

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed	
Best Start Family Hubs	1. BSFH's model defined and agreed	1 BSFH's model defined in line with national BSFH minimum expectation	Milestone	1.1 Determine BSFH pilot site	Rosie Boardman	Discovery & design	Review national BSFH site definition and minimum expectations. Produce a Stropshire interpretation of BSFH requirements.	High	01/02/2026	31/03/2026	Natasha Moody	Done	Blue	March 26 - CLT - BSFH's Site selection data report submitted for discussion. Approval for Sandome area. Site visit planned for 20.03.26 to view buildings. Agreed The Lantern - meeting with estates team - 25.03.26.			01-Feb-26	31-Mar-26	Natasha Moody				31-Mar-26	
FFP	2. Establish Family Help Lead Practitioner Role	2.1 Multi-agency Practice Framework -	Milestone	2.2.5 - Tools and language aligned	Practice & people Workstream	Mobilisation & Building readiness	Align assessment and planning tools where possible. Agree shared language and practice expectations. Reduce duplication across agencies.	Low	TBD	TBD	Jennie Lowe	Not Started	Amber						Jennie Lowe					
FFP	2. Establish Family Help Lead Practitioner Role	2.1 Multi-agency Practice Framework -		2.2.6 - Update policies and procedures	Jane Rose	Mobilisation & Building readiness	Update Tri-X policy & procedures	High	TBD	31/08/2026	Jane Rose	Not Started	Amber					31-Aug-26	Jane Rose					
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)		2.3.4 - Practitioner roles and functions finalised across partnership	MDT T&F Group	Mobilisation & Building readiness	Agree how practitioners will function within MDTs, including: Direct family support. Front door triage and advice. Consultative support to FHLs. Acting as a link to home organisations. Align role expectations with: FHLP model. Team Around the Family (TAF) processes. Document role clarity to support supervision and accountability. Partnership processes updated.	Medium	TBD	TBD	Elle Lloyd	Not Started	Amber		Induction programme				Elle Lloyd					
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)		2.4.4 - Workforce development plan in delivery	Inclusive People & Practice	Mobilisation & Building readiness	Deliver training and development programme. Support practitioners into new roles. Monitor impact on confidence, practice and outcomes.	Medium	TBD	TBD	Jennie Lowe	Not Started	Amber	In progress - to include data changes to system					Jennie Lowe					
FFP	3. Multi-Disciplinary Family Help Teams (MDT)	3.1 Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.9 - System updated	Data Systems and Outcomes	Mobilisation & Building readiness	Roles & responsibilities updated in system	Medium	TBD	01/09/2026	Data Team	Not Started	Amber					01-Sep-26	Data Team					
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum expectation 1.1 & 1.4, 1.5)	Milestone	1.1.14 - Explore other LA's JD's / PS	Gemma Onions	Mobilisation & Building readiness	Review other LA's JD & PS for FHLP (TEH & CN Team)	Medium	01/02/2026	30/04/2026	Gemma Onions	Done	Blue		JD & PS for FHLP roles		01-Feb-26	30-Apr-26	Gemma Onions				30-Apr-26	
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1)		4.1.10 - DIE Data reporting requirements	Practice & people Workstream	Mobilisation & Building readiness	Build in DIE data requirements regarding assessments	Low	TBD	01/09/2026	TBD	Not Started	Amber					01-Sep-26	TBD					
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum expectation 1.1 & 1.4, 1.5)		1.1.2 - Current staffing delivery mapped - CN and EH model	HR	Discovery & design	Map existing roles, numbers and management arrangements	Medium	03/01/2026	30/04/2026	Debbie Smith	Done	Blue	Establishment list completed	Establishment list		03-Jan-26	30-Apr-26	Debbie Smith				30-Apr-26	
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1)		4.1.9 - Update to process pathways and protocols inc info for families	SSCP	Mobilisation & Building readiness	Pathways, process updated to reflect the changes internal and external	Low	TBD	01/09/2026	TBD	Not Started	Amber					01-Sep-26	TBD					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.2)		4.2.10 - DIE Data reporting requirements	Practice & people Workstream	Mobilisation & Building readiness	Build in DIE data requirements regarding plans	Low	TBD	01/09/2026	TBD	Not Started	Amber					01-Sep-26	TBD					
FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice	Milestone	4.3.1 Consent form clarified and embedded in assessment & plan	FH T&F Group	Discovery & design	Review and clarify consent guidance	Low	TBD	30/06/2026	Helena Williams / Donna Ward	Not Started	Amber					30-Jun-26	Helena Williams / Donna Ward					
FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice	Milestone	4.3.2 - Consent Form Approval	FH T&F Group	Discovery & design	Consent changes approved	Low	TBD	12/06/2026	TBD	Not Started	Amber					12-Jun-26	TBD					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.10 - Policies and Processes updated	All	Mobilisation & Building readiness	Approval of BC's and Threshold doc	High	12/06/2026	12/06/2026	DSPs	In Progress	Green	workshop planned 12.06.26.			12-Jun-26	12-Jun-26	DSPs					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.11 - DIE Data reporting requirements	Practice & people Workstream	Mobilisation & Building readiness	All policies and processes updated	Medium	TBD	01/08/2026	All	Not Started	Amber					01-Aug-26	All					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.9 - Training	Practice & people Workstream	Mobilisation & Building readiness	Build in DIE data requirements regarding plans	Low	TBD	01/09/2026	TBD	Not Started	Amber					01-Sep-26	TBD					
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.10 LCS ready for implementation	Data Systems and Outcomes	Mobilisation & Building readiness	Training for partners in front door	Low	TBD	TBD	Data, Systems & outcomes	Not Started	Amber	Child Protection workflow to be reviewed to reflect changes / forms within system utilising CFR capabilities & best practice					Data, Systems & outcomes					
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)		6.1.12 training	Practice & people Workstream	Mobilisation & Building readiness	MACPT training	Low	TBD	TBD	TBD	Not Started	Amber						TBD					
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)		6.1.13 - Protocols updated	SSCP	Mobilisation & Building readiness	Protocols and assessments updated	Low	TBD	TBD	SSCP	Not Started	Amber						SSCP					
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)		6.1.14 - DIE Data reporting requirements	Practice & people Workstream	Mobilisation & Building readiness	Build in DIE data requirements regarding MACPT	Low	TBD	01/09/2026	TBD	Not Started	Amber					01-Sep-26	TBD					
FFP	6 Multi-agency child protection teams	6.2 Integrated but distinct MACPT operating model (Minimum expectation 6.4 & 6.8)		6.2 System changes - MACPT interface with FH Front door arrangements	Data Systems and Outcomes	Mobilisation & Building readiness	LCS changes to be made for CP workflows	Low	TBD	TBD	Data, Systems & outcomes	Not Started	Amber						Data, Systems & outcomes					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.2 Kinship Strategy Developed and Implemented (Minimum expectation 8.1-8.5)	Milestone	8.2.3 Kinship Strategy Approved	FGDM T&F Group	Mobilisation & Building readiness	Child Protection workflow to be reviewed to reflect changes / forms within system utilising CFR capabilities & best practice	Medium	TBD	TBD	Maxine Ellis	Not Started	Amber						Maxine Ellis					
FFP	2. Establish Family Help Lead Practitioner Role	2.1 Multi-agency Practice Framework -	Milestone	2.1.1 Design Practice Frameworks agreed across partnership	Jennie Lowe	Discovery & design	8.1.2 - Kinship Strategy approved	Medium	29/10/25	30/06/2026	Jennie Lowe	In Progress	Green	Timeline extended from 31.03.26 to 30.06.26 - within threshold Doc. Practice Framework is within this doc.			29-Oct-25	30-Jun-26	Jennie Lowe					
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1)		4.1.8 - Training	Practice & people Workstream	Mobilisation & Building readiness	develop a shared principles and practice framework across partnership for family help. Assessment Training for workforce	Low	?	?	TBD	Not Started	Amber	Timeline dates to be added when detail available regarding build time requirement.					TBD					
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.15 - MACPT Live	Go Live!	Implementation & Delivery		Low	01/01/2027	30/11/2026		Not Started	Amber				01-Jan-27	30-Nov-26						
Best Start Family Hubs	10. BSFH data systems operational	10. Data systems in place to support attendance tracking impact reporting and assurance.	Milestone	10. Data systems live.	Data Systems and Outcomes	Mobilisation & Building readiness	Implement attendance and impact recording system. Configure reporting mechanisms. Confirm information governance compliance. Test digital and online elements of the offer.	High	20/03/2026	07/09/2026	Rosie Boardman	In Progress	Green	Met with other LA to discuss their reporting mechanisms.			20-Mar-26	07-Sep-26	Rosie Boardman					
FFP	12. Project set up	12.4 Finances		12.4.1 Agency Spend	Divya Mistry	Mobilisation & Building readiness	Defined plan to reduce agency spend	High	28/10/2026	30/04/2026	Divya Mistry	Not Started	Amber				28-Oct-26	30-Apr-26	Divya Mistry					
Best Start Family Hubs	11. BSIL Plan Published	11. Best Start in Life plan published and communicated.	Milestone	11. BSIL Plan live	Rosie Boardman	Mobilisation & Building readiness	Publish Best Start in Life plan on SC website. Communicate BSFH approach to partners and stakeholders.	High	01/02/2026	31/03/2026	Rosie Boardman	Done	Blue	Plan published, initial meeting with working group planned with key partners.			01-Feb-26	31-Mar-26	Rosie Boardman					31-Mar-26
FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice	Milestone	4.2.10 Consent form live	Go Live!	Implementation & Delivery	Consent form live	Low	01/09/2026	01/09/2026	TBD	Not Started	Amber					01-Sep-26	01-Sep-26	TBD				
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.10 - Front door live	Go Live!	Implementation & Delivery	Live!	Medium	01/09/2026	01/09/2026	Elle Lloyd	Not Started	Amber					01-Sep-26	01-Sep-26	Elle Lloyd				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.10 - Restructure of social care workforce to align with model	MACPT	Mobilisation & Building readiness	restructure workforce according to model design	Low	01/09/2026	01/11/2026	MACPT	Not Started	Amber					01-Sep-26	01-Nov-26	MACPT				
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.2)		4.2.9 - Process and protocols updated inc info for families	SSCP	Mobilisation & Building readiness	All processes and protocols updated in partnership	Low	01/08/2026	01/09/2026	SSCP	Not Started	Amber					01-Aug-26	01-Sep-26	SSCP				
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectations 6.6, 6.10, 6.12 & 6.13)		6.3.4 training	Practice & people Workstream	Mobilisation & Building readiness	Threshold training developed & rolled out	Low	01/07/2026	30/09/2026	Practice & people	Not Started	Amber					01-Jul-26	30-Sep-26	Practice & people				
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectations 6.6, 6.10, 6.12 & 6.13)		6.3.5 - Process and protocols updated inc info for families	SSCP	Mobilisation & Building readiness	All processes and protocols updated in partnership	Low	01/07/2026	01/09/2026	SSCP	Not Started	Amber					01-Jul-26	01-Sep-26	SSCP				
Best Start Family Hubs	12. BSFHs pilot operating as a hub	12. Pilot BSFHs operating as physical, accessible hubs delivers the agreed offer.	Milestone	12. Pilot Hub live	Rosie Boardman	Implementation & Delivery	Operate BSFH pilot site as physical access points for families.	High	01/09/2026	07/09/2026	Rosie Boardman	In Progress	Green					01-Sep-26	07-Sep-26	Rosie Boardman				
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.7 - LCS changes	Data Systems and Outcomes	Mobilisation & Building readiness	Front Door Configuration on systems	Medium	01/07/2026	30/06/2026	MDT	Not Started	Amber					01-Jul-26	30-Aug-26	MDT				
FFP	6 Multi-agency child protection teams	6.7 - MACPT as a Centre of Expertise and System Leader (Minimum expectation 6.13 & 6.14)	Milestone	6.7.1 - MACPT Consultation and advice function live	MACPT	Mobilisation & Building readiness	Provide advice and consultation to practitioners. Maintain an understanding of local patterns of significant harm. Facilitate better communication and information sharing.	Low	01/07/2026	30/11/2026	MACPT	Not Started	Amber					01-Jul-26	30-Nov-26	MACPT				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum expectation 1.1 & 1.4, 1.5)		1.1.7 - Change management approach agreed	FH T&F Group	Mobilisation & Building readiness	Agree transition and change management approach	Low	12/06/2026	31/07/2026	SSCP	Not Started	Amber	Once approval sought - change management approach for system to be agreed			12-Jun-26	31-Jul-26	SSCP					
FFP	12. Project set up	12.1 Programme Communication and delivery plan		12.1.4 - Staff engagement & feedback mechanism	PMO	Mobilisation & Building readiness	Develop padlet as central place to store information and for staff to engage via a two-way feedback loop	High	01/03/2026	31/03/2026	PMO	Done	Blue	In progress - completing final roadmaps	Padlet launched	Children's Services Change Programme	01-Mar-26	31-Mar-26	PMO					31-Mar-26
FFP	12. Project set up	12.1 Programme Communication and delivery plan		12.1.6 Templates for consistent comms	Comms & PMO	Implementation & Delivery	Develop a consistent set of templates to share information across the partnership.	Medium	01/03/2026	30/04/2026	PMO	Done	Blue	In progress, others designed as and when required.	Monthly updates template launched.		01-Mar-26	30-Apr-26	PMO					30-Apr-26
FFP	1. Family Help Model & Single Integrated Service	1.2 - Refreshed threshold & Local Protocols - (Minimum Expectations 1.2 & 1.3)	Milestone	1.2.5 Publish and embed	SSCP Working Group	Implementation & Delivery	Publish threshold document and protocol. Deliver multi-agency briefings and communications. Update practice guidance and frontline tools.	High	12/06/2026	30/06/2026	Jane Rose	In Progress	Green		Threshold document		12-Jun-26	30-Jun-26	Jane Rose					
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.13 FHLP Role Operational	FH T&F Group	Implementation & Delivery	Appoint FHLPs across Family Help teams. Ensure families have a named lead practitioner. Embed FHLP role into supervision and QA.	Medium	01/06/2026	01/09/2026	FH T&F Group	In Progress	Green					01-Jun-26	01-Sep-26	FH T&F Group				

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FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice		4.2.7 - Consent changes built into system	FH T&F Group	Mobilisation & Building readiness	LCS / EHM reflected of change	Low	01/06/2026	01/08/2026	LCS project Team	Not Started	Amber				01-Jun-26	01-Aug-26	LCS project Team				
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)	Milestone	4.2.7 - Plan changes built into system	Data Systems and Outcomes	Mobilisation & Building readiness	LCS / EHM updated and pathways updated	Low	01/06/2026	01/08/2026	LCS project Team	Not Started	Amber				01-Jun-26	01-Aug-26	LCS project Team				
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.8 training	Practice & people Workstream	Mobilisation & Building readiness	Family plan training delivered to professionals	Low	01/06/2026	01/09/2026	Practice & people	Not Started	Amber				01-Jun-26	01-Sep-26	Practice & people				
FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice		4.2.8 training	Practice & people Workstream	Mobilisation & Building readiness	Consent training updated	Low	01/06/2026	01/08/2026	Practice & people	Not Started	Amber				01-Jun-26	01-Aug-26	Practice & people				
FFP	4. Family Help Assessment	4.3 Consent Form - Lawful, respectful and family friendly practice		4.2.9 - Process and protocols updated inc info for families	SSCP	Mobilisation & Building readiness	Pathways, processes updated including privacy notice	Low	01/06/2026	01/09/2026	SSCP	Not Started	Amber				01-Jun-26	01-Sep-26	SSCP				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.9 - MACPT footprint agreed	MACPT	Mobilisation & Building readiness	Confirm establishment structure, reporting lines and cover arrangements	Low	01/06/2026	01/09/2026	MACPT	Not Started	Amber				01-Jun-26	01-Sep-26	MACPT				
FFP	6 Multi-agency child protection teams	6.2 Integrated but distinct MACPT operating model (Minimum expectation 6.4 & 6.8)		6.2.1 MACPT interface with Court Teams & Children in Care	MACPT	Mobilisation & Building readiness	Define how the MACPT will integrate with the Court Teams and Children in Care	Low	01/06/2026	01/09/2026	MACPT	Not Started	Amber				01-Jun-26	01-Sep-26	MACPT				
FFP	12. Project set up	12.4 Finances		12.4.2 Grant funding allocation	Stephen waters	Mobilisation & Building readiness	Determine the total grant allocation for all reforms including what is allocated and where this is aligned to the future programme requirements or not	High	01/02/2026	31/01/2026	Stephen waters	Done	Blue	In progress			01-Feb-26	31-Jan-26	Stephen waters				31-Mar-26
FFP	12. Project set up	12.4 Finances		12.4.3 Define spend	Natasha Moody	Mobilisation & Building readiness	Define the allocation of the funding for all aspects of the programme	High	01/02/2026	30/04/2026	Natasha Moody	Done	Blue	Not started			01-Feb-26	30-Apr-26	Natasha Moody				30-Apr-26
FFP	12. Project set up	12.4 Finances		12.4.4 Existing budget	Stephen waters	Mobilisation & Building readiness	Prepare and share a summary of the existing children's social care and early help budget at a gross expenditure level, including the allocation between preventative and non-preventative spend, for use in the upcoming cabinet paper	High	01/02/2026	31/03/2026	Stephen waters	Done	Blue				01-Feb-26	31-Mar-26	Stephen waters				31-Mar-26
FFP	6 Multi-agency child protection teams	6.2 Integrated but distinct MACPT operating model (Minimum expectation 6.4 & 6.8)		6.2.2 - MACPT interface with FH Teams and Front door arrangements	MACPT	Mobilisation & Building readiness	Define how the MACPT will integrate with the Front Door & FH Teams	Low	01/06/2026	01/09/2026	MACPT	Not Started	Amber				01-Jun-26	01-Sep-26	MACPT				
FFP	12. Project set up	12.4 Finances		12.4.6 - Team Budget Breakdown	Stephen waters	Discovery & design	Send a budget breakdown for the three teams (Stepping Stones, EHAST, 0 to 5) to Natasha to support the evaluation of their value and impact.	High	01/02/2026	31/03/2026	Stephen waters	Done	Blue				01-Feb-26	31-Mar-26	Stephen waters				31-Mar-26
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectation 6.6, 6.10, 6.12 & 6.13)		6.3.1 - Multi-agency Practice Framework agreed	Practice & people Workstream	Mobilisation & Building readiness	design a single multi-agency practice framework covering: Understanding and analysing harm (including extra-familial) Risk assessment and decision-making Family and network engagement (FGDM) Proportional, timely intervention	Low	01/06/2026	TBD	46235	Not Started	Amber				01-Jun-26						01-Aug-26
FFP	6 Multi-agency child protection teams	6.4 Supervision, Learning & Quality Assurance Framework (minimum expectation 6.11 & 6.12)	Milestone	6.4.1 - Supervision model agreed and implemented	MACPT	Mobilisation & Building readiness	Design the management and supervision system for MACPT	Low	01/06/2026	01/09/2026	Natalie Arowsmith	Not Started	Amber				01-Jun-26	01-Sep-26	Natalie Arowsmith				
Best Start Family Hubs	13. Pilot hub learning captured and agreed	13. Learning from the pilot BSFH is captured and used to refine the delivery model prior to scaling	Milestone	13. Pilot learning review completed.	Rosie Boardman	Implementation & Delivery	review pilot performance, attendance and impact data. Capture learning on site model, service delivery, data systems and user experience. Identify any required refinements to the BSFH model, offer or processes. Agree readiness to proceed to wider roll-out through programme governance.	Low		30/09/2026	Rosie Boardman	In Progress	Amber					30-Sep-26	Rosie Boardman				
Best Start Family Hubs	14. Roll-out of wider BSFH network	14. Wider BSFH sites are rolled out in a phased and controlled manner, applying learning from the pilot and ensuring consistency with national BSFH minimum expectations.	Milestone	14. Wider BSFH roll-out commenced.	Rosie Boardman	Implementation & Delivery	Confirm phasing and sequencing for additional BSFH sites. Apply refined BSFH model and learning from pilot hub to new sites. Complete site readiness checks for each new hub prior to go-live. Extend BSFH branding, data systems and reporting to additional sites. Monitor performance and impact across the expanding BSFH network.	Low	01/10/2026	31/10/2028	Rosie Boardman	In Progress	Amber				01-Oct-26	31-Oct-28	Rosie Boardman				
Best Start Family Hubs	15. BSFH network embedded and operating at scale	15. BSFH network operating county-wide as business-as-usual, delivering consistent services and evidencing impact.	Milestone	15. BSFH roll-out completed.	Rosie Boardman	Implementation & Delivery	Ensure all BSFH sites are operational and delivering the agreed offer. Maintain consistent branding, data collection and reporting across all hubs. Embed oversight of the BSFH network into BAU governance arrangements. Use performance and impact data to drive continuous improvement.	Low	01/12/2026		Rosie Boardman	In Progress	Amber				01-Dec-26		Rosie Boardman				
Best Start Family Hubs	16. Development of BSIL Inclusion practitioner role	16. Role developed or created to support families with children with SEND needs to access further, timely support including accessing their entitlements	Milestone	Inclusion practitioner situated or accessible across the county	Rosie Boardman	Discovery & design	Ensure families have access to a BSIL inclusion practitioner within the hubs. Mapping out the role and developing JD.	Medium	01/09/2026	01/12/2026	Rosie Boardman	In Progress	Green				01-Sep-26	01-Dec-26	Rosie Boardman				
Best Start Family Hubs	17. Consider bid for match funding to develop partnership with YPF to support delivery of hub spoke model	17. submit bid, local groups identified and operationalise delivery of HLE groups in wider communities as part of BSFH spoke model	Milestone	16. Bid submitted, develop reporting structure on KPI's and QA. DFE provide funding manager and match funding. Identify community groups to deliver HLE groups as part of spoke model	Rosie Boardman	Discovery & design	Delivery of groups by the voluntary sector across wider communities. Met with YPF and attended DFE webinar, asked for further discussions to make bid with YPF.	Medium	07/09/2026	04/04/2027	Rosie Boardman	In Progress	Green				07-Sep-26	04-Apr-27	Rosie Boardman				
Best Start Family Hubs	2. BSFH core service offer designed	2. BSFH service offer defined covering parenting, HLE, perinatal mental health, infant feeding, parent-infant relationship support, and additional needs	Milestone	2.1. Core BSFH offer agreed.	Rosie Boardman	Discovery & design	Map existing services against BSFH expectations. Identify gaps and design the core BSFH service offer. Confirm scope of services to be delivered through hubs.	High	01/09/2026	31/03/2026	BSIL Group	Done	Blue	Mapping in progress. Services offered in Shropshire mapped			01-Sep-26	31-Mar-26	BSIL Group				31-Mar-26
FFP	6 Multi-agency child protection teams	6.4 Supervision, Learning & Quality Assurance Framework (minimum expectation 6.11 & 6.12)	Milestone	6.4.2 - Child protection plan QA framework operational	MACPT	Mobilisation & Building readiness	Design the assurance processes for MACPT, inc chairing of meetings	Low	01/06/2026	01/09/2026	Natalie Arowsmith	Not Started	Amber				01-Jun-26	01-Sep-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.7 - MACPT as a Centre of Expertise and System Leader (Minimum expectation 6.13 & 6.14)		6.7.2 Reporting aligned to safeguarding partner requirements.	MACPT	Mobilisation & Building readiness	Maintain clear line of sight to the safeguarding partnership. Meet Working Together reporting requirements	Low	01/06/2026	01/09/2026	MACPT	Not Started	Amber				01-Jun-26	01-Sep-26	MACPT				
FFP	11. Data, Systems & Outcomes	11.1 EHM / LCS	Milestone	11.1 - Undertake a health check on the EHM / LCS System	Data Systems and Outcomes	Discovery & design	Undertake a health check of the Case management system	High	11/05/2026	29/05/2026	Data, Systems & outcomes	Delayed	Red	System lead to be appointed. Teams saying System C need to complete or they need to see the to be model to complete/			11-May-26	29-May-26	Data, Systems & outcomes				
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)		2.4.2 Training Needs Identified	Inclusive People & Practice	Discovery & design	Identify gaps across agencies and roles. Prioritise training linked to Family Help delivery. Align development with new roles and responsibilities.	High	09/05/2026	30/05/2026	Jennie Lowe	Not Started	Amber	Awaiting analysis from Skills audit			09-May-26	30-May-26	Jennie Lowe				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.11 - Training	Practice & people Workstream	Mobilisation & Building readiness	Training required for system changes	Low	01/05/2026	30/08/2026	Jennie Lowe	Not Started	Amber	Awaiting Approval of BC			01-May-26	30-Aug-26	Jennie Lowe				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.12 - DfE Data Reporting	Data, Systems & outcomes	Mobilisation & Building readiness	Ensure all DfE data reporting is embedded within new changes	Medium	01/05/2026	30/08/2026	Data Team	Not Started	Amber	Awaiting Approval of BC			01-May-26	30-Aug-26	Data Team				
FFP	11. Data, Systems & Outcomes	11.1 EHM / LCS		10.1.3 - Legal compliance	Data Systems and Outcomes	Mobilisation & Building readiness	DfPA to be completed prior to live environment	Medium	01/05/2026	31/08/2026	Data, Systems & outcomes	Not Started	Amber				01-May-26	31-Aug-26	Data, Systems & outcomes				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.11 - QA process embedded	Practice & people Workstream	Mobilisation & Building readiness	Embed oversight expectations in guidance and supervision policy. Align QA and audit processes. Monitor effectiveness of oversight arrangements	Low	01/05/2026	30/08/2026	Jennie Lowe	Not Started	Amber		QA Framework / Process & Supervision Policy		01-May-26	30-Aug-26	Jennie Lowe				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)		2.2.12 - Update partnership docs relating to FHL role	Practice & people Workstream	Mobilisation & Building readiness	All documents in the partnership require updating to reflect the FHL role	Medium	01/05/2026	30/08/2026	All	Not Started	Amber				01-May-26	30-Aug-26	All				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)		2.2.13 - DfE Data Reporting requirements	Practice & people Workstream	Mobilisation & Building readiness	Build into Processes DfE reporting requirement reagrnd FHL role across partnership	Medium	01/05/2026	30/08/2026	All	Not Started	Amber				01-May-26	30-Aug-26	All				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.6 - Management structure & Supervision of role agreed	Practice & people Workstream	Mobilisation & Building readiness	Establish management & supervision structures of FHL. Clarify when SW oversight is required. Agree supervision arrangements for FHLs and social workers. Define escalation and decision-making routes.	Low	01/05/2026	30/08/2026	Jennie Lowe	In Progress	Green				01-May-26	30-Jun-26	Jennie Lowe				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.7 Statutory requirements & alignment to WIT23	Practice & people Workstream	Mobilisation & Building readiness	Ensure statutory responsibilities are clear & Embed continuous learning and development into supervisions and team routines that enables confident values led practice	Low	01/05/2026	31/05/2026	Jennie Lowe	In Progress	Green				01-May-26	31-May-26	Jennie Lowe				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)		2.2.8 - Escalation Routes	Practice & people Workstream	Mobilisation & Building readiness	Agree escalation and accountability routes	Low	01/05/2026	31/05/2026	Jennie Lowe	In Progress	Green				01-May-26	31-May-26	Jennie Lowe				

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed	
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.4)		2.2.9 FHL Identification process agreed	Practice & people Workstream	Mobilisation & Building readiness	Agree criteria for selecting the most suitable lead practitioner. Ensure process applies across the Family Help continuum. Align process with Section 17 arrangements.	Low	01/05/2026	31/05/2026	Jennie Lowe	Not Started	Amber				01-May-26	31-May-26	Jennie Lowe					
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.8 - Practitioner roles and functions finalised across partnership	MDT T&F Group	Mobilisation & Building readiness	Agree how practitioners will function within MDTs, including: Direct family support Front door triage and advice Consultative support to FHLs Acting as a link to home organisations. Align role expectations with: FHL model Team Around the Family (TAF) processes Document role clearly to support supervision and accountability. Policies and processes updated.	Medium	01/05/2026	TBD	MDT Lead	Not Started	Amber				01-May-26		MDT Lead					
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.13 Operating model review	TBD	Mobilisation & Building readiness	Review operating model following approval	High	30/04/2026	31/07/2026	Natasha Moody	Not Started	Green	approval 12th June			30-Apr-26	31-Jul-26	Natasha Moody					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.3 Triage arrangements	MDT T&F Group	Mobilisation & Building readiness	Agree how contacts are triaged consistently across the system	Medium	30/04/2026	30/06/2026	MDT	Not Started	Amber				30-Apr-26	30-Jun-26	MDT					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.4 Explicit routes to universal and community services	MDT T&F Group	Mobilisation & Building readiness	Define pathways to Family Help, safeguarding and universal services	Medium	30/04/2026	30/06/2026	MDT	Not Started	Amber				30-Apr-26	30-Jun-26	MDT					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)		5.1.5 Explicit routes clear for schools	MDT T&F Group	Mobilisation & Building readiness	Defined pathways established these are unclear to some settings and schools.	Medium	30/04/2026	30/06/2026	MDT	Not Started	Amber				30-Apr-26	30-Jun-26	MDT					
FFP	5. MDT Operating Model & Integration Across System	5.4 Agreed location and access points for families (Minimum expectation 5.4)	Milestone	5.1.6 Clear public facing access routes	MDT T&F Group	Mobilisation & Building readiness	Determine physical and digital access points for families	Medium	30/04/2026	30/06/2026	MDT	Not Started	Amber				30-Apr-26	30-Jun-26	MDT					
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.8 - Staff locations defined	Natasha Moody	Mobilisation & Building readiness	Staffing arrangements in front door confirmed across the partnership for the integrated and ready for mobilisation	Medium	30/04/2026	30/09/2026	Natasha Moody	Not Started	Amber				30-Apr-26	30-Aug-26	Natasha Moody					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.10 - DIE Data reporting requirements	Data Systems and Outcomes	Mobilisation & Building readiness	DIE Data requirements embedded within changes	Low	30/04/2026	31/05/2026	Maxine Ellis	In Progress	Green				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)	Milestone	8.1.5 - Vision of FGDM approved	FGDM T&F Group	Mobilisation & Building readiness	8.2.3 FGDM Vision approved	Medium	30/04/2026	12/06/2026	Maxine Ellis	In Progress	Green	BC being drafted. Approval being sought on 12.06.26			30-Apr-26	12-Jun-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.6 - Offering FGDM at every decision point including at the point of reunification	FGDM T&F Group	Mobilisation & Building readiness	Ensure FGDM is positioned as a core offer rather than an exception	Medium	30/04/2026	31/05/2026	Maxine Ellis	In Progress	Green				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)	Milestone	8.1.7 FGDM offer aligned across MACPT and care pathways	FGDM T&F Group	Mobilisation & Building readiness	Identify opportunities to expand the use of FGDM. Agree when FGDM should be routinely considered across: Section 47 enquiries, Child protection planning, Pre-proceedings and reunification.	Medium	30/04/2026	31/05/2026	Maxine Ellis	In Progress	Green				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)	Milestone	8.1.9 - LCS System ready for implementation	Data Systems and Outcomes	Mobilisation & Building readiness	Family group conferencing workflow updated to reflect changes	Low	30/04/2026	30/06/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	30-Jun-26	Maxine Ellis					
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.1 - Populations needs assessment completed (Minimum expectation 3.2)	Data Team	Discovery & design	Data team to compile the needs and harms assessment for the county	High	11/11/2025	31/03/2026	Data Team	Done	Blue	Initial draft shared. ISA / DSA's required to gather further data sets from Police & Health to add into NMR's analysis to provide a full assessment of need. 18.03.26 - Phase 2 completed being shared with steering group 19.03.26.			11-Nov-25	31-Mar-26	Data Team					31-Mar-26
Best Start Family Hubs	3. Evidence-based interventions (EBIs) agreed	3. BSFH delivery model includes agreed evidence-based parenting and HLE interventions.	Milestone	3.1 EBIs confirmed for delivery.	Rosie Boardman	Discovery & design	Identify available evidence-based parenting and HLE programmes. Assess suitability against BSFH guidance - Agree EBIs to be delivered through BSFH sites.	High	01/02/2026	31/03/2026	BSIL Group	Done	Blue	HLE & Parenting programmes mapped, parenting group planned for delivery in May. HLE meeting with PEEP team to discuss staff training.			01-Feb-26	31-Mar-26	BSIL Group					31-Mar-26
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)		3.1.2 - MDT as is mapping	MDT T&F Group	Discovery & design	As is mapping of MDTs in Stropshire	High	01/02/2026	30/04/2026	Ellie Lloyd	Done	Blue	March - being completed by T&F Group			01-Feb-26	30-Apr-26	Ellie Lloyd					30-Apr-26
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.3 FGDM Informed by Risk, Harm and Professional Judgement (Minimum expectation 8.3)		8.3.1 Guidance agreed on using risk and harm information to inform FGDM invitations	FGDM T&F Group	Mobilisation & Building readiness	Set out how FHLs use information about: Safeguarding concerns, Risk and previous harm, Family dynamics, to decide which family members should be invited to FGDM	Low	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.3 FGDM Informed by Risk, Harm and Professional Judgement (Minimum expectation 8.3)		8.3.2 MACPT consultation and advice route for FGDM decisions operational	FGDM T&F Group	Mobilisation & Building readiness	Establish MACPT as a local centre of child protection expertise providing consultation on FGDM where safety or complexity is a concern. Ensure FHLs can access MACPT advice prior to FGDM being agreed.	Low	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.4 Clear criteria of when FGDM is not appropriate		8.4.1 Criteria for not offering FGDM agreed	FGDM T&F Group	Mobilisation & Building readiness	Agree circumstances where FGDM would be unsafe or inappropriate. Set this out clearly in line with Working Together and local protocols.	High	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.4 Clear criteria of when FGDM is not appropriate		8.4.2 Criteria embedded into local protocol for assessment and support	FGDM T&F Group	Mobilisation & Building readiness	Ensure decisions not to offer FGDM are recorded, explained to families and subject to review.	High	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.5 Family Plans integrated and given weight	Milestone	8.5.1 Integration of FGDM plans into Family Help and CP plans agreed	FGDM T&F Group	Mobilisation & Building readiness	Define how FGDM plans are incorporated into: Family Help plans, Child protection plans.	Medium	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.5 Family Plans integrated and given weight		8.5.2 Evidence of FGDM plans informing outcomes and actions	FGDM T&F Group	Mobilisation & Building readiness	Ensure FGDM outcomes carry appropriate weight in reviews and decisions. Align FGDM documentation with One Assessment / One Plan	Medium	30/04/2026	31/05/2026	Maxine Ellis	Not Started	Amber				30-Apr-26	31-May-26	Maxine Ellis					
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.10 - Model - management defined	FH T&F Group	Mobilisation & Building readiness	Define management and supervision arrangements.	Low	01/04/2026	01/08/2026	Carla Whelan	In Progress	Green	11.03.26 - CLT discussion around FHL management / oversight	Supervision model		01-Apr-26	01-Aug-26	Carla Whelan					
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.8 - Workforce professional development alignment	IMPACT	Mobilisation & Building readiness	Embed continuous learning into supervision, team routine and professional development that enables confident values-led practice	Low	01/04/2026	TBD	IMPACT Board	In Progress	Green	in progress			01-Apr-26		IMPACT Board					
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)	Milestone	2.4.3 Workforce development plan agreed	Inclusive People & Practice	Mobilisation & Building readiness	Develop multi-agency workforce development plan. Agree governance, ownership and monitoring. Align plan with recruitment and retention strategies.	Medium	01/04/2026	01/05/2026	Jennie Lowe	In Progress	Green	To be developed in May. CSC one completed.			01-Apr-26	01-May-26	Jennie Lowe					
Best Start Family Hubs	4. wider BSFH site model informed	4. Wider BSFH site configuration informed by local intelligence and usage		4. Evidence base for wider site decisions completed.	Charlotte Saywell	Discovery & design	Identify previous and existing Children's Centres - Map current Family Hub delivery sites. Collate attendance and usage data to inform configuration.	High	01/02/2026	31/03/2026	Charlotte Saywell	Done	Blue	Mapping in progress. 19.03.26 Draft sent to NM and email to team managers for support with data gaps. Shared with RB.			01-Feb-26	31-Mar-26	Charlotte Saywell					31-Mar-26
FFP	2. Establish Family Help Lead Practitioner Role	2. Multi-agency Practice Framework -		2.1.4 End to end practice framework defined	Jennie Lowe	Mobilisation & Building readiness	Develop a partnership practice framework for each of the component aspects of the reforms - end to end system of help, support and protection in line with National Framework & Working Together	Low	31/03/2026	01/08/2026	Jennie Lowe	Not Started	Amber	SSCP supporting this. Threshold workshop planned of 03.06.26 to align framework and business cases			31-Mar-26	01-Aug-26	Jennie Lowe					
FFP	7. Information for Families (Across All T&F Groups)	7.2 Co-production and Lived Experience Embedded (Minimum expectation 7.3)		7.2.1 Mechanism to capture lived experiences agreed	BA Allocation	Discovery & design	Map and Gap the mechanisms to engage children and young people to ensure that there is a clear plan to engage children (universal - specialist)	High	31/03/2026	30/04/2026		In Progress	Green	03.03.26 - As is mapping meeting to discuss scope and allocation to BA. 19.03.26 - meeting to catch up and discuss progress			31-Mar-26	30-Apr-26						
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.7 Local MDT Structure & locations agreed post model approval (minimum expectation 3.4)	Spaces & places	Mobilisation & Building readiness	Assess existing locality models and estate options. Agree where family hubs can be used as MDT bases. Determine whether teams are: Fully co-located / Partially co-located Networked through virtual arrangements. Confirm alignment with accessibility for families.	Medium	16/03/2026	30/05/2026	Victoria Woodford	In Progress	Green	Meeting with VW - 17.03.26 to discuss scope of work. Estates scoping exercise commenced.			16-Mar-26	30-May-26	Victoria Woodford					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.1 - Parental Conflict data	FH T&F Group	Discovery & design	Ensure that the Parental Conflict data is in place through all assessments.	Low	16/03/2026	31/05/2026	Donna Ward	In Progress	Green				16-Mar-26	31-May-26	Donna Ward					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.2 - Template designed	FH T&F Group	Discovery & design	Agree a single family help plan template, embedding statutory practice timescales.	Medium	16/03/2026	30/05/2026	Donna Ward	In Progress	Green				16-Mar-26	30-May-26	Donna Ward					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.3 - Outcomes and measures defined	FH T&F Group	Discovery & design	Define minimum standards for measurable outcomes and determine how progress will be tracked and the frequency of the plan reviews	Medium	16/03/2026	30/05/2026	Donna Ward	In Progress	Green				16-Mar-26	30-May-26	Donna Ward					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.4 - Voice of the child embedded	FH T&F Group	Discovery & design	VoC Embedded into plan	Medium	16/03/2026	30/05/2026	Donna Ward	In Progress	Green				16-Mar-26	30-May-26	Donna Ward					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)		4.2.5 - Working together alignment	FH T&F Group	Discovery & design	Plan is aligned to WT243 and s.17 requirements	Medium	16/03/2026	01/05/2026	Donna Ward	In Progress	Green				16-Mar-26	01-May-26	Donna Ward					
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1)	Milestone	4.2.6 - Plan Approval	FH T&F Group	Discovery & design	Family plan approved	Medium	16/03/2026	12/06/2026	DSPs	Not Started	Amber		One family plan		16-Mar-26	12-Jun-26	DSPs					

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed
FFP	10. Places & Spaces	10.1 Estates availability		9.2 Sufficiency Strategy aligned to workforce plans	Places and Spaces	Discovery & design	Map current estate for future FFP	High	16/03/2026	30/04/2026	Victoria Woodford	In Progress	Green				16-Mar-26	30-Apr-26	Victoria Woodford				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.)		4.1.1 - Mapping	FH T&F Group	Discovery & design	Review existing Early Help, CIN and Family Help assessment tools against Working Together principles	Medium	15/03/2026	30/05/2026	Donna Ward	In Progress	Green	Rapid action team focus			15-Mar-26	30-May-26	Donna Ward				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.)		4.1.2 Design one assessment	FH T&F Group	Discovery & design	Agree a single Family Help assessment that has the ability to follow the child and family and aligned suite of tools	Medium	15/03/2026	01/05/2026	Donna Ward	In Progress	Green	RAT - 09.04.26 - initial discovery meeting to discuss one assessment. One assessment in draft.			15-Mar-26	01-May-26	Donna Ward				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.)		4.1.3 - Working Together & other assessment criteria alignment	FH T&F Group	Discovery & design	Build SEND and disability prompts into the assessment, coordinate with other assessments Require consideration of previous interventions and family history Align assessment expectations across Family Help and CIN, Embed statutory timescales into practice guidance Align Family Help assessments with EHC and other assessment processes Use existing assessments to build a full picture	Medium	15/03/2026	30/05/2026	Donna Ward	In Progress	Green				15-Mar-26	30-May-26	Donna Ward				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.)		4.1.4 Embed voice of the child	FH T&F Group	Discovery & design	Embed voice of the child and family into assessment templates Ensure guidance distinguishes adult need from child impact Align with Team Around the Family (TAF) practice	Medium	15/03/2026	30/05/2026	Donna Ward	In Progress	Green				15-Mar-26	30-May-26	Donna Ward				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.)	Milestone	4.1.6 - Approval	SSCP	Discovery & design	Approval agreed	Medium	15/03/2026	12/06/2026	SSCP	In Progress	Green	Workshop planned. BC's being amended. Theshod, doc being amended for approval on 12.06.26.			15-Mar-26	12-Jun-26	SSCP				
FFP	7. Information for Families (Across All T&F Groups)	7.2 Co-production and Lived Experience Embedded (Minimum Expectation 7.3)	Milestone	7.2.1 Lived experience engagement approach agreed	BA Allocation	Discovery & design	Map the mechanism to engage those with lived experiences in the design of the reforms	High	03/03/2026	30/04/2026		In Progress	Green	April 26 timescale 03.03.26 - As in mapping session to discuss the scope of this work and allocation to BA in PMO. 19.03.26 - BA check in booked to discuss scope and progress			03-Mar-26	30-Apr-26					
FFP	12. Project set up	12.1 Programme Communication and delivery plan	Milestone	12.1.5 - Formal launch of programme	Comms	Implementation & Delivery	Initial comms distributed and ongoing monthly updates	High	01/03/2026	01/01/2027	Comms Lead	In Progress	Green	Initial Comms launched. Monthly directors update being circulated with transformation updates.	Padlet & Monthly comms.		01-Mar-26	01-Jan-27	Comms Lead				
FFP	12. Project set up	12.1 Programme Communication and delivery plan		12.1.7 Ongoing comms	Comms	Implementation & Delivery	Local Networking events and opportunities to explore as a multi-agency	Low	01/03/2026	01/07/2026	Comms Lead	Not Started	Amber				01-Mar-26	01-Jul-26	Comms Lead				
FFP	7. Information for Families (Across All T&F Groups)	7.1 Information for families designed and implemented (Minimum expectation 7.1 & 7.2)		7.2.1 Lived experience engagement approach agreed		Discovery & design	Audit all existing information provided to families across Family Help, CIN, S47, MACPT and FSDM	High	01/03/2026			In Progress	Green				01-Mar-26						
FFP	11. Data, Systems & Outcomes	11.1 EHM / LCS	Milestone	11.2 One integrated service reflected in case management system	Data Systems and Outcomes	Mobilisation & Building readiness	Make changes to the system to reflect the single integrated system of support across TFH and CIN, starting at the front door. One plan, one assessment and one review form.	Low	02/02/2026	01/08/2026	Kay Fletcher	Delayed	Amber	Kat scoping the requirements and timescales to achieve go live date. No work completed on system. Options appraisal to be completed by 12.05.26 regarding system access and best option for FFP - EHM / LCS			02-Feb-26	01-Aug-26	Kay Fletcher				
FFP	12. Project set up	12.1 Programme Communication and delivery plan	Milestone	12.1.1 Communication plan agreed	Charlotte Saywell	Mobilisation & Building readiness	Develop a communication plan for the Children's Transformation Programme	High	02/02/2026	30/04/2026	Charlotte Saywell	In Progress	Green	Business Case being prepared for January 2026 Partnership Meeting. CS and LP meeting scheduled 03.02.26 to progress this work. 18.03.26 - Comms plan in draft. Awaiting Comms officer appointment	Comms plan		02-Feb-26	30-Apr-26	Charlotte Saywell				
FFP	12. Project set up	12.1 Programme Communication and delivery plan	Milestone	12.1.2 Stakeholder mapping completed	Charlotte Saywell	Mobilisation & Building readiness	Roles and Responsibilities of different partners, roles and how the system works effectively	High	02/02/2026	30/04/2026	Charlotte Saywell	In Progress	Green	In progress with coms plan	Comms plan		02-Feb-26	30-Apr-26	Charlotte Saywell				
FFP	12. Project set up	12.1 Programme Communication and delivery plan		12.1.3 SSCP Communication	SSCP	Mobilisation & Building readiness	Communication of changes and describe the change of SSCP	Medium	02/02/2026	31/05/2026	Jane Rose	In Progress	Green	meeting with SSCP to plan communication and link into Comms plan			02-Feb-26	31-May-26	Jane Rose				
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)	Milestone	2.4.3 Induction agreed	Inclusive People & Practice	Mobilisation & Building readiness	There is a workforce plan that includes a SW induction programme	Medium	02/02/2026	30/04/2026	Jennie Lowe	In Progress	Green	Draft completed			02-Feb-26	30-Apr-26	Jennie Lowe				
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectations 6.3, 6.10, 6.12 & 6.13)	Milestone	6.3.3- Approval Practice Framework	SSCP	Mobilisation & Building readiness	Business case to be submitted-practice framework to be included with LSP BC.	Medium	02/02/2026	05/06/2026		In Progress	Green				02-Feb-26	05-Jun-26					
FFP	7. Information for Families (Across All T&F Groups)	7.2 Co-production and Lived Experience Embedded (Minimum Expectation 7.3)	Milestone	7.2.3 - All material for families across the system is live	IMPACT	Implementation & Delivery	Updated on SC website and other partner platforms.	Low	02/02/2026	01/09/2026	IMPACT	Not Started	Amber				02-Feb-26	01-Sep-26	IMPACT				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.1 Expectations for identifying family networks agreed	FGDM T&F Group	Discovery & design	Define clear expectations for FHLPs to identify and record family networks at the earliest point	High	02/02/2026	22/05/2026	Maxine Ellis	In Progress	Green				02-Feb-26	22-May-26	Maxine Ellis				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)	Milestone	8.1.1- FGDM operationalised	Go Live!	Implementation & Delivery	FGDM Live - June 2026 -exact date BC	High	02/02/2026	01/06/2026	Maxine Ellis	In Progress	Green				02-Feb-26	01-Jun-26	Maxine Ellis				
Best Start Family Hubs	5. BSFH data and digital requirements defined	5. Data, digital and evaluation requirements defined to support registration, attendance, impact reporting and assurance.		5. Data and digital requirements signed off.	Data Systems and Outcomes	Discovery & design	Define attendance, reach and impact measures - Identify required data systems and reports - Identify information governance and data-sharing requirements - Define expectations for digital and online access	High	01/04/2026	07/09/2026	Rosie Boardman	In Progress	Blue	Data lead identified. Reporting mechanisms to DFE confirmed. Further impact measures being developed with EY team and other teams.			01-Apr-26	07-Sep-26	Rosie Boardman				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.2 Family network identification embedded into assessment and planning	FGDM T&F Group	Discovery & design	Embed family network mapping into assessment and planning tools	High	02/02/2026	22/05/2026	Maxine Ellis	In Progress	Green				02-Feb-26	22-May-26	Maxine Ellis				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.3 The role of Family Networks	FGDM T&F Group	Discovery & design	Support practitioners to understand the role of family networks in safety, support and permanence	High	02/02/2026	22/05/2026	Maxine Ellis	In Progress	Green				02-Feb-26	22-May-26	Maxine Ellis				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.4 FGDM offer aligned across Family Help.	FGDM T&F Group	Discovery & design	Agree when FGDM should be routinely considered across Family Help, Align FGDM processes with Family Help Model	High	02/02/2026	22/05/2026	Maxine Ellis	In Progress	Green				02-Feb-26	22-May-26	Maxine Ellis				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.2 Kinship Strategy Developed and Implemented (Minimum expectation 8.1 & 8.3)		8.2.1 Develop a Kinship Strategy	FGDM T&F Group	Discovery & design	8.1.1 - Draft the Kinship Strategy (define scope, vision and objectives)	High	02/02/2026	31/03/2026	Scott Chapman	In Progress	Green	Partners to identify reps for T&F group. Feb 26 - Draft ready for T&F group.			02-Feb-26	31-Mar-26	Scott Chapman				
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.2 Kinship Strategy Developed and Implemented (Minimum expectation 8.1 & 8.3)		8.2.2 Stakeholder engagement of Kinship Strategy	FGDM T&F Group	Discovery & design	8.1.2 - Stakeholder engagement and consultation. Update draft strategy and plan	High	02/02/2026	30/04/2026	Maxine Ellis	In Progress	Green	Family Survey live			02-Feb-26	30-Apr-26	Maxine Ellis				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.3 - Model - escalation & de-escalation	FH T&F Group	Discovery & design	Define how escalation and de-escalation happens without service changing or worker	Medium	01/02/2026	25/05/2026	Carla Whelan	In Progress	Green	Within BC, timeline extended for BC's	Escalation pathway draft		01-Feb-26	25-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.1.4 - Model meets the needs of the community	FH T&F Group	Discovery & design	Inclusion needs identified Analysis of how Family Help meets needs across: Pre-birth and infancy, Adolescents, SEND, Minority ethnic families, Children with a parent in custody	Medium	01/02/2026	25/05/2026	Carla Whelan	In Progress	Green				01-Feb-26	25-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.1.5 - Future Family Help model designed	FH T&F Group	Discovery & design	T&F Group - Design a single integrated service for EH and CIN	High	01/02/2026	25/05/2026	Carla Whelan	In Progress	Green	Visioning currently ongoing - BC due 30.04.26 to FFP Steering Group. Further amendments being made - ready for threshold workshop. 28.05.26 - final amendments made - draft ready for workshop.	Family Help Model		01-Feb-26	25-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.1.6 - Locality team structure agreed	FH T&F Group	Discovery & design	Agree number of FH Teams and locality configuration	High	01/02/2026	22/05/2026	Carla Whelan	In Progress	Green		Locality area for teams being defined for BC - based on N&R's data		01-Feb-26	22-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)		1.1.9 - Data System Changes for an integrated service	Data Systems and Outcomes	Mobilisation & Building readiness	Update the LCS system to reflect the workforce changes - assessment and plan	Low	01/02/2026	01/08/2026	David Baker	Not Started	Amber	18.03.26 - Workstream discovery meeting - no work has started with the system to date. Linked to Row 34.			01-Feb-26	01-Aug-26	David Baker				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.2.2 - Model gaps assessed	FH T&F Group	Discovery & design	Gaps and risks addressed	High	01/02/2026	25/05/2026	Carla Whelan	In Progress	Green	Within BC	Clear on gaps and risks of model		01-Feb-26	25-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.2.3 - Business case	FH T&F Group	Discovery & design	Write Family Help Operating Model (Business Case)	High	01/02/2026	25/05/2026	Carla Whelan	In Progress	Green	In progress - timeline extended until 22.05.26 - BC in draft alignment occurring across all 4 BC's. Workshop being held to align to threshold doc. Approval being sought 12.06.26.	Business Case		01-Feb-26	25-May-26	Carla Whelan				
FFP	12. Project set up	12.3 Benefits Realisation	Milestone	12.3.2 - Outcomes Framework & KPI's agreed	?	Mobilisation & Building readiness	Determine the KPI's to measure outcomes and ROI for the programme. Define the success measures so that we have a robust measurement and evaluation framework	High	01/02/2026	30/04/2026	Project team	Delayed	Green	Meeting scheduled for 11.02.26 with Data team to explore KPI's and outcomes. Cost savings around Children Eating Care. Capacity constraints, action not completed.			01-Feb-26	30-Apr-26	Project team				
Best Start Family Hubs	6. Best Start in Life plan developed	6. Best Start in Life plan sets out BSFH approach aligned with Families First Partnership and Children's Transformation.		6. BSIL plan drafted and agreed.	Rosie Boardman	Discovery & design	Draft Best Start in Life plan - Align BSIL plan with FFP, SEND and Children's Transformation priorities - Secure plan sign-off.	High	01/01/2026	31/03/2026	Rosie Boardman	Done	Blue	Plan published 31.03.26. Ongoing review as part of test and learn approach.			01-Jan-26	31-Mar-26	Rosie Boardman				31-Mar-26
FFP	12. Project set up	12.4 Finances		12.4.5 - Impact and Value	Stephen waters	Discovery & design	Initiate evaluation of the impact and value for money of Stepping Stones, EHAST, and 0 to 5 teams, starting with Donna for EHAST and 0 to 5, and plan to include Maxine for Stepping Stones upon her return.	High	01/02/2026	15/05/2026	Stephen waters	Delayed	Amber	Capacity constraints			01-Feb-26	15-May-26	Stephen waters				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.1 - FHLP role defined	FH T&F Group	Discovery & design	Set Vision & develop FHLP Lead Practitioner Role & Criteria	High	01/02/2026	22/05/2026	Carla Whelan	In Progress	Green	Timeline extended to 22.05.26			01-Feb-26	22-May-26	Carla Whelan				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)		2.2.2 - FHLP line management vision	FH T&F Group	Discovery & design	Consider line manager arrangements & SW oversight for FHLP in vision	High	01/02/2026	22/05/2026	Carla Whelan	In Progress	Green	to be built into BC vision, mission and operating model			01-Feb-26	22-May-26	Carla Whelan				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.4 Business case approved	FH T&F Group	Discovery & design	Business case defining the FHLP role	High	01/02/2026	22/05/2026	Carla Whelan	In Progress	Green	In progress			01-Feb-26	22-May-26	Carla Whelan				

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.5 - FHP Decision Making authority	Practice & people Workstream	Mobilisation & Building readiness	Define decision making authority of FHP	High	01/02/2026	22/05/2026	Gemma Orions	In Progress	Green	In progress - s.17 protocol - in draft			01-Feb-26	22-May-26	Gemma Orions				
FFP	2. Establish Family Help Lead Practitioner Role	2. Multi-agency Practice Framework	Milestone	2.2.7 - framework embedded & in use	Practice & people Workstream	Implementation & Delivery	Embed framework in supervision and management oversight Align audit and QA activity to the framework Monitor consistency of practice across agencies	Medium	01/02/2026	31/08/2026	Jennie Lowe	Not Started	Amber		Practice Framework for the Partnership		01-Feb-26	31-Aug-26	Jennie Lowe				
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)	Milestone	2.3.5. Workforce Development Plan operational	Go Live!	Implementation & Delivery	Workforce Development plan live	Medium	01/02/2026	01/08/2026	Elie Lloyd	Not Started	Amber		Workforce Development Plan for partnership		01-Feb-26	01-Aug-26	Elie Lloyd				
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.3 - Integration panels	Mel France	Discovery & design	Integration Consultation - review of panel effectiveness	Medium	01/02/2026	TBD	TBD	Not Started	Amber				01-Feb-26		TBD				
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.95 - MDT operational	Go Live!	Implementation & Delivery	Develop a plan to transition teams into locality, co-located teams	Medium	01/02/2026	30/05/2026	Elie Lloyd	In Progress	Green				01-Feb-26	30-May-26	Elie Lloyd				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.2 - Needs and Harms assessment	MACPT	Discovery & design	Need & harms Assessment being completed. Develop and Use Local Needs and Harms Profile to inform the design of the MACPT	Medium	28/10/2025	30/04/2026	Data Team	Done	Blue	MACPT modelling underway			28-Oct-25	30-Apr-26	Data Team				30-Apr-26
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.1)	Milestone	4.1.11 - Assessment - live	Go Live!	Implementation & Delivery	One assessment is live	Low	01/02/2026	01/09/2026	Data Team	Not Started	Amber		One assessment		01-Feb-26	01-Sep-26	Data Team				
FFP	4. Family Help Assessment	4.2 Family Help Plan (Minimum expectation 4.1.1)	Milestone	4.2.11 Plan live	Go Live!	Implementation & Delivery	Family plan live	Medium	01/02/2026	01/09/2026	TBD	Not Started	Amber				01-Feb-26	01-Sep-26	TBD				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.1)	Milestone	4.3.5 Lead Practitioner Agreements agreed	FH T&F Group	Discovery & design	Determine who leads the assessments	Medium	01/02/2026	22/05/2026	Carla Whelan	In Progress	Green	Role of FHP			01-Feb-26	22-May-26	Carla Whelan				
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectations 6.6, 6.10, 6.12 & 6.13)	Milestone	4.3.6 - Practice Framework live	Go Live!	Implementation & Delivery	Practice Framework is live	Medium	01/02/2026	30/06/2026	SSCP	In Progress	Green				01-Feb-26	30-Jun-26	SSCP				
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.1 As is mapping	MDT T&F Group	Discovery & design	Map current contact and referral routes	High	01/02/2026	30/04/2026	Elie Lloyd	In Progress	Green				01-Feb-26	30-Apr-26	Elie Lloyd				
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.2 Draft model designed	MDT T&F Group	Discovery & design	Draft the front door model - establish the scope, structure and core functions of the front door	High	01/02/2026	22/05/2026	Elie Lloyd	In Progress	Green	defined within BC			01-Feb-26	22-May-26	Elie Lloyd				
FFP	5. MDT Operating Model & Integration Across System	5.1 A single integrated front door for contacts and referrals (Minimum expectation 5.1)	Milestone	5.1.3 - Front Door Plan approved	SSCP	Mobilisation & Building readiness	Business case approved	High	01/02/2026	12/06/2026	Elie Lloyd	In Progress	Green				01-Feb-26	12-Jun-26	Elie Lloyd				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.1 - As is mapping of Child Protection	MACPT	Discovery & design	Map the current child protection pathways to define the current situation	Medium	01/02/2026	01/05/2026	Natalie Arowsmith	In Progress	Green	Draft one completed			01-Feb-26	01-May-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.3 - Core MACPT membership draft	MACPT	Discovery & design	Agree core MACPT membership (SW's incl. LCPs, Police, Health, Education) with minimum experience and competency criteria	Medium	01/02/2026	05/06/2026	Natalie Arowsmith	In Progress	Green	MACPT modelling underway. BC's required for 05.06.26 - timeline extended.			01-Feb-26	05-Jun-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.4 - Role of LCPP	MACPT	Discovery & design	Define the role of the LCPP	Medium	01/02/2026	05/06/2026	Natalie Arowsmith	In Progress	Green	04.03.26 - Raised at CLT - we have one but it does not reflect the roles we need. MACPT visioning session, designing this role.			01-Feb-26	05-Jun-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.5 - Wider agency membership confirmed based on harm profile	MACPT	Discovery & design	Map local demographics, harm and demand to identify additional agency involvement (e.g. probation, DA, youth, exploitation)	Medium	01/02/2026	05/06/2026	Natalie Arowsmith	In Progress	Green	MACPT modelling underway			01-Feb-26	05-Jun-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.6 - MACPT footprint - number, location, staffing model draft	MACPT	Discovery & design	Determine the number, composition and location of the MACPT	Medium	01/02/2026	05/06/2026	Natalie Arowsmith	In Progress	Green	Agreed 1 MACPT for Strophaine/ MACPT modelling underway.			01-Feb-26	05-Jun-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.7 - Shared MACPT Vision, function and principles agreed	MACPT	Discovery & design	Co-produce shared MACPT Vision, identify, function and practice principles aligned to Working Together and Families First	Medium	01/02/2026	05/06/2026	Natalie Arowsmith	In Progress	Green	MACPT modelling underway. Alignment to threshold - workshop scheduled for 27.05.26.			01-Feb-26	05-Jun-26	Natalie Arowsmith				
FFP	6 Multi-agency child protection teams	6.1 MACPT Model and Workforce defined (Minimum expectation 6.1, 6.2 and 6.3)	Milestone	6.1.8 MACPT Model approved	MACPT	Mobilisation & Building readiness	Approve model June - approval, allocation and transparency	Medium	01/02/2026	12/06/2026	Natalie Arowsmith	In Progress	Green	threshold alignment meeting 27.05.26 - BC required for this, with LSP's meeting w/c 08.06.26			01-Feb-26	12-Jun-26	Natalie Arowsmith				
FFP	4. Family Help Assessment	4.1 Family Help Assessment (Minimum expectation 4.1.1)	Milestone	4.1.7 - Assessment changes built into system	Data Systems and Outcomes	Mobilisation & Building readiness	LCS / EHM changes required	Low	05/01/2026	30/07/2026	TBD	Not Started	Amber	Capacity is a concern			05-Jan-26	30-Jul-26	TBD				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.1.1 - Current Process mapped - CIN and EH model	BA Allocation	Discovery & design	Map the "as is" for the CIN and EH model, including referrals pathways, handovers and duplication	High	03/01/2026	22/05/2026	David A	Delayed	Amber	Mapping underway - meeting 19.03.26 as a check in. Capacity issues, will be 3 weeks delayed.	AS is mapping doc		03-Jan-26	22-May-26	David A				
FFP	2. Establish Family Help Lead Practitioner Role	2.2 Family Help Lead Practitioner role (Minimum expectation 2.2 & 2.6)	Milestone	2.2.3 - Identification, allocation and experience requirements	FH T&F Group	Discovery & design	Design processes to identify and allocate family help lead professionals - Define capacity and experience requirements	High	03/01/2026	22/05/2026	Carla Whelan	In Progress	Green	In progress			03-Jan-26	22-May-26	Carla Whelan				
FFP	1. Family Help Model & Single Integrated Service	1.1 One Family Help Team (Minimum Expectation 1.1 & 1.4, 1.5)	Milestone	1.1.15 - Model implementation and operating	Go Live!	Implementation & Delivery	Launch Family Help team	High	02/01/2026	01/09/2026	BAU	In Progress	Green		Family help team launched		02-Jan-26	01-Sep-26	BAU				
Best Start Family Hubs	7. BSFH sites agreed and ready	7. BSFH sites confirmed and compliant with the national BSFH site definition.	Milestone	7. BSFH pilot site location confirmed.	Rosie Boardman	Mobilisation & Building readiness	Finalise BSFH site locations - Check each site against national BSFH site definition - Confirm staffing, access and service coverage at each site.	High	01/01/2026	07/09/2026	Rosie Boardman	In Progress	Green				01-Jan-26	07-Sep-26	Rosie Boardman				
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.4 - MDT Model - vision, scope & function draft	MDT T&F Group	Discovery & design	Draft the multi-disciplinary model - establish the scope, structure and core functions of the MDT, including the composition of the Family Help team and how they link with community services. Identify which practitioners will be embedded in MDTs. Provide consultative or virtual proof.	High	02/01/2026	22/05/2026	MDT Lead	In Progress	Green	March - Vision of MDT being scoped through T&F Group. Timeline extended to add amendment following FFP SIG on 30.04.26. 22.05.26 to align with BC's meeting on 03.06.26			02-Jan-26	22-May-26	MDT Lead				
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.5 - MDT Model composition draft	MDT T&F Group	Discovery & design	Agree minimum MDT composition aligned to FFP expectations (family support, social work, SEND, health, police, VCS etc.). Document the MDT operating model and governance route into safeguarding arrangements.	High	02/01/2026	22/05/2026	MDT Lead	In Progress	Green	March - Vision of MDT being scoped through T&F Group			02-Jan-26	22-May-26	MDT Lead				
FFP	3. Multi-Disciplinary Family Help Teams (MDTs)	3.1 - Multi-Agency Disciplinary Family Help teams - (Minimum expectation 3.1)	Milestone	3.1.6 - MDT Model defined and agreed	MDT T&F Group	Discovery & design	Business case defining the model and structure	High	02/01/2026	22/05/2026	MDT Lead	In Progress	Green	Presented on 30.04.26 - comments to be added, new timescale 22.05.26.			02-Jan-26	22-May-26	MDT Lead				
FFP	1. Family Help Model & Single Integrated Service	1.2 - Refreshed threshold & Local Protocols - (Minimum Expectations 1.2 & 1.3)	Milestone	1.2.1 - Threshold principles agreed	SSCP Working Group	Discovery & design	SSCP Working Group designing new threshold document. Review the threshold document to reflect the transformation ambitions.	High	01/01/2026	06/06/2026	Jane Rose	In Progress	Green	Lisa Charles & JR absence Partners need to nominate reps (only Lareps identified) T&F Group - Commence w/c Draft at safeguarding partnership February 2026 delayed. March update - Co-Design Practice Principles with the partnership workforce. Part of threshold doc. Document in draft and ready for sign off. DIE timeline amended and of June. Workshop planned of 03.06.26 to align with BC's			01-Jan-26	06-Jun-26	Jane Rose				
FFP	1. Family Help Model & Single Integrated Service	1.2 - Refreshed threshold & Local Protocols - (Minimum Expectations 1.2 & 1.3)	Milestone	1.2.4 Local Protocol updated	SSCP Working Group	Mobilisation & Building readiness	Update assessment and support protocol Align early help, CIN and safeguarding processes Remove duplication and parallel assessment requirements	High	01/01/2026	12/06/2026	Jane Rose	In Progress	Green	24.03.26 - In draft. Awaiting T&F group BC's and RAT Outputs to finalise. Meeting on 03.06.26 to finalise and seek approval on 12.06.26			01-Jan-26	12-Jun-26	Jane Rose				
FFP	1. Family Help Model & Single Integrated Service	1.2 - Refreshed threshold & Local Protocols - (Minimum Expectations 1.2 & 1.3)	Milestone	1.2.6 - Partnership Sign off	SSCP Working Group	Mobilisation & Building readiness	Secure safeguarding partnership approval Agree governance ownership and review arrangements Finalise documentation for publication	High	01/01/2026	12/06/2026	Jane Rose	In Progress	Green	24.03.26 - discussed at board yesterday - not finalised unable to sign off. Virtual sign off agreed. 14.04.26 - timeline amended to align with DIE Deadline and T&F group BC's - sign off in June w/c 08.06.26			01-Jan-26	12-Jun-26	Jane Rose				
FFP	12. Project set up	12.2 Governance	Milestone	12.2.2 - Governance agreed	Charlotte Saywell	Mobilisation & Building readiness	Develop internal and external governance aligned to improvement Board	High	01/01/2026	31/03/2026	Charlotte Saywell	Delayed	Amber	14.01.26 - meeting with PMO to align internal boards. Draft Completed. Awaiting Improvement Board governance to make necessary amendments if required 04.03.26 - CLT to approve internal governance structure. Neighbourhood workshop held - 09.04.26 governance action for system programmes to have clear reporting. 23.05.26 - FFP steering group stood down - decision by Safeguarding Board.			01-Jan-26	31-Mar-26	Charlotte Saywell				
FFP	12. Project set up	12.2 Governance	Milestone	12.2.3 - Forward plan	Charlotte Saywell	Mobilisation & Building readiness	Develop a forward plan detailing key dates for all programmes of work	High	01/01/2026	30/06/2026	Charlotte Saywell	In Progress	Green	In progress. SEND reforms to be built in when finalised			01-Jan-26	30-Jun-26	Charlotte Saywell				
FFP	12. Project set up	12.3 Benefits Realisation	Milestone	12.3.1 - Outcomes Framework - family voice embedded	IMPACT	Mobilisation & Building readiness	Outcomes Framework Defined - integrated family voice	Medium	01/01/2026	30/04/2026	TBD	Delayed	Amber				01-Jan-26	30-Apr-26	TBD				
FFP	11. Data, Systems & Outcomes	11.2 Single View of the Child	Milestone	11.2.1 - Develop a Single View of the Child Platform	Data Systems and Outcomes	Mobilisation & Building readiness	Integrate a range of data and information to develop a household composition of need and information to support key workers to know who else is working with the family	High	01/12/2025	31/03/2027	Laura Dowbiggin	In Progress	Green	Jo is compiling DSA's for this & the data team are reviewing the data structure requirements and what they already have built from EH Transformation. Digital infrastructure being built.			01-Dec-25	31-Mar-27	Laura Dowbiggin				
FFP	2. Establish Family Help Lead Practitioner Role	2.3 Multi-agency Workforce Development Plan - (Minimum expectation 2.4)	Milestone	2.4.1 - Workforce capability mapped	Jennie Lowe	Discovery & design	Undertake a skills audit to assess the skills of the partnership workforce (note RHC, DA, Skills Audit) to be completed across the partnership	High	02/11/2025	09/05/2026	Jennie Lowe	Delayed	Green	Timeline - Skills audit to be completed in April. Skills audit template in draft ready for teams to complete - Julie Durcan. Being distributed w/c 30.03.26 with a timeline of 24.04.26 for workforce to complete and then a week for Julie to analyse. Update - delayed not being distributed until SH has agreed. SH approved and Skills audit distributed 13.04.26. Staff completion date 30.04.26. JD to analyse findings by 09.05.26. May meeting - partnership audit to be planned. analysis of internal in draft.			22-Nov-25	09-May-26	Jennie Lowe				

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed	
Best Start Family Hubs	8. BSFH service offer mobilised	8 BSFH services prepared and delivery-ready across all sites.	Milestone	8. Services ready for go-live.	Rosie Boardman	Mobilisation & Building readiness	Prepare parenting, HLE, perinatal MH, infant feeding and additional needs services for delivery - Confirm operational delivery arrangements for EBAs - Confirm referral and access routes into hub.	High	20/03/2026	07/09/2026	Rosie Boardman	In Progress	Amber				20-Mar-26	07-Sep-26	Rosie Boardman					
FFP	12. Project set up	12.2 Governance		12.2.4 - Ownership	SSCP	Implementation & Delivery	Ensure that the reforms are owned by and implemented by the partnership.	High	29/10/2025	01/09/2026	Natasha Moody	In Progress	Green				29-Oct-25	01-Sep-26	Natasha Moody					
FFP	12. Project set up	12.5 Exit arrangements	Milestone	12.5.1 - clear transition plan to BAU		Implementation & Delivery	Define the exit arrangements for the governance so that we are clear about when the additional project structure can stop and how we transition into BAU	Low	29/10/2025	30/05/2026	Tactical Delivery Group	In Progress	Green	March 26 - Conversation started with SSCP	Transition plan		29-Oct-25	30-May-26	Tactical Delivery Group					
FFP	2. Establish Family Help Lead Practitioner Role	2.1 Multi-agency Practice Framework	Milestone	2.1.2 Aligned to National Framework	Jennie Lowe	Discovery & design	align to National Outcomes Framework	Medium	29/10/2025	30/06/2026	Jennie Lowe	In Progress	Green				29-Oct-25	30-Jun-26	Jennie Lowe					
FFP	2. Establish Family Help Lead Practitioner Role	2.1 Multi-agency Practice Framework	Milestone	2.1.3 Partnership Endorsement	Jennie Lowe	Discovery & design	Secure multi-agency endorsement	High	29/10/2025	12/06/2026	SSCP	In Progress	Green	Deadline extended to 12.06.26 Being discussed at DSP meeting 12.06.26 for endorsement.			29-Oct-25	12-Jun-26	SSCP					
FFP	6 Multi-agency child protection teams	6.3 Practice Framework and Resourcing (Minimum expectations 6.3, 6.10, 6.12 & 6.13)		6.3.2 - align practice framework to FH & working Together	Jennie Lowe	Mobilisation & Building readiness	Develop a partnership practice framework for each of the component aspects of the reforms - end to end system of help, support and protection in line with National Framework & Working Together	Low	29/10/2025	12/06/2026	SSCP	In Progress	Green	SSCP including this in Threshold doc. - blended practice model			29-Oct-25	12-Jun-26	SSCP					
FFP	7. Information for Families (Across All T&F Groups)	7.6 Consistent data Sharing & Information Flow	Milestone	7.6.1 Data-sharing arrangements confirmed	Jo Cox	Mobilisation & Building readiness	Establish the information sharing agreements required to secure effective information sharing	High	29/10/2025	13/02/26	Jo Cox	Delayed	Amber	02.03.26 - Jo progressing the DSA's with police & health. 18.03.26 - Health meeting held - 13.03.26 health clarifying who holds the data required. Jo to then approach each agency for signed DSA's. Ellie to approach OPS / PCNs.	ISA's and DSA's		29-Oct-25	13-Feb-26	Jo Cox					
FFP	12. Project set up	12.2 Governance	Milestone	12.2.1 - Leadership Commitment	Natasha Moody	Discovery & design	Seek leadership buy in and support for the change programme (internal and within the partnership) to secure the right support and for them to champion the change.	High	28/10/2025	31/03/2026	Natasha Moody	Delayed	Amber	In progress - Attended - Scrutiny 14 January 2026 - Health and Wellbeing Board 22 01 26 - Safeguarding Partnership December, February - Ambitions Board January 2026 - Local Safeguarding Partners 05.02.26 - Cabinet 12.06.26			28-Oct-25	31-Mar-26	Natasha Moody					
FFP	9. Placement Sufficiency	9.1 Sufficiency Strategy and plan to be published		9.1 - Develop a Sufficiency Strategy & plan that aligns to workforce plans	Commissioning Team	Discovery & design	9.1.1 - Draft the Sufficiency Strategy (define scope, vision and objectives)	High	01/10/2025	31/01/2026	Allan Potter	In Progress	Amber	Being created - initial draft			01-Oct-25	31-Jan-26	Allan Potter					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.1 Family Help Network Identified and Engaged (minimum expectation 8.1)		8.1.8 FGDM offer mapped	FGDM T&F Group	Discovery & design	Assess the current use of FGDM.	High	01/12/2025		Jo Cox	Done	Blue	Completed				01-Dec-26	Jo Cox					
FFP	1. Family Help Model & Single Integrated Service	1.3 Family Help Strategy		1.3.1 Draft FH Strategy		Discovery & design	Draft FH Strategy - engage with workforce & partners, families, children & young people	Medium				Not Started	Amber	To be built into the Delivery plan and timescale generated following approval of BC's										
FFP	1. Family Help Model & Single Integrated Service	1.3 Family Help Strategy		1.3.2 Approval		Mobilisation & Building readiness	Align to threshold, FH model and other transformation programmes. Official sign off and approval	Medium				Not Started	Amber											
FFP	1. Family Help Model & Single Integrated Service	1.3 Family Help Strategy	Milestone	1.3.3 Publish and Embed		Implementation & Delivery	publish and embed within team s	Medium				Not Started	Amber											
FFP	11. Data, Systems & Outcomes	11.3 Data Reporting	Milestone	11.3.1 - Automate the data for the submission of the data returns	Data & Insights Team	Mobilisation & Building readiness	Automate the data for the submission of the data returns (no finance requirements)	Medium				Not Started	Amber	Awaiting Digital Prioritisation for timescale of delivery										
FFP	11. Data, Systems & Outcomes	11.4 - Information Platforms	Milestone	11.4.1 Website	Data Systems and Outcomes	Mobilisation & Building readiness	Website reflects the changes across the services	Medium				Not Started	Amber	Awaiting Digital Prioritisation for timescale of delivery										
FFP	12. Project set up	12.3 Benefits Realisation	Milestone	12.3.3 - Outcomes Framework live	Go Live!	Implementation & Delivery		High				Not Started	Amber											
FFP	7. Information for Families (Across All T&F Groups)	7.1 Information for families designed and implemented (Minimum expectation 7.1 & 7.2)		7.1.2 MACPT Information	IMPACT	Mobilisation & Building readiness	Provide clear, accessible information and signpost support for all parents and carers from the point a section 47 enquiry is initiated	Low		01/10/2026		Not Started	Amber					01-Oct-26						
FFP	7. Information for Families (Across All T&F Groups)	7.2 Co-production and Lived Experience Embedded (Minimum Expectation 7.3)		7.2.1 Lived experience engagement	IMPACT	Discovery & design	Engage parents and carers with lived experience of child protection Target engagement with families from: Areas of high deprivation Diverse and minoritised communities Use feedback to shape content, tone, format and delivery method. Dedicate 4-6 months on Co-Design before implementation	High				In Progress	Amber	IMPACT is currently being reset										
FFP	7. Information for Families (Across All T&F Groups)	7.2 Co-production and Lived Experience Embedded (Minimum Expectation 7.3)	Milestone	7.2.2 Co-produced improvements embedded into final materials	Jo Cox	Mobilisation & Building readiness	Coproduce a local offer for young people	Medium		01/09/2026		Not Started	Amber					01-Sep-26						
FFP	7. Information for Families (Across All T&F Groups)	7.5 Child & Young Person Voice Embedded		7.5.1 Evidence of child voice embedded in planning and review	IMPACT	Mobilisation & Building readiness	VoC embedded into plans and assessments	Medium		30/05/2026	Donna Ward	In Progress	Green					30-May-26	Donna Ward					
FFP	7. Information for Families (Across All T&F Groups)	7.6 Consistent data Sharing & Information Flow		7.6.2 Consistent information formats implemented across agencies	Jo Cox / data Systems and Outcomes	Mobilisation & Building readiness	Redesign of the Local Offer (co-designed with C&F) fix broken links	Low		TBD	TBD	Not Started	Amber						TBD					
FFP	7. Information for Families (Across All T&F Groups)	7.6 Consistent data Sharing & Information Flow	Milestone	7.6.3 - DSA's live	Jo Cox / data Systems and Outcomes	Implementation & Delivery	DSA live and in place	High		TBD		Not Started	Amber											
Best Start Family Hubs	9. BSFH branding and public readiness	9. BSFH sites and materials apply Best Start in Life branding, funding logos and naming conventions.	Milestone	9. Public-facing readiness completed	Rosie Boardman	Mobilisation & Building readiness	Apply BSL branding across all sites and materials - Ensure use of "Funded by UK Government" logo - Apply "Best Start Family Hub - [Location]" naming convention.	High	01/09/2026	07/09/2026	Rosie Boardman	In Progress	Amber				01-Sep-26	07-Sep-26	Rosie Boardman					
FFP	8. Family Group Decision-Making / Conferencing (FGDM)	8.2 Kinship Strategy Developed and Implemented (Minimum expectation 8.1-8.5)		8.2.4 Kinship Strategy's Action Plan	FGDM T&F Group	Mobilisation & Building readiness	8.1.2 - Develop the delivery and action plan	Medium		31/03/26	Scott Chapman	In Progress	Green	Draft completed				31-Mar-26	Scott Chapman					
FFP	9. Placement Sufficiency	9.1 Sufficiency Strategy and plan to be published	Milestone	9.1 - Develop a Sufficiency Strategy & plan that aligns to workforce plans	Commissioning Team	Mobilisation & Building readiness	9.1.4 - Governance Sign off. Publish Strategy and plan	Medium		01/02/2026		Not Started	Amber					01-Feb-26						
FFP	9. Placement Sufficiency	9.1 Sufficiency Strategy and plan to be published		9.1 - Develop a Sufficiency Strategy & plan that aligns to workforce plans	Commissioning Team	Discovery & design	9.1.2 - Develop the delivery and action plan	Medium				Not Started	Amber											
FFP	9. Placement Sufficiency	9.1 Sufficiency Strategy and plan to be published		9.1 - Develop a Sufficiency Strategy & plan that aligns to workforce plans	Commissioning Team	Discovery & design	9.1.3 - Stakeholder engagement and consultation. Update draft strategy and plan	Medium				Not Started	Amber											
FFP	9. Placement Sufficiency	9.1 Sufficiency Strategy and plan to be published	Milestone	9.2 Sufficiency Strategy aligned to workforce plans	Commissioning Team	Mobilisation & Building readiness	9.1.5 - Sufficiency Strategy and Plan which is aligned	Medium				Not Started	Amber											
Local Youth transformation Pilot	Milestone: Business Case for long-term sustainability prepared and approved		Milestone	Plan long-term sustainability	Culture change & Workforce	Mobilisation & Building readiness	Prepare a Business Case for sustainability of workforce development beyond pilot.	Medium	01/07/2026	31/08/2026	Helena Williams	Not Started	Amber	LYTP CPMO Workbook.xlsx	Business Case prepared and approved		01-Jul-26	31-Aug-26	Helena Williams					
Local Youth transformation Pilot	Milestone: Workforce Academy established via Joint Training / RYWU		Milestone	Establish Youthwork Academy	Culture change & Workforce	Mobilisation & Building readiness	Work with Joint Training to establish the Youth Work Academy as system infrastructure - includes practice standards, supervision and QA, assessor and mentor model, placement governance and testing of pathways and training approaches	High	01/03/2026	30/04/2026	Helena Williams	In Progress	Green	LYTP CPMO Workbook.xlsx	Workforce Academy established via Joint Training / RYWU		01-Mar-26	30-Apr-26	Helena Williams					
Local Youth transformation Pilot	Milestone: Evaluate findings and report		Milestone	Evaluate findings and report to Cabinet	Culture change & Workforce	Mobilisation & Building readiness	Produce evaluation report and present to Cabinet	Medium	17/03/2026	30/04/2026	Helena Williams	Not Started	Amber	LYTP CPMO Workbook.xlsx	Evaluation findings reported to Cabinet		17-Mar-26	30-Apr-26	Helena Williams					
Local Youth transformation Pilot	Milestone: Reflection workshop held		Milestone	SLT /Portfolio holder reflections workshop	Culture change & Workforce	Discovery & design	Plan & deliver an SLT and Portfolio holder reflection workshop to apply learning	High	01/02/2026	01/09/2025	Helena Williams	In Progress	Green	LYTP CPMO Workbook.xlsx	Peer review session delivered		01-Feb-26	01-Sep-25	Helena Williams					
Local Youth transformation Pilot	Milestone: Evaluate and share learning, refine Governance model		Milestone	Evaluate and share learning, refine Governance model	Participation & Engagement	Mobilisation & Building readiness	Capture learning, document successes, and develop a toolkit for ongoing participation and governance rollout	Low	01/06/2026	31/08/2026	Rachel Simmons	Not Started	Amber	LYTP CPMO Workbook.xlsx	Evaluate governance work, develop toolkit		01-Jun-26	31-Aug-26	Rachel Simmons					
Local Youth transformation Pilot	Milestone: Strategic Youth Partnership launched		Milestone	Strategic Youth Partnership	Participation & Engagement	Mobilisation & Building readiness	Create and launch a county-wide partnership linking young people with Cabinet and scrutiny	High	01/03/2026	31/05/2026	Rachel Simmons	In Progress	Green	LYTP CPMO Workbook.xlsx	Strategic Youth Partnership launched		01-Mar-26	31-May-26	Rachel Simmons					
Local Youth transformation Pilot	Milestone: Establish 2 Local Youth Partnerships initially		Milestone	Establish 2 Local Youth Partnerships initially	Participation & Engagement	Mobilisation & Building readiness	Establish LYPs and integrate youth voice mechanism within both LYP areas	High	01/02/2026	31/03/2026	Rahel Simmons	In Progress	Green	LYTP CPMO Workbook.xlsx	LYPs established in two areas with youth voice mechanism set up		01-Feb-26	31-Mar-26	Rahel Simmons					
Local Youth transformation Pilot	Milestone: Youth Democracy Worker in post		Milestone	Recruit Youth Democracy Worker	Participation & Engagement	Mobilisation & Building readiness	Advertise, recruit and start Youth Democracy Worker to lead on participation & engagement themes	High	01/01/2026	31/01/2026	Helena Williams	Done	Blue	LYTP CPMO Workbook.xlsx	Youth Democracy Worker in post		01-Jan-26	31-Jan-26	Helena Williams					31-Jan-26
Local Youth transformation Pilot	Milestone: Sustainability and Legacy Planning		Milestone	Sustainability and Legacy Planning	PM & Assurance	Implementation & Delivery	Prepare Business Case and plans for sustaining the youth offer after the pilot has completed.	Low	01/02/2026	31/08/2026	Helena Williams	Not Started	Amber	LYTP CPMO Workbook.xlsx	Sustainability plan and Business Case. Will become higher priority as the pilot proceeds towards completion.		01-Feb-26	31-Aug-26	Helena Williams					
Local Youth transformation Pilot	Milestone: Sustainability & Investment Plan in place		Milestone	Sustainability & Investment Planning	Youth Infrastructure	Mobilisation & Building readiness	Develop business plan and funding strategy for post-2026.	Low	01/06/2026	31/08/2026	YPF	Not Started	Amber	LYTP CPMO Workbook.xlsx	Sustainability plan approved		01-Jun-26	31-Aug-26	YPF					
Local Youth transformation Pilot	Milestone: Launch LYPF as a new charity		Milestone	Recruit independent Chair and Board, launch LYPF as a new Charity	Youth Infrastructure	Mobilisation & Building readiness	Appoint a multi-agency board with VCSE and young people's representation	High	31/12/2025	30/04/2026	YPF	In Progress	Green	LYTP CPMO Workbook.xlsx	LYPF Chair and Board appointed		31-Dec-25	30-Apr-26	YPF					
SEND & AP	Local SEND Reform Plan submitted		Milestone	Submit Local SEND Reform Plan	TBC	Phase 1	Secure internal approvals and submit Local SEND Reform Plan to DfE and NHS England by end of June 2026 to access tran reform funding.	High	15/06/2026	30/06/2026	TBC	Not Started	Red		Plan submitted and acknowledged	https://hropshirecouncil.sharepoint.com/sites/hsr/sharepoint/2026/Development/2026-2028/2026Development/2026Development%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	15-Jun-26	30-Jun-26	TBC					

Programme	Programme Key Deliverables	Project Key Deliverable & Programme Minimum Expectations	Project Milestones	Project Tasks	Delivery Forum / Workstream	Phase	Task Descriptions	Priority	Start Date	End Date	Assigned to	Status	BRAG	Progress Against Actions and evidence	Deliverables	Links	Start Date (Calc)	End Date (Calc)	Responsible	Accountable	Consulted	Informed	Date Completed	
SEND & AP	Experts at Hand live		Milestone	Launch Experts at Hand offer	TBC	Phase 1	Mobilise and launch Experts at Hand across settings, including communications, referral pathways and reporting.	High ■	01/08/2026	30/09/2026	TBC	Not Started	Amber		EAH service live + access guidance	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Aug-26	30-Sep-26	TBC					
SEND & AP	OAP published to settings		Milestone	Publish OAP guidance + comms	TBC	Phase 1	Publish OAP guidance and supporting comms/briefings to all mainstream settings; confirm expectations and escalation routes.	High ■	01/01/2027	31/03/2027	TBC	Not Started	Amber		Published OAP pack + briefings	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Jan-27	31-Mar-27	TBC					
SEND & AP	SENDCO training live		Milestone	Deliver SENDCO training / inclusion CPD rollout	TBC	Phase 1	Deliver SEND and inclusion training programme; ensure SENDCO training is live from September 2026 and tracked.	High ■	01/09/2026	31/03/2027	TBC	Not Started	Amber		Training delivered + completion stats	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Sep-26	31-Mar-27	TBC					
SEND & AP	Impact evidence (EHCP demand reduction)		Milestone	Evidence impact on EHCP demand	TBC	Phase 2	Deliver evaluation showing improved inclusion and reduced reliance on EHCPs for non-complex needs, using routine performance data and partner assurance.	High ■	01/04/2027	31/03/2028	TBC	Not Started	Amber		Impact report + trend evidence	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Apr-27	31-Mar-28	TBC					
SEND & AP	System readiness for statutory transition		Milestone	Complete readiness assessment for 2029 transition	TBC	Phase 2	Conduct gap analysis and readiness review against the reformed statutory framework (processes, templates, data, workforce, governance).	High ■	01/04/2028	31/03/2029	TBC	Not Started	Amber		Readiness assessment + action plan	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Apr-28	31-Mar-29	TBC					
SEND & AP	Reformed assessments go-live		Milestone	Go-live reformed needs assessments	TBC	Phase 3	Operational go-live for new needs assessments under the reformed system (national milestone, Sep 2029).	High ■	01/09/2029	30/09/2029	TBC	Not Started	Amber		Go-live + early assurance report	https://shopfirecouncil.sharepoint.com/p:/sites/ImP/Shared%20Documents/Plan%20Development%20Comms%20and%20Engagement/Transformation%20and%20change%20portfolio.pptx	01-Sep-29	30-Sep-29	TBC					