



Medway Children’s Services Improvement Plan Updated July 2020

| Version | Date | Author | Description and Reason for Amendment |
|---------|------------|---|--|
| 1.1 | 03/06/2020 | Sue Brunton-Reed Head of Improvement | First refresh of plan |
| 1.2 | 09/07/20 | Sue Brunton-Reed Head of Improvement | Amendments following discussion at Improvement Board, CMT and across the service |
| 2.1 | 16/07/20 | Sue Brunton-Reed Head of Improvement | Amendments following further discussion across the service and including input from partners |
| 2.2 | 23/07/20 | Sue Brunton-Reed Head of Improvement | Final amendments and sign off by Improvement Board |

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1.Introduction

Medway's Improvement Action Plan 2019-2020 was developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their Inspection of Local Authority Children's Services (ILAC) which took place from 8 July 2019 to 26 July 2019.

Since then there has been considerable support for continued improvement, including significant investment to support changes in service delivery and organisation. Senior leadership appointments have been made (Assistant Director and Heads of Service) and a realigned structure put in place in February 2020 to support practice improvement. Senior managers across the Council and elected members have fully supported the service and have engaged in activity to promote their line of sight, understanding and challenge of service development and their impact on children and young people.

Caseloads have reduced to more manageable levels (average 16.2 in assessment, down from 38 in May 2019, and 18.8 in post assessment teams). Numbers of children in need remain steady below statistical neighbour averages; however the numbers of children with a child protection plan remain significantly higher (465) than would be expected when comparing ourselves to other similar authorities. There is early evidence of positive impact from both the Edge of Care service and the Adolescent Service which has been operating since April. There has been a reduction in missing episodes for some individual high-risk young people and evidence that interventions have prevented or reduced care episodes for individuals. Permanency planning is improving with 59% children with their long-term fostering plan matched and confirmed, up from 20% in May 2019. There is good evidence of impact in the form of feedback from some Care Leavers about the quality of support they receive, although it is clear from the data that there is more to do to ensure many more of our young people are accessing education employment or training.

The service has responded positively to the challenges posed by Covid 19 restrictions and has risk assessed all children open to the service and continued to work with them both through face to face contact and using creative online methods. Partners have engaged in online meetings and continued to contribute positively to plans and review. Elected members have embraced new ways of working and are now participating in an online training programme to support their engagement, scrutiny and challenge.

The Commissioner appointed by the Secretary of State, Eleanor Brazil, has continued to work with the authority and will be reporting to the Minister in July 2020. Ofsted carried out their Annual Conversation in May 2020, and acknowledged the positive changes made to the service.

Although the planned monitoring visits by Ofsted in March and July 2020 have not taken place due to the restrictions of Covid 19, the service has continued to work with our Partner in Practice, Essex CC, with our Leadership Improvement Partner, Bracknell Forest, and to respond to feedback from the Commissioner. Ofsted will be undertaking the first Monitoring Visit in August 2020.

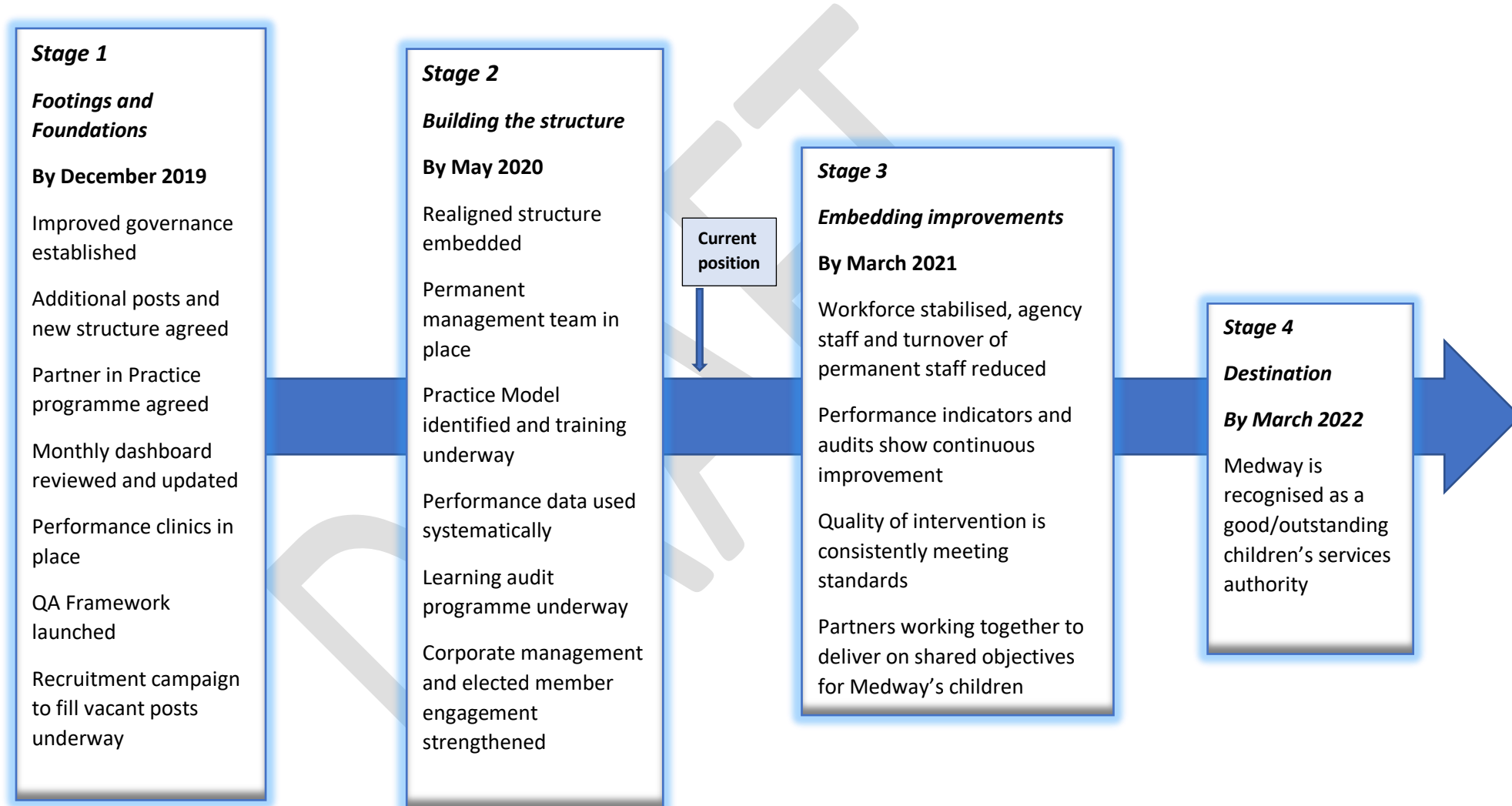
Our ambition is to deliver good and outstanding services for the children and young people in Medway. This plan will support the delivery of the improvement work required in early help and children's social care following the Ofsted inspection. However, we recognise that this improvement journey cannot be done in isolation and requires support, activity, and resource commitment from the Council and wider partners.

Successful implementation will depend on a relentless focus on the experiences of children and young people, a staff group who are passionate about the work they do, and an organisational culture which drives continuous practice improvement and creates the conditions to enable good social work practice to be undertaken.

This is the first refresh of the Improvement Plan and builds on the foundations that have been put in place over the last six months. This plan has been informed by the views of staff, managers and partners about how we now increase the pace of change and overcome any barriers to improvement. Its purpose is to drive improvement in early help and children's social care services, recognizing that this cannot be done in isolation, and so must make links with other strategic plans already in place or under development. It recognises that some actions in the first plan required a staged approach and can now move forward on the foundations which have been built. It also identifies broader priorities which include partners to support effective delivery.

The diagram below summarises the stages of our improvement journey:

Medway's Improvement Journey



Our Vision

This plan supports our vision for children and young people in Medway:

Our services will support children, young people and families in Medway to feel safe and secure, and any decisions taken will be in their best interests and made through collaboration with them and their families. We want children and families to be able to access the right services at the right time to meet their needs, from robust early help services through to intensive and purposeful interventions to support children in need of protection and their families, with a focus on achieving a permanent family for children in care. Medway’s children will be able to be the very best they can be.

We will achieve this by building strong relationships through working with children and families and partners, recruiting a skilled and permanent workforce, and establishing strong networks with all those who have a responsibility for safeguarding children including our partners, to maximise the use of all available resources.

We will listen to children and young people to create a culture of ambition, professional respect and commitment to deliver quality services which achieve positive change for families.

Working with children and young people we will implement plans to make Medway a child friendly city.

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ILAC (2019) recommendations for improvement

1. Senior managers' oversight and understanding about vulnerable children's experiences, including through the quality, accuracy and effectiveness of audits.
2. Staffing capacity across children's social care, early help hubs and leaving care teams.
3. The response to risk for children who have experienced neglect, those exposed to parental domestic abuse and young people in danger of exploitation.
4. The coordination and management oversight of early help services to support children to receive the right help at the right time.
5. The quality and effectiveness of management oversight and supervision to make sure that children are protected from significant harm.
6. The effectiveness of managers' formal permanence planning and decision-making at every point in the child's journey.
7. The system for tracking children who go missing from home, care or education.
8. Services to help care leavers access suitable accommodation, education, employment and training and to understand their rights and entitlements.
9. The strategic relationship with health services, and operational delivery across a range of health functions, to support children and young people in care and care leavers.
10. Leadership direction and assertive action to improve and develop the services to foster carers and prospective adopters.

Our Priorities

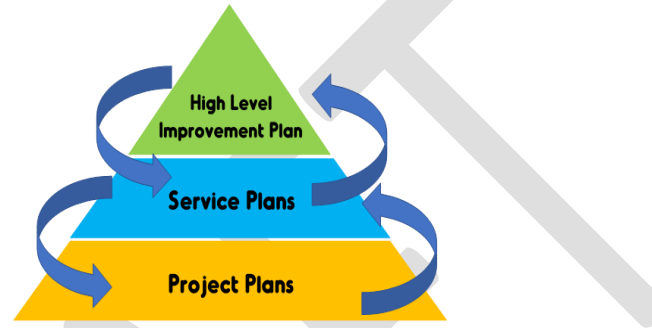
We have continued to structure the plan into five key priority areas:

| Section | Priority | Lead |
|--|--|--|
| 1 | Quality of Practice | AD Children's Social Care |
| 2 | Capacity and Capability of workforce | AD Children's Social Care directly supported by Head of HR |
| 3 | Strategic Leadership | Chief Executive and Director of People |
| 4 | Quality Assurance and Performance Management | AD Children's Social Care and Head of Quality Assurance and Safeguarding |
| 5 | Partnerships | Improvement Board members jointly owned |
| Putting children at the centre of everything we do and working with them and their families to get the right help at the right time | | |

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Delivery Plans

The Improvement Plan include high level actions which will be supported by Service Plans across children's service, and project plans for multi-agency activity. The Council Plan and other key strategic documents will be aligned to support improved outcomes for our children and young people.



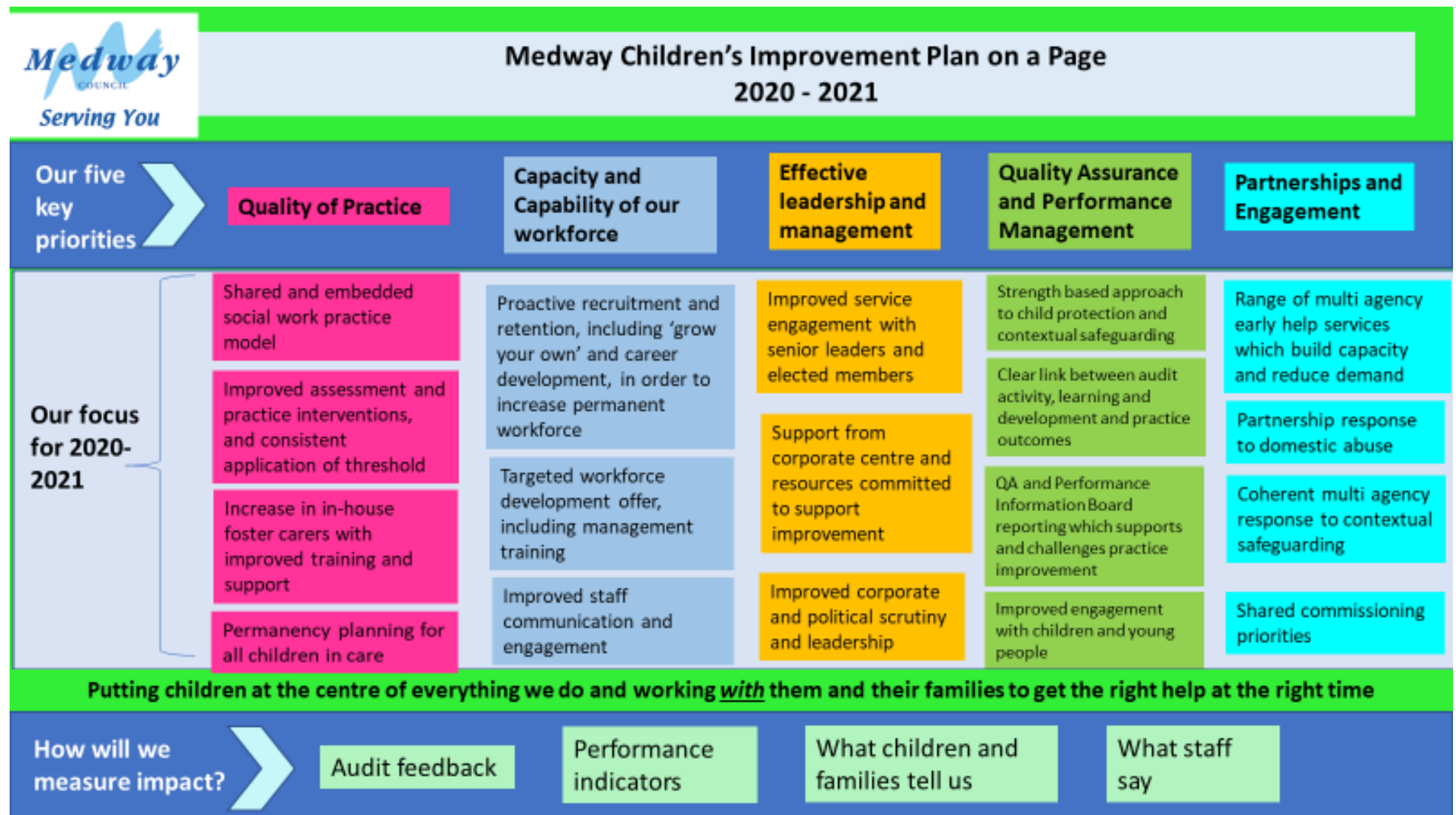
Governance and Oversight

The Medway Children's Improvement Board will provide effective governance, oversight and challenge of the Improvement Plan and programme of work in order to ensure that all the recommendations outlined in the Ofsted inspection report are responded to and the plan improves outcomes for the children and young people of Medway. The Board is independently chaired by Rory Paterson and includes officers of the Council, the Leader, Lead Member for children, multi-agency partners, LGA representative, Partner in Practice representative, the Commissioner and Department for Education (DFE) representative. The Board meets monthly.

In addition, there is oversight from elected Members at Cabinet and Overview and Scrutiny Committee. Corporate Parenting Board will focus on improving outcomes for children in care and care leavers. The Council's corporate management team will also continue with its support and challenge role.

There will also be regular meetings with the DFE and our Partner in Practice to evaluate progress and impact.

Plan on a Page



Plan Priorities

The key priorities for action in relation to each section of the plan are summarised in the tables below. The detailed milestones, timescales, responsibilities and impact measures are included Appendix 1. These will be monitored through service planning mechanisms, and the Quality and Performance Information Board which will meet 6 weekly and be the internal mechanism for oversight of impact and challenge

1. Quality of Practice priorities

| Ref in Appendix 1 | Priority and key activity | What good looks like |
|-------------------|---|--|
| 1.1 4.1 5.1 | Implementation of practice model Signs of Safety, to include training programme for staff and partners, and a recording solution in Mosaic (child’s record system) which supports Signs of Safety | Improved family engagement and understanding of plans. Purposeful and effective interventions. Reduction in more intensive interventions |
| 1.2 1.3 | Fully engage in Partner in Practice programme of work with Essex , to include: Assessment Children’s Social Work Children in Care Fostering 0-25 service QA service | Consistent, high quality assessments supporting improved decision making and application of threshold Improved outcomes for children and families Fewer children subject to child protection plans or coming into care |
| 1.4 | Improve practice interventions with child protection and children in need | Child in need and child protection plans will effectively engage families to safely manage risk and support them to make required changes |
| 1.5 | Improve PLO and court work | Consistent application of thresholds and reduced drift. Timely intervention and decision making in PLO and through legal proceedings. |
| 1.6 | Permanency planning for children in care | More children with confirmed permanency plans. Less drift in securing permanent outcomes for children in care |
| 1.7 | Embed use of Family Group Conference | Families are more engaged in planning interventions which build on their strengths and family networks |
| 1.8 | Improve Fostering Service | Increased number of in house foster carers and choice of placements Foster carers who have the skills to care for children with complex needs. |

2. Capacity and Capability of workforce priorities

| Ref in Appendix 1 | Priority and key activity | What good looks like |
|-------------------|---|---|
| 2.1 2.2 | Effective recruitment processes – attraction to Medway and candidate experience | Increased number and quality of qualified and experienced candidates with a speedy and effective recruitment process from application to start date Reduced number and proportion of agency staff Effective induction process |
| 2.2 | Maintain supply chain of prospective candidates – students, apprentices, NQSWs | Student and apprentices who go on to join Medway as social workers All NQSW posts filled and high percentage remain in Medway after ASYE |
| 2.3 | Career development pathway for practitioners and managers | Staff report they have a clear career pathway that allows them to stay and progress their career in Medway |
| 2.4 2.5 | Workforce development | Skill base of staff increases Increased impact of training programmes – staff stay to benefit the service and share their experiences Improved staff retention |
| 2.5 | Management and leadership – support, coaching, training | Managers are competent and confident in making decisions and providing support and supervision to their staff |
| 2.6 | Staff engagement – reference group, communication, recognition | Staff feel fully engaged in the improvement journey, able to share their views with senior leaders and to contribute to service developments |

3. Leadership priorities

| Ref in Appendix 1 | Priority and key activity | What good looks like |
|-------------------|---|--|
| 3.1 | Corporate support and governance – ensuring timely decision making to support improvements | Robust and streamlined decision making processes at senior leader level, based on evidence, which are timely and effective in supporting improvement activity |
| 3.2 | Programme of support from corporate colleagues – covering finance, HR, ICT to maximise efficient planning and service delivery | Accurate financial information which support grip and oversight of budgets, efficient recruitment processes, ICT and business support assisting practitioners and managers |
| 3.3 | Engagement and participation of elected members, to include online training programme | Councillors with skills and knowledge to discharge their duties effectively |
| 3.4 | Efficient operation of Cabinet, Overview and Scrutiny and Corporate Parenting Board | Political processes which operate effectively and efficiently and provide scrutiny, challenge, and specific support for children in care, demonstrating effective corporate parenting |
| 3.5 3.6 | Senior Leader engagement and line of sight into operational service delivery, to include safeguarding visits, performance clinics | <p>Lead Member and Director are aware of and able to respond to progress and challenges in relation to the delivery of services to vulnerable children in Medway</p> <p>Members and senior managers to constantly act as champions and advocates for children and young people</p> |

4. Quality Assurance priorities

| Ref in Appendix 1 | Priority and key activity | What good looks like |
|-------------------|---|---|
| 4.1 | Implementation of practice model Signs of Safety, to include training programme for staff and partners, and a recording solution in Mosaic (child’s record system) which supports Signs of Safety | Child Protection conferences and reviews are strengths based, fully engaging children and families in the development of plans. Audits are a learning experience which contribute to practice |
| 4.2 | Introduce strength-based child protection conference processes which support effective management and reduction in the number of children subject to child protection plans | Increased number of children whose needs are safely met through a child in need plan, and reduced numbers of children subject to a child protection plan - aim to be within 25% of statistical neighbours |
| 4.3 | Develop an approach to responding to risk outside the home through contextual safeguarding | Risk outside the home will be managed in a different way through robust safety and trigger planning. Partners will be fully engaged in a multi agency response |
| 4.4 | Embed escalation process for IROs and CP chairs to ensure challenge and scrutiny is robust | Evidence that challenge has improved outcomes for children |
| 4.5 | Develop the QA and Performance Information Board to drive improvement and ensure pace | Evidence of manager engagement with and oversight of practice leading to better outcomes for children Increased scrutiny and challenge of all improvement activity |
| 4.6 | Commission external reviews of service delivery to support Ofsted preparation | Objective review of performance and practice to inform targeted action plans |
| 4.7 | Embed learning audits across the service | QA Framework which support practice improvement across all service areas. Managers know what good looks like. |
| 4.10 | Improve children’s participation and engagement | Young people tell us that their voices are heard and respected at individual and service planning levels |

5. Partnership priorities

| Ref in Appendix 1 | Priority and key activity | What good looks like |
|-------------------------|---|--|
| 5.1 | Fully engage partners in Signs of Safety implementation | |
| 5.2 | Develop a multi-agency, strategic approach to delivery of early help services across Medway | Partners will understand and ‘own’ the approach. A range of services will be available in the community to support children and families when they need it, and there will be a reduction in referrals to children’s social care. Schools and partners report easier access to timely support for families at level 3 and improved outcomes |
| 5.3 | Improve multi agency response to domestic abuse | Fewer children becoming subject to child in need or protection plans because of domestic abuse |
| 5.4 | Develop a coherent strategic partnership approach to contextual safeguarding | Improved tracking of responses to high risk young people from all agencies. Fewer adolescents coming into care or being made subject to child protection plans. Reduction in repeat missing episodes Reduction in length of time young people are assessed as high risk |
| 5.5 | Improve response to children missing education or being electively home educated | Fewer children missing education or requiring Alternative Provision. All children who are home educated are known and this is considered in any early help or social care assessment |
| 5.6 | Care Leavers have improved outcomes in relation to education employment, training, health and accommodation | Care leavers are living in suitable accommodation with the right level of support to meet their needs. Care leavers in education, employment or training increases to over 70% Care leaver tell us that they can access appropriate health provision including mental health support |
| 5.7, 5.7, 5.8, 5.9 5.10 | Joint commissioning priorities are agreed and implemented for new or re-provisioned services | Efficient use of all resources to support shared priorities for Medway’s children |

Appendix 1 – Detailed actions to support delivery

Section 1 - Quality of Practice

RAG rating

| | |
|--------------|--|
| BLUE | Completed |
| GREEN | On track |
| AMBER | Some delay but plans in place to address |
| RED | Delay and no mitigation plan in place |

| Ref | Area of focus and link to Ofsted recommendation | What needs to happen - actions | Lead | Progress Milestones | By When | What will be different? – impact | Evidence Bank |
|-----|--|--|-----------------|--|---|--|---|
| 1.1 | Introduce and fully embed Signs of Safety as a practice model Ofsted rec. 3, 5, 6 | Produce detailed project implementation plan, to include governance arrangements, comprehensive training programme for managers, practitioners and partners, and a recording system which supports it. Develop and distribute a set of Practice Standards reflecting the Signs of Safety approach, co-produced with | Lee Anne Farach | Project plan signed off | End July 2020 | Improved family engagement, understanding of and commitment to the plan Clear plans Purposeful intervention Reduction in more intensive interventions | Feedback from families QA Audit findings Performance data on reduction in new CP plans, and reduction in children becoming subject to a CP plan for a second or subsequent time |
| | | | | Dates set for training programme and attendance by staff | May 2020 | | |
| | | | | Mosaic system live | July 2020 | | |
| | | | Jackie Brown | Signs of Safety forms purchased and tested | Purchased September 2020; go live by January 2021 | | |

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| Ref | Area of focus and link to Ofsted recommendation | What needs to happen - actions | Lead | Progress Milestones | By When | What will be different? – impact | Evidence Bank |
|-----|--|--|---|--|-------------------------|--|---|
| | | staff and managers, which clarify expectations | PSW Lori Goossen | Task group set up to produce Practice Standards | End August 2020 | | (baseline 465 CP plans) Direct observation of CP conferences, LAC reviews Staff feedback Numbers of staff, managers and partners trained |
| | | Practice Standards distributed to all staff and incorporated into induction pack | | End March 2021 | | | |
| | | Signs of Safety fully implemented | | March 2022 | | | |
| 1.2 | Partner in Practice work Ofsted rec. 1, 3, 4, 5, 6, 9 | Draw up a detailed Partner in Practice improvement programme for 2020-2021 with Essex to include: Assessment Children’s Social Work Teams Children in Care Teams Fostering 0-25 service QA service | Sue Brunton-Reed with Gaye Cole Essex CC Heads of Service from each service area | Plan for each area of activity Diagnostics undertaken Action plans developed and implemented for each service area | July 2020 to March 2021 | Consistent assessments supporting improved decision making and application of threshold Improved support for children and families Improved recognition of risk of harm Improved outcomes of children subject to child in need, CP plans and in care. | Agreement from DFE PiP reports to service and Improvement Board Audit findings Feedback from families |

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| Ref | Area of focus and link to Ofsted recommendation | What needs to happen - actions | Lead | Progress Milestones | By When | What will be different? – impact | Evidence Bank |
|-----|---|---|--|--|---------------------------------|--|---|
| | | | | | | Fewer children subject to CP plans | |
| 1.3 | Management oversight Ofsted rec.4 | Provide training and support for all team and group managers to include: Leadership programme Targeted coaching/mentoring for TMs Supervision training Include observation of supervision in QA Framework | All HOS and PSW | First cohort completed Leadership Programme run by T-Three | October 2020 | Reflective supervision and informed, consistent decision making Strengthened management oversight evident at all levels | Audit findings on quality of management oversight Performance data on frequency of supervision No of TMs who have participated Feedback from managers Training evaluation Observation of supervision |
| | | | | Second cohort identified | January 2021 | | |
| | | | | TMs have coaching programme agreed and underway | July 2020 | | |
| | | | | Case supervision training commissioned | January 2021 | | |
| | | | | Case supervision training delivered | March 2020-2021 | | |
| 1.4 | Work with children in need | Improve quality of assessment and intervention and work with partners to build confidence in working with more cases on CIN plan | Lee Anne Farach Ingrid Crisan Becky Cooper | Re-launch and fully embed graded Care Profile as a tool to assessment impact of neglect Appoint a child in need reviewing officer for a fixed term, located in the QA service, to provide | September 2020 July 2020 | The risk to children of neglect are identified, assessed, and addressed Child in need plans will effectively engage with families to safely | Increase in CIN plans and associated decrease in child protection plans |

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| Ref | Area of focus and link to Ofsted recommendation | What needs to happen - actions | Lead | Progress Milestones | By When | What will be different? – impact | Evidence Bank |
|-----|---|--|---------------|--|--------------------------------------|---|--|
| | | | | independent oversight of plans, threshold and progress of intervention | | manage risk and support them to make required changes. | Reduced time subject to CIN plan before step down |
| | | | | Establish a CIN Panel and formal review process | September 2020 | Partners will feel confident in interventions at that level | |
| 1.5 | PLO and court work Ofsted rec. 3, 5, 6 | Embed a systematic tracking process for cases in PLO and proceedings to minimise delay | Ingrid Crisan | Refresh and launch the Terms of Reference for Legal Gateway and Tracking meetings | July 2020 | Consistent application of threshold Purposeful work with families – reduced drift | Average duration of cases in PLO and Proceedings |
| 1.6 | Permanency planning Ofsted rec. 6 | Improve tracking and oversight of permanence planning for looked after children to reduce drift and delay | Paul Startup | Re-launch terms of Reference for Permanence Panel and updated procedures Monitor evidence of permanence plan and timeliness through monthly reporting | September 2020 From June 2020 | More children with confirmed permanency plans Less drift in securing permanent outcomes for children in care | Children with a confirmed plan for permanence Test through audit, LAC reviews |
| 1.7 | Family Group Conference Ofsted rec. 3, 5 | Embed use of Family Group Conferences at an early stage in our intervention | Ingrid Crisan | Establish a whole service FGC service Disseminate guidance to staff | September 2020 | Families are more engaged in planning interventions and building on their strengths | Evidence through FGC data and audit |
| 1.8 | Fostering service Ofsted rec. 10 | Implement the findings of the Partner in Practice diagnostic to agree service objectives, recruitment plan and training programme, and implement recommendations, to include recruitment | Paul Startup | Strategy produced | End July 2020 | Service which meets all regulatory requirements. | Fostering Strategy |
| | | | | Recruitment plan produced to improve branding, publicity materials, website | August 2020 | Increase number of in-house carers and choice of placements | Training programme and attendance |
| | | | | Improvement programme for Fostering Panel in place to | September 2020 | | Data on fostering recruitment and |

| Ref | Area of focus and link to Ofsted recommendation | What needs to happen - actions | Lead | Progress Milestones | By When | What will be different? – impact | Evidence Bank |
|-----|---|---|------|--|---------------|---|-------------------------------------|
| | | operation of Fostering Panel, review of fees and allowances | | include review of membership, training, appraisal of panel members, electronic processes | | Foster carers with skills to care for children with complex needs | retention – net gain of carers |
| | | | | Therapeutic training and support programme for foster carers in place | December 2020 | | Provider services/ placement choice |



Section 2 - Capacity and Capability of Workforce

| Ref | Area of focus | What need to happen - actions | Lead | Progress milestones | By When | What will be different? - impact | Evidence Bank |
|-------|----------------------------------|--|---|---|---|---|--|
| 2.1 | Recruitment Ofsted rec. 2 | Secure investment to develop a strong CSC brand and microsite that demonstrates Medway’s commitment to transformation, includes inspiring content that brings the opportunity to life for candidates. Implement an application process that will be easy to use and enhances the candidate’s journey. The website will be a crucial part of driving applications and attracting the right candidates for roles. | Sam Beck Farley supported by ICT and Comms | Investment signed off Phase 1 – define branding, EVP and website platform Phase 2 – enhance content to all of CSC and media messaging | July 2020 End of August 2020 Oct 2020 | Improved identity and engagement Seamless journey for candidate Enriched customer experience. Increased attraction to the site. | Feedback from staff and applicants <ul style="list-style-type: none"> • Feedback • Increase in applications (measured by comparison with same quarter previous year) • Greater awareness of Medway |
| 2.2.1 | Recruitment Ofsted rec. 2 | Promote media campaigns for CSC Secure feedback on which sources of advertising are most appealing to social workers | Lee-Anne Farach and Lisa Morgan | Commitment to Community Care – 12 month campaign Undertake staff survey and analyse results | April 2020 June 2020 | Ongoing advertising Effective use of budget for media advertising | Applications from candidates |

| Ref | Area of focus | What need to happen - actions | Lead | Progress milestones | By When | What will be different? - impact | Evidence Bank |
|-------|--------------------------------|--|---|---|--|--|--|
| 2.2.2 | Recruitment | Grow our own talent through: Recruiting at least 12 NQSW per year Mentoring agency staff to convert to permanent | | Recruit to all NQSW posts and continue support programme Put in place a schedule of meeting with agency workers by service area | Sept 2020 August 2020 | Workers are committed to staying in Medway, thus reducing agency spend | Number of NQSWs who stay on after completion of their ASYE Number of conversions from agency to permanent |
| 2.2.3 | Recruitment Ofsted rec. 2 | Monthly benchmarking of salaries and benefits for Social Workers across South East region | Sam Beck Farley and Lisa Morgan | Benchmarking data shared with Improvement Board | Quarterly | Ensure Medway remains competitive with neighbouring authorities | Benchmarking data Applications from candidates |
| 2.3 | Retention Ofsted rec. 2 | Fully implement Career Progression Scheme for social workers Develop Career Progression for Early Help workers | Sam Beck Farley and Lisa Morgan Steph Ponter and Lisa Morgan | Roll out career progression scheme for social workers Pilot incremental progression. To be reviewed in April 2021. Creation of career progression scheme aligned to revised structure | April 2020 April 2020 April 2021 | Supports recruitment and retention rates. Provides clear career pathways for staff. Structured incremental pay scale aligned to MedPay | Monthly workforce data PDRs Increase in career progression applications (measured each quarter from launch of scheme). |
| 2.4 | Induction Ofsted rec. 2 | Sign off and fully launch induction pack and programme for all staff across Children’s Services | Lisa Morgan and Lee Anne Farach | Induction pack shared with all managers and a commitment by managers to set up a 5 day protected induction period. | End of July 2020 | Improved on boarding experience for employee. | Induction Pack Feedback from new starters |

| Ref | Area of focus | What need to happen - actions | Lead | Progress milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|--|-----------------|---|-----------|--|---|
| | | with protected induction time | | | | <p>Staff understand how their role contributes to the Council’s vision and strategy.</p> <p>Staff understand the Council’s policies and procedures and where to find them.</p> <p>Will help with employer reputation.</p> | %retention of staff compared to same quarter previous years |
| 2.5 | Retention and Professional Development Ofsted rec. 2, 5 | <p>Finalise and implement an integrated Workforce Development strategy</p> <p>Set out requirements and agree funding for ongoing workforce development programme, to include Signs of Safety</p> <p>Protected workforce development time as part of offer</p> <p>Programme of training and development for managers and aspiring mangers</p> | Sam Beck Farley | Workforce Development Strategy signed off | July 2020 | <p>Clearly defined plan in place to recruit, retain and develop all staff</p> <p>Reduced staff turnover</p> <p>Reduced use of agency staff</p> <p>Increased impact of investment in training and development – staff stay to benefit the service and share expertise</p> | <p>Increased %retention of staff</p> <p>Reduced %age agency staff</p> |

| Ref | Area of focus | What need to happen - actions | Lead | Progress milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|---|------------------|---|---|---|---|
| 2.6 | Staff Engagement Ofsted rec. 1, 2 | Staff Reference Group to continue Staff engagement events Newsletters Staff awards Recruitment Risk Tool Survey | Sue Brunton-Reed | To be circulated in Sept 2020 with four week window | Monthly Termly Monthly Yearly Sept 2020 | Staff feel fully engaged in the improvement journey, able to contribute to service developments Ability to measure and compare progress across service | Minutes Feedback from staff ===== Staff survey results |

DRAFT

Section 3 Effective Leadership and Management

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-------|--|---|----------------------------------|--|-----------------------------------|---|--|
| 3.1 | Enabling Corporate Support and Governance Ofsted rec. 1 | Facilitate timely decision making and support from CMT, Cabinet and Committee level to enable speedy and effective improvement activity | Neil Davies Cllr Jarrett | Clear programme of reporting to CMT, O and S and Cabinet on progress against plan and any barriers | From July 2020 | Robust process which support timely decision making | Evidence of decisions made speedily and effectively |
| 3.2.1 | Enabling effective, timely and full support from Corporate Centre Finance, ICT and HR Ofsted rec. 1 | Provide accurate and timely budget reporting to Director, AD and HOS | Phil Watts | Financial Training for managers Budget monitoring | From September 2020 to March 2021 | Increased confidence and grip of budget managers. Consistency of advice Corporate memory and audit trail Transparency of budget assumptions Increased capacity for demand management and cost reduction | Training completed Working papers for key budget areas Accurate financial outturn Budget workings and documented governance |
| | | Improve support for short and medium term financial and service planning | Lee Anne Farach and Maria Beaney | Embed establishment controls for staffing structure | June 2020 | More robust financial forecasts and early warning of demand increased | Tracking system Financial modelling |
| | | | | Detailed tracking of all key placement budgets in terms of cost and activity | Sept 2020 | Better informed commissioning intentions | |
| | | As part of Medium Term Financial Strategy develop a more sophisticated | | | March 2021 | Established sustainable budget and effective resource and demand management | MTFS document |

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| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-------|--|--|---------------------------------|---|---------------------------------|---|---|
| | | | | children’s social care element | | Informed commissioning intentions | |
| 3.2.2 | Ofsted rec. 2 | Launch the upgrade to the children’s recording system, Mosaic, and ensure reporting capacity is maintained | Jackie Brown | Go Live achieved | July 2020 | Case Management system in place that meets statutory requirements and supports reporting on PIs | Feedback from staff Audit findings on use of new system |
| | | | | Implement enhanced Mosaic functionality | December 2020 | Improved user experience that reduces duplication and has the ability to interact with other IT systems | |
| | | Provide the physical environment to support efficient working in early help and social work | | Identify requirements to support agile working as part of Covid recovery | July 2020 | Improved on boarding for staff. Staff able to work from home with access to appropriate equipment | |
| 3.2.3 | Ofsted rec. 1, 2 | Deliver the Workforce Development strategy (recruitment, retention and development) | Sam Beck Farley – see section 2 | Launch strategy Agree workforce development annual plan for 2021-22 | August 2020 January 2021 | A stable permanent workforce trained to carry out their roles and responsibilities | Increased %age of permanent staff Increased %age retention of staff Numbers of staff undertaking training programme |
| 3.3 | Member training and development Ofsted rec. 1 | Develop and implement a training and development programme for Councillors, to ensure they have the relevant knowledge and | Jackie Brown | Work with LGA and the service to plan programme for Children & Young People O&S; Corporate Parenting Board; Fostering & Adoption Panels and the | August 2020 | Councillors will have the skills and knowledge to discharge their duties effectively | Training programme %age attendance by |

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| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|---|--|---------------------------------------|---|---|--|---|
| | | skills to be effective in their role. | | 2 Cabinet Members with portfolio responsibilities Develop an online resource of materials for Councillors to access | March 2021 | | elected members |
| 3.4 | Corporate Parenting Board development Ofsted rec. 8, 9 | The Corporate Parenting Board undertakes training on their roles as corporate parents and corporate parenting responsibilities are understood by all Elected Members | Lee Anne Farach | Training commissioned Training completed | July 2020 Sept 2020 | The Corporate parenting Board will discharge its duties more efficiently and effectively in the interests of Children Looked After | Training materials CP Minutes |
| 3.5 | Senior leader engagement Ofsted rec. 1 | Director to chair: <ul style="list-style-type: none"> • MASH Board • QA Performance Board • Continue Safeguarding visits | Ian Sutherland Councillor Iles | Terms of Reference for QA PB agreed and signed off Boards operating as set out in T of R Visits scheduled and attended by Director, LMCS and AD | July with August start date Six weekly | Lead Member and Director are aware of and able to respond to progress and challenges in relation to the delivery of service to vulnerable children in Medway | Director engagement in MASH and Performance Board Safeguarding visits feedback and summary reports |
| 3.6 | Senior Leader Line of Sight Ofsted rec. 1 | Produce a weekly exception report to share with Director, highlighting specific issues relating to individual children, staffing, complaints, resources | Lee Anne Farach | Pro-forma agreed Process launched with HOS | Weekly commencing 29.06.20 | Director is kept informed and can respond to exceptional issues arising in children’s services | Copies of weekly exception reports Evidence of response |

Section 4 - Quality Assurance and Performance Management

| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|---|----------------|--|---------------|--|---|
| 4.1 | Signs of Safety Ofsted rec. 3, 5 | Fully support implementation of Signs of Safety as the practice model across QA service | Rebecca Cooper | Clarify role of PSW in relation to S of S | July 2020 | Identified driver within the service to support full implementation | |
| | | | | Fully implement Signs of Safety into all CP conferences; add in other milestones – training etc | December 2021 | Conferences will be strength based, fully engaging families in the development of their plan, which will be individual and meaningful to them and their family, with an agreed understanding of what needs to change | Audit Feedback form families Reduced duration of CP plans |
| | | | | Engage with staff to co-produce a set of Practice Standards | March 2021 | Staff will own and understand their responsibilities and expectations of them in their | Copy of standards |
| | | | | Introduce S of S methodology into audit process | March 2021 | Audits will be a learning experience, fully engaging workers and managers in what needs to change | Overview reports Feedback form staff and managers |
| 4.2 | Child Protection thresholds Ofsted rec. 3 | Work with the Child Protection Chairs to agree a strength-based conference process which supports effective management of and reduction in the number of children subject to child protection plans | Amanda Mathur | Put in place a process for scrutinising all requests for ICPC and ensuring effective management oversight that manages risk in the best interests of the child | July 2020 | Increased number of children whose needs are met through a child in need plan and reduced numbers of children subject to a child protection plan – aim to be within 25% of stat neighbours. | Rate of CP per 10,000. Currently 73, latest national is 44 and stat neighbour 51. |

| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|---|--|-------------------------------|--|----------------|---|---|
| | | | | Revise the policy for safety planning for adolescents and implement | September 2020 | Risk outside the home will be identified and managed in a different way through trigger and safety planning | Performance data on use of trigger plans Reduced number of adolescents subject to CP plans |
| | | | | Convene workshop for conference chairs to explore consistent application of threshold within a Signs of Safety framework | October 2020 | Consistent application of a Signs of Safety approach in conferences which better engages families in plans | Observation Audit Feedback from families |
| | | | | Utilise mid way reviews to monitor progress on plan and use the 12 month review as a trigger point | From | | %age of cases with a midway review |
| | | | | Observation of CP conferences by AD and head of QA | December 2020 | | |
| 4.3 | Contextual Safeguarding Ofsted rec. 3, 7 | Work together with the Adolescent service to develop an approach to responding to risk outside the family home | Amanda Mathur and Sam Perrins | Develop a process for creating a profile and trigger plan for all young people open to adolescent service, children in care over age 11 years and any other child/young person at risk of exploitation | June 2020 | Risk outside the home will be identified and managed in a different way through trigger and safety planning | Performance data on use of trigger plans Reduced number of adolescents subject to CP plans |

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| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-------|--|---|---|---|----------------|---|---|
| | | | | Create a plan for responding robustly to risk outside the home as an alternative to traditional child protection planning | | | |
| 4.4.1 | Challenge and escalation Ofsted rec. 1, 5 | Establish a process for IROs to drive positive outcomes by developing a Quality checklist for each looked review. | Victor Mangwende | Develop and implement quality checklist | October 2020 | There will be increased oversight, challenge and support for plans for children in care. | Case audit – evidence of IRO footprint on children’s records |
| | | | Convene legal training day for IROs to increase confidence in their role and legal responsibilities | December 2020 | | | |
| | | | Strengthen midway review process and record progress | From October 2020 | | | |
| 4.4.2 | Challenge and Escalation Ofsted rec. 1, 5 | Embed the escalation process for CP Chairs and IROs through communication and monitoring to ensure challenge and scrutiny is robust, consistently recorded and makes a difference for children and young people | Rebecca Cooper | Update Dispute Resolution process for CP and IRO and build into Mosaic - September | September 2020 | Escalation process is consistently used and there is evidence that challenge has improved outcomes for children | Record of what changed as a result of escalations, tested through audit |
| | | | Ensure that quarterly reports on use of escalations by CP chairs and IROs are made to PIB which identify themes and | From January 2021(to cover Q3) | | | |

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| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-------|---|--|-----------------|--|---|--|---|
| | | | | issues requiring response at each level of escalation | | | |
| 4.5.1 | Performance Monitoring Ofsted rec. 1 | Develop a Quality Assurance and Performance Information Board chaired by DCS delegated to AD Social Care to drive improvements and ensure pace. Board will meet and will focus on quality of practice and performance. | Lee Anne Farach | Agree Terms of Reference including frequency (every 6 weeks), membership (to include HOS and Group Managers), standing agenda items and reporting Agree start date Agree Governance arrangements | By end July 2020 By August 2020 | Evidence of manager engagement with and oversight of practice and increased focus on improvement | Minutes, papers, action log |
| 4.5.2 | Performance monitoring Ofsted rec. 1 | Continue weekly performance clinics by service area to improve compliance with standards and increase focus on quality of practice | Lee Anne Farach | Already in place | Weekly from June 2020 | | Performance reports by team/service, and progress against PIs over time |
| 4.5.3 | Performance monitoring - Line of sight Ofsted rec. 1 | Continue six weekly safeguarding visits by Lead Member, Director and Assistant Director | Ian Sutherland | Programme in place for the year | Six weekly from June 2020 | Evidence of senior manager line of sight into all service areas | Feedback forms and reports |
| 4.6 | External scrutiny | Commission external review of identified areas of service delivery to support Ofsted preparation | Lee Anne Farach | Agree funding Identify reviewer Commission programme of work | June 2020 June 2020 July 2020 – August 2020 to March 2021 | Objective review of performance and practice to inform targeted action plans | Reports Action plans |

| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|-------------------------------|---|----------------|--|---------------------------------|--|--|
| 4.7 | Audit Ofsted rec. 1, 3 | Work with Essex as Partner in Practice to improve Quality Assurance Framework | Rebecca Cooper | Increase capacity and skill base of auditors to include Team Managers, and run workshops to develop their understanding of 'what good looks like' and promote consistency; | From September 2020 | A QA Framework which is fully embedded into day to day practice, understood by staff and managers and which supports practice improvement across all service areas | Data on audits completed and gradings %age regraded at moderation Overview reports on each audit cycle Feedback from staff and managers |
| | | | | Increase volume of light touch audits carried out to focus on specific areas of practice | From September 2020 | | |
| | | | | Update the audit process to promote ownership and completion of recommendations post-audit | In response to Essex diagnostic | | |
| | | | | Strengthen process of monitoring and challenging completion of remedial action from audit | Tba post Essex | | |
| | | | | Put in place a robust mechanism for seeking feedback from families and children in every audit | Tba post Essex | | |

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| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|--------|--|---|------------------------------|---|--|--|--|
| 4.8 | Compliments and Complaints Ofsted rec. 1 | Ensure that compliments and complaints are responded to appropriately and learning is consolidated | Lee-Anne Farach | Reports considered quarterly by PIB Themes are agreed and built into feedback to managers and practitioners | From September 2020 | | |
| 4.9 | Children’s recording and reporting system Ofsted rec. 1 | Manage the transition from Framework i to Mosaic to ensure recording and reporting capacity is not compromised, and Early Help and Social Care have compatible recording processes (see Leadership section) | Jackie Brown | Complete testing Ensure all reports are compatible Purchase Signs of Safety forms and install Identify champions and floor walkers Implement new system Sign of Safety forms | July 2020 July 2020 September 2020 July 2020 July 2020 October 2020 | Case Management system in place that meets statutory requirements and supports reporting on PIs | Reports produced |
| 4.10.1 | Children’s participation and engagement All Ofsted rec. | Develop and co-produce with young people a participation and engagement strategy with action plan | Rebecca Cooper and Roy Smith | Identify existing engagement opportunities Identify and work with a group of young people to be expert advisers Produce strategy and plan, which identified resource requirements | | Young people tell us that their voices are heard and respected at individual and service planning levels | Young people are involved in recruitment (%age of interviews which involve young people) Plans and strategies which can evidence young people’s input |

| | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|--------|--|---|--------------|---|--------------------------------------|--|---|
| 4.10.2 | Children’s participation and engagement All Ofsted rec. | Develop a project plan to support the rollout of Mind of My Own | Paul Startup | Project plan agreed Training rolled out to staff | August 2020 By end March 2021 | Children and young people will be able to share their views through technology-based media | Number of reports shared by children and young people Evidence of action taken in response |

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Section 5 - Partnerships

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|---|---|--|---|---------------------------------|---|---|
| 5.1 | Signs of Safety | Awareness raising and training for external partners to ensure that partners understand the framework – | Children’s Social Care Workforce Development supported by MSCP | Build in awareness raising workshops for partners as part of the overall training and development programme Provide access to Signs of Safety library of resources to partners | By March 2021 March 2021 | Partners will understand the practice framework and be confident to contribute to plans and participate in multi-agency planning and review meetings Fewer children will be subject to a child protection plan | Partner attendance at training workshops Feedback from families and audits Performance data on reduction in new CP plans, and reduction in children becoming subject to a CP plan for a second or subsequent time |
| 5.2 | A strategic approach to Early Support and Targeted Help | An EH Strategic Partnership Board to be established and strategy agreed. | Director of People and Partnership leads | First development day held, (Covid 19 dependent) facilitated by Essex PIP. | Sept 20 | Partnership will ‘own’ strategic development of Early Help and the translation into operational delivery. | Performance data on families accessing early help, step up/ step down |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|---|------|--|----------|---|--|
| | developed and delivered across the Medway Ofsted rec. 4 | Board agrees approach/model of delivery Data set agreed and monitoring arrangements in place | | | | A range of services will be available in the community to support parents and children when they need it Waiting lists will be reduced | between EH and social care Feedback from families |
| | | | | Board established. | Oct 20 | There will be a reduction in referrals to children’s social care and a reduction in statutory assessments ending with NFA or stepping down. Schools and other partners report easier access to timely support for families at level 3 and report improved outcomes | |
| | | | | Implementation date (go live) of new model of working agreed | Nov 20 | Children and their families report being helped to address difficulties | |
| | | | | Recording system in place which is compatible between early help and children’s social care, and which supports regular reporting against indicators | Oct 2020 | Evidence of data to monitor step up/step down, and impact of early help interventions for children and families | |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|--|--|--|-------------------|--|---|
| 5.3 | <p>The high levels of domestic abuse in Medway that is mostly impacting on women (mothers) and children</p> <p>Ofsted rec. 3</p> | <p>Senior CSC and EH representative to participate in the Kent/ Medway DA and Sexual Violence Group and the Medway Tactical DA Group and support the delivery of the DA Strategy</p> | <p>AD Children’s Social Care</p> | <p>Representation agreed and MSCP receives regular updates re progress of workstreams.</p> | <p>Sept 2020</p> | <p>A range of services will be available in the community to support children, parents and perpetrators</p> | <p>Minutes of group meetings and attendance</p> |
| | | <p>Assume service lead and engagement with following workstreams:</p> <ul style="list-style-type: none"> • partnerships • media and community engagement • prevention and early intervention • training and development • data and evidence • commissioning and services | <p>MSCP Exec</p> | <p>Commissioning is able to report an increase in uptake of services for women and children living with DA</p> | <p>March 2021</p> | <p>Fewer children becoming subject to child protection plans as a result of domestic violence</p> <p>Fewer reported incidences of domestic abuse</p> | <p>Commissioning plan and contact monitoring of DA services</p> |
| | | <p>Ensure progress in Medway is monitored by MSCP subgroup.</p> | <p>Cross reference with HMIPFS inspection of Kent Police</p> | <p>Pit in place support/therapeutic groups for children who have been exposed to DA</p> | <p>July 2021</p> | <p>Waiting lists for Freedom Programme or other similar evidence based programmes reduced to no longer than one month.</p> <p>Voluntary sector, specifically women’s organisations, report increased involvement in local planning for services.</p> | <p>Numbers of children attending groups</p> <p>Performance data on children subject to CP plan</p> <p>Data on DA incident reporting</p> |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|--|--|--|---|--------------|---|---|
| 5.4 | Contextual safeguarding and safety planning for adolescents who are at risk outside the home/family Ofsted rec. 7 | Develop a coherent strategic partnership approach and governance arrangements to which all partners will agree. This will include alternative child protection processes (see QA section) | AD Children’s Services Link to YOS inspection and action plan | Contextual safeguarding strategy signed off by MCSP. | Sept 20 | Improved tracking of and responses to high risk young people from all agencies. Fewer adolescents coming into care, or requiring distant placements Increase in prosecution of perpetrators of exploitation crimes. | %age decrease in proportion of 13+ becoming LAC compared with previous year |
| | | Agree dataset across the partnership to support the monitoring and management of partnership performance. | MSCP Exec | Dataset agreed and reports run Process maps in place and evidence that these are being used. | October 2020 | Reduced length of time between arrest and court appearance of alleged perpetrators A more tailored response to children and young people in relation to risk outside the home | |
| | | Review and develop the Medway Local Exploitation and Missing (multi-agency) Panel to ensure properly resourced multi-disciplinary/safety plans for individual young people that serve to effectively | Kent and Medway Joint Exploitation Group (Nick Wilkinson) | Ensure inclusion of Licensing/Housing and Adult safeguarding in local Panel | October 2020 | Re-engagement in education of high/medium risk young people | Missing reports and comparison of data with previous year %age completion of trigger plans |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-------|---|---|---|---|---------------|--|---|
| | | continued beyond 18 years of age | | | | | |
| 5.5.1 | Children missing education Ofsted rec 7 | Cross reference with Education Service action plan 2020-21 – ensure children missing education are identified, and an offer is made to them as soon as possible | AD Education | Ensure the list of children missing from education is kept current Provide an education offer, including otherwise than at school, for every child missing from education Follow up all parents who do not enable their child to take up the offer, using legal remedies where required | By Dec 2020 | Fewer children missing education or requiring Alternative Provision | Data on CME, Fixed Term and Permanent exclusions and availability of AP |
| 5.5.2 | Children electively home educated Ofsted rec 7 | Cross reference with Education Service action plan 2020-21 Ensure information about children who are electively home educated is shared and the needs of the most vulnerable (CIN, CP, early help plan) are assessed | AD Education | Put in place a process to offer advice and support to all families who are home-educating Carry out checks when children are referred for early help and social care services on their education status to identify the most vulnerable | Dec 2020 | Children who are home educated are known and this is taken into account in any early help or social care assessment | Numbers of EHE children subject to CIN or CP plans |
| 5.6 | Care Leavers experiences in terms of their health, education, employment, | Corporate Parenting Service to create multi-agency steering groups (health, education/employment | CPB Leads from agencies and council (CMT) | Care Leavers Offer specifies available support There is demonstrably an increase in choice of | By March 2021 | Young people who leave Medway’s care are supported to achieve their full potential and maintain contact with the service | Performance data on accommodation for care leavers |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|---|--|------|--|---------|--|--|
| | training and accommodation Ofsted rec. 8 | and accommodation) to focus on: <ul style="list-style-type: none"> • improving range and quality of accommodation for care leavers through commissioning and housing • Develop and implement training and employment opportunities and apprenticeships with partner agencies for care leavers • Ensuring care leavers have ready access to a range of mental health support, are able to access treatment for substance misuse issues, contraception and sexual health advice and care leavers who are young parents or | | accommodation and providers. Number of Council tenancies held by care leavers increases month on month Performance in numbers of care leavers in education, employment or training increases month on month. Care Leavers have access to a range of opportunities to improve their understanding of health issues, accessing health care and are empowered to manage their own health. Numbers of Care Leavers accessing a range of mental health services increases. Leaving Care practitioners and the young people themselves report improved access to a range of mental health and substance misuse services. | | Young people are living in accommodation with the right level of support to meet their needs Care Leavers will be living in accommodation that any parent would consider suitable for their sons and daughters when they leave home. At future 'reverse take over day' care leavers report improved experiences in these areas. Care Leavers in EET increases to over 70% Care Leavers are more likely to be able to care for their children without statutory intervention. Care Leavers are healthier and happier. They manage their health independently and access appropriate services when required. Care leavers are able to reach their full potential, supported by a range of health and wellbeing services. | Performance data on NEET for care leavers, including availability and access to post 16 courses Numbers of Care Leavers with a Council tenancy Feedback form young people Reduced no of children of care leavers coming into our care |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|------|--|---|--|---|---------------------------------|---|---|
| | | about to be young parents are given dedicated support to help them be good parents to their children. | | | | | |
| 5.7 | YOS interface – links to inspection recommendations Ofsted rec. 3 | Develop a joint post with Children’s Services, including a service specification/ joint working arrangement to address the safeguarding concerns of young people involved in the youth justice system. Review the partnership resourcing in the youth offending team | Director of Public Health, James Williams Assistant Director Children’s Social Care | Post created, evaluated, and appointed to sitting within integrated Adolescent Service Services commissioned to meet the needs of girls and young women known to YOT | October 2020 | Improved safeguarding outcomes for young people involved in the youth justice system, with Young people with increased risk have a plan in place that addresses vulnerabilities seeing a reduction of young people in custody with no prior engagement in YOT. | Number of young women known to YOT accessing services |
| 5.10 | Joint Partnership commissioning – priorities for new or re-provisioned services Ofsted rec. 9 | Sign off and implementation of the five-year sufficiency statement including needs analysis and mid and long-term financial planning | Andrew Willetts | Commissioning priorities to be reviewed and adjusted in light of Essex PIP feedback of 0-25 diagnostic. Joint partnership commissioning team to provide a report to the Board on achievements in | August 2020 October 2020 | Efficient use of all resources to support shared priorities for Medway’s children | Sufficiency Strategy signed off |

| Ref | Area of focus | What need to happen - actions | Lead | Progress Milestones | By When | What will be different? - impact | Evidence Bank |
|-----|---------------|-------------------------------|------|---|------------------------------|----------------------------------|---------------|
| | | | | <p>last twelve months and priorities and focus areas for the next twelve months</p> <p>Joint Commissioning Strategy to be reviewed to ensure commissioning priorities link to improvement priorities.</p> <p>Create an integrated placements team (internal, external and SEN) with improved quality assurance arrangements</p> | <p>Sept 20</p> <p>Dec 20</p> | | |

