

# Appendix 1

## 1a Action Plan for 2025 - 2028

The Priority	Actions we will take	How we will evaluate progress	Who is the lead
1. Elected members and officers understand and act on their responsibilities as corporate parents.	<p>Corporate Parenting Induction for new members to be reviewed.</p> <p>Ensure a system is in place to induct members elected after May 2027</p> <p>Presentation of Corporate Parenting Strategy 'mid-point review'</p>	# attending Corp Parenting induction May 2027	Lead Member Strategic Director SCH
2. All children and young people who are looked after have a safe and stable home where they feel safe, valued and cared for.	<p>Ensure foster carers feel well supported and valued by Corporate Parenting Panel.</p> <p>Celebrate and recognise the contribution of in-house foster carers through an annual foster carer appreciation event</p> <p>Encourage foster carer representation at Panel and continue to embed the Fostering Proactive Partnerships Group</p> <p>Ensure good support is in place for carers and children transitioning into adoptive placements or Special Guardianship placements</p>	<p>Feedback from foster carers</p> <p>Placement stability report (Annual figures)</p>	Service Manager for Placement & Support Team
3. Children who are looked by Monmouthshire County Council are	Ensure the Foster Carer recruitment strategy drives effective recruitment and retention	# / % children placed with in-	Service Manager, Placement & Support

<p>cared for by Monmouthshire carers and remain close to their homes and communities.</p>	<p>activity.</p> <p>Open x 2 further in-house residential children's homes and x 2 further supported accommodation houses</p>	<p>house foster carers</p> <p># / % children in in-house residential placements and supported accommodation placements</p>	<p>Team</p> <p>Service Manager, Residential Care</p>
<p><b>4.</b> Children and young people who are looked after enjoy a range of educational and learning opportunities and are supported to achieve the best possible educational outcomes.</p>	<p>Ensure that PEPs are completed to timescales and that there is a process in place for quality assuring PEPs</p> <p>Ensure that young people at risk of being NEET are identified early and that appropriate support is provided</p>	<p>Achievement and attainment reports for children looked after</p> <p># / % care experienced young people who are NEET</p>	<p>Head of Inclusion</p> <p>Youth &amp; Community Team Manager</p>
<p><b>5.</b> Children and young people who are looked after enjoy the best possible health and have appropriate information, health care and advice to thrive.</p>	<p>Monitor the improvement plan submitted by Health regarding completion of Child Looked After Health Assessments</p> <p>Maintain the BASE service to support the psychological and emotional health and wellbeing of children &amp; young people</p> <p>Continue to implement Life-Story work training for practitioners</p>	<p># assessments completed in timescales</p>	<p>ABUHB</p> <p>Head of Service</p>
<p><b>6.</b> Children and young people who are looked after enjoy a range of play, sport, leisure and cultural opportunities to enable them to fulfil their potential.</p>	<p>Continue to support social activities and trips for care experienced children &amp; young people</p> <p>Support positive peer networks among care experienced people</p>	<p>Activity &amp; outcomes report from Personal Advisors</p>	<p>Service Manager, Managed Care</p>

<p><b>7.</b> As they grow older, children looked after are given timely, good quality support to prepare them for the future and into independence and enable them to make positive choices for independent living to become successful, fulfilled members of society.</p>	<p>Work with the Young People’s Panel and foster carers to implement the ‘preparation for independence’ skills approach</p> <p>Ensure skills development is embedded within commissioned placements (fostering and residential)</p> <p>Ensure skills development is embedded within the model of care within in-house residential placements</p>	<p>Skills development approach in place</p> <p>Feedback from care experienced young people</p>	<p>Head of Service</p>
<p><b>8.</b> Care Leavers are supported in education, training and employment and housing options.</p>	<p>Increase the number of supported accommodation placements</p> <p>Increase the number of move-on accommodation suitable for young people</p> <p>Increase options for young people experiencing or at risk of homelessness</p> <p>Work with partners inside and external to the Council to develop apprenticeship opportunities</p>	<p># young people in supported accommodation provision</p> <p># care experienced young people transitioned to living independently in permanent accommodation</p> <p># care leavers in employment or training</p>	<p>Service Manager, Residential Care</p> <p>Housing Options Manager</p> <p>Head of Service</p>
<p><b>9.</b> Care Experienced children and young people are treated as valued members of the community, whose voices are heard, respected and taken into account in all decisions.</p>	<p>Increase the involvement of young people in Corporate Parenting Panel and ensure minutes are distributed to young people.</p> <p>Hold engagement events</p>	<p># events and # young people attending</p> <p>Feedback from</p>	<p>Lead Member</p> <p>Service Manager (Long-Term-Support)</p>

	Develop a way for panel to recognise and celebrate the achievements of Children Looked After and Care Leavers	care experienced young people	
<b>10.</b> Care experienced children and young people are intrinsically involved in the development of practice and the wider service.	<p>Develop the Young People's Panel</p> <p>Involve young people in Foster Care recruitment and training</p> <p>Involve young people in the implementation of residential and support accommodation provision</p>	Feedback from Young People's Panel	Service Manager and Team Manager Long-Term-Support Team

## 1b Review of Action Plan 22-25

No.	What will we do?	How will we do it?	Who is responsible	How will we measure progress?	Progress at Dec 2025	RAG
1.	Increase elected members understanding	Induct all elected members	Lead Member for Children and Young People	Elected members inducted	Corporate Parenting training was included in the induction of elected members following local government elections; however,	

Standing Action	of their responsibilities as Corporate Parents	Hold annual corporate parenting members' seminar  Present annual report on Corporate Parenting to Full Council.	HoS	Elected members attending corporate parenting seminar  Dates of annual reports to council	members elected following the May 2022 were not inducted.  A new induction programme is required and a mid-point corporate parenting seminar should be held.	
2. Standing Action	Ensure that consideration of Corporate Parenting responsibilities remains high profile within the Council's Senior Leadership Team	Represent the rights of CLA and CEYP at SLT  Annual reports	Chief Officer SCH	Dates of annual reports	Corporate Parenting remains a high priority within the Council's Senior Leadership Team and Political Leadership with a number of key reports related to care experienced children and young people presented during the period.	
3. Standing Action	Celebrate the achievements of looked after children and care leavers and our foster carers.	Introduce a programme of individual achievement awards	Youth / Enterprise leads together with Children's Services with the support of Corporate Parenting Panel and Foster Carer reps	Awards made  Dates of events	The panel has not developed a way of celebrating individual achievements.  Foster Carer Appreciation Events are held annually to recognise and value the contribution foster carers make. Thank you, cards are sent together with a small gift to foster carers at Christmas. Milestones in terms of long service are recognised by the Head of Service.	

		Host an achievement event				
4. Standing Action	Ensure that children and young people in care and care leavers have a voice, are heard and can influence service development	Support the development of young people's participation group  Implement CLA survey and respond to outcomes	Youth lead working with Team Manager, Long-Term Support	LTST Participation Action Plan.	<p>Regular engagement events between Care Leavers and Corporate Parenting Panel are established.</p> <p>However, improvement is needed in how outcomes from these events are taken forward. The Long-Term Support Team (14+) has been tasked with taken this forward.</p> <p>A formal participation group has been difficult to establish however a Care Leavers group was established in 2025, which could be extended to Children Looked After.</p> <p>There is a group of young people who are regularly and actively involved in the recruitment of key posts, and the development of the Residential service.</p>	
5. New Action	Ensure that children and young people are provided with information about their placement as part of	Create physical and digital booklets about our foster carers that can be shared with children prior to placement	Team Manager – PAST working with Team Manager LTST	Monitoring frequency	<p>A digital booklet, which can also be printed in a physical format, has been created with involvement from children and young people to help them with placement moves.</p> <p>The Big Welcome (information about foster carers for children) is being rolled out for all new foster carers and children moving placements.</p>	

	placement moves				Children moving into in-house residential provisions are a child-focussed transition period with child-friendly information about the carers and the house.	
6. Standing Action	Ensure that all Looked After Children and young people are offered advocacy through an 'active offer'	Promote the 'active offer' within social work teams and foster carers	HoS NYAS	# active offers  # LAC / Care leavers involved in advocacy	This action is fully implemented	
7. Standing Action	Make every effort to avoid unnecessary changes of placement.	Training, supervision and support for foster carers both 'practical' and 'psychological'.  Ensure all foster carers are aware of the support available through BASE and MyST.  Ensure good practice around matching processes.  Ensure referrals to PAST are accurate	Service Manager, Managed Care  Service Manager Wellbeing and Family Support	# of unplanned placement moves / placement breakdowns	Practice improvement activity has ensured that placement instability is addressed in a timely manner. This is embedded within the in-house foster carer community and forums for raising extra support when required are established.  Management and Leadership oversight mechanisms remain active and to focus early on placements under pressure as well as multiagency forums to target appropriate support for children with complex care.  BASE support remains available to foster carers and BASE are involved in Placement Stability meetings.	

		including completing 'All About Me'  Ensure 'Stable Lives, Brighter Futures' arrangements are fully complied with				
8. New Action	Implement the Foster Carer's Charter	The Foster Carer's Charter represents a commitment on behalf of MCC	Service Manager Wellbeing and Family Support	Implementation plan in place  Audit and monitoring of implementation  Feedback from foster carers	Action is fully implemented	
9. Standing Action (Amended)	Ensure appropriate support available to Special Guardians	Review of SGO policy and practice and implement new arrangements	Service Manager, Managed Care	# SGO support plans  # SGO breakdowns and reasons	A 2 <sup>nd</sup> review of the SGO policy is underway to review the funding and support required.  Families Together Team remains the vehicle for assessment of and support provided to SGO carers with a range of both formal and informal support options available.  The number of SGOs in place (and being made directly from a court process has significantly increased)	
10.	Ensure that adoption processes and	Ensure that operational link	Service Manager, Managed Care	SEWAS annual report including # of POs	The HoS and Service Manager are members of the SEWAS Management Board which regularly reports and raises issues related to	

Standing Action	adoption support is in place and working well	with SEWAS is working well	working with SEWAS	made and # of adoptions achieved	<p>Monmouthshire children and practice and consolidates the relationship between SEWAS and Children Services.</p> <p>Ongoing adoption training is in place across the service.</p> <p>Life Story work in Monmouthshire has become the template for exemplars in SEWAS.</p> <p>Adoptions have been made appropriately for Monmouthshire children and numbers have improved.</p>	
11. Standing Action	Increase the number of CLA placements with Monmouthshire Foster Carers	<p>Implement the objectives of the fostering project</p> <p>Development of the Fostering Strategy</p>	Service Manager, Managed Care working with the fostering project board	<p># increase in placements with Monmouthshire carers</p> <p>Reduction in dependence on IFA carers</p>	A Foster Carer Recruitment Strategy has been in place from 2023. This is currently being reviewed and updated to cover the period 2026-29. The strategy has driven a coordinated and coherent approach to recruitment and a significant increase in recruitment activity across the year. This has translated into increased numbers of enquiries, home visits, applications and ultimately approvals. There are now more children with in-house carers than with IFA carers.	
12. Standing Action	Increase the options for support and accommodation for care leavers including 'When	Implementation of the CLA / commissioning strategy Where I am Safe	Service Manager, Managed Care working with Lead Commissioner for CS	# Care Leavers experiencing period of homelessness or living in unsuitable accommodation	<p>A WIR Strategy has been written and is in the process of being implemented.</p> <p>The BIP pilot has concluded and MCC has contributed to the evaluation undertaken by CASCADE – WG have decided not to take this programme forward.</p>	

	I am Ready' placements	<p>Implement outcomes from the IPC review</p> <p>Complete Placement Commissioning Strategy for Monmouthshire</p> <p>Support CEYP as the Basic Income Pilot is rolled out.</p>			A placement development strategy has been endorsed by council and is being implemented. This has seen an increase of 5 new placements for 16 + with 2 further projects in development	
13. Standing Action	Ensure that all children who are looked after have a good understanding of their own "life-story" – why they live where they do and what the plans for their future are.	Ensure Support Workers, Social Workers and Foster Carers have skills and confidence in completing life-story work.	Service Manager, Managed Care	Via the SEWAS management Board data	<p>Life Story work for Children Looked After remains a priority in the service with consideration given to how this is done in retrospect for children who have been Looked After pre-2023.</p> <p>Whole Service Training has focused on child centred recordings to support young people's understanding of decisions and actions taken in their lives</p> <p>Pilot of BASE support for Care Leavers when reading their case files started November 25</p>	
14.	Narrow the gap of educational achievement	Ensure that cluster bids are strategic and are	Inclusion Manager CYP	# (%) children reaching expected levels at key-stage	PEPS timescales are improved and an ongoing part of the LTST development plan	

Standing Action	between children who are looked after and their peers	<p>focussed upon improving outcomes for CLA pupils.</p> <p>Report CLA outcomes on a cohort basis (e.g. mainstream, ALN, Unaccompanied Asylum Seekers and CLA in PRU)</p> <p>Ensure PEPs are completed within timescales; are of high quality and based on a multi-disciplinary approach</p>	Social Services Service Manager	Closing the gap between universal outcomes and CLA pupils at each key stage	<p>UASC assessment processes target language skills and access to education</p> <p>Corporate Parenting Panel receives an annual report into the attainment and progress of CLA within the school system</p>	
15. Standing Action	Ensure that all CLA and CEYP are fully supported to engage in education, training or employment post-16	Ensure that Pathway Plans are implemented through a partnership approach	Enterprise Leads together with Team Manager Long-Term Support	# (%) of care leavers who are in education, training or employment	<p>Multiagency Pathway Planning continues to develop, is reviewed regularly and quality assurance processes are in place.</p> <p>Care leavers are actively supported by their PAs.</p> <p>Care Leavers tell us that they feel there is inadequate viable employment opportunities and that some care leavers feel 'stuck' in a benefit trap. Care leavers have raised this with the local MP.</p>	

16. Standing Action	Ensure the health needs of CLA and CEYP people are met	Undertake CLA health assessments  Ensure that Health records and information travels with children moving placements or entering care	Lead Nurse for CLA ABUHB	81% (163) CLA health assessments were completed on time.  Annual report	Disruption in CLA Health Assessments, due to changes in Health personnel are now back underway.  Health and dental check-ups are reviewed at CLA Reviews by IRO and is now tracked by management via database	
17. Standing Action	Promote good emotional health and safe behaviours amongst all our CLA.	Support carers in meeting the emotional needs of CLA and young people  Ensure CLA and young people have access to psychological and therapeutic support	Service Manager wellbeing and Family Support, Service Manager for Managed Care working with Family Support services, BASE and MyST		There is ongoing psychological support for children's mental and emotional health through BASE and MyST services.  There remains good multiagency liaison Children Looked After and Care Leavers are able to access appropriate Health Services.  In-house residential workforce are inducted and trained in attachment / trauma informed approaches and received regular therapeutic consultation	
18. Standing Action	Ensure that all CLA and CEYP have access to a full range of 'extra-curricula' activities	Support carers and young people to access activities and events as identified based on understanding of children / young people's	Service Manager, Managed Care working with youth, enterprise and leisure leads and schools	# CLA / CEYP participating in clubs and events	In House Foster Carers and Residential Services are key to the engagement of young people in extracurricular activities, this is on a child's individual plan and overseen by management and IRO – Training is focused on this support.	

		interests and potential				
19. New Action	Ensure that foster carers receive the support and recognition they need to provide stable, secure and high quality placements to children who are looked after.	<p>Fostering Strategy</p> <p>Implement the proposed out of hours support line for foster carers.</p> <p>Review the core offer to foster carers to ensure it matches other fostering teams across Gwent.</p> <p>Actively seek additional benefits for foster carers including the Blue Light Card, free or discounted leisure passes, discounting council tax.</p> <p>Utilise the strengths in the social capital of Monmouthshire by actively</p>	Service Manager, Wellbeing and family support	<p>Implementation of support line</p> <p># calls</p> <p>Review of regional core offer to identify opportunities to develop local offer.</p> <p>Council to consider opportunities to develop and improve the local offer.</p> <p>Work with Comms team to maximise opportunities to leverage social capital for the benefit of foster carers.</p> <p># of consultation events</p> <p>Action taken as a result of feedback.</p> <p>Improvement in feedback</p>	<p>A review of Foster Carer fees led to fees being uplifted and brought into line with the region.</p> <p>All foster carers have a Supervising Social Worker and regular supervision. An audit of supervision has been undertaken to ensure it is timely and of good quality.</p> <p>All foster carers have a Learning and Development Plan which ensures they are accessing minimum core training and are encouraged to take up additional training. Training is linked to the Skills Framework which provides a financial incentive for foster carers to engage in learning and development.</p> <p>Out of Hours Support Line is embedded and well used.</p> <p>The Care Friends App is in place with a high % of foster carers accessing it.</p> <p>Consultations events with foster carers to talk directly to senior managers take place across the county on a regular basis encouraging maximin take up.</p> <p>BASE and MyST routinely attend the regular Foster Carer Support Groups</p> <p>Foster Carers have the opportunity to attend formal and informal social events from the</p>	

		<p>seeking community support for foster carers.</p> <p>Run regular consultation events with foster carers to enable them to have their voices heard with regard to their support and training needs, service delivery and improvement.</p> <p>Promote attendance at support groups and ensure BASE, MyST and other relevant individuals attend on a regular basis.</p>		<p>Monitor attendance.</p>	<p>annual Foster Carer Appreciation event in Foster Care Fortnight, to coffee mornings and Easter, summer, Halloween and Christmas parties.</p> <p>A quarterly Newsletter is provided to foster carers with updates, information and good news stories.</p>	
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