

An 'Ofsted Action Plan' was shared with inspectors on 12 May, responding to the areas for improvement identified in the short inspection carried out September 2024. The delivery of this action plan is being overseen through the Improvement Planning and Children's Transformation (IMPACT) governance, alongside other key areas of transformation. A high level summary is provided below.

| What needs to improve                                                                                                                                     | Key activities we are carrying out                                                                                                                                                                                               | Activity RAG | The impact we want our work to have                                                                                                                                                                                                                                          | How we will monitor and measure impact                                                                                                                                                                                                       | IMPACT RAG | Updates                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| The range and accuracy of information used by leaders to evaluate service performance and the quality and impact of management oversight and supervision. | <ul style="list-style-type: none"> <li>Implementing a comprehensive performance management framework to support data-driven decision making</li> <li>Strengthening the practice and recording of management oversight</li> </ul> | Green        | <ul style="list-style-type: none"> <li>Improved quality of management oversight and supervision, progressing plans and reducing drift and delay.</li> <li>Increased confidence of senior management in adherence to statutory requirements and practice guidance.</li> </ul> | <ul style="list-style-type: none"> <li>Performance data review in SMT/ESMT/service areas</li> <li>Spotlight audit activity</li> <li>Reduced length of pre-proceedings/care proceedings</li> <li>Numbers of escalations/complaints</li> </ul> | Amber      | <p>Through senior management oversight at dedicated panels for complex cases we have seen a reduction in the number of young people placed in unregulated placements and effective, comprehensive risk management plans for our most vulnerable care leavers which are reviewed on a regular basis.</p> <p>As a result of holding regular performance/quality assurance session which reviews emerging trends/themes and identifies actions to address areas for</p> |

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|                                                                       |                                                                                                                                                                                                                                                                                    |              |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                        |            | improvement, several KPIs have improved over the last twelve-month including single assessments completed in timescale, children seen alone in a child protection visit.                                                                                                                                                                                                                       |
| The timeliness and robustness of responses to contacts and referrals. | <ul style="list-style-type: none"> <li>• Reviewing and developing step up/step down processes</li> <li>• Improving awareness of the early help offer</li> <li>• Reviewing all re-referrals and NFAs at regular intervals</li> <li>• Strengthening performance reporting</li> </ul> | Green        | <ul style="list-style-type: none"> <li>• Improved timeliness of recording of contacts and referrals</li> <li>• Families getting the right support at the right time</li> <li>• Confidence that appropriate curiosity and understanding of children's lives is informing decision making at the front door</li> </ul> | <ul style="list-style-type: none"> <li>• Performance data</li> <li>• CASP performance meetings</li> <li>• Spotlight audits</li> <li>• Feedback from step up/step down panel</li> </ul> | Amber      | <p>Timeliness of response and understanding of threshold and intervention offer across community based Early Help and Children's Social Care has improved as a result of the weekly step-up step-down meeting. This provides a good foundation for the development of the Family Help service.</p> <p>Regular quality assurance of re-referrals and no further action has led to increased</p> |

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|                                                              |                                                                                                                                                                                                                                                                                                                                                       |              |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |            | oversight and thematical learning. Data input improvements have increased accuracy of information.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| The quality and consistency of care plans and pathway plans. | <ul style="list-style-type: none"> <li>Strengthening pathway plans</li> <li>Reviewing all forms and paperwork</li> <li>Developing practice around child protection plans, enabled through audits and strengthened use of performance data</li> <li>Focusing on aspirational care planning</li> <li>Piloting a family version of care plans</li> </ul> | Green        | <ul style="list-style-type: none"> <li>Improved quality of care plans, which reflect children's identity and aspirations</li> <li>Sustainable planning at all levels of statutory intervention</li> <li>To increase awareness and use of Local Offer</li> <li>Increase engagement of care leavers</li> </ul> | <ul style="list-style-type: none"> <li>Spotlight and collaborative audits,</li> <li>Feedback from CYPF</li> <li>Commendations</li> <li>Website monitoring</li> <li>Consulting with Care Leavers</li> <li>Reviewing pathway plans</li> <li>Care Leavers Support Group</li> </ul> | Amber      | <p>As a result of the work that has been carried out, there is a now a high level of completion of pathway plans and we are assured that these are reviewed by managers.</p> <p>Where identified as necessary, targeted advice and support has been provided to individual members of staff. This is to be reinforced by focussed training on quality strengths-based care and pathway plans to be delivered across the workforce. This continues to remain an area of focus, to further develop the quality and</p> |

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|                                                                                                                                                             |                                                                                                                                                                                                                                                                                                              |              |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                           |            | consistency of practice in this area.                                                                                                                                                                                                                                             |
| Arrangements to identify, safeguard and support the most vulnerable children in care and care leavers, including children in unregistered children's homes. | <ul style="list-style-type: none"> <li>Ongoing QA of external provision and unregulated placements</li> <li>Reviewing visiting frequency, risk assessments, advocacy referrals and safety planning for new placements</li> <li>Strengthening HoS oversight of unregulated/unregistered placements</li> </ul> | Green        | <ul style="list-style-type: none"> <li>Unregulated placements only to be used and agreed in exceptional circumstances.</li> <li>Children and YP in these placements have increased support and input, with clear safety plans to meet needs.</li> </ul> | <ul style="list-style-type: none"> <li>Spotlight QA</li> <li>LAC reviews</li> <li>HOS monitoring and oversight</li> <li>Feedback from CYPF</li> </ul>                                                     | Amber      | <p>The number of unregistered placements remains low and any such arrangements remain under regular review with management oversight.</p> <p>Robust management oversight and RAG rating processes provide assurance that vulnerable care leavers are appropriately supported.</p> |
| Support for care leavers who may be more reluctant to accept help, including those in custody and those facing homelessness.                                | <ul style="list-style-type: none"> <li>Strengthening practice around involving prisons in pathway planning</li> <li>Improving engagement with reluctant care leavers through work with Connexions</li> <li>Reviewing and promoting support for care leavers living outside Leicester</li> </ul>              | Green        | <ul style="list-style-type: none"> <li>Increased engagement with care leavers in custody and improved pre-release pathway planning</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>Care leavers visited in custody</li> <li>Oversight QA of Pathway Plans</li> <li>Multi agency pre-release plans</li> <li>Housing, EET &amp; re-offending</li> </ul> | Green      | <p>Extending our local offer to the care leavers living outside the city has improved access to this support.</p> <p>The appointment of an additional 16 plus EET worker has further strengthened the support that is provided.</p>                                               |

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|                       |                                    |              |                                     |                                        |            | <p>Oversight of care leavers in custody has strengthened through managerial auditing of pathway plans, supported by the update of operating standards and the identification of a single point of contact within the probation service.</p> <p>A dedicated support worker from Turning Point supports young people with substance misuse.</p> <p>A joint protocol is in development with the housing department.</p> |