programme to improve its Children's Social Care service and aims to improve its standards to the equivalent of a 'Good' Ofsted rating. The improvement plan pulls together the various objectives to be achieved under the following work strands:

- Leadership and Management
- Right Service, Right Time
- High Quality Statutory Service
- Looked After Children are properly looked after
- Care Leavers are listened to and supported to aspire and achieve

Developing on our approach to self-assessment and continuous improvement each locality, or service, will develop its own improvement plan. They will take forward the priorities of the service plan, and build on and consolidate strengths as well as areas for improvement. Each of the locality or service improvement priorities must reflect the 2017 service review and improvement actions which were identified through self-assessment, performance reporting and auditing activity.

Top 10 strengths 'A service that knows itself well and has created the conditions to enable good social work practice to flourish'

1. **Leadership:** priority, ambition and commitment of Senior Management Team, Lead Member and cross party elected members. (Leadership and Management)
2. **Corporate Parenting:** step change leading to improvement in both the way the Board works and in the involvement YP. (Leadership and Management)
3. **Engagement of staff:** positive morale and commitment to getting to good. SWs described good management support. (Leadership and Management)
4. **Child centred practice:** workers know their children well, good child centred practice seen.(Right Service, Right Time)
5. **Children in Care:** outcomes improving for almost all, notwithstanding the legacy of historically weaker practice; in every case recent practice better and some good work with Unaccompanied Asylum Seeking Children. (Looked After Children are properly looked after)
6. **Private Fostering Service:** best the reviewer had ever seen and the case tracked was outstanding! (Looked After Children are properly looked after)
7. **Virtual School:** managers have good oversight and understanding of performance and the areas that need to improve. (Looked After Children are properly looked after)
8. **Step change improvement in audit** which is beginning to make a difference , (Leadership and Management)
9. **Significant improvements in the availability and use of performance data;** the workbook is helping managers to make decisions. (Leadership and Management)
10. **The LSCB improvement agenda and pace of change has improved;** under the skilled leadership of the independent chair (Leadership and Management)

Top 10 priority improvements

'Tackling inconsistencies; consolidate, consolidate, consolidate!'

1. **MASH volumes/timeliness/IRT interface**; too many contacts that don't lead to a social care intervention; timeliness of MASH response and quality of multi-agency analysis and decision making. (Right Service, Right Time)
2. **CiN practice**; management information, supervision, management and audit to accelerate improvement (High Quality Statutory Service)
3. **Assessments and Plans**; analysis and embedding of strengths based model including good risk assessments and risk mitigation plans, depth of professional curiosity. Outcome focused (SMART) plans that drive purposeful interventions and outcomes/change. (High Quality Statutory Service)
4. **Supervision/Management oversight**; more consistently challenging/reflective and recorded to support best practice. (Leadership and Management)
5. **Transitions to Adult Services**; for disabled children. (Right Service, Right Time)
6. **Care Leavers**; more to do on accommodation and employment/apprenticeships. (Care Leavers are listened to and supported to aspire and achieve)
7. **Performance management**: supervision and case management, use of data and audit, role of IROs demonstrating real and sustained impact. (Leadership and Management)
8. **Workforce capacity**: some caseloads drifting upwards, minimum staffing for MASH, IRO caseloads do not permit full discharge of their responsibilities, teams in the north less resilient (Leadership and Management)
9. **Eclipse implementation**: avoid the Lancashire experience! (Leadership and Management)
10. **Early help**: performance framework for practice, step down needs to be secured (Right Service Right Time)

Governance

Implementation of the plan will be monitored through the Children's Social Care Senior Management Team and the Improvement Board North, which meets monthly. The usual reporting arrangement through quarterly position statements is temporarily suspended.

The Detailed Improvement Plan North, which is the working tool for the area manager, team managers, and frontline staff is attached below. This is an operational tool and not necessarily appropriate to the Improvement Board North.

In order to meet the improvement challenge in the North, the top 10 improvement priorities for Children's social care have been re-focused.

There are four critical priorities

Leadership and management

Priority: Workforce

- Secure high quality interim senior management arrangements
- Resolve the uncertainty about long term arrangements
- Recruit locum capacity to cover all vacancies, including maternity and long term sickness absence
- Recruit over establishment as necessary to bring caseloads below 20
- Develop and implement a recruitment and retention strategy north (taking into account wider cross county implications)

Right Service Right Time

Priority: Thresholds and workflow

- IRU to review MASH/IRT interface and practice to reduce failure demand
- Review all thresholds

High Quality Statutory Service

Priority: Embed practice standards

Looked after children are properly looked after

Priority: Embed practice standards

Care Leavers are supported to aspire and achieve

Priority: Embed practice standards

Locality/Service Area:							
Leadership & Management							
Objective	Action	Ref	Lead	Targets/Milestones			Update/RAG
				August 2017	September 2017	October 2018	
Resilient high performing workforce	Secure high quality interim senior management arrangements	N1	ML	Arrangements confirmed and operational	Future arrangements clarified		green
	Resolve the uncertainty about long term arrangements	N2	JO		Future arrangements clarified	Action to secure permanent arrangement underway	
	Recruit locum capacity to cover all vacancies, including maternity and long term sickness absence	N3	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	green
	Inductions for permanent recruits	N4	CH		6 new starters inducted		
	Recruit over establishment as necessary to bring caseloads below 20	N5	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	green
	Develop and implement a recruitment and retention strategy north (taking into account wider cross county implications)	N6	KM		R&R strategy draft one out for consultation		

Right service, right time							
Objective	Action	Ref	Lead	Targets/Milestones			Update/RAG
				August 2017	September 2017	October 2018	
Teams are holding and working with the right children and families at the right time	IRU to review MASH/IRT interface and practice to reduce failure demand	N7	JK/KM	Terms of reference for review drafted and agreed	Review undertaken	Review concluded and recommendation considered	
	All CIN cases reviewed and action plans and/or closure plans agreed	N8	CH	Cases identified	Cases closed	Ongoing monitoring of cases	
	Additional resources in place to clear backlogs/blockages	N9	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	green
	Thresholds for CIN reviewed (CIN, CP, proceedings, CiC)	N10	CH				

High Quality Statutory Social Work							
Objective	Action	Ref	Lead	Targets/Milestones			Update/RAG
				Sept 2017	December 2017	March 2018	
Embed practice standards	Managers and social workers review practice standards and Tri X processes and comply with these	N11	CH	PS document reviewed and links to Tri X on every desktop			
	All open cases have a comprehensive assessment and care plan completed within the last 12 months and an up to date chronology/genogram.	N12	CH		Data evidences compliance		
	Plans clearly identify outcomes to be achieved with timescales written in a format which is easily understood by the children and their family/carers.	N13	CH				
	All social workers receive a minimum of monthly supervisions providing clearly recorded management direction	N14	CH		Data of supervision evidences compliance		
	Step down process is understood and used in a timely way for appropriate cases	N15	CH	Process agreed at SMT and cascaded to teams	Process embedded in practice	Process part of inductions	
	Monthly audits completed by TM's/AM in accordance with QAF	N16	CH/KM	Data evidences compliance			

Looked After Children are properly looked after							
Objective	Action	Ref	Lead	Targets/Milestones			Update/RAG
				Sept 2017	December 2017	March 2018	
The needs of children and young people are met by carers who safeguard and support them.	Children and young people are visited within statutory timescales by staff who know them well. Their views are recorded and acted upon.	N17	CH	CIC PI evidences compliance of stat visits	CIC PI evidences compliance and CLA reviews evidence child's voice in plans		
	Placements are well supported to minimise the risk of breakdown.	N18	CH	No more than 4.2% of children have 3+moves.	Placements remain stable evidenced by PI		
	Statutory duties are completed with the children and young people to ensure they are supported to achieve their full potential	N19	CH	PI of PEPs/HA's evidence compliance	Targets set for achievement at GCSE's/A levels for 2018. Attendance improved and a	Performance tracked with virtual school head	
	Achievements of children/yp are highlighted and celebrated with them.	N20	CH?		Nominations to virtual school for March celebration event.	Celebration event attendance 23 rd March 2018	
	Comprehensive pathway plans are completed with yp before their 16 th birthday to identify support needed to make a transition to independence at the appropriate time.	N21	CH	PI highlights gaps	PI indicates gaps have been addressed		

Care Leavers are supported to aspire and achieve							
Objective	Action	Ref	Lead	Targets/Milestones			Update/RAG
				Sept 2017	December 2017	March 2018	
Care leavers have appropriate support in place prior to leaving care which is continued once they have left care	All care leavers are housed in suitable accommodation in line with their assessed needs as identified in the pathway plan	N22	CH	Review of all placements against need	No care leavers in unsuitable accommodation		
	Care leavers are supported and encouraged to continue their education or access employment . Staff are clear of the guidance in this respect and the actions needs to achieve this.	N24	CH	EET is currently 25.9%	Pathway plans evidence actions to progress care leaver's education and employment.	Improved performance evidenced by PI	
	All efforts are made to continue contact with young people who have left the care of DCC to determine their level of support needs	N25	CH	Review of the Ofsted list against yp contacted	All care leavers recorded as having been contacted		