

## Region Development Plan 2025-27

The eleven Local authorities in the Eastern Region are committed to collaborate and work together to improve the outcomes for the children and young people in the East of England. The annual cycle of self-assessment and peer challenge identifies strengths and areas for development in local areas and forms the basis of the Regional Development Plan that addresses common priorities and highlights shared learning opportunities.

### Regional Priorities

- Workforce
- SEND
- Placement Sufficiency
- Care Leavers
- Attendance & Children Not in Education
- Anti Racist Practice
- Families First Implementation
- Outcome 3

### Areas for Shared Learning

- Edge of Care
- Domestic Abuse
- Exploitation
- Care Leaver Ambassadors
- Reunification
- Risk Outside of the Home
- Kinship
- 16- & 17-year-olds
- Learning from the Casey Review
- Mechanics & Governance of Unregulated Placements

### Capacity Building

- Peer Review Training
- SEND Leadership Programme

## Children's Social Care

### CSC Data

Lead and/or Linked Network	Paul Dryden and PIMG		
Headline Activities	KPIs		
Continue to collect, analyse and report on Eastern Region children's core indicators	Ensure 100% on-time submission of core children's service indicators to the DfE for all reporting periods in 2025/26 (DfECSC KPI1a)		
Provide and present analysed data as a minimum for CSC SLI Leadership Network, Corporate Parent Strategic Board, DCS Network	By October 2025, establish a regional data communities of practice focused on children's services reform that meets at least quarterly. (DfECSC KPI1b)		
Create a Community of Practice for Families First and Practice leads to support the implementation and monitor the impact of the children's services reforms	By March 2026, enhance regional data systems to include disaggregated data on disproportionality across at least 3 key indicators and produce quarterly analytical reports. (DfECSC KPI1c)		

### CSC Regional Diagnostics

Lead and/or Linked Network	Rachel Black		
Headline Activities	KPIs		
Deliver a responsive and needs led strategy for delivering peer reviews.	By September 2025, develop and implement a peer review strategy involving multi-LA teams that engages a minimum of 4 in peer reviews and produces a summary report for each review with identified strengths and areas for development with learning to be shared regionally (DfECSC KPI2a)		
Develop a process of providing relevant data with regional comparisons for peer reviews where possible			
Promote peer review opportunities across the region	By September 2025, deliver a regional self-assessment and peer challenge programme involving all 11 LAs, ensuring completion of self-assessments by 100% of LAs, facilitation of a regional peer challenge events and a regional summary report identifying shared priorities. (DfECSC KPI1b)		
Develop mechanisms for sharing the learning across the region, including with the CIB, from regional diagnostics			
Deliver regional self-assessment, challenge and priorities process	100% of project plans to identify how Regional Diagnostics effectively inform, align with, and support other resources and programmes, including Sector Led Improvement Partners and Improvement Advisors, to drive cohesive and impactful improvement efforts (DfECSC KPI1e)		
Develop regional development plan			
Deliver a regional session to discuss Families First Reforms and agree regional arrangements to support this			
Establish mechanisms for working collaboratively with SLIP and Improvement Advisors			

<b>Families First</b>			
<b>Lead and/or Linked Network</b>	CSC SLI Leadership Network		
<b>Headline Activities</b>	<b>KPIs</b>		
Create a Community of Practice for Families First and Practice leads to support the implementation and monitor the impact of the children's services reforms	By December 2025 establish an Eastern Region Community of Practice for Families First Practice and Data Leads		
Develop regional data sets to support Families First implementation			

<b>Anti-Racist Practice</b>			
<b>Lead and/or Linked Network</b>	Regional Anti-Racist Leadership Forum (RARLF)		
<b>Headline Activities</b>	<b>KPIs</b>		
Establish a Regional Anti-Racist Leadership Forum (RARLF) that includes leaders from all 11 local authorities in the region that meets bi-monthly.	<p>Establish an Eastern Region Anti-Racist Practice Leadership Forum by September 2025 that meets quarterly with representatives from all 11 LAs (DfECSC KPI3g)</p> <p>By October 2025, complete and publish the findings of an Anti-Racist Practice Diagnostic, identifying key strengths and areas for development across all local areas.</p> <p>By December 2025 present and share the first iteration of the regional workforce and C&amp;F Anti-Racist Practice data collection</p> <p>Plan, facilitate and deliver 1 face to face Anti-Racist Practice events before March 2026 for practitioners and collect and analyse feedback to inform future work. (DfECSC KPI3h)</p> <p>By March 2026, launch a web-based repository featuring:</p> <ul style="list-style-type: none"> <li>*At least 11 case studies</li> <li>*Supporting materials and tools to promote Anti-Racist practice</li> </ul>		
Conduct a regional diagnostic to assess current strengths and areas for improvement in terms of anti-racist practice and to establish a baseline for this project.			
Develop, analyse, present and share an annual data collection for disproportionality data around C&F and workforce			
Promote the importance of anti-racist practice across the region			
Offer support, advice and safe spaces to colleagues driving anti-racism in their local areas			
Build a web-based repository of case studies, including impact evidence and reflective insights.			

<b>Care Leavers</b>			
<b>Lead and/or Linked Network</b>	Eastern Region Leaving Care Network		
<b>Headline Activities</b>	<b>KPIs</b>		
Establish a Regional Care Leaver Forum	<p>Conduct a regional diagnostic of Care Leaver offers across all 11 LAs by January 2026 to identify strengths and gaps. Summarise findings in a regional report. (DfECSC KPI3i)</p> <p>Deliver a face-to-face regional event for Care Leavers by March 2026 engaging young people from at least 8 LAs. Use feedback to inform the regional Care Leaver strategy. (DfECSC KPI3j)</p> <p>Co-produce a Regional Care Leaver Strategy by March 2026 including input from Care Leavers, LAs, and partners. (DfECSC KPI3k)</p>		
Conduct a regional diagnostic to assess current strengths and areas for improvement in terms of Care Leaver practice and the local offers available in each area.			
Use the findings of the diagnostic to co-produce a Regional Care Leaver Strategy and project plan			
Establish appropriate partner and stakeholder relationships across the region.			
Monitor the national agenda in terms of this work and identify any opportunities that may be available to the region.			
Start co-production an Eastern Region local offer by working with partners, external agencies, stakeholders and employers to offer opportunities, incentives, subsidies and entitlements to Care Leavers			

<b>National Framework Outcome 3</b>			
<b>Lead and/or Linked Network</b>	CSC SLI Leadership Network & LSCP		
<b>Headline Activities</b>	<b>KPIs</b>		
Review opportunities within existing networks for collaboration and joint work	<p>Deliver regional diagnostics on extra-familial harm, child sexual abuse and domestic violence by March 2026 and summarise insights in a regional report. (DfECSC KPI3l)</p> <p>Deliver at least one sharing workshop on each of the diagnostic topics by March 2026 and collect feedback to inform future events (DfECSC KPI3m)</p>		
Conduct a regional diagnostic to assess current strengths and areas for improvement in terms of extra- familial harms, child sexual abuse and domestic abuse.			
Share the learning from the Domestic Abuse JTAs in Norfolk and Hertfordshire			
Plan and deliver 3 sharing workshops – extra familial harms, child sexual abuse and domestic violence			
Capture and disseminate learning to inform future work.			

Transitions			
Lead and/or Linked Network	PCFSW		
Headline Activities	KPIs		
Review opportunities within existing networks for collaboration and joint work	Plan, facilitate and deliver a face-to-face transitions event to share learning and good practice by March 2026 with attendees from all 11 LAs. (DfECSC KPI3o)		
Plan and deliver a regional transitions event with leaders from adult and children's social care to start the collaborative work			
Conduct a regional diagnostic to assess current strengths and areas for improvement in terms of transitions and utilise the findings of the diagnostic and the feedback from the first event to develop a project plan			
Co-produce with ADASS an Eastern Region Transitions Protocol			
Deliver transitional safeguarding training for children and adult social workers			
Build a web-based repository of case studies, including impact evidence and reflective insights.			

Workforce			
Lead and/or Linked Network	Sheila Murphy & Workforce East		
Headline Activities	KPIs		
Continue to develop, collect, analyse and present data around SW	<p>KPI3d: Complete and submit quarterly social work (SW) data collections by the specified deadlines throughout 2025/26 ensuring data completeness and accuracy through internal validation. (DfECSC KPI3d)</p> <p>By February 2026, develop and implement a regional data collection framework to assess workforce diversity including metrics on ethnicity, gender, and role type with findings shared in a regional diversity dashboard. (DfECSC KPI3e)</p> <p>By December 2025, enhance the regional platform for promoting social work opportunities so that it features job listings from all 11 LAs and update content monthly. (DfECSC KPI3f)</p>		
Develop a new online platform for sharing Children's Services vacancies across the region			
Develop a regional data collection to establish the diversity of the Children and Families workforce in the Eastern Region			
Collect case studies and content from all 11 LAs to promote opportunities in the region			

## SEND

SEND Data			
Lead and/or Linked Network	Paul Dryden - PIMG		
Headline Activities	KPIs		
Appoint SEND Data Lead	<p>100% of Local Authorities in the Eastern Region to submit complete and timely data contributions to the Regional SEND data collection. (DfE SEND KPI1a)</p> <p>Complete 100% of the data returns to the DfE within the timeframes given (DfE SEND KPI1b)</p> <p>By March 2026 host a minimum of 3 SEND Data Community of Practice events for colleagues from all LAs in the region. (DfE SEND KPI1c)</p>		
Establish SEND Data Community of Practice			
Develop and share SEND Tartan Rug on quarterly basis			
Work with SEND leads to establish collection metrics and useful reporting, including AP			
Work with data leads in each LA to support consistent and timely reporting			
Produce and present SEND data at SEND Strategic lead, SEND Strategic Leadership Board, DCS Network and CIB as requested			

SEND Diagnostics			
Lead and/or Linked Network	Rachel Black & Sheelagh Sullivan		
Develop a comprehensive delivery strategy for Courageous Conversations and formalise PCF involvement	<p>By September 2025 develop and implement a comprehensive delivery strategy for Courageous Conversations including a dissemination of findings through a report for the LA and sharing of learning at the SEND Strategic Board. (DfE SEND KPI2a)</p> <p>By March 2026, deliver Courageous Conversations to at least 6 of the 11 Local Area Partnerships, ensuring 100% of LAs are offered participation opportunities, post-session reports are completed within 2 weeks of each event and participant feedback is collected (DfE SEND KPI2b)</p> <p>By December 2025, effectively collate and disseminate headline learning from each Courageous Conversations to Local Area Partnerships and regional stakeholders, fostering continuous improvement and the sharing of best practices. An end-of-year report pulling together all the learning will be completed by March 2026. (DfE SEND KPI2c)</p> <p>By March 2026, plan, facilitate, and deliver at least one regional peer challenge event involving representatives from all 11 Local Area Partnerships. The event will review findings from Courageous Conversations, regional self-assessments, progress against regional priorities and SEND performance data. (DfE SEND KPI2d)</p>		
Develop a system for disseminating learning from Courageous Conversations			
Courageous Conversations to be offered to all 11 LAs in East of England.			
Plan, facilitate and deliver a peer challenge event to review the learning from Courageous Conversations, the progress of the current SEND priorities, performance data and learning from regional self-assessment process and establish if there are further priorities for 2025-26			
Use diagnostic findings to identify priority areas for intervention and resource allocation.			
Work collaboratively with Sector Led Improvement Partners and Improvement Advisors to maintain coherence across regional and national improvement efforts			

100% of project plans to identify how Regional Diagnostics effectively inform, align with, and support other resources and programmes, including Sector Led Improvement Partners and Improvement Advisors, to drive cohesive and impactful SEND improvement efforts (DfE SEND KPI2e)

Mainstream Inclusion			
Lead and/or Linked Network		Emma Stone & Marian Cullen	
Headline Activities		KPIs	
Establish a Community of Practice for Inclusion, including representation from young people and parent-carers. This to include one or two representatives from all 11 LAs and at least one DCSO and PCF representative.		Appoint a Project lead by September 2025 to lead the design and delivery of the regional inclusion initiatives who will track and report on the progress of these initiatives. (DfE SEND KPI3d)	
Conduct a regional diagnostic to assess current strengths and areas for improvement.		By November 2025 carry out and report the findings of a regional inclusion diagnostic reviews (DfE SEND KPI3e)	
Collaborate with the Change Programme to align efforts and avoid duplication.		By March 2026, develop and publish an Eastern Region Inclusion Strategy and accompanying toolkit, which will include at minimum:	
Create a Regional Inclusion Strategy and Toolkit, including a self-assessment, audit tools and best practice resources		<ul style="list-style-type: none"> <li>• A self-assessment framework</li> <li>• An audit tool</li> <li>• A directory of good practice resources (DfE SEND KPI3f)</li> </ul>	
Build a web-based repository of audited case studies, including impact evidence and reflective insights.		By March 2026, launch a web-based repository featuring:	
Organise and deliver a Regional Best Practice Sharing Conference and Awards Event		<ul style="list-style-type: none"> <li>• At least 11 case studies</li> <li>• Supporting materials and tools to promote inclusive practice</li> </ul>	
		By December 2025, ensure 100% of local areas are actively engaged in the sharing of good practice through a regional Community of Practice.	
		By February 2025, achieve participation from at least 50% of local areas in submitting case studies and using the audit tools provided.	
		By March 2026, plan and promote a Regional Inclusion Event with confirmed participation from most local areas, aimed at celebrating progress and sharing learning.	

Voices of the East			
Lead and/or Linked Network	Kierran Pierce		
Headline Activities	KPIs		
Support local authorities to participate in the Voices of the East initiative	By March 2026, deliver 3 participation events (Primary, Secondary, Post-16) involving children and young people across the region and collect and publish a summary of insights from each event to support regional planning. (DfE SEND KPI3i)		
Co-design with children and young people participation events			
Deliver three participation events tailored to different age groups: Primary, Secondary, and Post-16			
Disseminate key learnings across the region with SEND and Children's Services leaders, partners, and stakeholders			

SEND Quality Assurance			
Lead and/or Linked Network	Rachel Black & Sheelagh Sullivan		
Headline Activities	KPIs		
Develop a Community of Practice for colleagues from across the region who are responsible for SEND Quality Assurance.	Establish a QA network that meets quarterly to share practice, offers support and learning opportunities to all LAs in the region (DfESEND KPI3k)  By March 2026 complete and publish the findings of a SEND Quality Assurance Diagnostic, identifying key strengths and areas for development across all local areas.		
Conduct a regional diagnostic to assess current strengths and areas for improvement and identify the different tools utilized across the region.			

Preparing for Adulthood			
Lead and/or Linked Network	Julie Pointer – Eastern Region Preparing for Adulthood Forum		
Headline Activities	KPIs		
Develop the current network into a Community of Practice for Preparing for Adulthood that includes involvement from young people, health colleagues and settings.	KPI3I: By March 2026, plan and deliver a regional transitions conference involving stakeholders from all 11 LAs, health, and education sectors  By December 2025, ensure 100% of local areas are actively engaged in the sharing of good practice through a regional Community of Practice. (DfESEND KPI3I)		
Conduct a regional diagnostic to assess current strengths and areas for improvement.			
Plan and deliver a regional transitions event			



SEND Workforce			
Lead and/or Linked Network		Rachel Black	
Headline Activities		KPIs	
Develop a quarterly SEND workforce data collection process; analyse, report, and share findings across the region		By March 2026 co-produce an Eastern Region SEND workforce strategy that builds on the findings of the 2025 workforce survey and sets out 5 action areas. (DfESEND KPI3g)  Deliver at least 1 leadership and 2 legal training courses by March 2026 ensuring that 100% of LAs in the region are offered access. (DfESEND KPI3h)	
Commission and deliver regional SEND training opportunities – legal and leadership			
Build a web-based repository of career case studies			
Host an Educational Psychologist Conference for professional development, sharing and promotion of the career			
Develop a SEND Workforce strategy that builds upon the findings of the 2025 SEND Workforce Survey and includes intelligence from data collection.			

Alternative Provision			
Lead and/or Linked Network		Michele Lucas & Regional AP Network	
Headline Activities		KPIs	
Develop the current network into a Community of Practice for Alternative Provision		Establish a regional community of practice for AP leads and hold a minimum of 3 network meetings by March 26, including 1 in person event to support peer review activity (DfSEND KPI3j)	
Conduct a regional diagnostic to assess current strengths and areas for improvement.			

<b>Home to School Transport</b>			
<b>Lead and/or Linked Network</b>			
Rachel Black			
<b>Headline Activities</b>		<b>KPIs</b>	
Conduct a regional diagnostic to assess current strengths and areas for improvement and identify the different tools utilised across the region to support home to school transport.		<p>By December 2025, complete and publish the finding of a regional Home to School Transport Diagnostic identifying key strengths and areas for development.</p>	

Partnerships & Engagement			
Lead and/or Linked Network		Rachel Black & Sheelagh Sullivan	
Headline Activities		KPIs	
Regenerate LA/NHS Collaboration Group		<p>By September 2025 formalise regional partnerships through the establishment of a SEND Strategic Board that as a minimum includes representatives from all 11 LAs, a NHSE representative and a PCF representative. (DfESSEND KPI3b)</p> <p>By December 2025, restructure existing network groups into formal communities of practice that will meet at least once per term (minimum 3 times per year) and include peer-led sessions and case study sharing with tracked participation and engagement across all 11 LAs. (DfESSEND KPI3m)</p> <p>Ensure all network group agendas from September 2025 onward explicitly address the 5 SEND enabling factors and have strong links to of the activity identified as part of the overall RIIA SEND Improvement programme (DfESSEND KPI3n)</p> <p>The SEND forum to provide termly updates on activity and outcomes achieved by the overall programme as well as keeping the region informed around the national SEND agenda (DfESSEND KPI3o)</p>	
Establish SEND Steering Group and invite PCF and NHSE Reps			
Develop regional platforms for the sharing of readily available resources and information to support best practice			
Maintain and strengthen existing SEND networks and revisit attendance and agendas			
Establish SEND Strategic Board			