



Children Social Care Improvement Plan March 2022

**Summary Document
Draft 0_3**

18 March

INTRODUCTION

In BCP, we have high aspirations and ambitions for all our children and young people, especially for those whom we have Corporate Parenting responsibilities.

We have made some progress and improvements across a number of areas, but we know that progress is still too slow, not embedded and not yet having the positive impact we need on the lives of children. We need to accelerate our improvement journey with strong and effective relationships with our staff and our partners.

This Improvement Plan sets out what we aim to achieve over the next 3-6 and 12 months. In developing this plan, we have listened to the views of children and young people, our partners and workforce, looked at what our data tells us, listened to the views of Ofsted/DfE and identified where we need to drive forward change to rapidly improve the outcomes for our children and young people. Our planning is outcome focussed so that we can be clear about the difference we want to see for children and young people in BCP.

We have deliberately not set a specific outcome for “voice of the child”. This is because we believe that their voice will run through every priority and will be considered as part of every action. As this is a plan about improving outcomes and experiences for children and young people, their voices, views, and influence are integral to the success of this plan.

This Improvement Plan will shape and influence our service and team plans as well as individual objectives for our staff - this is crucial to ensure improvement activity is embedded and supported throughout the service. Lead Officers will work with our partners and frontline managers and staff to develop detailed action plans to underpin this Improvement Plan.

We want all children and young people in BCP to have the best chances to thrive and be successful, and wherever possible to be with their families. Where children and young people are looked after by the Council, we want to be great corporate parents to our children. We want to make sure they have supportive and nurturing experiences and help when they need it most.

The council’s Corporate Strategy, ‘The Big Plan’ sets out the Council’s priority for children and young people to have brighter futures, providing a nurturing environment, high quality education and great opportunities to grow and flourish. It states:

“We will ensure that the BCP city region becomes one of the best places in which children can live, learn and grow up; with opportunities to stay in the area after they leave school, whether to go to university, to train or to work. This means supporting the health, wellbeing and development of children from birth, though their early years, right through their education and into adulthood.”

Our Brighter Futures vision: Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish

- enable access to high quality education
- be aspirational for our children in care
- support parents and guardians to care for their children well
- prevent harm through early intervention

Our Corporate Parenting Strategy sets out our mission:

"...to be the best corporate parents and grandparents so that our children in care and care experienced young people have bright futures: we care about you, we have high aspirations for you, we never give up and are determined to achieve the best for you."

GOVERNANCE OF THE PLAN

Governance will be through Children's Services SLT, through a highlight report, and impacts reported to Children's Improvement Board. There is a named accountable senior officer to lead each of the priority areas. In discharging their accountabilities, the named senior officer will consider:

1. Where we want to be from a strategic perspective
2. Where we are now
3. The 'gap' between current position and our aspirations, and identification of actions required to close this gap
4. In closing the gap, the named accountable senior officer will consider best practice and lessons learnt from other organisations
5. Synergies will be considered against other programmes, for example WSoA and SEND Improvement Board, importantly any strategy and actions will be co-produced with partners, children and young people
6. Strategies and actions plans will be co-produced and tested with our stakeholder and our workforce
7. Performance and governance processes will be further developed and embedded
8. Performance metrics will be used to ensure the action plan is delivering the intended outcomes
9. A feedback loop will ensure that action plans are responsive and iterative to requirements
10. Finally, the Voice of the Child informs all stages and actions

PROGRESS TRACKER

All actions in the Improvement Plan are RAG-rated. A key to the RAG-rating system is below.

Progress (BRAG)	
	Complete
	On track running to plan
	Significant risk – plan is in place
	High risk – escalation required
	Not started

The RAG system is intended to be used to illustrate our improvement progress against the domains in the Inspection of Local Authority Children’s Services framework (which also provides the structure to our organisational Self-Assessment.

Table 1 shows the current position of all actions broken down into the relevant domains, and table 2 shows the totals of priority actions by RAG status.

Table 1

Current Status	Help and Protection	Children in Care & Care Leavers	Leadership	Totals
High Risk	12	6	7	25
Significant Risk	7	6	10	23
On track	2	1	6	9
Complete	0	0	0	0
Total	21	13	23	57

THE EXPERIENCES AND PROGRESS OF CHILDREN WHO NEED HELP AND PROTECTION

*High Priority Action

**Status: High risk, Significant Risk, On track, Complete

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
1	Strengthen the Early Help offer to ensure timely interventions that are well targeted and enable positive impact and improvement	Zafer Yilkan Sarah Rempel	1/10/22	High Risk	Proposal to start to work on redesign of Early Help Offer and consideration of a Head of EH and partnership role. Early Help Partnership Board to be established. Youth Offer diagnostic work completed. Report being written up and will be shared with SLT. Task and Finish Group with Partners set up to develop multi-agency Contextual Safeguarding Service linking universal, targeted and specialist services . First meeting will be held on 21/3/22
2	Assess the effectiveness of EH or statutory assessment interventions and identify areas for improvement	Zafer Yilkan Sarah Rempel	1/7/22	Significant Risk	Initial audits undertaken which have identified areas of focus for improvement. Consideration for incorporation into the SLIP.
3	Improve quality, effectiveness and timeliness of EH assessments	Zafer Yilkan Sarah Rempel	1/10/22	Significant Risk	Work began to review Performance Management and benchmark KPIs with good and outstanding LAs Consideration for incorporation into the SLIP. Weekly performance surgeries are held between Early Help Managers and Performance Team
4	Put in place child focused and effective data, QA and monitoring systems, processes and governance to track progress and impact of work	Rachel Gravett Vikki Whild394451	1/7/22	Significant Risk	QA and performance Board has started. Data and performance leads attending Hampshire's PAG. Development of own internal PAG. Senior management discussions with service managers about the use of data and performance 7/4/22

5	Implementation of toolbox guidance on pre-birth assessment to support unborn and very young children	Zafer Yilkan Tammy Lawrance	30/6/22	On track	<p>Toolbox guidance and pre-birth assessment template completed</p> <p>Policy, guidance and assessment template approved by SLT 14/3/22</p> <p>Presented to SM and the next stage is for SM to share with teams</p> <p>Check embedded through QA by end of June</p>
6	Supported by multi-agency training	Rachel Gravett	1/7/22	High Risk	<p>Multi-agency training will be developed and undertaken.</p> <p>Broaden the scope of Edge of Care to include unborn and very young babies including use of Family Group Conferencing Service for early identification of extended family and friends and early permanence planning.</p>
7	Work across the partnership to review the current thresholds and their use to ensure consistent application and effectiveness	Zafer Yilkan	1/8/22	High Risk	<p>Internal deep dive audit of C&F with NFA completed – findings will be shared at next MASH Strategic Board Meeting 18/3/22</p> <p>The current threshold document was agreed with partners in October 2021</p> <p>Work to take place with partners to monitor and review thresholds</p>

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
8	<p>Improve knowledge, skills and confidence of risks to children from DV and how to best provide support to families to reduce risk</p> <p>Links to be made to the BCP Preventing Domestic Abuse Strategy 2020 – 2023, support for children has been identified through the gap analysis.</p>	Zafer Yilkan Sarah Langdale	1/8/22	Significant Risk	<p>Awaiting outcome of the Youth Endowment Fund – reducing parental conflict, bid with the Tavistock Foundation – outcome of the joint bid to be confirmed.</p> <p>Representatives from MASH and EH help attend MARAC meetings. Lead SRO has been identified</p>
9	Improve consistency of application of practice standards and part of SW practice model	Rachel Gravett Zafer Yilkan Jane White	1/11/22	High Risk	<p>QA performance and Improvement Board commenced. QA framework has been reviewed and areas for improvement identified. Practice week to take place in July 2022. Work to be incorporated in the SLIP.</p> <p>Challenges to embed with staff turnover – agency staff</p>
10	Ensure thresholds and timescales for strategy meetings are consistent	Zafer Yilkan	1/5/22	High Risk	<p>Deep dive audit to commence and practice learning activities to be undertaken as part of the QA framework Report back to SLT 21/3/22</p>
11	Ensure that plans emanating from assessments are in line with agreed SW practice model and EH offer	Zafer Yilkan Sarah Rempel	1/10/22	High Risk	<p>PLR monthly audit cycle commenced. QA performance and Improvement Board commenced.</p>

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
12	Identify ways in which waiting times for domestic abuse perpetrator cessation and parenting programmes, and mental health support can be reduced and other ways in which early help services can be more readily accessible for families	Sarah Langdale Zafer Yilkan	1/9/22	Significant Risk	BCP Preventing Domestic Abuse Strategy 2020 – 2023, support for children has been identified through the gap analysis. Youth Endowment Fund – reducing parental conflict, bid with the Tavistock Foundation – outcome of the joint bid to be confirmed yet. Mapping of parenting programmes has commenced with CCG under the former SEND Joint Commissioning Workstream - SL commenced
13	Incorporate practice in relation to working with families who experience domestic abuse as part of the PLR audit cycle	Rachel Gravett	1/5/22	On track	Incorporated into the PLR audit cycle and deep dive activities
14	Coordinate work with maternity, health visiting services and other relevant services to improve the collective approach to identifying risks to unborn babies as part of a single strategic approach	Zafer Yilkan	1/10/22	High Risk	Work in progress to establish Early Help Partnership Board to monitor and review progress of unborn babies, thresholds and timely referral to MASH. Conversations with PH have started to review and build multi agency family hubs- ‘Best Start for Life’, PAUSE Programme.
15	Improve the approach and SW practice in relation to the identification and assessment of risks and approaches to risk reduction	Jane White Zafer Yilkan	1/5/22	High Risk	Work commenced to better understand the thresholds and decision making relating to risks Consideration for incorporation into the SLIP.
16	Ensure consistent and child focused approach to the use of chronologies in social work practice	Jane White Zafer Yilkan	1/9/22	Significant Risk	QA service audit on quality of chronologies completed and guidance provided to staff. compliance is being monitored through PLR and QA Board activities

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
17	Ensure that children's experiences are consistently and sufficiently considered and reflected on during supervision	Jane White Zafer Yilkan Rachel Gravett	1/7/22	High Risk	QA to carry out deep-dive audit of quality of supervision.
18	Continue to improve oversight of PLO and care proceedings and evidence impact	Jane White	1/5/22	Significant Risk	Regular SD oversight on progress of PLO cases with SM PLO/Court team. Legal Gateway reviews for all PLO to consider progress, timescales and agree next steps. Evidence through PLO tracker a reduction in period of time in PLO and successful outcomes preventing care proceedings Progressed the recruitment of a case officer to support this activity.
19	Reduce the number of times children and families experience changes of the named SW	Jane White Zafer Yilkan Jo Pavey	1/5/22	High Risk	SW recruitment strategy and process to be written to increase recruitment and retention of SW staff. To reduce agency and increase permanent staff. Stabilising the workforce paper going to CMB Challenges in achieving this due to LMS structure and LGR TCS work not completing till 2024.
20	Improve the consistency and quality of recording of direct work with children	Jane White Zafer Yilkan	1/8/22	High Risk	PLR and deep dive audit and devise action plan to support direct work with children and consistency of recording Training programme to deliver direct work with children training to staff

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
21	Eliminate drift and delay including in the assessment of risk for unborn and very young children	Zafer Yilkan	1/7/22	High Risk	<p>Multi-agency pre-birth 'tracker' is used to monitor timeliness of assessment and interventions.</p> <p>PLO and Court Tracker in place Review of PLO legal gateway Permanence panel reviewing progress of children's plans</p>

THE EXPERIENCES AND PROGRESS OF CHILDREN IN CARE AND CARE LEAVERS

*High Priority Action

**Status: High risk, Significant Risk, On track, Complete

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
22	Establish and agreed approach to improving the educational experience and attainment of children in care	Jane White	1/9/22	Significant Risk	Work with the virtual school to develop an approach. Inclusion activities against the WSoA and inclusion paper have started
23	Work with partners to review and revise Consent Guidance	Zafer Yilkan	1/6/22	High Risk	Referrals are being progressed without consent from families. Work needs to be undertaken so that this doesn't happen.
24	Work with partners to improve the health offer to children in care and care experienced young people, to include health passports	Jane White Sarah Langdale	01/06/22	Significant Risk	Health passport offer has been identified as in place and presented to corporate parenting in March 2022. JW to ensure clear communication with health partners to embed practice at last health check to ensure young people have a clear understanding about what a health passport is, where it is sent and saved. Work is underway with Health partners to address capacity issues preventing timely IHA and RHA with the recruitment of a dedicated health professional
25	Ensure full mobilisation of the Care Leavers Hub and ensure arrangements are in place to monitor impact and effectiveness	Jane White	01/06/22	On track	Work is starting on 29 March Young people involved in the development and design of the hub

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
26	Increase the use of special guardianship orders in line with at least the national/SN/Good + OS average	Jane White	30/04/22	High Risk	<p>SGO policy and financial offer to be reviewed, revised and implemented.</p> <p>Promotion campaign within the service</p> <p>Review of long term fostering children with a view to conversion to SGO – This piece of work has started - target end March for identification of all children where SGO is an option</p> <p>Month on month increase</p> <p>SGO Focus in permanence panel</p>
27	<p>Ensure that care experienced young people have greater awareness of their rights, including choice of accommodation, and are supported in making decisions</p> <p>Ensure professionals are adequately informed of commissioned services such as ‘advocacy’ and choice / range of accommodation options available for care experienced young people.</p>	Jane White	31/5/22	Significant Risk	<p>Draft care leaver offer consultation plan agreed and underway throughout March April 2022.</p> <p>Care leaver newsletter in place</p> <ul style="list-style-type: none"> SD and SMs to agree suite of information documents carers/ providers/ care leavers and CIC can access by 15 April 2022 <p>Re-launch the ‘CEYP Accommodation Brochure for Professionals’ by 1st April, currently in draft.</p>
28	Improve the use and effectiveness of advocacy and independent visitors	Jane White	30/6/22	Significant Risk	<p>Tendering for a new service to commence. Robust contract monitoring meetings with the provider to ensure the service is meeting its aims and objectives SLT has agreed that the contract value has been increase to ensure wider reach of young people.</p>

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
29	Ensure that the voice, wishes and feelings of children are consistently heard in review meetings, care plans and pathway plans	Jane White	30/6/22	High Risk	<p>Consistency cannot be evidenced at this stage although Managers will QA care and pathway plans at the point of sign off, and IRO sign off and QA quality. QA Board will review activity and progress.</p> <p>Care plans need to be co-produced wherever possible and children and young people need to own a copy. This is not yet consistent across the service.</p> <p>PLR themed audit by QA service planned for May 2022</p> <p>Re- visit training available for SWs and PAs</p>
30	Work with partners to provide an improved mental and emotional health offer for children and to ensure that emotional support for children in care and care experienced children is evident	Jane White Sarah Langdale	1/7/23	High Risk	<p>Offer is currently being revised for CIC and care leavers</p> <p>SD to consider with WFD team training needs for SWs and PAs</p> <p>Draft service specification for Q1 / Q2 of 2022/23 will be finalised for the 1st April 2022. This is an interim position whilst the full offer from commissioned health colleagues can be co-produced based on needs analysis data gathered</p>
31	Improve the consistency of PEPs across educational settings and pupils have time and support to enable them to express their views	Kelly Twitchen	1/7/22	Significant Risk	Work underway to review and manage the standard of PEPs

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
32	Improve the monitoring of children’s achievements and progress in PEPs	Kelly Twitchen	1/7/22	Significant Risk	Monitoring of children’s achievements in PEPs however this needs to be consistent.
33	Ensure that the ambitions and aspirations for children as set out by the Virtual School are understood by SWs and translated into written plans	Jane White / Kelly Twitchen	1/7/22	High Risk	<p>SD to work with VS to embed the vision and raise awareness with staff</p> <p>Audit activity of PEPs, Care and Pathway plans July 2022 to evidence</p> <p>Review / revisit progress on corporate commitment for work experience and apprenticeships presented to CMB 2020 and approved for action for children in care and care leavers</p>
34	Fully embed the CiC and CEYP Sufficiency Strategy and evidence progress against the 7 key priorities, impact on the lived experiences of children and young people.	Sarah Langdale	1/9/22	High Risk	Year 1 review of progress has been completed and presented to O&S.

LEADERSHIP: AREAS FOR DEVELOPMENT IN THE NEXT 12 MONTHS

*High Priority Action

**Status: High risk, Significant Risk, On track, Complete

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
35	Recruitment of permanent DCS and senior leadership team with the required skills and behaviours to achieve the required improvement	CEO	30/6/22	On track	Cathi Hadley in post. Interviews for direct reports week 21/3/20
36	Alignment of staffing establishment and funding, identifying temporary and permanent staffing requirement	Rachel Gravett	30/4/22	High Risk	Work in progress to establish permanent fit for purpose structure across the service
37	Permanent structures to be agreed and finalised supported by required funding	Rachel Gravett	30/6/22	High Risk	As above
38	Put in place communication and engagement plan which enables the increased visibility of and access to senior leaders and which inspires confidence, trust and confidence	Rachel Gravett	1/5/22	Significant Risk	Communication strategy to be devised and delivered. Communication governance currently being consulted on with SLT. New management meeting structure in place with feedback to all teams and colleagues. Quarterly SLT meetings and biannual full-service meetings being planned and booked. Links in with Progress Forum
39	Refresh the Improvement Board and its supporting arrangement to ensure shared accountability within BCP and across the partnership Establish good governance arrangements for the Improvement Programmes across Children's and with partners	Rachel Gravett	30/05/22	On track	Work in progress with the development of this plan and associated process and governance structures.

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
40	Core leadership and management training to be available to Service Managers and Team Managers	Rachel Gravett	30/06/22	Significant Risk	Mentoring for senior leaders has been extended to new cohort by SLIP . Phase two leadership and management training to be implemented.
41	Establishment of a clear, service vision and design blueprints with underpinning priorities, culture and values through co-production	Rachel Gravett	1/05/22	Significant Risk	Currently in progress with the Progress Forum
42	Agreement of the strategic approach to Early Help across the partnership, to include the needs of very young and unborn children and young people to ensure positive impact and improvement	Zafer Yilkan	30/06/22	High Risk	Proposal to start to work on redesign of Early Help Offer and consideration of a Head of EH and partnership role. Early Help Partnership Board to be established. Youth Offer diagnostic work completed. Report being written up and will be shared with SLT. In partnership with PH and CSP
43	Establishment of a QA and performance framework to demonstrate progress and positive impact on children's lives. The framework to include: improvement activity, QA, data, BI and performance management, transformation activity, Young Inspectors Programme.	Rachel Gravett	1/09/22	Significant Risk	QA Framework reviewed at SLT second iteration being developed. New Governance arrangements for QA & Perf monitoring – through TM meetings /SMT/ PAG/QA Board /CS Imp Board Young Inspectors programme to be developed when CIC Council further developed Practice week to begin in early July 2022 planning in progress

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
44	<p>Have an agreed approach to workload and caseloads to ensure that caseloads are at a level that supports and enables effective practice and SW recruitment and retention</p> <p>Implementation in partnership and consultation with staff and trade union organisations</p>	Rachel Gravett Jo Pavey	30/05/22 30/08/22	On track	<p>Work has commenced to develop a Caseload profile for the service</p> <ul style="list-style-type: none"> • Assessment – 25 • C&FF – 18 • PLO & Court – TBC • CIC – 18 • CEYP – 25 • CST – TBC • CHAD – 22
45	Establish multi-agency training on key and emerging issues, including training on communication and difficult conversations	Rachel Gravett	30/09/22	High Risk	Work with staff and partners to develop and undertake 'having courageous conversations training.
46	Build on and strengthen the current arrangements for Children's Rights and Participation to ensure the active voice, influence and participation of children, including enabling Children's involvement in QA and service development	Rachel Gravett	30/09/22	On track	<p>Reviewed the Advocacy service and invested with additional funding in order to develop the service, enhance the current offer and expand the reach</p> <p>Participation Team has received investment for 2 additional posts, one of which started 7th March 2022, other being recruited too</p> <p>Work starting to expand the reach to include greater number of CIC, CEYP</p> <p>Young inspector/QA scheme to be developed</p>
47	Establish efficient, effective, respectful and mutually supportive relationships with key partners to drive improvements and in support of partners wider priorities	Cathi Hadley	Review September 22	Significant risk	<p>DCS has met with all partners to forge effective leadership across the system. CSP, PH, Health (commissioners and providers)</p> <p>Conduct baseline rating score and then review</p>

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
48	Agreement of a strategic approach to housing options for care experienced young people (CEYP) to ensure positive impact, choice and improvement in accommodation offered.	Jane White Sarah Langdale	30/06/22	On track	<p>Strategic housing project meeting in place, led by Jane White and Lorraine Mealings Housing service. The working group are tasked with identifying key housing requirements and priorities for action</p> <p>Weekly housing panel in place</p> <p>All CIC aged 17.5 are now referred to housing as a contingency plan alongside other planning option</p> <p>Reduction in YP placed in HMO from 14 to 2 by 14.3.22.</p> <p>Secured agreement for stock of 50 self-contained options from DW properties</p> <p>Staying close project proposal to SLT 28 March</p>
49	Put in place arrangements to ensure timely and effective learning and ensure that this knowledge proactively informs improvement planning (e.g. from QA, complaints, advocacy, research, best practice and the experiences of children and families)	Rachel Gravett	30/06/2022	On track	<p>Quality and Performance Board has been established in March 2022 with learning cycle embedded</p> <p>New QA framework being revised</p> <p>Review of complaints procedures to commence</p>

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
50	All assessments, plans and interventions to be at least Requires Improvement standard	Jane White / Zafer Yilkan	July 2022	High Risk	SDs and QA team to dip sample and review assessments, Care plans and pathway plans with Service managers and managers as part of the QA process – to start in April Link to service improvement plans. AYSE training Consideration for incorporation into the SLIP.
51	Reduce the percentage of agency SWs and SW managers to bring staffing costs in line with budget	Rachel Gravett	30/03/23	High Risk	Recruitment and Retention Strategy being developed – targets in place Risks due to the LMS structure and also LGR TCs for staff not completing till 2024
52	Ensure all SWs and TMs managers experience supervision which is consistent with high quality and impact, strengths-based advice, challenge and support	Zafer Yiken Jane White	1/6/22	High Risk	All managers to be offered supervision training SDs / SMs to shadow supervisions and provide feedback PLR activity Consideration for incorporation into the SLIP.
53	To implement communication protocols with key partners, including schools and health	Rachel Gravett	1/5/22	Significant Risk	Review existing communication arrangements with partners to develop and implement new arrangements
54	Embed corporate values in each team – model and celebrate good examples of each value at team meetings and SLT.	Rachel Gravett	30/3/23	Significant Risk	Work with corporate colleagues underway supported by staff survey results. Wider senior managers meeting will discuss this March 2022 Engagement with Progress Forum

NO	*ACTION	LEAD	TIMESCALE/ DEADLINE	**STATUS	PROGRESS UPDATE & ANY EVIDENCE OF IMPACT
55	Create a co-production charter with families and with children and young people.	Rachel Gravett	1/9/22	Significant Risk	A working group will be formed with children and families to devise a coproduction charter. Youth parliament, Unite and Insight
56	Embed co-production charter across all teams to ensure that families and children and young people are fully included in the production of PEPs, Care Plans, Pathway Plans etc	Rachel Gravett	01/04/23	Significant Risk	The new coproduction charter will be disseminated across teams and coproduction will be evidenced through PLRs and service development activities.
57	Develop a staff wellbeing plan in line with corporate policy to ensure that all staff are aware of and have access to robust wellbeing support	Jo Pavey	30/05/2022	Significant Risk	Discussions have been had corporately regarding this as part of the staff survey feedback and an action plan has been devised for discussion with the wider corporate management teams. This will also be discussed with the Progress Forum