

A Sharp Focus on Four Themes for Continual Improvement in Children's, Families and Education

1. Improving Quality Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families 1.1 Workforce 1.2 Practice Standards and Quality Assurance Framework 1.3 Ofsted specific concerns	2. Improving implementation of Learning Using what we know and learn to continuously improve and enhance the services we deliver for children and families. 2.1 Feedback from families, children, young people, staff and partners 2.2 Internal and external audits 2.3 Research - Regional and National presence
3. Improving Tools Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families. 3.1 Technology and ICT systems 3.2 Management and Performance information 3.3 Effective, user friendly systems and processes that support the task 3.4 Corporate Services and Organisational alignment to deliver Luton 2040	4. Improving Strategic Partnerships Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families. 4.1 Corporate Parenting 4.2 Local Safeguarding Partnership 4.3 Corporate Services 4.4 Strategic Commissioning 4.5 Schools and settings 4.6 SEND

RAG Rating and Progress Status
Not started
Action complete
Action not yet completed, but on track
Activity progressing, some issues but realistic plans in place to recover
Action off track, risk to plan
Long-term action not yet started. No risk to implementation currently anticipated
Business As Usual Activity

1. Improving Quality
Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families

1.1 Workforce
1.2 Practice Standards and Quality Assurance Framework
1.3 Ofsted specific concerns

Objectives	Ref.	Actions	How will we know it has worked	Responsible Lead Officer	Start Date	End Date	Milestones (expected progress)	Rag rating	Detailed action plan
Workforce									
A Workforce Strategy that outlines our key strategic priorities for the next 3 years and includes: 1. Professional development pathways 2. A combined Social Work Academy 3. Training and support 4. Demand management 5. Recruitment 6. Remuneration	1.1.1.1	To review and evaluate our current workforce strategy, benchmarking it against other Local Authority's recruitment data to inform the revised recruitment Plan. To refresh the workforce strategy documentation	We will have reduced staff turnover and a higher ratio of Permanent staff over agency	Business Partner - HR	01/02/2023	21/10/2023	3 months: Review of existing strategy completed 6 months: initial draft for new WD strategy presented to DMT	Action not yet completed, but on track	Workforce Board Action Plan
	1.1.1.2	To review the training needs of all staff to inform our training and development plan. To delivery identified training from the review	An effective and robust training programme in place. We will see and increase in the quality of practice observed through QA	Workforce and OD Team Manager	21/03/2023	01/10/2023	3 months: Complete the analysis and present findings to DMT 4 months: Revised training plan in place 6 months: Review training uptake data and present to DMT	Not started	Workforce Board Action Plan Team Service Plans
	1.1.1.3	Review and update the current recruitment (attraction) and retention offer, including a refreshed recruitment website and updated employment value proposition (EVP) and proactive marketing within the market place.	Reduced staff turnover and reduced use of agency staff, we will see a greater number of applications per advert.	Business Partner - HR	01/02/2023	01/04/2024	3 months: Current offer reviewed and findings presented to DMT 12 months: Annual Permanent recruitment target met	Action not yet completed, but on track	Workforce Board Action Plan
	1.1.1.4	Senior Managers will ensure that caseload number remain within the agreed caseload management ratio	Assurance provided within PAM on a monthly basis that all staff caseloads are within the guidelines set by Luton Council.	Service Director - Operations	01/03/2023	01/03/2024	6 months - 60% within guidelines 12 months - 95% within guidelines	Business As Usual Activity	CSC Team Service plans Quality and Assurance Team Service Plan
Luton will have a Social Work Academy for all Social Work disciplines - delivering on our "grow your own" principle	1.1.2.1	Evaluate the impact and outcomes of the Social Work Academy.	A stable supported workforce, with the Social Worker Academy supporting ASYE's and development of staff.	Head of Social Work Academy	21/03/2023	01/04/2024	April - July 2023 6 ASYE recruited July - October 2023 20 ASYE recruited October - March 2024 10 ASYE recruited (36 in total) Performance Data on Reflective Supervisions for ASYE's 6 months - 70% completed 12 months consistently above 90%	Not started	Quality Assurance Service Plan (audit)
Our training offer will support staff to strengthen existing skills and to become future managers and leaders	1.1.3.1	We will work closely with Learning and Development, the virtual College and Beds University to strengthen our leadership programme for Children's and Adults Social Care services; to include leadership skills, managing change, coaching, and emotional intelligence.	A Leadership training programme is available for all prospective leaders within Children's and Adults services.	Workforce and OD Team Manager	01/04/2023	01/04/2024	April 2024 Training programme available to all staff.	Not started	Workforce Board Action Plan
	1.1.3.2	To deliver workshops and focus groups within every Practice Week with all staff to fully embed the corporate values (CARES) within our working culture	A clear view from the workforce around the values and culture, evidencing the impact of changes within training and skill base. Celebrating Good Practice nominations will be aligned with the	Workforce and OD Team Manager	21/03/2023	01/04/2024	6 months - DMT report of workshops and focus groups on attendance, themes and impact. 12 months - Full review of workshops and focus groups evidencing impact on service delivery to be presented at DMT.	Not started	QA & Improvement Service Plans
Practice Standards and Quality Assurance Framework									
An updated performance framework that captures the voices of children and families and is informed by the voices of employees/staff	1.2.1.1	To develop further training, guidance and performance measures to ensure views of children, young people and families are captured in all the work completed by Children, Families and Education.	Collaborative Audits will all have feedback from Children and Families. All Meetings will have sought the views of Children and young people before convening. All Management reports will have captured performance on the voice of the child, to assure Senior Management this has been embedded.	Head of Service Quality Assurance	01/01/2023	01/04/2025	4 months: Review of scorecard, measures, KPIs and data capture system present to DMT 6 months: 60% of all audits and meeting reports will have the voice of the children and families having been sought. 9 months: 75% of all audits and meeting reports will have the voice of the children and families having been sought. 12 months: consistent performance of over 90% of all audits and meeting reports having sought children and families voice.	Action not yet completed, but on track	Quality and Assurance Team Service Plan
	1.2.1.2	To review and refresh all recording and reporting mechanisms including the current scorecard capture to ensure we are capturing the voice of the child, young people and families.	Young people to fully participate in the organisation and delivery of their meetings		01/01/2023	01/05/2023		Action not yet completed, but on track	Team Service Plans
Ofsted Specific Concerns									
To address all areas for improvement as highlighted by Ofsted in the July 2022 ILACS to ensure effective services are delivered for Children and Young People in Luton	1.3.1.1	To complete a deep dive audit on the quality and impact of supervision and management oversight then deliver training and coaching to support practice improvements	Collaborative Audits will capture the quality of supervision and management oversight. Decision making will be evident on files and progressed in a timely manner reviewed in supervision. Feedback received would be of progression of plans and positive. Improved Scorecard data Workers will confirm the improvements made through the staff survey, check-ins and in exit interviews.	Head of Quality Assurance	15/03/2023	15/07/2023	4 months: First quarterly audits to be brought to PAM (July 2023)	Not started	Team Service Plans
	1.3.1.2	To review our existing offer to staff (remuneration, training, development and progression opportunities) to ensure we are competitive across all areas.	We will see a reduction in recruitment activity, an increase in staff taking up learning opportunities and improved levels of staff satisfaction in the annual staff survey results	Workforce and OD Team Manager	24/01/2023	01/07/2023	6 months: Improved offer in place	Action not yet completed, but on track	Workforce Board Action Plan

	1.3.1.3	To improve the quality and consistency of assessments, processes and analysis, though a deep dive audit and further training	Each child will have a detailed assessment recorded on file that shows good analysis and informed decision making. All staff will have received updated training on assessing and analysing need.	Head of Quality Assurance	01/09/2022	01/09/2023	Revised training delivered to all staff	Action not yet completed, but on track	Team Service Plans
	1.3.1.4	To undertake a review of our existing evidenced based assessment processes and develop an training action plan to ensure effective placement matching and evidence based the decision making.	We will see a reduction in placement breakdowns. Evidence from Children and Young People sharing their experience of being in our care shows improvement. Evidence of decision making is recorded on files.	Head of Quality Assurance	14/02/2023	01/08/2023	Improved audit feedback at monthly PAMs	Action not yet completed, but on track	Team Service Plans
	1.3.1.5	To use deep dive audit feedback on the consistency of support and pathway plans for Care Leavers to develop an action plan to address issues.	Our Care Experienced Young People feedback that they are supported and have a pathway plan that was co-produced by them. Collaborative audits reflect the pathway plans and feedback from	Head of Corporate Parenting	15/08/2022	31/03/2023	All operation services will have received Improved audit feedback at monthly PAMs	Action not yet completed, but on track	Team Service Plans
	1.3.1.6	To deliver further training on the quality of the Care Plans to ensure they are purposeful and focussed.	Plans are written in collaboration with Children and young people Plans are written in the voice of the child and young person. Plans are SMART and measured through supervision.	Head of Quality Assurance	08/03/2023	01/09/2023	3 months: Through audit we will see improvement to the quality of care plans 6 months: Thematic audit on care plans completed	Not started	Team Service Plans
	1.3.1.7	To delivery additional training to strengthen direct work with children and young people and how this is evidenced on case files	A clear voice of the child will be captured on case files through Direct Work. Improved outcomes for Children shown through timely case progression. Our direct work will show a greater use of the tools available to provide support and aid understanding Reviewed within audits and supervision. Improved feedback from children and	Head of Quality Assurance	01/03/2023	01/09/2023	3 months: Training delivered to all staff 6 months: Improved audit feedback at monthly PAMs	Action not yet completed, but on track	Team Service Plans
	1.3.1.8	To develop and deliver a preventative, robust, and co-produced early intervention for children and families in Luton.	Increased number of families assisted through family network meetings within FPS. All support plans in FPS will evidence interventions co-produced with local community resources. Partner organizations like, faith groups, East European community centre, TOKKO, schools, DWP, CMAHS and health will have an active role in the delivery of the family help offer. Weekly case reviews	Head of family Partnership, Service Director,	01/01/2023	on-going		Business As Usual Activity	FPS Service Plan
	1.3.1.9	To develop a stronger partnership with community resources and partner agencies supporting the Family Hub model	School attendance Service relocated to FPS. Practice Leads are linked to schools as set out in the 5 neighbourhoods	Head of Family Partnership	01/01/2023	01/10/2023	1 Month: Attendance Team to move to FPS (05/04/23)	Action not yet completed, but on track	FPS Service Plan
	1.3.1.10	To promote the Lead Professional role utilising training, partnerships and monthly consultations for parents and staff	We will see less referrals into MASH Improved partner agency engagement for family network meetings (FNM) A larger pool of "Lead Professionals" available (not just Education colleagues) from faith, third sector, youth groups and community based organisations (Family Hub Stakeholders) An upskilled and confident wider staff team taking on the "Lead" role in FNM	Head of Family Partnership	01/01/2023	01/10/2023	6 months: Review and evaluation of training offer completed and presented to DMT 8 Months: Phase 1 of the programme complete, Phase 1 review presented to DMT	Action not yet completed, but on track	FPS Service Plan
	1.3.1.11	To improve early access to resources for families and their understanding of support options	More families will be engaged with relevant pathways (CAMHS, Early Years Alliance, School Attendance, reducing parental conflict)	Head of Family Partnership	01/01/2023	01/10/2023	6 Months: Website updated 8 Months: Phase 1 of the programme complete, Phase 1 review presented to DMT	Action not yet completed, but on track	FPS Service Plan

2. Improving implementation of Learning

Using what we know and learn to continuously improve and enhance the services we deliver for children and families.

- 2.1 Feedback from families, children, young people, staff and partners
- 2.2 Internal and external audits
- 2.3 Research - Regional and National presence

2.3 Research - Regional and National presence

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The Luton 2040 vision fully embedded within all aspects of CFE activity	2.1.4.1	To complete all activity as set out in the Luton 2040 Service Plan for the department	There will be a child friendly town strategy in place. The Family Partnership will continue to collaborate closely with Public health to develop the family hub model, in year one we expect to see one family hub up and running with up to six over the following 4 years. There will be collaborative work between other departments, inclusive economy, population wellbeing, fairness and social justice, net zero town, modern and innovative council.	All Heads of Services	07/02/2023	01/04/2026	6 months: Review of Service Plan	Action not yet completed, but on track	All Department Services Plans
Luton achieves Child Friendly Town status	2.1.5.1	To develop a Child Friendly Luton strategy and programme plan	Luton will have a strategy and programme plan in place with identified lead officers for each section	Service Director - Quality Improvement	01/02/2023	01/05/2023	3 months: Draft CFL Strategy and Programme delivery plan ready for DMT	Action not yet completed, but on track	CFL Strategy CFL Programme Plan
	2.1.5.2	To create key focus groups who will work closely with our children, young people and colleagues from across the Luton system including Early Help, Family Hubs and Family Partnership Service to develop the strategy and programme	There will be focus groups in place who will be working with our children, young people and the wider community to ascertain their views about the development of the Child Friendly Luton.	Service Director - Quality Improvement	01/03/2023	01/05/2023	2 Months: Focus groups delivered	Action not yet completed, but on track	CFL Strategy CFL Programme Plan CTB Programme Plan
	2.1.5.3	To develop communication material to enable engagement with Children, Young People and the community	Luton will have a communication strategy in place to ensure the development of Child Friendly Luton is effectively communicated. Communication leaflets will be printed and readily available for our Children, Young People and Community.	Service Director - Quality Improvement	01/03/2023	01/05/2023	2 Months: draft Communication strategy shared with CFL board	Action not yet completed, but on track	CFL Strategy CFL Programme Plan
	2.1.5.4	Deliver an options appraisal to CLMT on direction of CFL and engagement with Unicef	Paper delivered and decision taken on which option to take	Service Director - Quality Improvement	01/02/2023	01/06/2023	3 weeks: paper to DMT	Action not yet completed, but on track	CFL Programme Plan
	2.1.5.5	To complete all defined actions set out in the Child Friendly Luton strategy and programme delivery plan	There will be a Child Friendly Strategy in place.	Head of Improvement	01/02/2023	01/04/2026	6 months: Regular highlight reporting to CFL Board and DMT	Action not yet completed, but on track	CFL Strategy CFL Programme Plan
To have a Multi-Agency Localities Model in conjunction with Public Health	2.1.6.1	Embed a Family Partnership presence within the new family hubs	Luton will have fully operational multi agency family hubs, with the Family Partnership Service delivering the whole family early help / prevention offer.	Head of Family Partnership	01/03/2023	01/03/2024		Action not yet completed, but on track	FPS Service Plan
To fully utilise all available Sector Led Improvement support	2.1.7.1	Luton to utilise the remaining days of SLI support available to address key improvement activity.	Diagnostic audit of services and training to have been completed.	All Service Directors and Heads of Services	01/01/2023	01/09/2023	9 Months: All SLI DFE funded days will have been utilised	Action not yet completed, but on track	All Service Plans
To have CFE representatives at Regional and National events	2.1.8.1	Collate a service wide register of all local, regional and national meetings and events. Through personal supervision match managers to appropriate events maximising their skills.	Luton CFE is represented at all meetings and have the key people with the right knowledge and skills to participate and engage in meetings.	Head of Improvement	20/01/2023	20/04/2023	3 Months: development of the meeting register	Action not yet completed, but on track	All Service Plans
Principal Social Worker will have greater influence on practice development and improvement	2.1.9.1	To set up a workforce forum in place to provide regular opportunity for all staff to raise issues and suggestions as to how changes in the work place can support more effective service delivery.	Principal social worker holds regular practice development sessions with all frontline staff focused on identified areas for improvement and provides support. Principal Social Worker represents the department as a good role model.	Head of Quality Assurance	01/03/2023	01/04/2024	3 months: initial practice development sessions completed	Action not yet completed, but on track	QA Service Plan

Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families.

3.1 Technology and ICT systems

3.2 Management and Performance information

3.3 Effective, user friendly systems and processes that support the task

3.4 Corporate Services and Organisational alignment to deliver Luton 2040

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2040 programme evident in all work that supports outcomes for our Children, Young People and Families.	3.6.1.1	To provide strategic corporate service plans which links to Luton 2040 vision.	All department service plans will be signed off through our governance process.	Service Directors and Heads of Service	01/01/2023	01/04/2023	2 months: plans submitted to 2040 team 3 months: plans ratified at SMLG	Action not yet completed, but on track	All Team Service Plans
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Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families.

4.2 Local Safeguarding Partnership

4.3 Corporate Services

4.4 Strategic Commissioning

4.5 Schools and settings

4.6 SEND

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Corporate services, systems and processes will contribute directly to good practice and the delivery of effective Safeguarding services	4.3.1.1	Finance and Business Intelligence to scope out the potential for a finance based dashboard	All managers will be confident in managing the resources under their responsibility, through the use of Performance/ Dashboards. All cost centre managers will be confident in managing budgets effectively and working	Finance Business Partner	01/05/2023	01/11/2023	3 months: Options paper to be presented to DMT	Not started	
	4.3.2.2	To review recruitment and on-boarding processes quarterly	Children Services managers will work alongside the Recruitment team to continue to develop a robust process for ensuring the recruitment process for new staff runs smoothly without delay.	HR Business Partner	01/04/2023	01/10/2023	3 months: Review feedback at workforce board 6 months: Present findings to DMT	Not started	Workforce Board Action Plan
	4.3.2.3	To review current Legal Services processes that support Children Services in delivering effective safeguarding services quarterly	Adequate resources will be allocated to support care proceedings and associated legal advice.	Principal Solicitor	01/03/2023	15/09/2023	3 months: 1st review complete with action plan written as required	Action not yet completed, but on track	Family Safeguarding Service Plan
	4.3.2.4	Deliver partner reflective workshop sessions to contribute to future business plan for the LSCP	Evidence through QA that Service Plans will have been collaboratively worked	Head of Service Quality Assurance	01/01/2023	01/04/2024	6 months: development day to support Business Plan held	Action not yet completed, but on track	QA Service Plan
Strategic Commissioning									
Commissioned CLA Services support LBC to meet sufficiency duty to provide high quality care and support to CYP.	4.4.1.1	To develop strategic commissioning strategy for Corporate Parenting Link with other corporate strategies (JSNA, Participation, SEND, Sufficiency, Corporate Parenting)	Commissioning strategy developed encompassing gaps in service identified. Services commissioned to meet needs. CYP receive appropriate high quality support and services to meet their individual needs. Commissioned services provide clear information on eligibility access criteria information is published on the Local Offer.	Head of Service Commissioning	01/04/2023	01/10/2023	3 months: Draft presented to DMT 6 months: Strategy Implemented	Not started	Commissioning Service Plan
	4.4.1.2	Undertake gaps and needs analysis - Placements sufficiency			01/02/2023	01/07/2023	Annual: Sufficiency report (Aug)	Action not yet completed, but on track	Commissioning Service Plan
	4.4.1.3	To develop Contract Management processes that support the voice of the child to be heard, understood and captured.			01/05/2023	01/08/2023	3 months: Processes implemented	Not started	Commissioning Service Plan
	4.4.1.4	Create a sub group of the JSCB and BLMK ICB to promote stronger partnership working between children's and adults services, health, public health and housing			20/02/2023	01/05/2023	3 months: Subgroup created and meetings scheduled	Action not yet completed, but on track	Commissioning Service Plan
To strengthen the Placements Team and Service provided	4.4.2.1	Review the placement matching template	Ability to provide decision making, audit trail for external auditors, Ofsted and young people.	Head of Service Commissioning	01/03/2023	01/06/2023	3 months: Template implemented	Action not yet completed, but on track	Commissioning Service Plan
	4.4.2.2	To develop a commissioned brokerage service.			01/05/2023	01/11/2023	3 months: Brokerage specification developed	Not started	Commissioning Service Plan
To strengthen joint commissioning with Health and SEND.	4.4.3.1	Develop the role of a Joint Strategic Commissioner between Health and SEND	Contracts and Contract Management with reporting in place within SEND. Better Partnership working between LBC and Health. Commissioning intentions delivered for SEND and Health.	Head of Service Commissioning	01/11/2022	01/06/2023	3 months: Recruitment underway 6 months: JSC in place	Action not yet completed, but on track	Commissioning Service Plan
	4.4.3.2	To develop a joint commissioning intentions strategy action plan. Review and update contract management processes within SEND			01/12/2022	01/05/2023	3 months: Present to required boards 6 months: Implementation of action plan	Action not yet completed, but on track	Commissioning Service Plan
Schools and Settings									
Support in place for schools and settings to improve outcomes at all key stages to be at least in line with national average	4.5.1.1	To promote teaching of oracy in schools and settings, to recruit between 8 and 15 schools for a local area partnership linking with Voice 21 and the Early Years Professional Development Programme together	We will see: Increased outcomes of ELG for communication & language at the end of the early years. Improved outcomes at phonics, KS1 and KS2. Improved outcomes at GCSE (closer to national), including for CYP with SEND	Head of Standards & Effectiveness in Education	26/01/2023	01/02/2024	8 months: Review of statutory assessment outcomes completed (Dec 2023)	Action not yet completed, but on track	Education Service Plan
	4.5.1.2	To share outcomes data of different ethnic groups (every Dec) with school leaders and governors	We will see a higher proportion of early adopter schools engage in Fig Tree International RACE charter mark.	Head of Standards & Effectiveness in Education	01/06/2023	01/06/2026	6 months: A review of impact will have been completed and presented DMT 9 months (Jan 2024): Schools and settings have action plans in	Not started	Education Service Plan
To increase uptake of childcare for 2, 3 and 4 year olds	4.5.2.1	To develop a communication strategy to raise awareness of our early years offer to Luton's families with the most vulnerable children, Health and Social Care colleagues.	Increased awareness of our offer Our Scorecard data will show an increase in uptake of places	Senior School Advisor	01/03/2023	01/10/2023	6 months: Draft strategy developed and presented to DMT	Action not yet completed, but on track	Education Service Plan
Our children and young people are able to realise their potential through education and training	4.5.3.1	To review our NEET offer and refresh our NEET action plan to reduce the NEET figures	Capture the voice of children in Years 10 and 11.	Head Teacher Virtual School	01/01/2023	01/09/2024	3 months: Updated plan shared with CEO 12 months: To raise the number of young people identified as EET from the current yearly average of 95.4% to 97%	Action not yet completed, but on track	The draft NEET Eradication Plan has been produced.
Improve the educational outcomes of all children looked after and care experienced adults.	4.5.4.1	Undertake termly audits of PEPs to learn from good practice and identify areas for improvement. To ensure looked after children and young people attend good or outstanding schools and avoid unnecessary school moves. To ensure all young people who are NEET have an effective NEET plan that supports their return to education, employment or training.	We will closely monitor all schools in and out of borough where our Looked After Children are placed	Head Teacher Virtual School	01/01/2023	01/01/2024	Termly Quality Assessment will involve SWs. Good practice is shared with DTs and SWs. The Virtual School ensures that 100% Looked After Children attend good/outstanding schools NEET plans are on LCS, for 100% of these young people to progress into EET	Business As Usual Activity	Quality Assessment process is already in place The Virtual School continues to monitor OFSTED reports and looked after Children new into care apply only to good/outstanding schools Regular reports are run on LCS to show %of NEETs with a NEET plan
	4.5.4.2	Provide ongoing high quality training and support to schools and colleges and School Governors to ensure that Personal Education Plans (PEP) are implemented effectively.	School Governors are aware of their responsibilities –Head of Virtual School leads an annual training session	Head Teacher Virtual School	01/01/2023	01/07/2024	18 Months:100% of Luton School Governors are aware of effective PEP process	Business As Usual Activity	Training is available annually through Governor services and extra sessions are available

	4.5.4.3	Provide ongoing training and support to Social Work teams to ensure that Personal Education Plans (PEP) are an integral part of the care planning process.		Head Teacher Virtual School	01/01/2023	01/01/2024	All SW teams have attended training by 01.09.23 All LAC teams attended training in Feb. 22 re: the 16 + PEP	Business As Usual Activity	Training session to be planned and shared with SW managers before delivery Deliver as part of Practice Week
Improve Attendance of all children and young people	4.6.1.1	Co-produce and develop an attendance strategy Implement the attendance strategy Reorganise resources to strengthen a bespoke service.	Attendance Strategy in place An established resource offering a high quality service to families, measurable through audits and feedback. Improved attendance of targeted groups	Senior School Advisor	01/11/2022	01/12/2023	10 months: OCA completed 12 Months: Attendance strategy in place with a 5% target improvement for year one	Action not yet completed, but on track	Education Service Plan
Improve SEND sufficiency across the borough	4.7.1.1	Expansion of Lady Zia Wernher (LZW) Special School onto a second site at The Leagrave Centre.	That there are sufficient places available for all children who require a specialist school place and that the number of pupils accessing out of borough special schools does not increase	Head of Provision and Services in Education	01/09/2021	01/09/2024	This will create an additional 40 places in September 2023 and a further 70 places in September 2024.	Action not yet completed, but on track	Education Service Plan
	4.7.1.2	Develop a new secondary special school for September 2026 at Kestral Way.		Head of Provision and Services in Education	01/09/2022	01/09/2026	This will create an additional 110 secondary special school places in September 2025.	Action not yet completed, but on track	Education Service Plan
	4.7.1.3	Develop specialist SEN bases attached to mainstream schools.		Head of Provision and Services in Education	01/07/2022	01/09/2024	Reduction in the pressure on the special school sector and provide a greater diversity of provision.	Action not yet completed, but on track	Education Service Plan
	4.7.1.4	Create new SEMH special school		Head of Provision and Services in Education	01/09/2022	01/09/2025	This will address a gap in provision for pupils with SEMH	Action not yet completed, but on track	Education Service Plan
	4.7.1.5	Develop a SEN sufficiency strategy	This will ensure there is a plan in place for the LA to continue to meet its sufficiency duty with regarding to specialist school places	Head of Provision and Services in Education	01/09/2022	01/07/2023	6 Months: Draft prepared	Action not yet completed, but on track	Education Service Plan
SEND									
That all children's needs are met, through a focus on early intervention, compliance of EHCP and annual reviews in line with national measures	4.8.1.1	To review and develop the SENAT service to meet statutory guidelines	We will see an increase EHCP's completed with 20 week timescale currently (Feb 2023) 58% We will see an increase in successful parent requests for an EHCP assessment (2022-23) 46% successful	Head of Inclusion	01/08/2022	01/12/2023	12 months: Review complete (Aug 2023) 18 Months: We will see a increase of 20% in EHCP's completed with 20 week timescale 18 Months: Successful parent assessment requests increase by 10%	Action not yet completed, but on track	Education Service Plan
	4.8.1.2	To implement the refreshed SEND strategy	All stakeholders will be able to feedback on the strategy	Head of Inclusion	01/09/2022	01/09/2025	1 month: Strategy signed off	Action not yet completed, but on track	Education Service Plan
	4.8.1.3	To deliver SEND services within the new framework using the 8 areas of focus	Plans are developed and support provided in a timely way that meets children's needs	Head of Inclusion	02/03/2023	01/03/2024		Action not yet completed, but on track	Education Service Plan
	4.8.1.4	To develop a SEF based upon the new SEND framework	We will have a new training programme based upon the new framework	Head of Inclusion	01/04/2023	01/10/2023	5 months: Draft created and shared with system	Not started	Education Service Plan
Schools and settings able to effectively identify and meet the needs of all children and young people with additional needs in a timely way	4.8.1.4	The Inclusion Services will co-produce a graduated offer of support for SEND with Luton schools which provides support at a universal, targeted and specialist levels in line with assess, plan, do, review cycle	Schools are clear on the support available at all levels for children with SEND improving inclusion across all schools	Head of Inclusion	01/09/2023	01/03/2024	4 months: Draft graduated support document created and presented to DMT	Not started	Education Service Plan
To overcome all barriers to inclusion	4.8.1.5	To deliver systemic training and support to schools on inclusion The Inclusion and Wellbeing strategy to be shared and embedded within all Luton schools	Children and young people will receive the right services at the right time Services will be planned based on priorities with key information and data from stake holders, local indicators	Head of Inclusion	01/09/2023	01/08/2024	5 months: Review completed on training uptake	Not started	Education Service Plan
Public Health									
To improve health outcomes for our children and young people	4.9.1.1	Identify children's priorities for inclusion within the Integrated Care System Plan, through the Core 20 + 5 children's Health Priorities (BLMK ICB)	The plan will evidence the voice of our children and young people with regards to their health needs and priorities. We will see an improvement in our children's health outcomes with a focus on Public Health Inequalities as evidenced in the Public Health outcomes framework and local strategies - smoking cessation, reduced obesity levels, increase in physical activity, reduced number of CYP accessing CAMHS and improved oral health.	Director of Public Health	01/06/2022	01/06/2025	6 months: Annual Public Health outcomes frame work update 12 months: Regular review of local strategies and action plan	Not started	ICS Plan