Luton Children, Families and Education Improvement Plan



A community built upon exceptional services, where all children are loved, belong and matter.

Luton

Executive Summary:

The Luton Children and Families Improvement Plan sets out how the Council will secure sustained improvements in outcomes for children, young people, families, and care-experienced adults. It responds to national reform priorities, local need, and lived experience, with a clear focus on high-quality, relationship-based practice.

Our vision is for a community built upon exceptional services, where all children are loved, belong, and matter. In Luton, we are ambitious for children and families. We are committed to working compassionately, inclusively, and collaboratively, holding high support and high expectations so that every child is safe, supported, and able to thrive.

The Improvement Plan is explicitly aligned to the National Children's Social Care Framework and structured around its four outcomes. It prioritises early help and prevention, strong partnerships, a skilled and supported workforce, and robust leadership and governance.

Outcome 1 – Children stay safe in their families, where possible:
We will strengthen early intervention by embedding Families First / Family Help as business as usual, improving responses to neglect and domestic abuse, and ensuring timely, child-centred assessments. Thresholds and decision-making will be applied consistently across the system, supported by strong multi-agency working and a clear focus on adolescents at risk.

Outcome 2 – Children grow up in safe, loving, and stable homes:
We will achieve permanence earlier for children who cannot remain safely with their families, strengthening kinship care and fostering sufficiency, improving placement matching and stability, and supporting children's identity, relationships, and sense of belonging.

Outcome 3 – Children and families get the right help at the right time:
We will embed high-quality supervision, effective management oversight, and reflective practice. Partnership working across neighbourhoods and communities will be strengthened, and performance data, audit findings, and lived experience will be used consistently to drive improvement. Digital and AI solutions will be used proportionately to reduce administrative burden and improve practice quality.

Outcome 4 – Children in care and care leavers thrive:
We will deliver the Care Leavers Ambition and Improvement Plan, improving pathway planning, transitions to adulthood, and access to housing, education, employment, health, and emotional wellbeing support. Participation and co-production with children in care and care leavers will be central to service design and delivery.

Delivery of the Improvement Plan is underpinned by strong leadership, a commitment to anti-racist and culturally competent practice, and a clear focus on workforce recruitment, retention, wellbeing, and development. Progress is monitored through robust governance arrangements, including performance oversight, quality assurance, scrutiny, and direct feedback from children, families, and partners.

This plan represents Luton's commitment to sustained improvement, continuous learning, and better futures for all children and young people.

Our vision

We believe that: ***A community built upon exceptional services, where all children are loved, belong and matter.***

In Luton we are committed to **building relationships and strengthening families** by working **with** people in a compassionate and understanding way. We are **ambitious** for Luton's children and families, determined that every child and young person is **healthy, safe**, and **successful**.

Context

- The Luton Improvement Plan outlines the actions Luton is taking to deliver positive outcomes for children, families and staff living and working in Luton.
- The actions and improvements needed to drive our efforts towards undertaking our best work with children and families are set out in this plan.
- The plan is subject to scrutiny and challenge through the governance mechanisms to ensure we stay on track and deliver.

Governance

- The **Children's Continuous Improvement Board** Chaired by the Chief Executive of Luton Council oversees improvement and transformation initiatives, acting as a point of resolution for escalating risks and issues and agreeing the next phase of work.
- The Performance and Accountability Meeting chaired by the Corporate Director of Children Families and Education has oversight of performance measures across the service. The Board receives updates on various issues directly from Heads of Service.
- The Children's Scrutiny Review Group receive regular updates on inspection preparation, performance and improvement.

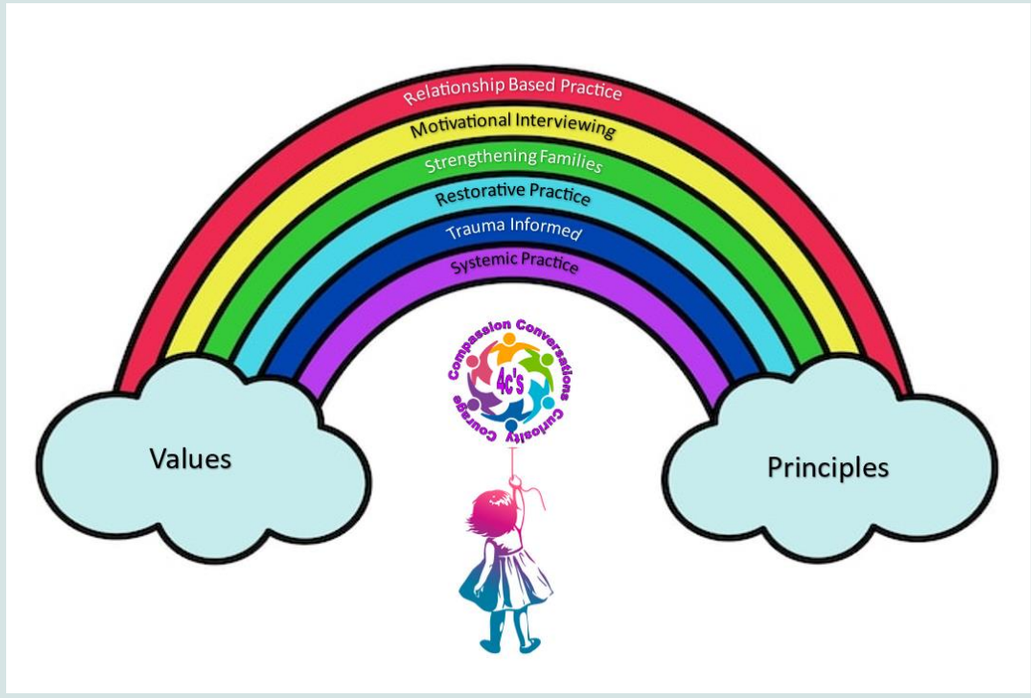
Monitoring performance and outcomes

- To track our progress against our priorities we will use a range of quantitative and qualitative data sources to ensure that our performance aligns with the lived experiences of children, families, staff, and partners.

Luton Council: Our values and the way we work.

We will hold ourselves to account and practice what we preach.

Our Improvement Plan is centred on the practice standards we have set to guide the way we work with children and families. These sit alongside our Practice Framework, which drives the improvements we will make to ensure that together we do our best work for those we help, protect and care for.



Our values

- **Be open and honest** — Do what we say we'll Do and explain what happens next.
- **Value families' experience** — Work with families, don't do to them, or work for them.
- **Listen to understand** — Be curious, not judgemental.
- **Work to prevent harm and repair damage** — To people and relationships.
- **Empower people** — Giving high support and having high expectations.

Across all our work we will…

- Hear and act on the Child's Voice
- Align Practice with Practice Framework
- Collaborate Across Multi-Agency Partners
- Deliver Anti-Racist, Inclusive Practice
- Work in Line with National Reforms

Our priorities and key areas of focus – In addition to our day-to-day work, we have identified key priority areas of focus for 2025/26 that will ensure our children, families, and communities receive the highest quality of help, support, and care.

Priorities

- Develop Families First for Children and embed the social care reforms into practice.
- Embed our updated practice framework, ensuring consistency in practice across the service.
- Strengthen management oversight and reflective supervision to achieve best outcomes for children.
- Ensure the voice of the child is captured and informing future planning.
- Recruit a permanent workforce and grow future leaders.
- Deliver on our Care leavers Ambition and Improvement Plan and strategic Corporate Parenting plan.
- Implement Mockingbird and engage with regional partners and our communities to increase recruitment and retention

Practice Priorities

- Make Corporate Parenting Everyone's responsibility
- Neglect
- Care Leavers
- Cultural identity
- Kinship Care
- Domestic Abuse

Areas of Focus

1. Delivering the National Children's Social Care Reforms locally in Line with the National Framework Outcomes
2. Strengthening skilled practice through our Practice Framework
3. Reflecting cultural competence in all practice
4. Embedding high-quality supervision and reflective recording
5. Ensuring frequency, quality and purpose of visits, and the voice of the child informs our practice
6. Ensuring direct work and life story work demonstrates relationship-based practice for all our children
7. Achieving permanency at the earliest point for all our children
8. Embedding inclusive and ambitious SEND practice in our children's plans
9. Creating a whole system response to young carers
10. Strengthening the identification and awareness of Private Fostering
11. Strengthening awareness of educational neglect and addressing educational issues that affect children
12. Growing sector leadership and practice champions
13. Leveraging systems, technology and AI to support practice
14. Embedding coproduction across the system to enable lived experience to support
15. Strengthen multi-agency response to high-risk young people to ensure effective and proportionate responses

Across all our work we will..

- Hear and Act on the Child's Voice
- Deliver Culturally competent, inclusive practice
- Collaborate Across Multi-Agency Partnerships
- Align Practice with our Practice Framework
- Embed with National Reforms

Ofsted Recommendations

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
1.1	Improvement Area 1: Supervision Orders (Outcome 3, leaders drive conditions for effective practice) <u>Ofsted Finding</u> • Inconsistent oversight and planning for children subject to supervision orders • Reviews not always timely or impactful	HoS Family Help	June 2026	1.1 Strengthen Oversight • Implement a central tracking system for all children subject to supervision orders	Complete	• Weekly oversight by Deputy Heads of Service, reviewed at Case Review Panel and monthly at Performance Board • Supervision Order flags are actively being used for all cases. • Business Object reports have been strengthened to track all children on supervision order and on interim supervision orders.	• Children receive timely, consistent support • Plans clearly drive change and reduce risk • Improved step-up/step-down decision making • Audit results (increased graded Good or better) • Performance data (≥95% reviews in timescale)
1.2		HoS Family Help/ LCS Lead	July 2026	1.2 Improve Quality of Plans • Introduce improved revised Child in Need planning template	In Progress	• All Teams are now using the Supervision Order Plan template, the system is being strengthened to ensure that children subject to a supervision order are easily identified and plans are being tracked.	
		HoS Quality Assurance	July 2026	Monthly dip sampling and audit programme	In Progress	• Audit cycle agreed, dip sampling in July 2026. Findings reported through QA framework to senior leaders within quarterly audit report, shared at Childrens Continuous Improvement Board.	
1.3		Performance and Relationship Manager	July 2026	1.3 Improve Timeliness of Reviews • Introduce automated alerts and dashboards to monitor review timeliness	In Progress	• Business Objects reports in place, Dashboards to be updated with this information.	
		HoS Family Help	July 2026	• Escalation protocol where reviews exceed timescales	In Progress	• Protocol being drafted and to be signed off by SMT by end of July 2026.	
2.1	Improvement Area 2: Kinship Care (Outcome 2, leaders drive	HoS Corporate Parenting	September 2026	2.1 Develop streamlined kinship assessment process with clear stages and timelines	In Progress	• This has been developed and distributed to all staff, training has been provided. Additional support to embed the process is underway	• Reduced delay in permanence decisions

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
	conditions for effective practice) Ofsted Finding • Delays in approval and inconsistent support for kinship carers					through attendance at team meetings. • Qualitative audit of kinship arrangements to scrutinize and inform practice within this area. To be completed by September 2026	• Greater placement stability • Reduced average time from assessment to approval • Increased kinship placement stability • Greater awareness of Kinship Support Offer from workforce • Increased Positive Feedback from carers
2.2		HoS Corporate Parenting	August 2026	2.2 Improve Decision-Making Timeliness	Complete	• Fortnightly reporting into Performance Meeting, and then monthly into Performance Board. • Panel Advisor tracks individual Reg 24s and 25s to ensure there is no delay, by arranging early panel dates. • Monthly oversight by SMT of all unregulated placements.	
2.3		HoS Corporate Parenting	August 2026	2.3 Strengthen Support Offer, Review and enhance financial support, Practical support and access to Family Help services	In Progress	• Local Offer being reviewed in collaboration with Kinship Carers. • Luton is linked with the national developments in relation to Kinship care, to support early adoption of best practice.	
2.4		HoS Corporate Parenting	August 2026	2.4 Agree schedule of training for all staff development on the revised kinship offer.	In Progress	• Practice Week session took place week commencing 22/06/26 with a focused session on Kinship Carers. • Training plan to be signed off at Workforce Board by end of August 2026.	
3.1	Improvement Area 3: Care Leavers Ofsted Finding • Variable quality of pathway planning • Inconsistent support for Care Leavers	HoS Corporate Parenting	September 2026	3.1 Strengthen Quality of our co produced Pathway Plans ensuring they have all the relevant information including the Local Offer and are multi agency.	In Progress	• Additional training has taken place for PA's. • Increased Audit activity to have more pathway plans deemed good or outstanding. • Review of home visits to care leavers ensuring that these are timely, and in their homes qualitative through monthly performance reviews.	• Care leavers receive consistent, relationship-based support • Improved preparation for adulthood • Greater stability in accommodation, EET, and wellbeing • Audit of pathway plans • PA allocations
3.2		HoS Corporate Parenting	September 2026	**3.2 Reduce Caseloads**	In Progress	• Ongoing recruitment to ensure manageable caseloads. • Caseload thresholds monitored fortnightly.	

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
3.3		HoS Corporate Parenting	September 2026	**3.3 Review the Care Leaver Offer and continue to strengthen, which includes our offer to Care Leavers who are parents.**	In Progress	• Local Offer has been extended to Care Leavers who are parents, through access to support from Family Hubs	• Care leaver feedback and engagement rates • EET and accommodation stability metrics

Leadership and Governance that promotes high support, high challenge culture

Key areas of focus…..

Delivering the National Children's Social Care Reforms locally in Line with the National Framework Outcomes	Strengthening skilled practice through our Practice Framework	Reflecting cultural competence in all our practice
Embedding high-quality supervision and reflective recording	Growing sector leadership and practice champions	Leveraging systems, technology and AI to support practice

Hear and act on the Child's Voice → Align Practice with Practice Framework → Collaborate Across Multi-Agency Partners → Deliver Anti-Racist, Inclusive Practice → Work in Line with National Reforms

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
1	Strengthen a relational, inclusive leadership culture that champions diversity, anti-racism, and accountability for children's outcomes. (National Framework Outcomes 1,2,3,4)	HoS Improvement	September 26	1.1 We will embed the Luton 2040 vision including our Child Friendly Strategy throughout all CFE operational activity, programmes and projects.	In Progress	• Developed CFL objective key results and priority areas for action in line with the corporate OKRs. • Childrens Trust board has become the CFL board following full review and now has updated TOR and is co chaired by young people and lead member for childrens services.	• Leadership reflects and values lived experience • High support and challenge behaviours are modelled at all levels • Our Practice Framework underpins all our work and interactions, and is evident on case records • We demonstrate cultural competence in our interactions and decision making • All managers to have completed the Systemic Leadership Training. • All case files evidence effective supervision and management oversight that drive progress. • Increasing consistency in audit judgements, with more cases judged good or outstanding
		HoS Quality and Assurance	March 27	1.2 We will continue to support staff, to embed the Luton CARES and Practice Framework values into their practice.	In Progress	• Scheduled DMT Roadshow at each practice week to embed the Cares values. Leadership sessions in place to embed key learning through managers into Team Meetings these have a strong influence of CARES – Practice Framework sessions run through Practice week and Managers/ Audit embedding in Team Meetings and through 1-1s.	
		All HOS	March 27	1.3 We will continue to support staff to develop a sophisticated understanding of cultural competence and anti-racist practice which meets the needs of Luton's diverse community.	In Progress	• Anti-Racist practice session took place through Practice Week, strong feedback received on the lessons that staff had learnt through session. • SWRES – MBK is lead for Luton, sharing key information with service. Have completed survey on how implementing the anti racist pledge. MBK has led on number of eastern region initiatives and workshop incorporating the voices of Luton workforce.	
		HoS Quality and Assurance	October 26	1.4 We will continue to ensure that all practice is aligned to the Practice Framework and applied consistently	In Progress	• Collaborative Audits review this on monthly basis, further focused piece of work to support practitioners to identify the tools they are using in their work, such as motivational interviewing.	
		HoS Quality and Assurance	November 26	1.5 We will ensure our QA processes including collaborative audits; observations all improve practice and inform service development	In Progress	• More focus on compliance with regards to collaborative audits. More audits are being returned if not collaborative. • Work to be completed to strengthen the observations being completed and analysis informing practice.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
		HoS Quality and Assurance	March 27	1.6 We will work closely with Learning and Development, the virtual College and Beds University to strengthen our leadership programme; to include leadership skills, managing change, coaching, and emotional intelligence.	In Progress	• Revised workforce board, workshop completed with a focus on learning and development. This will be a key focus for the board to monitor.	
		All HoS	March 27	1.7 We will continue to improve the quality, consistency and recording of supervision to support reflective thinking and better decisions for children.	In Progress	• Compliance has improved for supervisions, however quality needs to be strengthened. Task and finish group is reviewing the supervision form which will support reflective conversations.	
		HoS Quality and Assurance	October 27	1.8 We will ensure that the IRO footprint Escalation and Resolution processes impact on the child's journey consistently.	In Progress	• Dedicated lead IRO in this Escalations- Mariam Karim. Mariam's have visited a number of teams to deliver a presentation on escalations and expectations. • Dedicated lead IRO in Permanency- Alberta Essiljoe who will be working closely with the Permanency Worker- Jenny Goode Alberta have liaised with Jenny on the 18.06.2026 and is awaiting a response. This should strengthen oversight for all children awaiting for permanency outcomes, assist with identify delays and assist IROs in focusing on children where delays risks impacting outcomes. Weekly review of data re the absence of permanency planning continues. • The role of the IRO Presentation (which sets out our statutory duties, roles, responsibilities and challenges) delivered to North Neighbourhood Team on the 3rd June 2026.	
		DSCO	March 27	1.9 To ensure social care advices are provided as per statutory guidance for both quality and timeliness.	In Progress	• Dashboard is now up and running tracking all EHCP's. 96% in timescale as of June 2026. • New DSCO role now in place and working closely tracking EHCP's.	
2	Deliver system transformation aligned to national reforms through Pathfinder Family Help and SEND Reforms. Position ourselves as sector leaders by sharing	All HoS	August 26	2.1 We will deliver phase 3 of the social care reforms to become business as usual.	In Progress	• Phase 3 is close to completion and moving into business as usual. • Emphasis will be on embedding practice, realizing benefits and monitoring outcomes ensure the long term sustainability of the reforms.	• Family Help embedded consistently across neighbourhoods • New ways of working will reduce the need for statutory intervention with children and families • SEND and Family Help models align with practice • We are recognised for innovative, values-led practice • Internal expertise shapes
		Service Director	May 27	2.2 We will review our staffing structure ensuring it is aligned to deliver the new ways of working	In Progress	• Ongoing transformation work in place to review structure based on demand modelling.	
		HoS Quality and Assurance	December 26	2.3 We will deliver a comprehensive training offer to social work and alternatively	In Progress	• Revised workforce board, workshop completed with a focus on learning and development. This will be a key focus for the board to monitor.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
	innovation, driving best practice and shaping national thinking. (National Framework Outcomes 1,2,3)			qualified staff			wider system improvement
		Family Help HoS	October 26	2.4 We will continue to ensure that our alternatively qualified staff in Family Help have excellent management oversight and support.	In Progress	• Regular supervision with Team Manager in place to ensure robust oversight of cases and support is in place and offered where required.	
		Senior management Team	March 27	2.5 We will contribute to national reviews and share practice examples externally	In Progress	• Contribution to Southport Inquiry has been submitted. • Grooming Gangs inquiry is underway with data being analysed and witness statement being completed. • Lampard Inquiry with regards to a previous CSPR – confirmation of the information they hold has been given.	
		All HoS	October 26	2.6 We will ensure caseloads are maintained at a manageable level	In Progress	• Transformation team meeting with all HOS to demand model the pressures to ensure caseloads will be at manageable level post OCA.	
		Director of Education	April 29	2.7 To deliver national SEND reforms	In Progress	• Costed delivery plan has been submitted to the DfE. • Programme plan in development. • Recruitment underway to address hard to fill roles.	
		Director of Education	September 26	2.8 To review the existing SEND Strategy and develop a new co-produced SEND Strategic Plan.	In Progress	• Review of existing strategy planned for early September 2026. • Review plan being developed.	
3	Strengthen governance to ensure leadership decisions are child-focused, timely, and based on lived experience and frontline insight. (National Framework Outcomes 1,2,3,4)	All HoS	March 27	3.1 The voices of children, young people and their families will be evident throughout and key to our practice.	In Progress	• Ensuring all staff are capturing all wishes and views of children. All CWD staff are trained in alternate communication methods. Oliver McGowan training being delivered to all service. •	• Young people influence decision making • Children and young people participate in vibrant and effective participation work • Governance is agile and impact-driven
		Service Director Improvement	January 27	3.2 We will build upon the existing work of engaging young people within strategic work streams, meetings, and decision making.	In Progress	• Reviewing Participation offer as part of the overall OCA. Corporate Parenting are undertaking the big listen in the summer holidays to ensure that we understand the voices of our children and young people.	
		HoS Corporate Parenting	March 27	3.3 We will provide Corporate Parenting training to all new Senior Leaders and Members, and provide refreshers as required.	In Progress	• Training session booked in for November 2026.	
		HOSs corporate parenting and CWD	March 27	3.4 We will further develop transition pathways to meet the needs of our young people	In Progress	• Ongoing transitions work in place, have clear process and pathways in place for any child with needs, encompassing the whole service. • 6 Weekly MDT meetings to consider where all children are discussed.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
						• LCS to LAS form is being routinely used across the service. • Monthly Transitions board meeting in place chaired by Director of Operations/ Director of Adults.	
4	Use digital innovation to improve outcomes, streamline reviews and embed co-design with families. (National Framework Outcomes 1,2,3,4)	HOS Improvement/ Improvement Business Partner	March 27	4.1 We will review AI solutions such as magic notes/ co-pilot to lessen the administrative load on staff at all levels, and automate processes where possible to strengthen the recording on files to show evidence of impact	In Progress	• Review of Magic notes reports has been drafted, in process of gaining sign off.	• Services better meet the needs of children and families • Technology supports staff to focus on their work with children and families • Improved data collection informing service development • Improved quality of case recordings and minutes
		HoS Quality and Assurance	March 27	4.2 We will actively seek feedback from families and children from audit work, surveys and complaints to inform our service improvement, and involve young people in co-design of new initiatives	In Progress	• A review of the QA framework is being undertaken to strengthen the process.	
		All HoS	October 26	4.3 We will continue to make effective use of all Performance Data to monitor practice and drive service improvements	In Progress	• Fortnightly Annex A Meetings in place reviewing performance Data. • Monthly performance meeting in place • Team Managers and HOS meeting with performance team.	
5	Strengthen recruitment, retention and career development to build a diverse, supported, and skilled workforce. (National Framework Outcomes 1,2,3,4)	HoS Quality and Assurance, HOS Improvement	November 26	5.1 We will refresh the Workforce Training plan and strengthen the induction process for new starters.	In Progress	• Revised workforce board, workshop completed with a focus on learning and development. This will be a key focus for the board to monitor.	• Increasing percentages of permanent staff • Effective planning for sufficiency • Our staff continue to feel valued at Luton, with excellent opportunities for development • More inclusive leadership • pipeline • Staff supported to grow and stay • Improved representation at all levels
		HoS Quality and Assurance	October 26	5.2 We will build upon our existing strong offer to our grow your own and ASYE cohorts	In Progress	• SWA under review to expand to support all practitioners including qualified and non-qualified staff. • Incoming ASYE cohort will be 19 from September 2026. • Once the Early Careers framework is published, to build a new Programme for all staff.	
		All HOS	March 27	5.3 We will promote the Wellbeing offer to all staff.	In Progress	• Wellbeing sessions taking place through Practice Week. • Employee Support Service in place for all staff.	
		All HOS	March 27	5.4 We will ensure all staff have the option of a Personal Development Plan (PDP) and this is reviewed through the Check-In Process.	In Progress	• Revised workforce board, workshop completed with a focus on learning and development. This will be a key focus for the board to monitor.	

Providing effective help and protection

Key areas of focus….

Delivering the National Children's Social Care Reforms locally in Line with the National Framework Outcomes	Strengthening skilled practice through our Practice Framework	Reflecting cultural competence in all practice
Embedding high-quality supervision and reflective recording	Ensuring frequency, quality and purpose of visits, and the voice of the child informs our practice	Ensuring direct work and life story work demonstrates relationship-based practice for all
Strengthening awareness of educational neglect and addressing educational issues that affect children	Growing sector leadership and practice champions	

Hear and act on the Child's Voice → **Align Practice with Practice Framework** → **Collaborate Across Multi-Agency Partners** → **Deliver Anti-Racist, Inclusive Practice** → **Work in Line with National Reforms**

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
1	Fully embed practice priorities including Domestic Abuse, Neglect, and Parental Engagement. (National Framework Outcomes 1,2,3)	DHoS MASH	October 26	1.1 We will further strengthen practice around domestic abuse by working with family hubs developing programmes.	In Progress	DA Worker in MASH has developed delivery of Domestic abuse sessions through Family Hubs commencing from September 2026.	• Improved outcomes for individual children • Supervision and audits show clear focus • Less delay where engagement is low • Staff identify key issues and are confident with policies and best practice
		HoS QA	March 27	1.2 We will embed recommendations from Pan Beds Child Sexual abuse action plan	In Progress	• We have undertaken a further audit and finding will be merged to and implemented	
		All HoS	December 26	1.3 We will ensure the Graded Care Profile 2 is used when appropriate to understand neglect	In Progress	• A SIR has been completed and further work is required as the use of the tool is still limited. The QA service are currently devising a strategy for the service in respect of the use of the tool.	
		All HoS	March 27	1.4 We will ensure all plans for children experiencing neglect address cumulative harm or lived experience.	In Progress	• A SIR has been completed and further work is required as the use of the tool is still limited. The QA service are currently devising a strategy for the service in respect of the use of the tool.	
2	Strengthen partnership working across Family Help, and community networks to deliver joined-up support. (National Framework Outcomes 1,2)	FH HoS's	April 27	2.1 All Family Help teams, MASH and Multi Agency team will build relationships with a range of partners, using a neighbourhood-based approach, to provide a preventative response to emerging concerns	In Progress	• All FH Teams have coffee mornings with partners including school., health and early years. • Each school has liaison worker • Multi Agency Team work within the communities, Early Years workers are delivering parenting work in the family hubs. • MASH continue to be present in wide range of forums, spanning the whole community.	• More connected services • Less duplication • Earlier support • Fewer escalations • Shared language evident • Earlier Identification of children and young people who have specific needs

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
3	Apply thresholds and levels of need consistently so children's strengths, risks and family context are recognised early. (National Framework Outcomes 1,2,3)	HoS QA	December 26	3.1 We will develop the role of our MACPT to provide consistent and skilled responses to risk	In Progress	• Sessions are being planned to look at how the MACPT and operational managers understand risk collaboratively.	• Consistent application of thresholds and decisions at key transition points • Clear decision making in line with the Effective Support Document is evident on files. • Culture of shared responsibility evident in the MASH
		HoS MASH	March 27	3.3 We will continue to strengthen oversight on the throughput of cases within MASH and consistency of application of the PAN Beds threshold.	In Progress	• PAN Beds Effective Support document is being used, training sessions have taken place for the whole service, and each partners. • Multi Agency Audit meetings monthly to review decision making and thresholds, including parter agencies. • Regular item at team meetings to embed the knowledge of thresholds from PAN Beds document.	
4	Improve the quality and timeliness of assessments, visits and early interventions, including use of Family network meetings. (National Framework Outcomes 1,2,3)	All HoS	March 27	2.41 All files will reflect the Magnificent Seven, and we will hold a relentless focus on improving the quality of assessment work, ensuring proportional response and impact of harm is captured in assessments and oversight.	In Progress	• Increasing more audits have grading of good. DHOS references magnificent 7 in weekly performance meetings.	Child-centred, timely visits • Better early decision-making • Families more involved early • Reduction in PLO and care proceedings • Timely CIN and CP visits and meetings recorded and finalised within 2 working days. • FNMs/ FGC's held as standard and reviewed regularly
		All HoS	October 26	2.42 We will ensure that court deadlines are adhered to, and PLO work is timely and effective	In Progress	• Fewer escalations from court and legal due to missed timescales. Average duration of care proceeding and PLO is reducing. • Strengthened tracking process for care proceedings and PLO. • Improving permanency and concurrency planning to ensure streamlined.	
		All HoS	March 27	2.43 To develop and embed a robust process ensuring all children subject to supervision orders receive timely meetings, clear plans and support required.	In Progress	• SO are reviewed at 3,6 and 9 months at LGM. • LCPP have been identified to oversee and review plans for SO. • FH MACPT and SQA are completing deep dive to review practice and provide assurance around quality in this area.	
		All HoS	December 26	2.44 We will ensure that Family network meetings/ FGC are held at the earliest appropriate stage and will support family arrangements with Family Network Support Packages when needed.	In Progress	• All DHOS have action plan to increase the number of FNM taking place throughout the service and tracked, with oversight from HOS. • Data gathered monthly around use and numbers of FGC and FNM to ensure robust oversight and scrutiny including reporting into PAM and Annex A meetings. Also shared with DHOS to support and help with individual action plans. • Designed leaflets in regards to FNM and FNSP. • Trial to combine review meetings with FNM over next three months in West 2 and reviewed.	

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5	Ensure all children's rights to receive education are protected (National Framework Outcomes 1,3)	Head of Virtual School	March 27	2.51 We will improve understanding of educational neglect across the service	In Progress	• Focused session delivered during Practice Week in June 2026.	• CME swiftly reintegrated into education • CME subject to robust planning and risk assessment
		HoS FH East and West	March 27	2.52 We will strengthen our relationship-based approach to engaging families where children are missing education	In Progress	• CME officer is now offering parents a face to face meeting in the Town Hall before issuing SAO. Also ad hoc, case by case - home visits now take place	
6	Strengthen early, creative and strengths-based safeguarding for adolescents at risk in the community, through multi-agency and family-led approaches that reflect identity, needs, and transitions. (National Framework Outcomes 1, 3)	HoS MASH	October 26	2.61 We will track all cases for homeless 16–17-year-olds and missing.	In Progress	• HOS for MASH and North is lead for this area, has tracking processes in place to provide assurance of clear oversight and knowledge of each case. Further development to be completed to track cases for open cases.	Earlier, joined-up support • Pathways reflect culture, identity and need. • Contextual, SEND and family needs addressed together
		All HoS Family Help	December 26	2.62 We will further strengthen our tracking and early permanence planning, including the tracking and planning for Pre-birth	In Progress	• Pre birth panel in place and improved responses in this area, identified as fewer short notice court hearings as a result. • Identifying vulnerable families earlier and providing support. • Review underway to develop in house fresh start provision. • Collaboration with care leavers team to strengthen the support afforded to care experienced young people who are also parent.	
		HoS QA	December 26	2.63 Effective co-ordination and joined up working between partners and agencies for early identification and response to contextual safeguarding/ risk outside the home	In Progress	• Development day has taken place on the 13th July 2026, with a clear action plan being devised with regards to what are the gaps and what the next steps are for the partnership.	
		HOS FH East and West/ DHOS MACPT	December 26	2.64 Effective co-ordination and joined up working between partners and agencies for early identification and response to Forced Marriage/ FGM and Modern Slavery	In Progress	• Council wide Modern Day Slavery policy is being updated. Adult social care are leading on this work. HOS for East and West is supporting the work.	
7	Ensure young carers are identified and supported. (National Framework Outcomes 1,2)	All HoS	December 26	2.71 We will increase understanding of identifying young carers' issues across the service	In Progress	• DHOS for MASH is lead for young carers.	• More young carers identified • Tailored support plans • Better outcomes

Ref	Objective	Lead	Complete by	Actions	Progress	Updates	How do we know we are making a difference?
8	Identify and safeguard children in private fostering arrangements early, with clear, tailored support. (National Framework Outcomes 2, 4)	HoS Corporate Parenting	March 27	2.81 We will improve the identification of Private Fostering arrangements through awareness-raising with staff and across the community and partner agencies	In Progress	• Ongoing work in place, regular communications shared with service. Quarterly sessions in place to raise awareness. • Linked with safeguarding partnership to ensure regular awareness raising with partners.	• More appropriate notifications • Better assessment quality • Positive experiences reported
9	Support successful transitions to adulthood through earlier planning, stronger relationships, and tailored pathways for those with SEND, mental health, or care experience. (National Framework Outcomes 1,2,3,4)	HoS CWD and HoS Corporate Parenting	March 27	2.91 We will ensure that young people's needs are identified early and co-ordinate joint planning with adult services and partner agencies.	In Progress	• Ongoing transitions work in place, have clear process and pathways in place for any child with needs, encompassing the whole service. • 6 Weekly MDT meetings to consider where all children are discussed. • LCS to LAS form is being routinely used across the service. Monthly Transitions board meeting in place chaired by Director of Operations/ Director of Adults.	• More supported transitions into adulthood • young people have access to the multi-agency assessments and plans to support effective transitions. • Fewer 18+ disengagements

Improving the experience and progress of Children Looked After

Key areas of focus….

Strengthening skilled practice through our Practice Framework	Reflecting cultural competence in all our practice	Embedding high-quality supervision and reflective recording
Ensuring frequency, quality and purpose of visits, and the voice of the child informs our practice	Achieving permanency at the earliest point for all our children	Strengthening the identification and awareness of Private Fostering

Hear and act on the Child's Voice → Align Practice with Practice Framework → Collaborate Across Multi-Agency Partners → Deliver Anti-Racist, Inclusive Practice → Work in Line with National Reforms

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
1	Ensure every child in care has a loving, culturally considered, stable home where their identity is valued, and they are supported to thrive. (National Framework Outcomes 4)	HoS Corporate Parenting	August 26	1.1 We will review and strengthen the recruitment and retention of adoptive households that can meet the cultural needs of children and young people.	In Progress	Have made good progress in this area, have 8 households (stage 1), 6 households (stage 2) being assessed in the system. Increased visibility in the community and attended more events.	• Sufficient, diverse, high-quality homes. • Placement matches reflect children's cultural, identity, and emotional needs. • Fostering and adoptive households are well supported to meet children's cultural and identify needs • Fostering workforce strengthened. • Increase in in-house and kinship carers. • Increased supply of high-quality residential placements for our most complex young people • All children living in registered/regulated homes • Placement stability rates improve. • Foster carer feedback shows high satisfaction.
		HoS Corporate Parenting and HoS QAS	August 26	1.2 We will undertake a review of our existing processes and develop a training action plan in partnership with Adopt East, Foster East and CAMHS	In Progress	Training programme for foster carers has been reviewed and updated. For adoption we are accessing more of the training available across Adopt East.	
		HoS QAS	August 26	1.3 We will train staff on placements with family members, Reg 24/ 25	In Progress	Focused training has been delivered during practice week, and further sessions to be delivered to teams in July/ August.	
		HoS Corporate Parenting and HoS Commissioning	August 26	1.4 We will further strengthen our oversight of unregistered placements to ensure consistency in the timely approval and review of risk assessments.	In Progress	Placements team send out weekly updates, procedure in place. DMT oversight monthly. QA visit completed, and chase providers for progress on ofsted applications.	
		HoS Corporate Parenting	August 26	1.5 We will strengthen our oversight of unregulated placements to ensure consistency in the timely approval and support of kinship carers	In Progress	Monthly reporting to DMT. Further audit work underway. Panel advisor has oversight and scheduling panel dates to ensure no delays in approvals.	
		HoS Corporate Parenting	December 26	1.6 We will ensure placement matches reflect children's cultural, identity, and emotional needs and provide effective support to support fostering, adoptive and kinship families.	In Progress	Permanency lead appointed who focuses on embedding permanency across the service. Senior Management oversight of children where there are complexities in relation to matching to prevent drift. Have strengthened the long term matching panel to meet the needs of the service.	
		HoS Corporate Parenting and HoS QAS	August 26	1.7 We will improve the workforce knowledge and skills, and support offered to ensure that any child in trans-racial placement has their cultural needs met.	In Progress	Clear focus in all training sessions and senior management oversight.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
		HoS Corporate Parenting	August 26	1.8 We will review the current support offer to kinship carers in Luton.	In Progress	Local offer has been reviewed, awaiting publication of new standards, which will be reflected in the kinship offer.	
		HoS Commissioning	August 26	1.9 We will review and strengthen commissioning arrangements, including regional arrangements, to promote sufficiency and best value in line with national agenda	In Progress	Sufficiency strategy signed off January 2026, by Commissioning Board, currently updating sufficiency statement. Involved in the regional commissioning (Commission East) and working on frameworks for IFA and residential. Block contracting of residential provisions.	
		HoS Corporate Parenting	September 26	1.10 To embed the fostering reforms and regional care cooperatives.	In Progress	PAN Beds Bid successful, developing the end to end approval of foster carers for the end of September 2026.	
		HoS Corporate Parenting/ HoS CWD	August 26	1.11 To review and strengthen the Fostering and Adoption Panel processes	Complete	Both Fostering and Adoption panel processes have been reviewed and regular planning and development sessions with both panels.	
		HoS Corporate Parenting/ HoS CWD	September 26	1.12 We will review and strengthen the recruitment and retention for foster households that can meet the cultural needs of children and young people.	In Progress	Targeted recruitment of foster carers from black and mixed race backgrounds has been developed to meet the growing demand within the service. In addition addressing disproportionality to understand the increased in children in mixed race backgrounds.	
		DHOS Fostering	December 26	1.13 To strengthen the tracking and oversight of Foster carer complaints, disruptions and exemptions.	In Progress	DHOS has oversight of all complaints, disruptions and exemptions. Currently 3 complaints being tracked by DHOS at stage 1 and 2 standards of care investigations.	
2	Drive permanence planning excellence and achieve early, child-centred permanence through streamlined, efficient processes and meaningful child involvement. (National	HoS Corporate Parenting	August 26	2.1 We will ensure permanence is achieved earlier and with more certainty for our children, with streamlined pathways from entry to care to permanence.	In Progress	Streamlined process has been agreed and signed off at SMT. Family finders are getting in earlier with family help teams to understand early permanency, and discussing foster to adopt options. Permanency lead is embedding new process through team meetings. Corporate parenting teams now in Legal gateway/ pre birth panel to identify earlier awareness for family finders, to avoid drift. Permanency tracking panel will be focusing more on this cohort.	• Sufficient, diverse, high-quality homes. • Placement matches reflect children's cultural, identity, and emotional needs. • Fostering workforce strengthened. • Increase in in-house and kinship carers. • Increase in adoptive carers including more efficient recruitment process • Increased supply of high-quality residential
		HoS Corporate Parenting/ HoS CWD	August 26	2.2 We will ensure children's voices embedded in decisions. To strengthen awareness for all staff in capturing the voice of a child with disabilities/ nonverbal.	In Progress	Workstream in CP strategy focusing on engagement and participation. 2 young people hosted Barney wild awards. Focused sessions with children in care and care leavers through July and August to support participation and engagement.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
	Framework Outcomes 2, 4)	HoS Corporate Parenting	August 26	2.3 We will embed the matching processes, to ensure children are matched in a timely way.	In Progress	Permanency lead appointed who focuses on embedding permanency across the service. Senior Management oversight of children where there are complexities in relation to matching to prevent drift. Have strengthened the long term matching panel to meet the needs of the service.	placements for our most complex young people • All children living in registered/regulated homes • In Progress Placement stability rates improve. • Foster carer feedback shows high satisfaction. • Court and permanence timeliness improve • Service development and planning is informed by lived experience
3	Ensure meaningful Life Story Work is captured for all our children and young people (National Framework Outcomes 4)	HoS Corporate Parenting	October 26	3.1 We will ensure all staff are aware of their responsibilities in terms of Life story work for children and young people.	In Progress	Embedding life story work is ongoing. Planning to run Life Story sessions for the department. To have LS Session in Practice Week in October 2026.	• Children's understanding of their journey improves (case records evidence).
		HoS Corporate Parenting	November 26	3.2 We will engage children, young people and families within Life Story work.	In Progress	Social workers are completing through direct work to ensure co-production. To have LS Session in Practice Week in October 2026.	
		HoS Corporate Parenting/ HoS Commissioning	September 26	3.3 Commissioning digital life story tools.	In Progress	Have identified provider, going through procurement/ tender process. Contract start date July 2026, provider to be announced following stand still.	
4	Ensure our Adoption practice provides an excellent service for those children needing permanent homes outside their birth families. (National Framework Outcomes 4)	HoS Corporate Parenting	December 26	4.1 We will undertake a diagnostic exercise and create a service improvement action plan	In Progress	Discovery work has been completed by Adopt East on Family finding, positive feedback received. Report is currently being written. Improvement Plan being developed for Recruitment and Post adoption support.	• Service improvements identified and actions completed in line with diagnostic plan
		HoS Corporate Parenting	May 27	4.2 We will review and strengthen the marketing campaign for adopters and specifically Foster to Adopt Carers.	In Progress	This is being reviewed and updated.	• Sufficient adopters to provide early permanence

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
5	Embed lived experience leadership by building on participation and co-production for care-experienced young people (National Framework Outcomes 4)	HoS Corporate Parenting	August 26	5.1 We will create clear opportunities for care leavers and children in care to be involved in the design and delivery of services at both a strategic and operational level.	In Progress	Focused sessions with children in care and care leavers through July and August to support participation and engagement.	• Children and young people are supported to drive system improvements • Improved satisfaction in participation feedback surveys.
6	Embed practice that strengthens family connections and relationships for children in care. (National Framework Outcomes 2,4)	All HOS	December 26	6.1 We will ensure that all children in care are supported to maintain and strengthen relationships with their siblings, parents and extended families.	In Progress	Family time is offered to all children in care through Manor Centre, and they support foster carers to manage this when in long term placements to ensure best experience for young person. CLA teams have reviewed young people in care for long periods and where proportionate and risk assessed promoting rehabilitation. Strengthening SAMC assessments.	• Children and young people maintain lifelong relationships
7	Adoption	HoS Corporate Parenting	September 26	7.1 Review the structure of the adoption service in line with findings from the Adopt East diagnostic.	In Progress	DHOS compiling report to inform SMT on next steps on service structure within Adoption team. This information will also be shared with Transformation team.	•
		HoS Corporate Parenting	September 26	7.2 Develop Practice guidance for the adoption service	In Progress	This is in progress with support from Adopt East.	
		HoS Corporate Parenting	September 26	7.3 To strengthen the tracking and oversight of families accessing Adoption Support Fund, and Complaints/ Disruptions.	Complete	Have identified DTM who tracks and oversees post adoption, has had consultation with Adopt East and visited other Local Authorities to research best practices. Have strengthened tracking system and able to have clear oversight on all families accessing Adoption support fund, complaints, disruptions and SARs, with ability to provide reporting data as required.	
		HoS Corporate Parenting	September 26	7.4 Review ADM process for matches and approvals	In Progress	Framework has been reviewed, embedding improvements to streamline the process to ensure no future drift or delay.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
		HoS Corporate Parenting	September 26	7.5 Managing staff performance more effectively	In Progress	DHOS is holding weekly consultations with CLA and Adoption managers to evaluate staff performance and areas in need of improvement with clear action plans.	
		HoS Corporate Parenting	September 26	7.6 review practice model for children on placement orders	In Progress	At initial scoping stages, this is forming part of the transformation work, and will be subject to further review and demand analysis.	
		HoS Corporate Parenting	September 26	7.7 review the process and practice in relation to recruitment of adoptive carers	In Progress	There is more visibility for recruitment within the community, and a full review of the adoption recruitment strategy is underway.	
		HoS Corporate Parenting	September 26	7.8 Ensure all the pathways are on LCS and reports can be obtained for all aspects of the adoption process	In Progress	Are able to report on certain areas now, but there are more areas to be developed and embed these within LCS. New CPR form to be built on LCS.	
		HoS Corporate Parenting	September 26	7.9 Review post adoption model and practice with adopt east	In Progress	This is underway and improvement plan being created to strengthen this area. Adopt East due to be inspected by ofsted between September-December 2026, this is an area of focus.	

Improving the experience and progress of Care Leavers

Key areas of focus….

Strengthening skilled practice through our Practice Framework	Reflecting cultural competence in all our practice	Embedding high-quality supervision and reflective recording
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Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
1	Deliver on our Care leavers Improvement plan (National Framework Outcomes 2,3,4)	HoS Corporate Parenting	August 26	1.1 We will review and update policies and procedures relating to leaving care to ensure they are fit for purpose and reflect current practice.	In Progress	All policies have been reviewed, transitions process from CLA to Leaving care to be reviewed and updated with QA service.	• The views of care leavers are known, and they influence service delivery and design, and their achievements are celebrated • Case records and reviews show visible delivery of promises. • Young people's annual feedback shows trust and satisfaction. • Care leavers are supported to understand their rights, entitlements and responsibilities, including their right to independent advocacy that meets their needs. • Personal Advisors 'stay in touch' and visit all care leavers in line with Luton's Practice Standards • Outcomes for care leavers indicate improved life chances
		HoS Corporate Parenting	November 26	1.2 We will ensure robust planning is evidenced in all cases, and pathway plans are outcome focused and reflect the assessed needs of the young person	In Progress	Evidence of joint working present. Reviewing to ensure that all pathway plans are up to date on files.	
		HoS Corporate Parenting	October 26	1.3 We will review PA capacity to ensure capacity to do meaningful work with our young people	In Progress	Additional capacity has been resourced through resilience bid, additional 5 posts have been recruited into.	
		HoS Corporate Parenting	December 26	1.4 We will ensure that the right support is in place for young people who are in custody or leaving custody and we are ambitious for their future	In Progress	Have strengthened practice in terms of visits, all care leavers leaving prison are accessing allowances. Further work to be done with probation to strengthen the pre-release plan and risk management. To plan a collaborative learning review with Youth partnership.	
		HoS Corporate Parenting	March 27	1.5 We will improve care leavers' access to suitable accommodation wherever they choose to live	In Progress	No young people (Non-custody) are in unsuitable accommodation. Housing officer role will be filled from 3rd August and will have oversight and track data.	
		HoS Corporate Parenting	March 27	1.6 We will strengthen the tracking and oversight for young people living in HMO's and those in Semi Independent accommodation with 5+ hours of support.	In Progress	Fortnightly meetings take place reviewing young people in HMO's and Semi independent accommodation.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
		HoS Corporate Parenting	March 27	1.7 We will ensure that the right support is in place for young people who are parents, and ensure they are aware of their rights and opportunities.	In Progress	This has been captured in Local Offer. Need to review offer for those out of Luton. Video interactive guide (VIG) available, now to be promote this with care leavers, and to identify PA champions.	
		HoS Corporate Parenting	August 26	1.8 We will develop an excellent partnership offer for our children including providing opportunities in the family businesses. We will support our more vulnerable care leavers to engage in education, employment or training	In Progress	62% in EET. The 38% is being reviewed, these are more complex (Complex Needs, NRPF, Custody etc) working with connect to work to see about championing a programme to get them back into work. 7 care leavers in apprenticeships within Luton Council and 1 currently being on boarded.	
		HoS Corporate Parenting	August 26	1.9 We will develop a clear health offer providing tailored health services for care leavers in addition to universal provision	In Progress	Have collaborated with health services to confirm the offer for care leavers. ICB are working with care leavers team to identify services for care leavers out of borough. Mental health nurse in team providing support.	
		HoS Corporate Parenting	September 26	1.10 We will support lifelong family relationships and develop community and peer support groups to reduce isolation and loneliness	In Progress	Working with NYAS to strengthen the offer. Oak Wood have been contracted to support with life long links for CLA, discussion to take place in August to develop service for Care Leavers . Development of care leaver hub to offer session to promote peer support.	
		HoS Corporate parenting	November 26	1.11 We will enhance our arrangements for staying in touch with our care leavers over 21	In Progress	Leadership listening sessions in place for care leavers to speak to HOS, DHOS and Tm's fortnightly from July – August. This will be embedded as a regular event by September 2026.	
		HoS Corporate Parenting	September 26	1.12 Improve timeliness of visits and ensure that care leavers are seen in their accommodation on a regular basis	In Progress	Have discussed through team meetings to embed this, seen improvement in visits taking place to accommodation, continuous oversight on timeliness through performance and meetings. Completing surgeries with staff to strengthen policies and oversight on different aspects of role.	
2	All Care Leavers will have pathway plans that are co-created and support progression.	HoS Corporate Parenting	September 26	2.1 Improve the quality of pathway plans ensuring they have all the relevant information including details of the local offer included. They need to be written with and to the YP and have multi-agency involvement	In Progress	Focused work has been completed with PA's to strengthen this practice. Further work to be completed to ensure the multi agency involvement is clearly captured in the plans. This will be reviewed through supervision and from dip sampling of Care Leavers IRO. Care Leavers IRO continues to present training to PA's.	• The views of care leavers are known, and they influence service delivery and design, and their achievements are celebrated • Case records and reviews show visible delivery of promises. • Young people's annual feedback shows trust and satisfaction. • Care leavers are supported to understand their rights,
		HoS Corporate Parenting	September 26	2.2 Ensure pathways plans are updated following a change of circumstance	In Progress	Process has been strengthened and embedded within team. Tracking through supervision and management oversight to ensure that any change has had pathway plan update within the calendar month of the change of circumstance. Policy and practice development session with PA's has taken place.	

Ref	Objective	Lead	Complete by	Actions	Progress	Update	How do we know we are making a difference?
		HoS Corporate Parenting	September 26	2.3 Improve the support offer to care leavers as parents and ensure the offer is clearly recorded in their pathway plans	In Progress	This has been captured in Local Offer. Need to review offer for those out of Luton. Video interactive guide (VIG) available, now to be promote this with care leavers, and to identify PA champions.	entitlements and responsibilities, including their right to independent advocacy that meets their needs.
3	For all care leavers to have access to a robust local offer and fully understand what is available to them.	HoS Corporate parenting	September 26	3.1 Ensure process and practice for Keeping in Touch (KIT) is embedded and care leavers are giving informed consent which is clearly recorded on the records	In Progress	KIT process has been strengthened, DHOS has overall oversight and decision making to move case to KIT. Clear updates on files and evidence of letters and correspondence.	• The views of care leavers are known, and they influence service delivery and design, and their achievements are celebrated • Case records and reviews show visible delivery of promises. • Young people's annual feedback shows trust and satisfaction. • Care leavers are supported to understand their rights, entitlements and responsibilities, including their right to independent advocacy that meets their needs. • Personal Advisors 'stay in touch' and visit all care leavers in line with Luton's Practice Standards Outcomes for care leavers indicate improved life chances
		HoS Corporate Parenting	October 26	3.2 Develop a practice model to ensure transitions to leaving care is more effective	In Progress	Have increased the PA capacity and caseload has reduced. Can begin to transfer over the cases from CLA. QA Team to support with transitions process.	
		HoS Corporate Parenting	August 26	3.3 Ensure the whole system is aware of the care leaving offer and can support and quality assure the process	In Progress	Session completed within Practice Week to all staff. Working collaborative with partners.	
		HoS Corporate Parenting	August 26	3.4 Ensure the local offer is well understood within the care leaving service and across the system and is discussed in supervision and recorded in pathway plans	In Progress	To review the digital offer and publicity through this method. All staff are aware of the local offer and promote with young people.	
		HoS Corporate parenting	August 26	3.5 Improve communication with care leavers including digital offer	In Progress	To review the digital offer and publicity through this method. Creating social media accounts to share key information.	