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1.2.01	Continued tracking of priority groups; TM/AM review and report weekly to HoS/DCS/LM & lead CP for housing/accommodation on all young people in unsuitable accommodation, setting out the weeks actions for those who are in unacceptable accommodation (for example NFA, sofa surfing, bed and breakfast) to secure suitable accommodation.	VS							On Target	On Target	Weekly tracking continues and there are now 7 young adults living in unsuitable accommodation. Managers and PAs have good plans in place and there is evidence of intervention with a multi agency review being undertaken, including the newly appointed Homeless Prevention Worker who is involved in reviewing all cases.
1.2.02	Take action at the appropriate level of management to progress actions needed.	VS							On Target	On Target	Senior managers have intervened to escalate issue as needed.
1.2.03	Continued tracking of priority groups; TM/AM review and report weekly to HoS/DCS/LM on all young people receiving high levels of additional care in unregulated provision, setting out the week's actions to secure an appropriate placement.	VS							On Target	On Target	There are currently no young people living in semi independent accommodation where this is assessed as inappropriate to meet their needs
1.2.04	Take action at the appropriate level of management to progress actions needed.	VS							On Target	On Target	Weekly tracking by the lead Area Manager and reporting to senior managers continues. Young people are also reviewed at placement review panel, if any changes, or an accommodation move is planned
1.2.05	Develop a risk assessment tool (including contingency planning) to support PA/SW to identify and reduce risk.	RN							On Target	On Target	Consultation Completed - Ready for SMT sign off 5/8/20 - Meeting has been arranged for 7/8/20 with Assessment, Analysis and Management of Risk Trainer (linked to DCFP) to agree how training needs can be met. Eclipse Team (JB) has had initial discussion with OLM about worklist/pathway
1.2.06	Implement revised risk assessment tool for any young person exposed to contextual safeguarding risks.	AMs								On Target	To follow action 1.2.05
1.2.07	Introduce a Risk Management Forum for care leavers to maintain an effective oversight of young people identified as at risk of harm.	VS								On Target	To commence late September once new PP and risk assessment tool in place
1.2.08	Revise Pathway Plan, including consultation with care leavers.	VS							On Target	Completed	Revised Pathway Plan draft agreed following consultation with staff and care leavers

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1.2.09	Implement the revised Pathway Plan in Eclipse, including reporting functionality.	FF								On Target	Next 3 parts. 1. New form onto Eclipse, Scoping meeting scheduled with OLM for 24th of August. 2. guidance prepared 3. workshops to be delivered by staff and 2 young people in September
1.2.10	Hold workshops with staff in Localities, Corporate Parenting and the DCS to implement the revised Pathway Plan in practice.	AMs / VS								On Target	Roll out to commence in September
1.2.11	PA/SW/TM review the Pathway Plan, and risk assessments for all young people 16+ and record the actions to be taken to ensure all risks have been fully assessed and the plan for the young person is proportionate to their need/vulnerability.	AMs								On Target	as above
1.2.12	Complete monthly quality assurance of the quality and impact of revised Pathway Plans.	SA / MB (IROs)								On Target	The new Pathway Plan being signed off at SMT on 05/08
1.2.13	Undertake moderation and reflection with PA/SW as part of the QA process of Pathway Plans.	SA / MB (IROs)								On Target	The new Pathway Plan being signed off at SMT on 05/08
1.2.14	Feedback to managers on the learning from quality assurance of Pathway Plans.	SA / MB								On Target	The new Pathway Plan being signed off at SMT on 05/08
1.2.15	Refresh the Transitions to Adults Services Protocol for young people 16+ to support healthy development for adulthood including the roles of the Preparing for Adulthood Team, the Adult ASD and AMH teams.	VS / FF							On Target	At Risk	Senior Manager Corporate Parenting has met lead and agreed collaboration on revised Preparation for Adulthood work for children in care and membership on the Devon Homeless Prevention Partnership (DHPPG) Strategic Group
1.2.16	Work with the CCG Commissioner (MH) to review arrangements for providing emotional health and wellbeing support to care leavers.	VS / LA							On Target	On Target	Work continues and mapping of all CAMHS development work being undertaken to confirm current CAMHS specification and gaps in provision for children in care and care leavers
1.2.17	Strengthen arrangements for providing emotional health and wellbeing support to care leavers in light of outcome of above review.	VS / FF / LA									Dependent on above.

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1.2.18	Deliver workforce development to ensure children's emotional health and wellbeing needs are fully met in Care Planning and Pathway Planning, in light of above review.	RN								On Target	Reflected on Academy Service Plan & emotional & wellbeing needs will be reflected in new pathway plan roll out and direct work/life story work training in addition to specific workshops being developed on being Trauma Informed by Placement support team.
1.2.19	Implement the NEET strategy 2020-2023 and monitor thorough the NEET Partnership Group, reporting to Corporate Parenting Management Group.	VS							On Target	On Target	NEET panel TOR membership revised and now includes attendance by PA and TM with lead AM now panel member. Meets monthly
1.2.20	Ensure care leavers are at the heart of the Devon Covid 19 economic recovery plan.	Mbo							On Target	On Target	Being progressed as a priority within DCFP reset.
1.2.21	Additional PAs operational following recruitment.	VS							On Target	On Target	8 PAs appointed and arriving in role in stages, during July and August with last PA arriving 1st Sept
1.2.22	Deliver PA Induction programme.	TMs / AMs							On Target	On Target	This is planned including housing and risk issues.
1.2.23	Review the current approach to casework management and allocation to ensure a consistent approach across the Corporate Parenting Service.	AMs / VS							On Target	On Target	This is underway and allocation being managed alongside the induction of new PAs and ambition to allocate all young people a PA at 16. Priority to ensure all 17 year olds have PA
1.2.24	Hold Service Development Meeting to develop identity of CP service, confirm values and ensure practice standards are agreed and understood.	VS / AMs							Completed	Completed	Meeting completed and plan to hold bi annual meeting confirmed core principles as corporate parents
1.2.25	Hold Team Meetings in each Locality and DCS to explore service vision and values; including the balance between encouraging independence and failing to discharge our corporate parenting responsibility, quality risk assessment, safety, pathway and contingency planning and duties for young people in unregulated provision.	AMs / VS / ET							On Target	On Target	This is on going work with clear meeting and frequency in place for extended managers meeting, team meetings and monthly service meetings for each discipline to focus on practice development
1.2.26	Review Performance Development Plans for all PAs/SM/TMs in Corporate Parenting, including ensuring confidence in meeting children and young people's emotional health and wellbeing is included in workforce development planning for SWs and Pas.	VS							On Target	On Target	Plans to be developed for all staff aligned to service plan objectives once in finalised in August

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1.2.27	Include developing confidence in meeting children and young people's emotional health and wellbeing is workforce development planning for SWs and PAs for 2021.	RN								On Target	Reflected in Academy Service Plan & emotional & wellbeing needs will be reflected in new Pathway Plan roll out and direct work/life story work training and Trauma informed workshops being developed with Placement Support Team (AB)
1.2.28	Plan a takeover event for the Council, led by care leavers, John Hart and Phil Norrey, to put the needs of care leavers at the heart of the Council's vision and ambition for covid-19 recovery.	RE							On Target	On Target	Planning for Takeover event with care leavers has begun using the question of "What does a Devon that "builds back better" need to do for Care Leavers?" as theme. Current topics of concern or needs during Covid-19 as expressed by care leavers has been shared with Corporate Parenting Members Group, LG80 and Devon Children & Families Partnership to ensure that the needs of care leavers are understood and considered before event takes place later in the year.
1.2.29	Plan and deliver work to ensure effective engagement of key strategic partners (including the Police and business partners) in improvements for care leavers.	VS								On Target	When panel approach and TOR prepared, invite key partners from children in care and care leavers Incident Management Team (IMT) group to sit on Panel from Sept onwards
1.2.30	Deliver Locality-based workshops covering key themes identified in ILACS including importance of health/health passports (including dentists).	CLA Nurse							On Target	On Target	This is being delivered.
1.2.31	Message (text/email/letter) all care leavers giving information about how to access their health passport including in accessible formats.	PAs / CiC Nurses							On Target	On Target	New materials developed with young people.

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1.2.32	Promote Health Passport to young people.	RE / CiC Nurse							On Target	Completed	Information for young people about Health Passports has been rewritten and approved by young people. This information has been shared through word of mouth promotion and online content (SUSU). Care leavers have been supported to produce a short two-minute video aimed at other care experienced young people to explain and promote Health Passports - This has been shared via social media and has received good engagement. Action 1.2.33 will demonstrate effectiveness of promotion work.
1.2.33	LAC Nurses send monthly report to AMs about care leavers who do not have health passport, circulated to all TM/PA.	CLA Nurse / AMs							On Target	On Target	Being implemented monthly.
1.2.34	PAs contact all young people who don't have health passport to encourage and support them to get it.	PAs							On Target	On Target	Leaflet prepared by CiC Nurse being sent to all young people
1.2.35	Record in all Pathway Plan reviews whether young person has their health passport, or they have been supported to access health passport.	PA / TM							On Target	On Target	To be implemented in August
1.2.36	Develop Eclipse to record health passport and build MI report on health passport.	FF							On Target	On Target	This will be included in Eclipse from end August. Health are also making changed to their recording system to be able to report on both the number of Health Passports offered every month and how many are accepted. Final meeting 06/08 and a test report to check before adjusting our reporting processes.
1.2.37	Develop Market Development Plan to include short term actions to address gaps in provision to meet current need of Care Leavers.	VS / KM							On Target	On Target	Draft being reviewed in line with feedback regarding need and homelessness prevention.
1.2.38	Complete needs analysis to inform support and accommodation options and informing joint commissioning intentions (including drug and alcohol, mental health, domestic abuse services and homelessness prevention).	VS / KM							On Target	On Target	Questionnaires being collated and follow up forums with corporate parenting teams booked for 12th & 17th August.

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1.2.39	Refresh Sufficiency Strategy, alongside revised Corporate Parenting Strategy, to include a focused overview of sufficiency for care leavers and including joint commissioning intentions.	KM / VS							On Target	On Target	Dependent on 1.2.38 - current review of the sufficiency strategy against the previous draft of corporate parenting strategy to be updated once this has been refreshed.
1.2.40	Report revised Sufficiency Strategy/Market Development Plan overview to Corporate Parenting Member Group (CPMG).	KM / VS								On Target	Dependent on 1.2.38 & 1.2.39
1.2.41	Review Staying Put policy and practice guidance to ensure early thinking on staying put as part of improved permanence planning.	VS							At Risk	Compromised	There are good numbers of children Staying Put with both DCC carers and IFA (Independent Fostering Agency) carers with senior management oversight provided through weely placement review panel to agree any proposed arrangements. Review of policy not determined to be a priority at this point.
1.2.42	Work with District Councils to develop a Housing Strategy for care leavers, ensuring appropriate options county wide and including opportunities for disabled care leavers and ASD.	VS							On Target	On Target	Meeting now scheduled every 8 weeks with increased membership to include adults, more social care representation and reporting to corporate parenting housing champion to be confirmed. One meeting taken place to create the Project Plan and priorities to be circulated to members in advance of next meeting. Joint care leaver protocol out for consultation with all housing districts with South leading task and finish group, aim for final draft at October board
1.2.43	Review arrangements with District Councils for allocation of housing to care leavers.	VS							On Target	On Target	as above 1.2.42
1.2.44	Evaluate impact of repurposing of floating support services, including consultation with young people and review of arrangements for specific young people with high level needs including ASD.	KM / VS / RE							On Target	On Target	Survey of young adults via PA is underway
1.2.45	Further develop floating support offer in light of findings of above if needed.	VS / KM								On Target	Dependent on 1.2.44

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1.2.46	Implement Care Leavers Rough Sleeping Grant (CLRSG) by recruiting 2 additional post with district councils to target care leavers, funded by MHCLG.	VS							On Target	On Target	One staff member in post, second to arrive early August. First formal return submitted. Established working relationship with DFE lead. HPW staff and manager to attend DPPP
1.2.47	Track impact of CLRSG, including the views of care leavers.	VS / RE								On Target	as above with commissioning lead and DFE
1.2.48	Review our Local Offer to care leavers and publish widely.	VS / RE							On Target	On Target	Revised Local Offer content has been reviewed and agreed by Senior Manager Corporate Parenting. Young people are reviewing the language and deciding the physical layout of printed version, which will then be produced and provided to all young people who are care leavers and children in care upon being allocated a P.A.
1.2.49	Review of policy setting out financial support to Care Leavers.	VS							On Target	Completed	This has been reviewed and at this time there has been no apparent need identified to change financial entitlements. This will be kept open to review depending on any future identified need and will be reviewed at least annually with young people.
1.2.50	Update SUSU website for children in care and care leavers, including housing support and health passport and Local Offer.	RE							On Target	On Target	Health passport information uploaded. Local Offer, housing support and wider work ongoing, including review of content by young people before published to ensure accessible and relevant.
1.2.51	PAs and Providers promote care leaver access and entitlement.	PAs & Providers								On Target	Planning to coincide with launch of revised Local Offer

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1.2.52	Undertake Bright Spots Survey to establish views of young people.	RE								On Target	Initial project team met in July, with an action plan being produced to ensure successful survey programme when goes live after summer holidays. Planning is informed by previous surveys and our approach is being designed to respond to feedback from young people and foster carers that we have previously heard.
2.2.01	MIT identify all children in care Placed at home and subject to Placement with Parents regulations.	AC							Completed	Completed	
2.2.02	Review all Placed with Parents cases and agree scope of risk assessment needed and/or other required actions.	VL							Completed	Completed	
2.2.03	SWs to complete risk assessment and/or required actions where identified as needed.	SWs							On Target	On Target	Follow up review planned in Sept
2.2.04	Audit of a sample of children looked after Placed with Parents to determine whether practice standards and regulations are being met.	LB / MB / SA / IROs									Not yet due.
2.2.05	Locality Panels include children looked after Placed with Parents in trackers to provide check and challenge that plans for permanence are in place and progressing.	LDs							At Risk	On Target	Those children who are PWPs within care proceedings are on the trackers and reviewed each month. Arrangements are in place for this to be evidenced in a separate column on each locality trackers by 7/8/20 Those children who are PWPs and NOT in care proceedings are in P&T. Their Service Plan refers to the plan for AMs to create their own trackers of children who are PWPs and to report on these monthly to the Performance Clinics.

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2.2.06	Finalise update to Permanence Policy to set out a whole system approach to planning for permanence from early in a child's care journey (including pre-care in appropriate cases).	RN / SA							On Target	On Target	Draft in progress - Matching pathway to be confirmed, SGO assessment process to be confirmed and send to Children's Social Care Senior management team (SMT) for sign off by 26/8/20. Permanence Meetings sign off at SMT scheduled for 5/8/20. Achieving Permanence via PLO guidance and associated documents is complete, available on ReSources and been shared via CPM team work
2.2.07	Finalise updates to associated permanence procedures, practice guidance (including links to FGC process, pre-birth protocol, SGO and matching processes) and operational processes to ensure that the emotional significance of permanence is fully embedded in practice expectations.	RN / SA							On Target	On Target	One minute guides are being produced for SW as practice guidance. Matching pathway to be confirmed. SGO assessment process to be confirmed and send to SMT for sign off by 26/8/20. Permanence Meetings sign off at SMT scheduled for 5/8/20. Achieving Permanence via PLO guidance and associated documents is complete, available on ReSources and been shared via CPM team work
2.2.08	Workforce development to be undertaken to ensure permanence planning is undertaken in all cases at the agreed point in accordance with the updated Policy, Procedures and Practice Guidance.	JES / SA							On Target	On Target	Guidance and policy updated for SMT agreement on 5/8/20. The plan is for all children subject to pre-proceedings to have a Permanence Plan Meeting (including those not looked after). All of the Localities service plans refer to permanence and actions for SWs and TMs to consider this much earlier in the child's journey. Academy is reviewing Permanence workshops (Research in Practice) to support learning and development needs of the service

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2.2.09	Plan for permanence agreed by second Child in Care review for all children in care, including parallel planning.	MB / LB							On Target	On Target	IROs continue to identify cases known to them and highlight missing plans with social work teams (34% from QARSS manual records). Work on target and progressing with the IRO involvement with the Permanence Plan Panels being set up for August.
2.2.10	Record all existing permanence plans for children in P&T Teams on Eclipse using agreed workaround to Eclipse worklist.	SR / CA							On Target	At Risk	All children in care in the Locality Teams either have a Permanency Plan or arrangements are in place for a meeting to take place. There are a significant number of children in P&T who do not have recorded PPs on Eclipse. It has not been possible to transfer these over from Care First. Arrangements are being made for panels (Chaired by LDs and AMs) to take place during August 2020, where all those children without a PP on file will be considered and a Permanency Plan will be developed.
2.2.11	Confirm Permanence Plan for all remaining children in care open in P&T Teams at next CiC review and ensure this is then recorded on Eclipse correctly.	SR / CS							On Target	On Target	See above 2.2.10
2.2.12	Ensure that all children in care with a long-term fostering plan are matched for permanence with their carers using the agreed process.	MB / LB							On Target	On Target	Exceptions Panels are planned throughout August to review all permanence plans and ensure all children that should have a long term match with their foster carers do have.

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2.2.13	Develop and implement an effective permanence tracking process to maintain oversight from the start of a child's care journey until children are secured in their permanent homes, including monitoring parallel planning.	SA							On Target	On Target	<p>One minute guides being drafted. All children that are to be presented to Permanence Panel (Locality Panel) to be discussed at a Pre-Panel Permanence Discussion Meeting (Triple P) and this to be recorded as the Permanency Planning Meeting Notes.</p> <p>The pre-proceedings tracker has now been populated across the service. The issued cases tracker has also been completed and will be ready to use in Legal Tracking Meetings. The next steps are to review the post issued trackers so that the three trackers run smoothly following the journey of the child.</p>
2.2.14	Review practice guidance to ensure clear practice expectations regarding the quality of life story work to ensure it helps young people to make sense of their lives.	RN							On Target	Completed	<p>Draft - Staff survey completed. Life Story Work Tool Kit available which currently includes - Direct work tools, session planners, book lists, examples of social stories/articles/ guidance (from other LA). Service group to provide feedback by 6/8/2020. 1 Min Guides to be developed for Life Story Work from the larger guidance we have. Guidance for later life letter and books are reviewed and available on Tri X . ReSources page has been created to host life story work toolkit once completed. Life story group meet on 6/8/20 for final adjustments to tool kit.</p>

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2.2.15	Publish best practice guidance and materials to support practitioners with Placement With Parents, Permanence Planning and life story work.	RN							On Target	On Target	Life Story Work guidance is part complete, we have extensive examples of work, templates and 1 min guides now need to be finalised. Permanence Planning strategy is in draft with SGO/Matching/Adoption process to be added. Placement with parents has not yet started - meeting arranged on the 14th August to discuss
2.2.16	Commission or deliver development workshops for all P&T, C&F and DCS teams, including team managers, on direct work skills with children, including the completion of life story work.	RN							On Target	On Target	Adopt South West (ASW) provide regular Life Story Work training, ASW and Academy are reviewing life story workshop content to ensure it captures life story work for older children. Academy is working with P&T (VS) to organise additional workshops for Aug/Sep 2020. Academy also offer Communicating with Children training as an addition (external trainer - Polly Baines) but this can not be provided virtually and is scheduled for Jan 2021.
2.2.17	Review all cases identified by Ofsted as of concern to ensure life story work is in place.	SA							On Target	On Target	All Ofsted cases have been reviewed are safe and plans are appropriate and progressing. Additional focussed review is progressing and will be completed by end of August to ensure life story work is in place in all relevant cases.
2.2.18	Confirm, for all children in care, that quality life story work is in place or not, if not report to TM/AM for action.	MB / LB (IROs)							On Target	Compromised	Timescales for this work were readjusted given other priorities in July and will be completed during August through the Exceptions Panels

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2.2.19	For all identified children in care where life story work is not in place as it should be, SW to begin or strengthen life story work, overseen by TM.	SW / TM								On Target	Plans are in place to consider whether Lifestory work has been undertaken with children in care at the panels reviewing their Permanency Plans. Two localities have actioned for all children who are either adopted, placed with SGO carers or who transfer to P&T where the plan is for long term fostering, etc, will have a lifestory book.
2.2.20	Purchase and promote online materials and learning and development approaches as identified.	RN							On Target	Completed	Review of L&D approach is complete - Adopt South west (ASW) promote monthly workshops on line on 'DEL' (online learning portal). P&T will have training in September by ASW – online materials are part of Toolkit but this needs to be finalised (by end of August). Academy purchasing external trainer Polly Baynes to deliver Action learning sets for TMs to explore quality of work and impact. Academy are exploring how to schedule Life Story Work consultations on to Del who are run by ASW and publish in more places. Train the trainer session is being organised for August to train all Assistant Team Managers (ATM) across the council. Life story App enquiry has been made with company My Story App – , this app views more like an electronic storyboard/photo album - will not proceed as not suitable but will continue to identify opportunities to use other materials throughout the year. Meeting booked with Academy lead to discuss direct work materials to be purchased 10/8/2020
2.2.21	Audit of a sample of children in care to determine whether practice standards on life story work are being met.	LB / MB (IROs)									Not yet due to start

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2.2.22	Encourage develop and promote life story work in quality assurance and at each CLA review, including that life story work includes the experience of CV-19.	LB / MB (IROs)							On Target	On Target	This is included in all CIC Reviews and reported through the practice evaluation report on a monthly basis to the Senior Management Team
2.2.23	Complete development work with SWs/TMs and IROs to ensure Care Plans for children in care are high quality, reflect children's lived experience and set out how their needs and risks will be met.	VS / AMs / MB							On Target	On Target	On going work supported by renewed expectations, range of panel meetings, development of team managers and schedule of monthly service meetings as practice development forums. Working with Eclipse on care plan updates reporting.
2.2.24	Ensure the workforce development offer meets the development needs of the wider workforce (foster carers and providers).	RN / NS							On Target	On Target	Fostering training needs analysis is being explored by new Practice Development Advisor link (LF). Life story work group is consulting on guidance for carers. Family Time guidance completed in consultation with carers. Academy Service plan to reflect service training needs analysis is required. Fostering have confirmed life story training is in place for carers.
2.2.25	Audit of PA/SW direct work skills to inform Learning and Development Plan.	RN							On Target	On Target	Audit tool has been drafted. Audit arranged for 4/08/20. List of children and young people has been provided
2.2.26	Ensure the use of reflective supervision and develop and introduce a model of group supervision to promote reflective case discussions and effective oversight of safeguarding and risk in and outside of the home.	AMs							On Target	On Target	Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff August 2020 - Restorative supervision is scheduled for November 2020. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting to be scheduled with OLM by Eclipse for finalise of draft and implementation. Development meeting scheduled for 17/8/20 to introduce expectations
3.2.01	Ensure families vulnerable to poverty and DV/SA/MH are prioritised in CV-19 recovery planning.	MBo / PN							On Target	On Target	Hidden harm' is included in the DCFP reset priorities

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3.2.02	Recovery planning to address impact of being out of school on most disadvantaged children.	JO							On Target	On Target	This is included in reset priorities
3.2.03	Complete a review of social work practice and decision making in the Disabled Children's Service to ensure children at risk of neglect are identified and safeguarded appropriately.	VL / SA							On Target	On Target	Review complete. Report being finalised following discussion at CSLT and SMT and action plan in development.
3.2.04	Develop and implement a service improvement plan in the DCS as indicated by 3.2.04.	AM								On Target	Report being finalised following discussion at CSLT and SMT and action plan in development.
3.2.05	All teams allocate a team meeting to the use of the neglect strategy, toolkit and use of graded care profiles.	RN							On Target	At Risk	Neglect Teams Site set up for TMs/AMs to capture training updates, resources, team meeting reflections (summaries) reminders. Academy provide updates on training slots/staff booked on to GCP2. Don't Neglect Neglect presentation to all Team Managers on 28/7/2020. Delays in team meeting discussions taking place- follow up made with Area Manager/LDs Current total is - 35% completed, 13% booked for August, 16% in process of being booked (for august) leaving 32% to follow up (10 teams in total).
3.2.06	AMs confirm that all social workers in their area have seen and understand the tools.	AMs								On Target	Graded Care profile (GCP) tools can be accessed after staff have been on the training. 250 extra workshops spaces were created for staff across July/August. Approx 140 slots have been filled (this is changing picture daily as more staff book on). Action learning sets with DCFP trainer and PSW will be organised to follow up with attendees. Audit to be scheduled to follow up on use of GCP. Neglect direct work tools for adolescents has been identified as learning need - now in Academy service plan.

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3.2.07	Partnership fora, including Locality Partnerships, to raise awareness of use of neglect tools by partners in appropriate cases.	LDs / QADG							On Target	On Target	The neglect strategy, action plan and tracking of training update is progressed through the QADG. The strategy signed off in July 2020. Multi-agency training workshops on the use of the neglect tools have been progressing.
3.2.08	Develop criteria and pilot the use of partnership impact chronologies in specific neglect cases.	SA / RN							On Target	On Target	Initial meeting set 7th August for partners. Draft TOR complete
3.2.09	Evaluate the impact of the use of impact chronologies ahead of the development of a plan for wider implementation.	SA / RN									Not yet due to start – dependent on 8. above.
3.2.10	Review all pre-proceedings practice guidance.	RN / SA							Completed	Completed	
3.2.11	Hold countywide Practice Development Workshops with TMs/SWs/FSWs to understand and implement threshold for pre-proceedings.	SS / SA / CPMs							On Target	Completed	Completed
3.2.12	Track and monitor the use of pre-proceedings, and adherence to 12-week timescale through Locality Panels.	LDs / SA							On Target	On Target	Being completed weekly by AMs and Case Progression Managers.
3.2.13	Implement Permanence Planning Meetings in all pre-proceeding cases.	AMs / TMs							On Target	Compromised	Revised Permanency Policy being presented to SMT for sign off. This sets out the expectation for all children subject to pre-proceedings to have a Permanence Plan. Timescales for this work were readjusted given other priorities in July and will be completed during August through the Exceptions Panels which are taking place to ensure all children's permanence plans are agreed and recorded on Eclipse.

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3.2.14	Update the templates in Eclipse to ensure a clear system across Devon to track and monitor pre-proceedings work.	RN / SA							On Target	On Target	Eclipse have all templates, Worklist is being developed to reflect new tools (priority list for Eclipse). All tools as interim basis currently in word doc and hosted on Eclipse tool and ReSources. All staff been shown via CPMs attending team meetings and business support have been shown.
3.2.15	Review Legal Planning Meeting processes and practice standards to ensure there are clear processes and guidance in place and that this informs practice development.	SS / SA							On Target	Completed	CPMs now attend all LPMs to ensure consistency across Devon
3.2.16	Implement the Legal tracking system via Eclipse.	JB / SA									Not yet due. Scoping session being scheduled with OLM.
3.2.17	Review the quality of Social Work Evidence assessments so that the lived experiences of children are fully understood and inform plans and that plans set out clear and measurable outcomes for children based on comprehensive assessment.	LDs / SA / CPMs							On Target	On Target	The CPMs have made a start in reviewing all of the SWETS. There is an expectation that all SWETS should have CPM oversight before being submitted to Court.
3.2.18	Case Progression Managers to facilitate Reflective Learning Circles to improve the quality of SWET and facilitate learning and develop understanding on impact on the child.	RN / SA / CPMs							On Target	On Target	These continue to be held and are impacting positively on the quality of evidence and leading to more timely decisions about issuing and improved quality of first application.
3.2.19	Case Progression Managers to evaluate and report locality performance on pre-proceedings to SMT on a monthly basis.	CPMs / SA							On Target	On Target	CPM attended SMT in July and updated on performance and themes across Devon
3.2.20	Plan and agree practice development workshops with CAFCASS, for managers and social workers supporting staff to improve assessment technique in light of 3.2.18/3.2.19.	RN / SA							On Target	On Target	Dates are being agreed with CAFCASS
3.2.21	Meet with Judiciary (DFJ) to provide assurance about Devon's Improvement Plan for the Public Law Outline.	MB / SS / JES							On Target	At Risk	First meeting was held and subsequent meetings have been requested but no response as yet.
3.2.22	Hold monthly partnership meetings with CAFCASS and Locality Leads/ Legal to monitor casework and data and track and challenge drift/delay.	SA / SS / LDs							On Target	On Target	These meetings are now happening. There is positive feedback from AMs, CPMs and CAFCASS on their effectiveness.

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3.2.23	Review all CPP cases subject to a repeat CPP to ensure that plans are appropriate, and the PLO is operating appropriately where needed.	MB / GA							On Target	On Target	All cases were reviewed in July and summary findings presented to SMT. A further review of all cases is planned to be completed by the end of September. A screening tool has been developed to ensure repeat plans are identified and reviewed by the Area Manager to ensure effective planning.
3.2.24	Review all CPP cases that have been in place for 9 months + to ensure that the PLO is operating appropriately where needed.	MB / GA / SA							On Target	Completed	Feedback provided to all AMs
3.2.25	Hold countywide Practice Development Workshops with IRO/CP chairs to understand and implement threshold for pre-proceedings.	SS / SA							On Target	Completed	Completed by CPMs in July
3.2.26	Align the role of CP Chair/IRO to pre-proceedings and issued cases to provide a more robust challenge to drift/delay.	MB / SA							On Target	On Target	Training delivered by the Case Progression Managers to the IROs/CP chairs in July. Focused on the role of robust chairing and develop through the mid-point checks.
3.2.27	Run workshops in each locality to strengthen understanding of the paediatrician's opinion about medical information as part of child protection assessment and decision making.	ET / RG							On Target	On Target	Commenced
3.2.28	Routine checking that in every S47 investigation in the Localities the need for CP medical is considered and rationale for decision recorded.	LDs (TMs)							At Risk	Completed	Audit undertaken in localities and found that medicals were undertaken in all cases that they should have been. Area managers will continue to routinely check Section 47s to ensure that child protection medicals are sought appropriately.
3.2.29	Audit a sample of S47 cases to ensure the need for CP medical is considered and the rationale for decision recorded.	GA / MB (IROs)							On Target	On Target	Thematic audit undertaken by the Ops Manager CP report to be produced and presented to the Senior Management Team during August
4.2.01	Continue weekly case tracking of priority groups of children and young people by the Chief Officer and Lead Member leading to challenge where progress is not being seen.	JO							On Target	On Target	Weekly tracking activity continues - Eclipse records updated to show reviews taking place.
4.2.02	Report Social Care performance scorecard to Children's Senior Leadership Team each fortnight.	FF / RG							On Target	On Target	In place.

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4.2.03	Revise the Quality Assurance Framework to ensure it sets out an approach which brings together and evaluates key sources of evidence about practice and improvements (including with partners where needed), sets out a clear role for leaders, presents findings regularly and informs subsequent improvements.	MB							On Target	On Target	The Quality Assurance Framework has been drafted, presented to SMT, feedback and comments sought, with the Improvement Director for final sign-off
4.2.04	Implement improved approach to quality assurance in line with revised framework.	MB							On Target	On Target	The Practice Evaluation schedule, moderations and reporting arrangements were implemented in July. The findings of the evaluations were presented to a meeting of the SDM on 28 July. Overview paper to be reported to SMT in August. August cases for evaluation to be circulated 5 August.
4.2.05	Introduce bi-annual 'Practice Weeks' as part of the QAF providing an opportunity for Corporate leaders and members to have direct oversight of social work practice.	MB							On Target	On Target	In planning stage with the Principal Social Worker and Academy
4.2.06	Present quarterly findings from the Quality Assurance Framework, actions planned and progress updates to the Corporate Leadership Team, Children's Standing Overview Group and Children's Scrutiny Committee.	MB									Not yet due
4.2.07	Agree recommendations and actions needed arising from the above and implement as agreed, including effective monitoring of progress.	MB									Not yet due
4.2.08	Complete a review of social work practice and decision making in the Disabled Children's Service, develop and implement improvement plan as indicated.	VL / SA							On Target	On Target	Review in final draft. Report being finalised following discussion at CSLT and SMT and action plan in development.
4.2.09	Complete the revision to the Corporate Parenting Strategy.	VS							On Target	On Target	This is underway, aimed for completion mid August and will be updated following outcome of Autumn Bright Spots survey for children in care and care leavers
4.2.10	Present the revised Corporate Parenting Strategy to CPMG.	VS								On Target	as above sept group meeting
4.2.11	Review Corporate Parenting arrangements to ensure effective engagement of partnership senior leaders and members.	VS							On Target	On Target	Review is in process
4.2.12	Strengthen Corporate Parenting Arrangements as identified above.	VS								On Target	Review is in process

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4.2.13	CPMG to buddy with members with outstanding services for care leavers.	JMcl							On Target	On Target	Lead Member has contacted Lead Member in Cornwall
4.2.14	Undertake a Member led Peer Review of CPMG.	JMcl							On Target	On Target	Lead Member has contacted Lead Member in Cornwall
4.2.15	Review and ensure effective care experienced young people's participation in Corporate Parenting arrangements.	RE							On Target	On Target	Full review of our existing arrangements, feedback from young people, and appraisal of what "good" looks like has been completed and includes proposals that respond to our current Corporate Parenting arrangements and opportunities to develop further.
4.2.16	Provide oversight and scrutiny to the findings of a review evaluating the lived experience of care leavers.	CPMG									Not yet due, planning has started.
4.2.17	Continue to receive peer support and challenge to improvements from Mark Riddell, National Implementation Adviser for Care Leavers.	VS							On Target	On Target	8 weekly meetings planned
4.2.18	Embed support and challenge to improvement work in Corporate Parenting through Partners in Practice relationship with Cornwall.	VS							On Target	On Target	DfE in principle agreement. Detailed proposal in development
4.2.19	Review the impact of restorative practice training on managers and their use in management and supervision to ensure reflection on both high support and high challenge in work with families.	SA / RN							On Target	Compromised	This has been compromised by the impact of C19 meaning training sessions have not been able to take place. Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff available late August 2020 - Restorative supervision is scheduled for November 2020 start. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting with OLM by Eclipse for finalise of draft and implementation 13/08/2020. Development meeting between RN/SA scheduled for 17/8/20 to introduce expectations. Academy review of restorative practice model use in Devon is being drafted and due September 2020

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4.2.20	Develop and implement Team Manager development activity in all localities and service areas to ensure their effective oversight of the quality of SW practice (learning from the above action).	RN / SA								On Target	Meeting scheduled for 17/8/20 to plan further work. SDM has had strong focus on practice standards and learning.
4.2.21	Develop and implement Team Manager development activity in all localities and service areas to ensure their provision of high quality and reflective supervision (learning from the above action).	RN / SA								On Target	Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff August 2020 - Restorative supervision is scheduled for November 2020. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting to be scheduled with OLM by Eclipse for finalise of draft and implementation. Development meeting between RN/SA scheduled for 17/8/20 to introduce expectations. Academy lead AM to explore manager development programme and action learning Sets. Practice Supervisor Development programme booked for 9 x managers for Sep/oct start - 6 day course.
4.2.22	Undertake reflective practice discussions on priority children and young people in the Corporate Parenting Service, including TMs and AMs.	VS / RN							On Target	On Target	Area Managers routinely completing on Need to Knows and cases picked up at panels etc
4.2.23	Plan and deliver Area Manager development activities that ensure their effective oversight of the quality of SW practice, including of high quality supervision by TMs.	RN / SA							On Target	On Target	An Area Manager development programme is being developed.

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4.2.24	Deliver IROs development approaches to ensure effective oversight and challenge to practice.	MB / SA							On Target	On Target	Sessions have been completed on permanence and the role of the IRO in CP plans and CIC reviews (MAY) . Sessions have been completed on pre-proceedings in July. Individual supervision sessions, team meetings and service meetings focus on this as a standing agenda. The managers have facilitated a train the trainer session with IROs and Team Managers to deliver in each locality training on writing smart plans. Through CWWWG plans and process issues are being taken forward. Mid-point checks have been developed after the second review triggering a discussion with the team manager and IRO to focus on planning and avoidance of drift. Themed workshops have been held with IROs focused upon the impact of and response to neglect in children's cases. A further workshop scheduled for August.
4.2.25	Plan and deliver SMT development activities to ensure their effective oversight of and challenge to practice and service improvement.	RG							On Target	On Target	Initial development work undertaken in July led by HoS.
4.2.26	Develop a Quality Assurance Framework across all localities and service areas to provide clarity of expectations and responsibilities regarding practice quality and service improvement.	RG / MB							On Target	On Target	Draft QAF produced, presented and with Improvement Director for final sign-off.
4.2.27	Implement a Quality Assurance Framework across all localities and service areas to provide clarity of expectations and responsibilities regarding practice quality and service improvement.	RG / MB							On Target	On Target	Draft QAF produced, presented and with Improvement Director for final sign-off. Shared with Senior Management Team for feedback, comments and dissemination of information in Locality meetings to support the newly launched monthly Practice Evaluation schedule

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4.2.28	Implement a performance challenge framework across all localities and service areas to drive, monitor and evaluate the required service improvements.	RG / VL							On Target	On Target	Monthly service Performance Clinics and Improvement Challenge Board introduced in July.
4.2.29	Revise the CSC Recruitment and Retention Strategy to address vacancy and turnover factors.	RG							On Target	On Target	Senior Manager capacity has been identified to lead and prioritise this work. Revised R&R Strategy to be available in September.
4.2.30	Implement revised CSC Recruitment and Retention Strategy to stabilise social work workforce.	RG									Not yet started – dependent on 4.2.29 above.