

Pillar/ Workstream Name	Priority 1: Practice Framework and Standards Priority 2: Identifying, assessing and managing risk Priority 3: Supervision and Management oversight Priority 4: Plans and Planning Priority 5: Systems and Support Services Priority 6: Children in Care and Care Leavers Priority 9: Quality and Impact (DE) Priority 10: Practice evaluation and performance management		
Sponsor	Alli Parkinson	Project Manager/ Lead	Alli Parkinson
Previous RAG Status	Amber (At Risk) - One or more aspect of programme viability i.e. time, cost, scope, quality etc. is at risk. However, the deviation from plan is within agreed tolerances.		
Current RAG Status	Amber (At Risk) - One or more aspect of programme viability i.e. time, cost, scope, quality etc. is at risk. However, the deviation from plan is within agreed tolerances.		
Reason for RAG	Covid 19 is currently impacting on service delivery and capacity. Service Director continues to manage and monitor risks. Continually monitor staff resource and capacity against service demand.		
Report Completed By	Alli Parkinson	CIB Meeting Date	19 th April 2021

Priority 1: Practice Framework and Standards							
Potential Barriers				Action Required			
Difficulty to recruit permanent social work staff with experience and knowledge. Difficult to recruit permanent Team Managers with experience and knowledge. Embedding the Effective Support Strategy with partners. Practice Framework Standards not being adhered to due to lack of understanding and capacity.				Continue to work with HR and Connect to Luton. Continue to work with HR and Connect to Luton. To continue to work with partners to consult and implement the Effective Support Strategy. To continue to monitor performance via quality assurance meetings and continue to strengthen audit and moderation activity.			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none"> Final Draft of Practice Framework has been shared with the service to ensure this is embedded in practice, and has been added onto the Resource section of TriX. Effective Support Document has been completed and is currently in a draft stage awaiting consultation with partners and presentation at Policy Group, Children's Scrutiny and Executive Meeting. Legal Gateway meeting has reviewed all cases within Pre-Proceedings and PLO. All new cases are being presented and tracked through the Legal Gateway Meeting. Service Director is having oversight and authorising cases being issued for proceedings. Legal Gateway is ensuring all cases have clear robust plans and a clear trajectory. 				<ul style="list-style-type: none"> Practice Framework to be embedded into practice with workforce. Practice Framework to be updated with images and infographics to confirm finalised draft. Once finalised draft is completed this is to be uploaded onto TriX and replace the Draft copy currently on TriX. Consultation process to be completed on the Effective Support Document with collaboration from agency partners. The Legal Gateway Pathway is being further developed to include an LCS referral form. Effective Support Document draft has been sent for review at Policy Group on 12th April 2021. This document will then be presented at 			

<ul style="list-style-type: none"> Audit Dashboard has been created and is currently being shared with service and training the workforce. During implementation it has been identified that the data being pulled through needs to be reviewed so this is being completed by Sancha Thomas. Automated online feedback form is live for all families/ service users who receive a service. Corporate Parenting Terms of Reference have been reviewed by the Head of Service for Corporate Parenting and Democratic Services. Meeting has taken place with Allison Parkinson, Cllr Hussain and Teresa Gallagher to plan and structure the Corporate Parenting Board. Luton's Practice Week took place week commencing 8th February 2021. This was well attended by staff within the service and following the completion of the week an online questionnaire was completed with the service to gather feedback. A Practice week board has been created to promote collaborative input from the workforce within the planning of practice week to ensure full attendance and participation from the workforce. Care Proceedings Manager has been appointed and HR processes are underway to secure start date. 	<p>Children's Scrutiny meeting on 24th June 2021 and Executive Meeting on 19th July 2021.</p> <ul style="list-style-type: none"> Luton's next Practice Week is scheduled to take place week commencing 14th June 2021, there will be a focus on Audits. New Audit form has been used to complete this window of audits with it closing on 6th April 2021. Service Managers have reviewed all non-moderated audits from the last 6 months. Further upskilling of the workforce is required as it is clear that the following areas need to be strengthened: <ul style="list-style-type: none"> Care Plans Voice of the child Management Oversight Supervisions Case Summaries Chronologies.
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Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
1.1 We will deliver a practice framework which supports and enables children to grow up in their own families or family networks where it's safe to do so.				
1.1.1	Create a whole system approach to enable an overarching practice framework to be implemented across children's services	07/04/2020	28/02/2021	Final Draft has been completed for the Practice Framework. This is on TriX resource section.
1.1.4	Embed the practice framework through all learning activities, supervision and management oversight to support staff in being both confident and skilled in delivering the model of practice and making a positive difference to the quality of practice.	08/04/2020	28/02/2021	Practice Framework has been shared with the service to ensure this is embedded within practice.
1.1.5	Deliver a clear vision for Children's Services underpinned by values including the corporate Luton values which will be tested through a new service user feedback form	07/04/2020	28/02/2021	Feedback form is complete and live.
1.1.7	Review the corporate parenting board ToR, aims and visions and	20/04/2020	28/02/2021	ToR has been reviewed and

	implement a business plan for corporate parenting			amendments are being completed.
1.2.2	Public Law Outline (PLO) cases are rigorously tracked and monitored to eradicate drift and delay.	06/04/2020	01/04/2021	Legal Gateway Meeting has reviewed all cases within PLO and Pre-proceedings.
1.2.3	Recruit a court compliance officer to improve on practice and the general approach to evidence completion and submission in a timely manner	04/05/2020	01/04/2021	Post has been recruited, currently awaiting checks and start date.

Priority 2: Identifying, assessing and managing risk

Potential Barriers				Action Required			
<p>Inexperienced Social Work practitioners and Team Managers not therefore able to correctly identify, assess and manage risk.</p> <p>Implementation and rollout of the new Family Partnership Service will mean practitioners may not understand the new service specification and referral process to gain support for step down and early help work.</p> <p>Lack of suitable placements for children available for children requiring specialist care.</p>				<p>To continue to monitor performance via strengthening audit, moderation and feedback activity.</p> <p>To promote the development of the workforce via training, workshops, supervision and buddy scheme.</p> <p>To continue with engagement with childrens services and partners during the go live process to ensure good take up of the new service.</p> <p>To continue to work within the fostering improvement plan and commissioning plan to ensure sufficient resources available when managing risk.</p>			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none"> A bi-monthly strategic Board meeting takes place in order to strengthen our relationships with partners and give a platform for issues and resolutions to be discussed. MASH Dashboard in place and live. Training has been completed with the service. Case Reflection Panel takes place weekly to focus on specific themes of cases from an array of cohorts to ensure timely progression of cases. Transfer meetings are taking place on a weekly basis. The Transfer protocol has been agreed. Purpose of meeting is to review quality of work, threshold and outcomes to ensure timely responses. Family Partnership Service was agreed at Executive on 9th February 2021. New Service goes live from 1st April 2021 with the merging of staff from Early Help, Flying Start and Manor Contact Centre within two Hubs and two additional service delivery centres. 				<ul style="list-style-type: none"> To ensure that any young person who presents as homeless has an area to wait which is holistic, that they can have a drink or something to eat. An LCS Form for Step Down to Early Help is currently being created, which will allow a more seamless process for step downs and improve the existing manual process. Progression of referral for Family Safeguarding to request support from the Family Partnership Service. Finalising processes and procedures under the new Family Partnership Service in regards to supervised contact. Embedding homelessness procedures and processes into the social work teams. Op Encompass is launching on 12th April 2021. Presentation to Police around the Family Partnership Service. Developing the combined online referral form for Childrens Social Care and Family 			

<ul style="list-style-type: none"> Op Encompass has been presented to all Education Leads. Presentation to all education providers, including child minders around the Family Partnership Service. Family Partnership Strategic Board in place and chaired by Service Director. The Edge of Care recruitment is complete for 2x Contextual Safeguarding workers and 2x Family Support Workers. All Staff have had their induction into the service, and the team is due to go live on 1st April 2021, although the staff have already started working with families and have a caseload. The highly specialised clinical psychologist interviews are taking place on 17th April 2021. The Edge of Care service is now established and part of the case transfer panel. 	Partnership Services, due to be launched on 9 th April 2021.
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Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
2.1 When children and families need our support we will provide an effective response, which ensures they receive the right support at the right time from the right service				
2.1.4	Review and provide meaningful measures and lessons learnt on the application of Luton's Effective Support Document.	01/12/2020	01/12/2021	Effective Support Document draft has been sent for review at Policy Group on 12 th April 2021. This document will then be presented at Children's Scrutiny meeting on 24 th June 2021 and Executive Meeting on 19 th July 2021.
2.2.7	Develop an edge of care pathway for children and young people who require intensive support to enable them to stay within their family network	13/04/2020	25/09/2020	Interviews have been completed and go live date for April 2021.
2.6 When children who are experiencing difficulties with their emotional wellbeing, they will be able to access the right level of support when they need it.				
2.6.1	Review the current wellbeing pathway for children and work with all partners to ensure that children, their families and practitioners understand and are able to access the pathway	30/03/2020	30/06/2021	Family Partnership Service agreed at Executive on 9 th February 2021. Service is in place from 1 st April 2021
2.6.2	Develop meaningful measures and processes for children and young people with emotional mental health needs	04/05/2020	31/12/2021	

Priority 3: Supervision and Management oversight							
Potential Barriers				Action Required			
<p>Lack of experienced Team Managers to support and develop practice</p> <p>Capacity with regards to managing Team Managers time impacting on ability to supervise in a timely way.</p> <p>Increased case complexity resulting in more indepth supervision.</p>				<p>Continue to provide and develop Team Managers support via training, workshops and mentoring.</p> <p>SMT to review current service structures to ensure capacity and resource in the right place. To review the lines of supervision and the roles of Senior Practitioners within this structure.</p> <p>Supervision form has been streamlined to promote effective analytical discussions, and training and development provided for Team Managers around effective conversations, managing risk and setting SMART Targets.</p>			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none">Newsletters have been created to circulate to the service to capture good examples of practise.The audit newsletter is released quarterly to the service and covers feedback from service users and provides audit highlights.Managers Questionnaire sent out to Managers on 01/04/2021 with a closing date on 12/04/2021 to seek their feedback.Service Managers have reinforced with Managers the importance of using the online supervision form on LCS. Weekly performance data is being analysed to monitor usage of the forms.Scheme of Delegation policy has been uploaded onto TriX.				<ul style="list-style-type: none">Fostering services supervision is being reviewed and developed to meet the requirements of the service.A review of the QA feedback forms is currently taking place for Fostering and Adoption, and a new template will be created. By the end of April 2021 a template will be devised for consultation.Thematic audit to be completed on Supervision and Management Oversight.New Dashboards currently under construction which will provide data on how many supervision sessions are taking place on a monthly basis and whether actions are being completed.			
Key Milestones and Tracking							
Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay			
3.1 Leaders for children's services will ensure children and their families will experience a consistent approach where all practitioners deliver a high standard of practice.							
3.1.1	Improve the management oversight of children's care plans by providing regular, high standard management supervision	04/05/2020	31/03/2021	Through audits this will be measured.			

Priority 4: Plans and Planning	
Potential Barriers	Action Required
<p>Lack of experienced Team Managers meaning plans are not SMART and audit/ supervision activity may not provide good management oversight.</p> <p>Plans are not outcome focused due to lack of understanding, skills, knowledge and analysis from social work perspective.</p>	<p>Continue to provide support, training and mentoring to Team Managers.</p> <p>To review outcomes of audit and moderation actions via partners in practice to strengthen</p>

Lack of engagement with the child and family meaning the child’s voice isn’t captured.				challenge and support social work practice with a particular focus on plans.			
Lack of experience, skills or knowledge in IRO/ CP Chair roles, meaning not enough escalation, advice and challenge.				To review participation, feedback and the child’s voice in social work activity. To ensure appropriate engagement			
To review the number of IRO/ CP escalations and ensure audit and moderation activity triangulates with quality assurance team.							
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none">Continue to improve the quality of all children’s plans across the service to ensure they are SMART, child focused, reflect the views and wishes of children and include contingency planning.Child Protection Form on LCS is live.Child in Need Form on LCS is live.LCS to EHM step down has been built into LCS.To help monitor placement/housing sufficiency, the Housing service have confirmed they will add 3 measures to the Housing scorecard which are reviewed at their monthly SMT meeting.<ul style="list-style-type: none">Number of 16 and 17 year olds identified as at risk of homelessnessNumber of 16 and 17 year olds jointly assessed in 1 working dayNumber of 16 and 17 year olds securing accommodation.				<ul style="list-style-type: none">To review the current Pre Birth form and amend the existing LCS form, to reflect the word document currently being used by the service.New measures have been added to the Children’s Scorecard.<ol style="list-style-type: none">Number of children in care with a permanency planNumber of children in care with life story work which they have been involved in and reviewCLA minutes completion rate.CP minutes completion rate.To review outcomes of audit and moderation actions via partners in practice to strengthen challenge and support social work practice with a particular focus on plans.To review participation, feedback and the child’s voice in social work activity. To ensure appropriate engagementTo review the number of IRO/ CP escalations and ensure audit and moderation activity triangulates with quality assurance team			
Key Milestones and Tracking							
Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay			
4.1 When children and young people need our support we will develop with them and their families a care plan which identifies their current needs, considers their views and wishes and grows with them							
4.1.1	Continue to improve the quality of all children’s plans across the service to ensure they are SMART, child focused, reflect the views and wishes of children and include contingency planning	02/03/2020	31/07/2021	New Child Protection form is live on LCS New Child in Need form is live on LCS			
4.1.2	All looked after children have permanency plan by week 5 and this is monitored and challenged by the Service Manager and IRO’s	01/06/2020	01/04/2021	This is an ongoing priority			

Priority 5: Systems and Support Services

Potential Barriers				Action Required			
<p>Capacity of LCS Support team to deliver changes.</p> <p>Capacity of finance and business support roles to deliver changes.</p> <p>Unable to recruit internal foster carers to provide placements.</p> <p>Complexity of children's needs impacting on foster carers ability to provide the level of support required.</p> <p>Performance information not being available in a timely manner and service not updating child's file to enable correct data reporting.</p> <p>Capacity within the legal services to provide support.</p>				<p>Continue to monitor and review priorities at LCS board.</p> <p>To complete review of business support and finance officer roles within children's services to ensure best use of overall resource, and prevent single points of failure.</p> <p>To continue with fostering improvement plan actions.</p> <p>To recruit foster carers and consider development of fostering wider support.</p> <p>Continue to work with BI and Performance team to embed, deliver performance information suite and review performance of practitioners through audit and supervision.</p> <p>Continue to work with legal services to ensure partnership approach. Develop the role of the Care Proceedings Manager once in post.</p>			
Progress to Date:				Activity for the Next Period:			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none"> Working Group continues to meet fortnightly to discuss practice expectations and lead on practice development. LCS Board has completed review of priorities and identified the key priorities until for 2021. All governance over changes and costings in regards to LCS are being raised and agreed at LCS Board. A new one page guidance sheet is being developed with regards to the process of a child becoming Looked After. The Foster Carer Offer including the new foster carer's rates/allowance have been reviewed and agreed. This is live on LCS. Foster carers handbook has been updated and uploaded to TriX. A model of support for foster carers has been explored and in consultation with Luton Foster Care Association, this will include more support from a dedicated worker from the Educational Psychology team. <p>Systems</p> <ul style="list-style-type: none"> Floor Walker is in post to support with implementation of LCS processes and offer direct support and advice as required. <p>Commissioning</p> <ul style="list-style-type: none"> Children's and Young People Joint Strategic Commissioning Group is in place. Children's social care sufficiency is underway for placements. 				<ul style="list-style-type: none"> The Fostering website is being refreshed to reflect the work done on the Foster Carer Charter, Foster Carer Agreement and the Fostering rates/ allowance. A relaunch is scheduled for mid-April 2021. Special Guardianship Policy is being reviewed and updated. A tracker has been designed to track foster carer assessments from the point of enquiry to the point of completion of assessment. Plans are underway to load this tracker onto LCS. Corporate Parenting Dashboard to be completed and live. Increase the establishment of In-House foster carers Updated Procedure on Reg 24's to be presented to Team Managers at Extended SMT. 			

- Children's social care commissioning work plan has been developed until the end of the financial year.
- EDT Review commencing to ensure better value for money and quality of service for children.
- IFA evaluation ended on the 26th Feb and had 26 responses received. Contract start date of the 17th May.
- 16+ semi-independent contract is now fully operational. There was a rigorous tender process which was based on quality and value for money. We have increased the number of our providers from 10 to 31.

Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
5.1 All children have the right to grow up in their own families and when this is not possible we help them to remain close to home with the best support in place to achieve their goals, ambitions and outcomes				
5.1.1	Ensure recruitment of foster carers meets the demands of the service in-line with the fostering improvement plan	22/04/2020	31/03/2021	Subject to the fostering improvement plan.
5.1.2	Ensure placement and stability data forms part of the children's services performance scrutiny process	11/05/2020	18/12/2020	LCS Board sits monthly to ensure governance over LCS and priorities.
5.1.4	Develop children's services commissioning and placement brokerage service and strategic commissioning framework to include a pan beds footprint with consideration of regional opportunities	01/06/2020	31/03/2021	IFA Tender currently in evaluation stage.

Priority 6: Children in Care, Care Leavers and Voice of children and young people.

Potential Barriers	Action Required
<p>Covid 19, reliance on virtual contact for young people. Children and Young People being able to participate.</p> <p>Covid restrictions could restrict children and young people's ability to connect.</p> <p>Children being able to communicate in their first language.</p> <p>Children and Young People having the opportunity to have their voice heard when the adults may not agree with their view.</p> <p>Children and Young People voice is not captured within recruitment and service development.</p> <p>Children with a disability make not have their voice and choice captured and actioned.</p>	<p>Service Director has liaised with foster carer alliance and virtual schools to enable better communication on any issues related to digital connectivity.</p> <p>Face to face visits are still taking place.</p> <p>Ensure direct work is undertaken with interpreters.</p> <p>To ensure that practitioners understand and work directly with children and young people to capture their views and consider how their challenges will be met.</p> <p>Children's services consider how inclusion of children and young peoples voice and opinions are captured through a business as usual approach.</p>
Progress to Date:	Activity for the Next Period:

From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none"> Young People's Charter has been agreed at DMT on 9th March 2021. Venue identified for care leavers to meet with professionals where they feel safe and comfortable. Head of Service to visit the venue and then furnish the area to ensure it is appropriate. The pledge for Children in care 0-17 has been updated and children have access to this The final draft of the Staying Put policy has been completed following feedback from the Fostering service. 				<ul style="list-style-type: none"> Young people's charter is to be sent out to all children. Develop the offer for 16-18 year olds in relation to entitlements as part of their transition plan . Staying Put Policy to be reviewed to ensure that there is clarity for Social Workers and that Social Workers are having conversations with Children/ Young People and Foster Carers and IRO's at earlier stages. Wellbeing Pathway has been created by Marc van Roosmalen from CAMH and Teresa Gallagher, Marc van Roosmalen presented it to extended SMT on March 26th 2021. They will also present on the April 15th 2021 to the Corporate Parenting Board upon feedback a final draft will be completed Pathway plans will be reviewed to ensure that they reflect young peoples best interests and are outcome focused. Children in care are able to participate with the children in care council as their right and that this engagement can be at their pace- CIC to be reviewed and strengthened to include all children in out care. 			

Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
6.1 Ensure all children and young people have a positive experience of being in care				
6.1.2	Apply meaningful measures to ensure the children and young peoples voice is captured through the children in care council and into our services	04/05/2020	01/06/2021	Review has been completed recommendations are being taken to DMT
6.1.7	Work with partner organisations to offer alternative locations for care leavers to meet with professionals where they feel safe and comfortable	01/06/2020	30/10/2020	Agreement to use Clemitson House

Priority 9: Quality and Impact

Urgent Potential Barriers				Action Required			
From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
Currently, all managers are undertaking collaborative audits and have engaged children, young people, parents and carers. This work is being supported by Partners in Practice (PiP),				<ul style="list-style-type: none"> Formal commissioning of engagement app Children and young people completing the November 2020 Make your Mark survey have identified what is important to them. The 			

<p>which is currently ongoing with Essex County Council.</p> <p>The aim is for all complaints to receive a response within the statutory timescales. A reduction in complaints would demonstrate improved practice.</p> <p>Complaints protocol has been agreed at DMT.</p> <p>Findings of Make your Mark survey feedback were received in December 2020. A summary has been reported on the Council's intranet page and was included within the January 2021 internal newsletter.</p> <p>Interest in Youth Parliament membership has been expressed, with £1800 ring-fenced in a budget for Youth Parliament elections. Resources are required to support elections and provide the necessary infrastructure for a Youth MP. This action is continuous as it requires a regular delivery of elections. Delivering UK Youth Parliament elections in Luton has a deadline of 31.1.22.</p> <p>Participation service is currently under review and an in-depth report has been completed and will be going to DMT on 8th April 2021.</p> <p>The development of a Junior Safeguarding Board is underway with a meeting taking place on 6th April 2021.</p>	<p>priorities identified in the survey by children and young people will be incorporated into the improvement journey.</p> <ul style="list-style-type: none"> • Luton Borough Council National Takeover Challenge in 2021 to be developed. The challenge would include young people shadowing senior leadership members and taking on some responsibilities within all departments. • Meeting to take place to explore and plan the service user suggestion scheme.
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Participation Manager to do consultation with young people on the use of an app before the commissioning of this service. A proposal was presented to DMT on 12.1.21. DMT agreed that a survey, to find out if children and young people in Luton with care experiences would use the apps, be conducted. The survey was drafted in March 2021 and is due to go live in April 2021. A paper outlining the survey's results will be presented at a future DMT meeting.

Engagement with school Designated Safeguarding Leads has been sought to develop links with school councils, increasing and improving feedback on children and young peoples' experience of our services. The action has been moved to Wave 2 in the Improvement Delivery Plan.

A finalised plan was due to be implemented in January 2021, however the closure of schools on the 5.1.21 due to the COVID-19 pandemic has limited progress. Feedback forms, which have been developed for children and young people to use, are due to be released after Easter 2021. Schools will be contacted regarding our course of action. The action remains on track to be completed by the 15.7.21 deadline.

Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
9.3.3:	Develop and implement an interactive website which supports easier feedback from parents, carers and children			Consultation with the Digital Team has alerted that there is conflicting demands within their service in regards to the website so completion date may not be achieved.

Priority 10: Practice evaluation and performance management

Potential Barriers	Action Required
<p>Audits not being completed in a timely way Moderations not being completed on audits.</p> <p>Lack of skills and knowledge within Team Manager structure to allow robust auditing.</p> <p>Over optimistic practice within the QA Framework, not able to identify weaknesses in practice. LSCP audit and learning reviews not linking clearly with QA activity and practice.</p>	<p>Review of audit and moderation activity with external provider and focus of PIP to ensure lessons learnt and strengthening of process. SMT to review audit and moderation activity monthly to ensure closing the loop and impact on practice is identified and completed. Development of Team Managers skills through training, supervision and mentoring. QA Head of Service to provide monthly reporting to performance and accountability management meeting with activity from the LSCP and the outcomes of learning reviews.</p>
Progress to Date:	Activity for the Next Period:

From:	January 2021	To:	March 2021	From:	March 2021	To:	May 2021
<ul style="list-style-type: none"> New Audit Dashboard is live. Audit Activity: Practitioners now have in their diaries dedicated time completing collaborative audits these are Audit Mondays. The expectation is that these Mondays fall directly after the audit schedule for that month is published. Service Managers have in their diaries dedicated time to complete Moderations. Practice Week took place Monday 8th -12th February 2021. There was collaborative sessions across the whole Children Family and Education Service. 				<ul style="list-style-type: none"> Qlick training to be scheduled for workforce. Need to establish the next LSCB Thematic Audit. Scoping exercise completed by end of April 2021. Training videos are being created to support the workforce in using the Qlick dashboards. The legal workspace dashboard completed but requires user acceptance testing before it can go live The Practice observation process including tools and guidance are to be launched by end of April 2021. TriX Update due in April 2021. All Resource Section has been reviewed and updated to ensure all current information is available. 			

Key Milestones and Tracking

Reference	Milestone	Date Due	Actual/ Revised Date	Comments/ Reason for Delay
10.1 We will develop the use of meaningful measures as a key driver for improvement through our quality assurance framework				
10.1.1	Implement a performance framework which will detail procedures for each level of management reporting against the core data set including standard reports, exception reports, finance reports and training to use systems and data to manage services	03/02/2020	25/09/2020	(Within IT report)
10.1.2	Review the line of sight from DMT to frontline practice and closing the loop on improvement actions	03/02/2020	31/07/2020	Completed.
10.2 We will create a supportive and enabling environment within which practitioners can readily absorb learning from audit activity and observations to support their continuing professional development and best practice.				
10.2.1	Review the current performance and QA framework and audit process to re-inforce the role and function of the collaborative audit approach and meaningful measures in conjunction with PiP.	24/04/2020	31/03/2021	Completed, next step for review of audits to be completed by PiP support and review tools used in comparison to their tools.
10.2.2	Review the current recording process for audits on LCS and develop an audit dashboard to support learning and practice improvements from audit activity.	01/06/2020	28/02/2021	Completed – now subject to testing and embedding.
10.2.4	Develop and implement practice observation process including tools and guidance to support	01/06/2020	01/05/2021	To be launched by end of April 2021.

	staff with improvement and transformation activity			
10.2.6	Develop and implement multi - agency audits through LSCB ensuring a shared understanding of thresholds and effective interventions at the front door and through the system	03/02/2020	31/07/2020	Completed
10.3 We will develop key practice forms and guidance (including Tri.X policies and procedures and information in the knowledge hub) to ensure they are robust, fit for purpose and lean in support of practice improvement				
10.3.1	Review existing forms, policies, procedures and guidance and map requirements/ updates in line with new practice model requirements	29/01/2020	31/01/2021	Gap analysis completed and documents have been uploaded to resource section.

Reference	Risks (For escalation/ oversight only)	Risk Rating*				Mitigation	Date for Mitigation
		Likelihood	Impact	Score	Rating		
R4	Council budget issues could impact on the ability deliver the improvement plan and achieve a good rating within two-three years, potential for the authority to lose the ability to deliver children's services DFE Funding to support practice improvement may not be agreed.			7	Critical	Proposed savings have been identified with the development of the Family Partnership Service. DFE funding provided to support practice improvement. Plan provided to DFE to outline support required.	Go live for Service is April 2021.
	Covid 19 – Increase of Covid 19 can impact on service delivery.			5	High	Manage and monitor risks. Continually monitor staff resource and capacity. Move resource to meet service delivery. Support staff wellbeing and encourage use of support services	
R3	May not have sufficient social work professional	High	Significant	8	Critical	Recruitment activity continues. Workforce board	Rolling recruitment and these

	and team managers in the service to develop the practice as vacant posts are difficult to recruit especially in current climate (COVID-19)					continue to prioritise.	roles will be subject of targeted advertising.
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*Risk Scoring Guidance		Likelihood of occurrence		
		Low	Medium	High
Impact	Noticeable	Accept risks 1	Accept risks, but monitor risks 2	Manage and monitor risks 4
	Significant	Risks may be worth accepting with monitoring 3	Management effort worthwhile 5	Management effort required 7
	Critical	Considerable management required 6	Must manage and monitor risks 8	Extensive management required 9

Risks that have a red status (score of 7, 8 or 9) are considered to be unacceptable and are high priority. Every effort must be made by management to reduce this level of risk to the council including active monitoring by the risk owner.