

RAG Criteria	
<b>Red</b>	Major issues identified which may prevent delivered as expected
<b>Amber</b>	Issues identified which may delay the progress and require action but do not threaten overall delivery
<b>Green</b>	On track to deliver as expected
<b>Completed</b>	Successfully completed
<b>Not Started</b>	Not yet started

Partnership improvement priorities are shown in orange

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
<b>1. Excellent Leadership</b>							
Children's experiences and outcomes are improved as a result of consistently good quality management oversight and supervision	<b>1.1 Consistently strong management oversight and supervision</b> Improve the consistency of quality and timeliness of recorded management oversight and reflective case supervision across front line services; which includes trajectory planning, and evidences safety, progress and impact for children	AD Corporate Parenting AD Safeguarding AD CFSS & YOS	Mar 24	NCT Service Plans <a href="#">QAB action log</a>	QA activity shows improved scaling for management oversight and outcomes for children <i>Baseline 68% CRPDs scaled 6 and above out of 10 management oversight; 79% scaled 6 and above out of 10 outcomes</i>  Timeliness of supervision <i>Baseline 48%</i>		
	<b>1.2 Impactful quality assurance of management oversight and supervision</b> <ul style="list-style-type: none"> <li>Focus on quality and impact of management oversight and supervision throughout QA programme</li> <li>Improve robustness of senior management oversight of children in unregistered placements</li> </ul>	AD QA & Commissioning AD Corporate Parenting AD Safeguarding AD CFSS & YOS	Mar 24	NCT Service Plans <a href="#">QAB action log</a>	Increase number of NCT operational managers consistently completing QA activity  QA moderation shows improvement in quality of QA activity  Senior management oversight of unregistered homes evidenced on child's records		
	<b>1.3 Effective recognition and response to current and emerging national pressures</b>	NCT/ WNC/ NNC Operational Commissioning Group	Mar 24	OCG action log	Children achieve positive outcomes  Social workers have manageable caseloads		
Sufficient resources are allocated and							

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
managed to enable effective delivery of NCT services	(i.e - increased complexity of need and increased demand on statutory services – Valuing Care - ability of fostering and children’s homes market to meet needs - Social care workforce shortages - Increased costs (ie staff, transport, homes for children)						
<b>2 Recruit, retain and develop an awesome workforce</b>							
Children are supported by consistent practitioners who have the capacity and skills to develop effective relationships and undertake good quality work with them	<b>2.1 Increased opportunities into social work posts</b>  <ul style="list-style-type: none"> <li>Step Up, Frontline, NQSWs, SW Apprentices, Social workers recruited from abroad</li> </ul>	Director of Finance & Resources AD Quality Assurance & Commissioning	Mar 24	<a href="#">NCT Workforce Strategy</a>	Reduced SW vacancies Baseline 17.1%		
	<b>2.2 Excellent CPD offer and conditions of success</b>  <ul style="list-style-type: none"> <li>Ensure the effectiveness and capacity of support services and business support to enable frontline practitioners and managers to focus on practice</li> <li>Progress new case management system to meet practice needs</li> <li>Refresh the practice model. Fully embed Signs of Safety and implement systemic practice</li> </ul>	AD Quality Assurance & Commissioning	Apr 23 – Mar 24	<a href="#">NCT Workforce Strategy</a>	QA activity shows improved scaling for outcomes for children <i>Baseline 79% CRPDs scaled 6 and above out of 10 outcomes</i>  Training take up and feedback  Reduced turnover rate Baseline 17.1%  Practitioners report work is manageable and they are well supported (annual social work health check)		
Children and families receive an appropriate response in an emergency out of hours	<b>2.3 Complete disaggregation of EDT and ensure appropriate capacity</b>	<b>NNC/ WNC DCS</b> Director of Finance & Resources AD Safeguarding	Sept 23	OCG action log	EDT will deliver services for children only		

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
<b>3 Strong Relationship based practice</b>							
<p>Children and families receive the right specialist and timely response that meets their needs and improves their outcomes</p>	<p><b>3.1 Strong assessment of need and appropriate response</b></p> <ul style="list-style-type: none"> <li>Implement systemic practice and Valuing Care assessment alongside embedding of Signs of Safety</li> <li>Ensure effective practice in transfer of cases from MASH to DAAT to increase timeliness of response for families</li> <li>Ensure good quality direct work is used to inform assessment and plans for all children, including through increased use of Mind of My Own app</li> <li>Efficient processes and sufficient resource in place to ensure children and young people in care, including those living out of county, receive timely initial and review health assessments. Continued dialogue with region and national NHS leaders regarding the revision of statutory guidance of initial health assessments</li> </ul>	<p>AD Safeguarding AD Corporate Parenting AD CFSS &amp; YOS AD QA &amp; Commissioning</p> <p>ICB Head of Safeguarding/Designated Nurses NHFT AD C&amp;YP</p>	<p>Mar 24</p>	<p>NCT Service Plans</p> <p>CYP Transformation Programme</p>	<p>Appropriate and timely screening, decisions with robust rationale and transfer evidenced via performance data and QA activity (including multi agency practice review).</p> <p>Reduce re-referrals (baseline 29%) Reduce assessments with NFA (baseline 38%)</p> <p>CRPDs scaled 6+ out of 10 for voice of child, identity and culture (baseline 73%)</p> <p>CRPDs scaled 6+ for outcome for children (baseline 79%)</p> <p>Increase in percentage of children who receive IHA and RHA within statutory timeframes IHAs baseline 83.7% RHAs baseline 73.8%</p> <p>QA activity evidences good quality initial and review health assessments.</p>		

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
Children are well cared for in a permanent and safe home at the earliest opportunity	<p><b>3.2 High quality effective permanency planning at earliest opportunity</b></p> <ul style="list-style-type: none"> <li>• Improve effectiveness of planning for children to come into care, including appropriate use of Police Powers and joint planning</li> <li>• Effective Family network meetings occur in every case where there are concerns about safety and welfare of a child</li> <li>• Clear trajectory and contingency planning</li> <li>• Good quality life story work with all children in care throughout their time of being looked after</li> <li>• All children in care have effective SMART permanence plans which consider all options for permanency</li> </ul>	AD Safeguarding AD Corporate Parenting Ivan Balhatchet – Crime & Justice NPCC Lead		NCT Service Plans <a href="#">LFJB Action Plan</a>	Reduction of emergency admissions to care  Increased use of PLO  QA activity evidences effective joint planning and families are clear why we are involved and the changes they will be supported to make  Families are supported to achieve and sustain change and more children remain in or return to their family's care (Baseline children in care rate 71 Baseline children in care returning home tbc Baseline children leaving care due to permanence 20%)		
Care leavers have access to support that meets their needs and improves their outcomes	<p><b>3.3 Appropriate out of hours and crisis support for care leavers</b></p> <ul style="list-style-type: none"> <li>• Review and develop multi-agency local offer for care leavers including provision of an out of hours service and access to crisis support</li> <li>• Explore opportunities to develop a hub for care leavers living in North Northamptonshire</li> </ul>	AD Corporate Parenting NHFT AD CYP WNC & NNC Adults Services & Housing ADs ICB Senior Transformation Manager	Mar 24	Corporate Parenting Board	QA activity and feedback from young people shows access and impact		
<b>4 Insightful quality assurance and learning</b>							
Children's outcomes and experiences are improved as a result of improving practice	<p><b>4.1 Consistently impactful IRO and CP Chair escalations</b></p>	AD Quality Assurance & Commissioning AD Safeguarding AD Corporate Parenting	Sept 23	NCT Service Plans	Timely responses to escalations  QA activity to evidence impact of escalations		
	<p><b>4.2 Learning from QA activity makes a difference for children</b></p> <ul style="list-style-type: none"> <li>• Actions and learning from individual CRPDs are progressed through</li> </ul>	Director of Social Care All ADs	Mar 24	<a href="#">QAB action log</a>	QA activity to evidence impact		

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
	supervision and evidence on child files of progress made <ul style="list-style-type: none"> <li>Thematic learning from QA activity is shared through training and communications and impact is measured and demonstrated</li> </ul>						
	<b>4.3 Impactful multi agency quality assurance</b> <ul style="list-style-type: none"> <li>3x multi agency practice reviews (MAPRs) per year; thematic learning shared through NSCP</li> <li>Implement a process to enable review, learning and improvement of young people detained in police custody</li> </ul>	NSCP Quality and Governance sub group chair  Ivan Balhatchet – Crime & Justice NPCC Lead Director of Social Care	Mar 24	<a href="#">NSCP business plan</a>	Impact on practice and outcomes as a result of QA activity  QA evidence that needs of children in police custody are closely monitored to ensure decision making conforms to current statutory guidance; good practice shared		
<b>5 Healthy Partnerships that improve outcomes for children</b>							
Risks for children who are experiencing contextual vulnerabilities are effectively managed and the impact on them is minimised	<b>5.1 Improve our partnership response for children who are experiencing contextual vulnerabilities</b> <ul style="list-style-type: none"> <li>Improve our partnership response to domestic abuse</li> <li>Improve our partnership response to exploitation</li> <li>Improve quality and impact of our response (including return home interviews) to children who go missing.</li> </ul>	Director of Social Care AD for CFSS WNC and NNC Community safety ADs  Director of Social Care AD Safeguarding AD CFSS Ivan Balhatchet – Crime & Justice NPCC Lead ICB Head of Safeguarding/Designated Nurses representing health as a system	Timescales as per partnership action plans	<a href="#">Domestic abuse strategy   West Northamptonshire Council (westnorthants.gov.uk)</a>  <a href="#">Domestic abuse strategy   North Northamptonshire Council (northnorthants.gov.uk)</a>  <a href="#">NSCP exploitation strategy and action plan</a>	Impact on child reduces evidenced by QA activity; supervision and MO.  Timely access to DA services including for perpetrators  Reduction of children coming into care due to exploitation  Reduction in the numbers of children who go missing; and numbers who go repeatedly missing. Children in care have fewer missing episodes.  Timely decision making in neglect cases evidenced by QA activity and reduced repeat CP plans for neglect		

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
	<ul style="list-style-type: none"> <li>Improve our partnership response to neglect</li> <li>Skilled workforce able to identify neglect factors; Increased use of GPC 2 tool</li> </ul>	<p>WNC and NNC Public Health children's leads</p> <p>NSCP Neglect Sub Group Chair</p> <p>NSCP Strategic Leads</p>		<p><a href="#">NSCP Neglect Strategy and action plan</a></p> <p>NCT Service Plans</p>			
Children and families in need of additional help receive the right support at the right time which makes a difference to their lives	<b>5.2 Further strengthen the partnership Early Help offer</b>	<p>Director of Social Care AD CFSS &amp; YOS</p> <p>ICB Head of Safeguarding/Designated Nurses representing health as a system</p> <p>WNC/ NNC ADs for Public Health Commissioning</p>	Timescales as per NSCP Early Help action plan	<p><a href="#">Early Help Partnership Strategy and action plan</a></p> <p>CFSS Service Plan</p>	<p>Increased EHA submissions from schools, GPs and Health Visitors</p> <p>Better outcomes for children evidenced in more families receiving help early from a range of professionals</p>		
Children with additional and complex needs receive the right support at the right time which makes a difference to their lives	<b>5.3 Appropriate and timely support for children with additional and complex needs</b>	<p>NCT AD QA &amp; Commissioning; ICB Senior Transformation Manager</p> <p>WNC/ NNC ADs Commissioning</p> <p>AD Corporate Parenting</p> <p>WNC and NNC ADs Adults Social Care</p> <p>WNC and NNC ADs Education</p>	<p>Mar 24</p> <p>Sept 23</p>	<p>West and North SEND Strategies and action plans</p> <p>CYP Transformation Programme</p> <p>CYP transformation programme</p>	<p>Reduction in the number of children with disabilities who become looked after and/ or require acute care</p> <p>EHCP and EHC reviews shared in a timely manner with child/ families and considered by professionals involved with the child</p> <p>Pathway for accessing substance misuse, emotional well-being and mental health support is understood by all</p> <p>Swift access to appropriate support for children and support plan developed with family, network and professionals</p> <p>Multi agency QA activity (via NSCP Q&amp;G subgroup) shows multi agency case discussions are used appropriately and have positive impact</p>		

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
	<ul style="list-style-type: none"> <li>Appropriate support and response for children who are exhibiting self injurious behaviour, suicide ideation, disordered eating, gender dysphoria</li> <li>Improve the consistency and quality of multi-agency decision making and ownership for children with complex needs to achieve positive outcomes for children</li> </ul>	<p>ICB Senior Transformation Manager WNC/ NNC AD Public Health Commissioning CYP Transformation Board Healthy Minds Healthy Brains pillar chair</p> <p>AD Corporate Parenting AD Safeguarding ICB Head of Safeguarding/Designated Nurses Ivan Balhatchet – Crime &amp; Justice NPCC Lead</p>		NCT Service Plans			
Children in care and care leavers reach their potential in terms of educational attainment	<p><b>5.4 Increase access and attendance of small number of children in care currently not in appropriate education</b></p> <ul style="list-style-type: none"> <li>Increase sufficiency and quality of in county special school and alternative educational provision</li> <li>Care/Education pathway to be developed for children entering care and when moving placement to ensure that education needs are considered in timely way, prior to and immediately after children become looked after and moving placements</li> <li>Develop range of education, training and employment opportunities for post 16 children in care with additional needs, and care leavers</li> <li>Assessments for specific needs e.g. ASD/ADHD and SEND needs assessments are available to children in care and undertaken in a timely way</li> </ul>	<p>Director of Social Care AD Corporate Parenting</p> <p>NNC &amp; WNC ADs for Education &amp; for Commissioning</p> <p>Head of Virtual School</p> <p>ICB Senior Transformation Manager</p>	Sept 23	<p><a href="#">Children in Care Strategy</a></p> <p>NCT Service Plans</p>	<p>Reduce length time in which any child in care is not in receipt of appropriate education</p> <p>Maintain at national average % of young people in care achieving 5 GCSE grade A*-C</p> <p>Maintain above national average care leavers who are EET</p> <p>Increase in numbers of apprenticeships, traineeships and employment opportunities for care leavers within NCT, NNC, WNC and partner agencies</p>		

6. Effective use of resources

NCT IMPROVEMENT PLAN

What will good look like	Improvement Priorities	Responsibility	By when	Linked plans	How will we know if we've made a difference? <i>Baselines Jan 23</i>	RAG	Progress Update
NCT commissioning and performance management has the best possible impact on outcomes for children	<b>6.1 External review of commissioning and QA, performance management and assurance arrangements</b>	NCT Chief Exec	May 23	<a href="#">QAB action log</a>	Positive outcomes and value for money achieved		
Children in care are cared for in a home which meets their needs and improves their outcomes	<b>6.2 Deliver sufficiency strategy action plan ensuring we have the right homes to meet the needs of our children and young people</b> <ul style="list-style-type: none"> <li>Children and young people who live within residential care are provided with homes that are registered with a regulator appropriate for their needs</li> <li>Ensure cost of care is met appropriately</li> <li>Our ISA providers are registered with Ofsted (post 1<sup>st</sup> April 2023)</li> </ul>	Director of Social Care AD Quality Assurance & Commissioning AD Corporate Parenting <b>NNC/WNC DCS</b> NCT CEX	Aug 25 (project timescales in sufficiency strategy action plan)	<a href="#">Sufficiency Strategy</a> and <a href="#">action plan</a>	Increase in number of in house foster placements  Increase in occupancy of in house residential homes  Reduction in use of unregistered provision  Improved placement stability <i>baseline 3+ moves in 12 months: 11%</i> <i>baseline same placement 2+ years / placed for adoption: 64.1%</i>  Placement funding contributions are in line with other areas		
Older teenagers receive the right support and accommodation to meet their needs and help transition into adulthood	<b>6.3 Appropriate range of accommodation and support is available and meet the needs of young people 16-25 years old</b> <ul style="list-style-type: none"> <li>Work in partnership with Housing Needs to support accommodation requirements of 16/17 Youth Homelessness</li> <li>Views of young people who have experienced the Housing protocol to inform further developments and plans</li> <li>Housing support offer for care leavers 18+ and ensure any gaps in provision have actions to address</li> </ul>	<b>NNC/WNC DCSs</b> Director of Social Care  <b>WNC and NNC Housing ADs</b>  AD CFSS & YOS AD Corporate Parenting AD QA& Commissioning	September 23	<a href="#">16-17 homeless action plan</a>  NCT Service Plans	QA activity shows  Care leavers are able to move into their own suitable accommodation at time that meets their needs  16-17 homeless young people receive an appropriate and timely response in accordance with their needs and views		