

CHILDREN'S SERVICES SCRUTINY PANEL

Day: Wednesday
Date: 11 January 2023
Time: 6.00 pm
Place: Committee Room 1 - Tameside One

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from members of the Scrutiny Panel.	
3.	MINUTES To approve as a correct record, the Minutes of the proceedings of the Children's Services Scrutiny Panel held on 2 November 2022.	1-4
4.	CHILDREN MISSING FROM HOME AND CARE The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); Alison Stathers-Tracey, Director of Children's Services; Phil Davies, Divisional Commander for Tameside, GMP; and Paula Sumner, Assistant Director, to receive an update on local partnership arrangements and involvement directly linked to statutory guidance for local authorities and their partners to stop children going missing and to protect those who do.	5-14
5.	TAMESIDE CHILDREN'S SOCIAL CARE IMPROVEMENT PLAN The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Alison Stathers-Tracey, Director of Children's Services; to review progress against the Improvement Plan.	15-44
6.	CHILDREN'S PERFORMANCE SCORECARD The Panel to receive the Early Help and Children's Social Care scorecard.	45-58
7.	CHILDREN'S WORKFORCE STRATEGY - RECRUITMENT AND RETENTION OF SOCIAL WORKERS The Chair to present a report that concludes activity on a review of Children's Workforce Strategy – Social Worker Recruitment and Retention.	59-68
8.	CHAIR'S UPDATE The Chair to review work programme priorities, Ofsted monitoring and to update members on recent and planned activity.	69-76

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9. DATE OF NEXT MEETING

To note that the next meeting of the Children’s Services Scrutiny Panel will take place on Wednesday 8 March 2023.

10. URGENT ITEMS

To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Paul Radcliffe, Policy and Strategy Lead, to whom any apologies for absence should be notified.

Children's Services Scrutiny Panel 2 November 2022

Commenced: 6.00pm

Terminated: 7.35pm

Present: Councillors T Sharif (Chair), Martin, Owen, Patel, Reid, Robinson

Apologies: Councillors J Homer, T Smith, Welsh

16. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by members of the Scrutiny Panel.

17. MINUTES

The minutes of the meeting of the Children's Services Scrutiny Panel held on 21 September 2022 were approved as a correct record.

18. CHILDREN'S PLACEMENT SUFFICIENCY

The Panel welcomed Tony Decrop, Assistant Director; Susan Harris, Head of Service; and Adrian Rocks, Head of Commissioning, to receive an update on placement strategy and capacity across in-house and external provision, including fostering recruitment.

Members received an overview of placement sufficiency, including information on legal duties set within the Children's Act and priorities detailed within the Council's Sufficiency Strategy titled Excellent Homes and Families.

National context included reference to a recent market study on children's social care placements. A report of the Competition and Markets Authority (CMA) has highlighted the following findings:

- The market is not providing sufficient placements that fully meet children's needs when and where they require them resulting in negative outcomes.
- Some prices and profits are above levels expected in a well-functioning market.

Mr Decrop advised members that the new sufficiency strategy aims to support a change of culture and practice. Historically, Tameside has placed too many children in children's homes, with too few moved on to family environments or independence. Data showed that following a peak of 104 children in January 2021, improvement is visible with 74 children placed in children's homes at July 2022.

While the trajectory of improvement is good, more work is needed with Tameside remaining above statistical neighbours and equal to or above the numbers seen in bigger authorities and city councils.

There is improvement in the number of children living in residential care more than 20 miles from Tameside, with 16 children living at distance compared to 29 last summer. North West benchmarking also shows Tameside is in line with the regional average for Ofsted registered children's home costs for the first time (data back to 2018).

A summary of fostering showed that the authority is increasing the proportion of children living with families, with comparable fostering data reviewed for June 2021 and June 2022. The service is working to reduce the use of private agencies, with a priority to increase the proportion of children living with families. Mr Decrop advised that the number of children with in local authority provision is nearing that of statistical neighbours.

Members heard that a key challenge in leaving care options includes a legacy of young adults funded through Children's Services. This has been mitigated in the current financial year through investment in expansion of the 'Threshold Service' to support more young adults to live with appropriate support. A budget line of £2.3 million remains to fund placements for over 18s. Going forward a Staying Close DfE grant of £1.4 million will also provide additional focus and support for care leavers who have lived in children's homes.

A breakdown of current challenges and ongoing pressure includes:

- The mental health of teenagers
- Services to support our children who need the most care
- National shortage of placements and cost pressures
- Implementing fostering recruitment strategy
- Bespoke placements
- Low health contribution to complex placement costs when compared to other GM authorities

Ms Harris presented information specific to the Fostering Service. This providing added detail on the team, marketing and recruitment priorities, foster carer enquiries and conversions to assessment. Discussion touched upon the broader offer for Tameside foster carers, work with partners and employers, along with targets for growing numbers and retention.

The officers responded to a number of questions from the Panel on:

- The importance of placing children good quality provision
- Funding arrangements of other authorities regarding health contribution to cost of complex placements.
- Ofsted regulated care and placements for 16 and 17 year old children
- Improving fostering capacity and future targets
- Age profile of Tameside foster carers and retention aspects of the strategy

Mr Decrop, Ms Harris and Mr Rocks thanked for attending the meeting.

19. RESPONSE TO MID-YEAR BUDGET UPDATE

The Panel received for information, a letter of the Scrutiny Chairs to Councillor Jacqueline North, First Deputy (Finance, Resources and Transformation), in response to the mid-year budget update sessions held on 3 October 2022.

20. CHAIR'S UPDATE

The Chair updated members on a working group meeting that took place on 26 October 2022, as part of the review - Children's Workforce Strategy (Recruitment and Retention of Social Workers). A response paper with recommendations to support work of the Executive will come to the next Scrutiny Panel on 11 January 2023.

The Chair advised members that following initial contact with the Chair of Manchester's Children and Young People Scrutiny Panel, to support a benchmarking exercise and visit. The Chair will now look to progress this and report findings and feedback to the Scrutiny Panel.

21. DATE OF NEXT MEETING

To note that the next meeting of the Children's Services Scrutiny Panel will take place on Wednesday 11 January 2023.

22. URGENT ITEMS

The Chair reported that there were no urgent items for consideration at this meeting.

CHAIR

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SCRUTINY PANEL

CHILDREN WHO GO MISSING



DUTIES

- Local authorities are responsible for protecting children whether they go missing from their family home or from local authority care; they should plan to prevent children from going missing and to protect them when they do.
- The local authority and police should work together to risk assess cases of children missing from home or care and to analyse data for patterns that indicate particular concerns and risks.
- Individual local authorities and police forces should have an agreed Runaway and Missing From Home and Care (RMFHC) protocol that the TSCP has oversight of.
- The TSCP should receive and scrutinise regular reports from the local authority analysing data on children missing from home and from care.
- When a child is found, they must be offered an independent return interview within 72 hours of being returned to their home or care setting.

LOCAL PROCESSES & RESPONSE

- In April 2022, the return interview service was brought in-house, having previously been commissioned to Barnardo's
- The in-house service consists of 0.2 x Team Manager; 1 x Missing Coordinator and 1.5 x Missing Project Workers
- The team is co-located alongside the Childrens Multi Agency Safeguarding Hub (MASH) in Tameside One
- Daily reports are received into the MASH from Greater Manchester Police (GMP) identifying children who have been reported missing
- This prompts safeguarding checks, a missing episode to be created and relevant professionals and services to be notified

LOCAL PROCESSES & RESPONSE

- Within the protocol there are key trigger points for children who go missing that prompt a Risk Management Meeting (RMM) to take place
- Tier 1 RMM if the child has had 4 MFH episodes in a 1 month period or been missing for 24 hours
- Tier 2 RMM if the missing incident is lasting more than 7 days or there are persistent concerns following the Tier 1 meeting
- Once located, GMP complete a safe and well check with the child and a representative from the missing service will complete a return interview with them

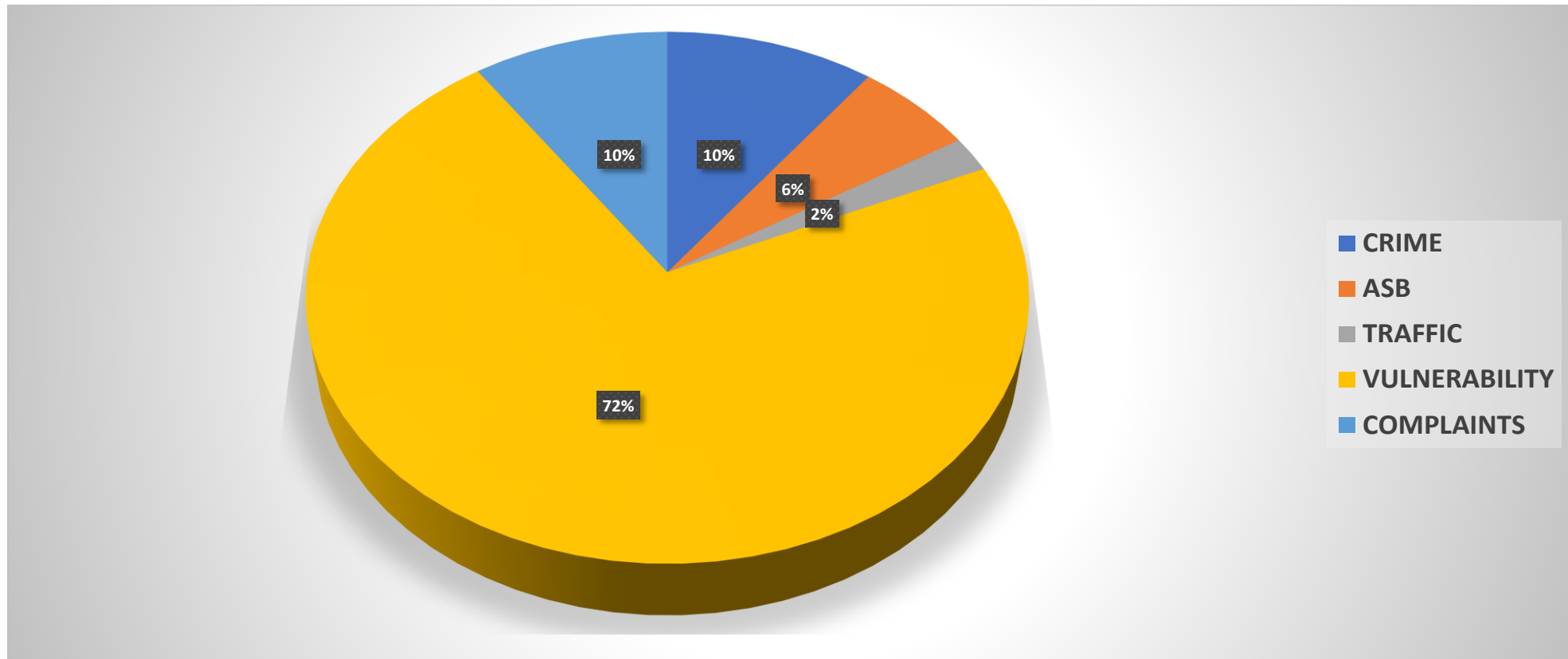
WHAT DO WE KNOW ABOUT CHILDREN WHO GO MISSING IN TAMESIDE?

- Since the service came in-house in April 2022 the local authority has been developing its understanding of the cohort of children who go missing
- During the first six months of the service being in-house (April – September 2022), there were 1,177 reported incidents of children going missing
- These reports related to 303 children, with a more or less equal split between male and female
- 130 of these children had more than one missing episode
- A small cohort of these children had 10 or more episodes
- Some of these children will be subject to Child Protection/Child in Need Plans or Cared For, but not all of them

Tameside Police Missing Person Demand

In the last 3 months, **72%** of Tameside Police demand is categorised as response to vulnerability. **48%** of vulnerability relates to Missing Persons. 4 locations account for the majority of Missing People reports, three of which are Children's Homes.

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Tameside Police Missing Person Definitions and Children

High Risk

Definition: - 'The risk of serious harm to the subject or the public is assessed as very likely.' HIGH risk should be considered the **default risk setting for all children aged 13 or under**, for all children identified as being at risk of child sexual exploitation/child criminal exploitation, and for all Operation Messina missing nominals.

Risk factors are likely to be significant. Immediate action is required of the police, including command level involvement, press or media liaison and close contact with outside agencies. All golden hour tasks and other 'help' options should be considered without delay. The case must be regularly reviewed. A senior investigating officer (SIO) **MUST** be appointed, and the assistance or guidance of MPSOs may be sought.

Medium Risk

Definition: - 'The risk of harm to the subject or the public is assessed as likely but not serious.' Medium risk should be considered the **default risk setting for all children aged 14 – 17 years** inclusive.

The entire missing person 'help' options should be considered and prioritised for action. The case requires positive action by the police to trace the missing person and to assist and support the informant, although not to the total exclusion of all other tasks. The case should be regularly reviewed by supervision, particularly risk assessments due to the passage of time.

Low Risk

Definition: - 'The risk of harm to the subject or the public is assessed as possible but minimal.' **Children aged 13 years or under should NOT be categorised as low risk.** Individuals aged between 14 and 17 may be classed as LOW risk **once** all appropriate risk elements have been considered and documented.

Whilst the officer may be confident that the case will be resolved quickly and without incident, some risk factors do exist, but taken into consideration with other factors, an adverse outcome is not feared. The police will record and circulate (both nationally and locally) details of the missing person and will conduct those enquiries most likely to resolve the case. Friends and family will be asked to assist with enquiries as specified in the agreed Family Contact Plan and the case will be periodically reviewed by supervision.

Details of the case will be notified to the UK Missing Person Unit (UKMPU). The longer the case remains unresolved, the more likely that the risk assessment will need to be re-assessed, particularly in the absence of information which suggests the missing person is safe and well.

Tameside Police Missing Person Policy

Tameside Police treat Missing Persons as a District priority given its significant impact on the availability of police resources in ensuring all safeguarding activity is undertaken. Our local response is in line with the GMP Missing Person's Policy (Feb '22):

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1. 4P Plan – prevent, prepare, pursue, protect
 2. Dedicated Missing Persons' officer – incorporated into the Neighbourhood Prevention Hub function
 3. Fortnightly Missing Person meetings
 4. Prevention Hub oversight and problem solving
 5. Dedicated PCSO's and NH staff for specific children's homes
 6. Centralised missing coordinator
 7. PRB – Problem solving plans in place for repeat demand generators
 8. Regular vulnerability meetings/strategy meetings for those who are susceptible to CCE/CSE via MASH or Missing Person strategy meetings.

Tameside Police Partnership Missing Person Meetings agenda (Fortnightly)

Tameside Police Senior Leadership team chair a regular partnership tactical meeting on Missing Persons.

Agenda:

1. Apologies
2. Actions/Tasks
3. Partnership update
4. Missing person dip sample review
5. Repeat missing and POP reviews – Subject, location and any criminality or concerns – NH Inspectors/PS's/Prevention hub
6. Response updates – current missing – Relevant Response Inspector to attend
7. Missing person development plan progression
8. Organisational Learning
9. AOB

NEXT STEPS

- A multi-agency working group has been identified to:
 - Review the local MFH policy to ensure roles and responsibilities of all partners are agreed and understood
 - Consider the learning from recent rapid reviews that have involved children who go missing and the partnerships response to this
 - Agree changes to the system to build a missing pathway that will improve internal processes, flow of information and data collection
 - Promote the revised MFH policy across the workforce and wider partnerships
- The return interview service will continue to build on our understanding of the cohort of children who go missing and ensure appropriate and proportionate responses are in place
- Work to improve our response to children who go missing by pulling services for teenagers together, identifying those at risk and ensuring that a targeted response is available at the earliest possible opportunity to prevent escalation
- Work alongside GMP to identify themes and trends in relation to children who go missing and compare our data with stat neighbours
- Systematic reports on children who go missing will be provided to the Complex Safeguarding Strategic Group that is a sub-group of and reports in to the TSCP, providing robust oversight

Tameside Childrens Social Care Improvement Plan June 2022-June 2023

Vision Statement – That we fulfil all focussed actions across partner agencies and can see measured improvements in the outcomes for Children and their families and demonstrate we have good, safe and consistent practice across all Childrens service teams

Background

Tameside Childrens Social Care services was rated as Requiring Improvement to be good in the last full OFSTED Inspection in 2019. In May 2021 Tameside underwent a Covid assurance inspection where it was discovered that service standards and quality had deteriorated since the 2019 Inspection. During this assurance visit, Inspectors were given assurances that investment to create more capacity in Social Work Teams specifically. In April 2022, Ofsted undertook a Focussed Visit of the Front Door in Tameside. Despite very recent improvements reported by Inspectors, overall they feel that services for children have deteriorated further despite an additional injection of £1.5M Council funding to increase Social Worker capacity. As a result in their final letter of 6th June 22, Ofsted Inspectors have identified the following areas for priority action:

- Political and corporate leaders' understanding of the strengths and areas for improvement and for this to be underpinned by a well-informed self-assessment and improvement plan that will drive and monitor practice improvement effectively.
- Timely interventions to assess and reduce risk to children, including multi-agency strategy meetings and the allocation of a social worker to see children.

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The letter also identified what needs to improve in this area of social work practice:

- The quality and timeliness of child and family assessments to inform next steps planning.
- The effectiveness of management oversight, including the frequency and quality of supervision and the challenge of poor social work practice that causes drift and delay.

The strategic and operational relationship with Greater Manchester police, to ensure timely engagement in child protection assessment and planning. This plan aims to address the areas for action and improvement and progress will be reported quarterly to Children & Families Scrutiny Committee and the Senior Leadership Team of the Local Place Board to ensure transparency of service status and underperformance, to address directly, action that cannot be resolved by the new Improvement Board.

This Improvement Plan focusses on 7 priorities to ensure that we do the things that will make the greatest difference for Children, Young People and Families in Tameside.

1. **A new Improvement Board accountability framework and plan to measure and challenge improvement**
2. **A refreshed workforce recruitment & retention plan of action**
3. **A grip and transparent challenge of the effectiveness of changed systems across partners to keep children safe**
4. **Deliver improvement in the consistency and quality of assessments, plans through a refreshed Quality Assurance Framework**
5. **Deliver an integrated family offer in the 4 locality areas of Tameside**
6. **Continue to Safely reduce the numbers of Children who need our care and improve outcomes for those we care for and care leavers**
7. **Assure that Social Work and Early Help Practice is consistently high quality, responds directly to the voice of the child and /or young person and demonstrates positive impact and change to children’s lives**

Item	Action	Lead/ Timeframe	Progress/ Comments	RAG
1. Create a new Improvement Board accountability framework and revise the Tameside Safeguarding Partnership delivery arrangements				
Improve Governance and Corporate Leadership	<p>Improvement Board Development session to be run to sign off and agree the Improvement plan, named accountable officers – including Corporate Leaders of the LA, timescales for delivery and measures of impact are clear and well evidenced</p> <p>Revised Board members are clear around their accountability and responsibilities for improved services and evidence impact for children by independent board survey undertaken December 2022</p> <p>Council CEX and Deputy Leader agreed as key members of the improvement board and are held to account for corporate</p>	20th June 2022	<p>Improvement Board review day planned 20th June Complete – review day held in person and Action plan revised in light of feedback</p> <p>New Improvement Plan to be refreshed and signed off by agencies by mid July 2022</p> <p>DFE appointed Improvement advisor to join the Board by August 22 Frances Craven Appointed as Improvement Adviser for Tameside contract commenced August 22</p> <p>Complete both new Leader of the Council and interim CEX agreed as key members of the Board June 22</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>

	action taken to improve the impact and outcomes of Childrens services		DFE Intervention advisor to join the monthly Board meetings from July 22 Amended date to October 22 due to leave commitments	Complete
Page 17	To agree with key Partners future Improvement Board chairing arrangements to demonstrate external challenge based upon current expertise in improving Childrens Services	By August 2022 DCS and All Partners	Partners agreed that the current independent chair will remain in role to oversee sign off of the Action Plan and review the Terms of Reference (TOR).	Complete
			We await the appointment of the DFE Improvement Advisor for Tameside to assess the need to consider refreshed chairing arrangements for the Board	Complete
			New DFE Adviser Frances Craven to Chair the IB from September/October 22	Complete
			New Chairing arrangements in place, deep dives planned in around specific areas of performance concern and agency responses identified	
Improve Board Attendance and Accountability	All Board members are to identify a deputy and provide contact details for them to Simon Brunet by July 22 Agency attendance log, updates and evidence presented against key actions to be updated at every meeting in order to measure progress and improvements against agreed actions	By July 2022 All Partners Named Lead by Agency	Agreed to bring a review of the Terms of Reference by mid-July and all partnerships to ensure that those people responsible for actions attend the correct meeting – i.e. Safeguarding Partnership, Corporate Parenting Board, Early Help Strategy Board TOR Review considered refreshed Membership of IB to be finalised with new Chair in October 22 New refined Membership of Board in Place from October 22 To be agreed in the Terms of Reference review in July 22 meeting record Membership to be finalised in October Board by new IB Chair	Ongoing Ongoing Ongoing

	Escalation process agreed for each organisation if non-attendance or response to actions in plan at each meeting	Independent Chair/ All By end August 22	To be agreed for each attendee in discussion with the Chair and Independent DFE Improvement Adviser by end August 22 – NB move to October 22 due to leave commitments	Ongoing
Page 18	Review existing Safeguarding Partnership arrangements in respect of Working Together post pandemic and agree new Chairing and accountability structures that will ensure detailed understanding of the system weaknesses and address these through careful challenge and support	DCS, GMP ICB Accountable Officer/CEX by October 22	Stockport as our SLIP Partner approached and provisionally agreed to undertake our Safeguarding Partnership review	Complete
			Terms of Reference and scope of the review agreed across partners at June Business group meeting	Complete
			Tracker system established to report attendance across Agencies to identify any non-attendance and timeliness of high risk meetings around the needs of children. Performance report and escalation agreed by June 22	Complete
			Agreement that MASH take on the initial S47 Strategy meetings in the front door in person from July 22, utilising the existing structures and capacity to improve timeliness of response across agencies	Complete
			Attendance at timely strategy meetings improved from 25% within 24 hours in September 21 to now 87% in September 22 with an ambition to achieve 100% (Only Strategy not achieved full attendance within 24 hours are now cases which occur out of Tameside jurisdiction)	Ongoing
New Council Leader and Cabinet appointed also new dedicated scrutiny panel established for	Minutes and actions of the Safeguarding partnership to be reported to the new Childrens scrutiny panel on a 6 monthly basis in a chairs report.	Lead Member Children/ CEX/ DCS June 22	Agreed and work programme for scrutiny to tie in the performance and effectiveness of the Childrens Safeguarding Partnership review and bi-annual update report on key risks and opportunities for children's outcomes in development to be revised by scrutiny committee by January 23.	Complete

<p>Childrens services - May 22</p>	<p>Evidence of improved pace and change of corporate service support for children's services accommodation, ICT, and support for recruitment and retention reported by front line workforce and managers via staff survey reported in to improvement board by December 2022</p>	<p>CEX/Lead member Children ongoing each meeting review by December 22</p>	<p>Scrutiny Committee has met twice formally, reviewed the Improvement plan in detail, and performance scorecard. Is visiting Manchester Childrens scrutiny to observe practice in Good rated LA to compare approaches. Is focussing on recruitment and workforce stability issues Scrutiny visit to Manchester planned for November 22</p> <p>Staff survey to be compiled to understand the effectiveness of support services by September 22 Monthly staff and manager sessions in operation to capture feedback and issues around effectiveness of corporate support. Fed directly in to Workforce Action Plan</p> <p>Survey work to be undertaken by workforce during October 22 plans in place to circulate survey following Practice week in September 22</p> <p>Results and findings of staff survey to be reported to the Board in January 23</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Improvement Board to drive the effectiveness and impact of the Self-Assessment Framework (SEF) to evidence that we truly understand the strengths and weaknesses of services for children</p>	<p>Revised SEF to be presented to Improvement Board and Childrens scrutiny committee by September 22 and on an exceptions basis quarterly.</p> <p>Board to be assured that the evaluation directly speaks to the CHAT Data and presenting Annex A evidence from feedback from our annual Peer Review with NWest ADCS report</p>	<p>DCS/ADs/ Sept 22</p> <p>Board Chair/DCS Feb 23</p>	<p>Operational HoS and equivalent across statutory partners to meet to agree the review of the Self Evaluation Framework document and presentation</p> <p>SEF presented to Board by September 22 – done 21/9/22 Draft SEF in ongoing production to be presented to Improvement Board in November 22 SEF to be circulated following November Board meeting</p>	<p>Complete and ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

			ADCS Peer review meeting and process feedback is reflected in updated Presentation and data by January 23	
2. Demonstrate improved workforce recruitment and retention strategy for Childrens Social Work Teams within Tameside MBC to secure a stable, permanent well supported team structure including new Heads of Service for Social Care Teams				
<p>Drive forward the recruitment process for three Permanent HoS for CIN/CP, Cared for Children and Care Leavers and Head of Quality Assurance and Safeguarding</p> <p>Page 20</p>	<p>Adverts and search started week commencing 30 May</p> <p>Regular briefings and conversations for staff in CSC and wider workforce demonstrates positive feedback from updates on progress around recruitment</p>	<p>DCS/AD CSC/AD EHP and HR By July 2022 DCS/ADCSC/All Managers in CSC</p>	<p>Job Adverts out in MJ, Proventure active search is underway jobs close 11th and 18th July 22 Interviews taken place offers accepted for all three permanent posts August 22. Post holders to start Immediately Duddridge HoS QA & Safeguarding other two roles start in Autumn</p> <p>All Permanent HoS for CIN/CP, Cared For and Care Leavers and new Head of Childrens Commissioning started in post November 22</p>	<p>Complete</p>
	<p>Induction planned and delivered successfully for new permanent 3 HoS appointments in Social Care</p>	<p>AD CSC & HR July 2022</p>	<p>All staff briefings, specific Team site visits and in conversation sessions underway and well established, positive feedback from all layers of front line workers, practice managers, Team managers and service managers' report feeling less pressure, calmer and more manageable workloads during June 22. Continue to receive positive feedback from front line visits with staff in August 22 New Induction model rolled out to all new starters, front line workers report positive feedback</p>	<p>Ongoing</p>
		<p>September 2022</p>	<p>Early Years, Early Help and Neighbourhoods since April 22, have a regular new starter session which is an opportunity to meet both SUM's, HOS and network to</p>	<p>Ongoing</p>

	360 degree review undertaken by all new Directors and HoS to learn and reflect on their effectiveness and impact of delivery in first 6 months and 12 months	April 2023	<p>the wider workforce. Using SOS we look at what's working well, what needs to be improved on for new starters.</p> <p>360 degree feedback system to be developed during Summer 22 building upon ADCS model DCS and AD CSC undertaken 360Review process in August 22</p>	Ongoing
New permanent CSC Leadership Team to be in Place delivering improvements for children by October 2022	All temporary and interim leadership vacancies filled successfully with a strong, experienced focus on stability and improved performance outcomes for Children, Young People and their families	AD CSC, HR & All HOS and Managers by October 2022	<p>Recruitment underway and on target for all Leadership roles across the Social Care service with initial appointment made and ADs in place since 1st June 22 All Permanent HoS roles in CSC and EH and Education now appointed to. Service manager recruitment to begin in September 22</p> <p>Head of Childrens Commissioning secured promotion to London Boroughs. Search to fill role to commence September 22 – Experienced Interim in role since October 22 with Handover complete, Permanent role offered to experienced Commissioner due to start in post Feb 23</p>	Ongoing
Workforce recruitment and retention plan refreshed and demonstrating an improved position for permanent workers in CSC Teams	<p>Monthly recruitment and retention report reviewed and challenged by the board with a measured improvement towards target of 75% permanent staffing by December 2022 and 85% by March 2023.</p> <p>Tameside Recruitment & Retention strategy presented to Board by September 22 including benchmarking of current</p>	<p>Tameside HR and AD CSC</p> <p>Tameside HR, Principle SW, AD CSC</p>	<p>Workforce report in current development due to refresh staffing structure within HR service in June 22.</p> <p>First report due to Board in October 22 but requested by the Independent Chair September 22</p> <p>Workforce report in current development due to refresh staffing structure within HR service in June 22. Childrens HR Business Partners due to join TMBC late September 22 LD now in post</p>	<p>Ongoing</p> <p>Ongoing</p>

	<p>T&C's and offer demonstrating our competitive edge in GM and the region.</p> <p>Plan revisited and any risks or changes reported back to Improvement Board to be addressed through direct action before formal reports by HR in December 22 and March 23</p> <p>Impact of the Managed SW Service introduced in April 22 to be measured and reported for review by October 22</p> <p>Expansion of Managed SW service report considered and approved in support in to new ASYE cohort of employed SW's by August 22</p>	<p>AD CSC by October 2022</p> <p>AD CSC by October 22</p> <p>DCS by August 22</p>	<p>Interim report near to completion and awaiting sign off for sharing with IB Chair - complete</p> <p>To be programmed in to regular Senior Childrens Leadership Agenda fortnightly from July 22 HR attend CSLT but no information regards to recruitment comparison T&Cs received to date</p> <p>Managed Social Work Team started mid-April 22. Initial impact capturing positive reduced demand in Duty and Assessment Teams from staff feedback sessions during May and June. Already managing 55 complex cases</p> <p>Review and potential expansion of Managed Service considered in light of Child Protection Team pressures – agreed to revisit in August 4 months in to current service contract Propose to push back the Managed Service review report until September first Board Chair by new DFE Adviser</p> <p>Report to fund and extend Managed SW Service for at least 6 months from September –March 23 to relieve additional demand pressure on newly recruited SW's in Teams being considered at Cabinet 28 September 22. Cabinet agreed an additional £50K to extend the additional Managed service team until March 2023 with clear exit strategy in place</p> <p>Early Years, Early Help and Neighbourhoods refreshed the recruitment and retention section of the practice</p>	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>
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			standards in response to learning to ensure recruitment is equitable and standardised across the service.	
<p>Workforce survey across CSC and EH Teams reports an improvement in workloads, caseload and partner agency swift input to help children</p> <p>Page 23</p>	<p>Workforce survey undertaken in <i>December 22 and repeated March 23</i> to demonstrate to the board the impact of the workforce plan including new Leadership arrangements compared to current independent review findings from May 2022</p>	<p>DCS/AD CSC AD EH&P March 23</p>	<p>Independent review of CSC Teams commissioned by DCS in March 22 undertaken by the Independent Children Improvement Board Chair in April/May 22. Highlight report and recommendations factored in to this improvement plan</p>	<p>Complete</p>
	<p>Review of the impact of new Supervision procedures and processes for staff by 6 months at November 22.</p>	<p>AD CSC/HoS QA report January 2023</p>	<p>Workforce Survey initiated and planning to commence during Summer 22 – delayed pending HR BP starting will commence Feb 23 in line with Key HoS Appointments New SoS Supervision documents launched in May 22, initial feedback is in the main positive. SoS Training team now in place and training offer rolling out from September 22</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>An understanding of the impact of multi-agency Group Supervision effectiveness from dip sample reports and reviews from staff feedback in report to the Board by March 23</p>	<p>AD CSC/AD EH&P by March 23</p>	<p>Multi-agency or group supervision is in place although limited take up – will be further explored along with the roll out of SoS training now lead staff are in post</p>	<p>Ongoing</p>
	<p>Permanent and stable workforce reflected by the reported experience of children and families evidencing the reduction in changes of worker captured by C&F survey findings bi-annually in to board</p>	<p>AD EH&P/Principal SW By December 22 and June 23</p>	<p>Board report to monitor the changes in SW's experienced by Children to be monitored at August Board – propose move to September Board due to annual leave</p> <p>Update on changes in SW's for Children reported in both SEF documents and monthly performance scorecard showing improvements</p>	<p>Ongoing</p>

<p>Improve Communications, recognition and pride in work to build and strengthen services for children in Tameside</p>	<p>Partner agencies to agree a shared communication brand and strategy for work to make a difference for children to ensure that every child achieves their best</p> <p>Board to host multi agency staff awards celebration event to promote work with children and young people by Feb 23</p> <p>Planning group for awards, including children and parents, to be put together, date, venue and programme to be agreed and implemented by February 2023</p> <p>Review impact of the awards and plan for future celebration and recognition of key improvements seen for children & Young People</p>	<p>Agency Comms Leads/CICC/Youth Council</p> <p>DCS/ CICC/AD EH&P by Feb 2023</p> <p>DCS/Board/All Board Members April 2023</p> <p>Project Lead Family Hubs</p>	<p>Partner agencies comms and media colleagues to co-produce local Team Tameside for Children branding and imagery with our Children in Care Council, Youth Council and schools in September 2022 with a view to launch with the Childrens Plan during November Childrens Rights month</p> <p>Ongoing branding being drafted and tested with schools and teams initially. View to bring products to Board by January 23. The Early Years GROW branding and the Local Offer will be included in the work above.</p> <p>Agreed that the AD EH&P will take over the lead for the Childrens Partnership and strategic plan work from September 22.</p> <p>First Team Tameside for Children awards planning group to be established across agency in August 22 led by AD Partnership and Prevention</p> <p>Need to push back planning for Awards due to annual leave and staff availability in August. Revisit plan for Spring 23</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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3. A grip and transparent challenge of the effectiveness of changed systems across partners to keep children safe				
GMP to put in place a new system and rota for attendance at strategy meetings to ensure 100% compliance and effectiveness	GMP to report the progress on revising their internal protocols, processes and timeliness targets for attending strategy meetings but also as this extends to CP conferences and high risk Team Around meetings at each meeting	GMP Area Commander June 2022	Initial reporting system being developed across agencies to track availability and attendance at critical multi-agency meetings for children Spreadsheet to track all Strategy Meetings and attendance by agency now in place. Assisted as Strat meetings initial sessions operated by MASH	Complete
	GMP to collocate Officers in to the MASH floor of T1 in Ashton to ensure that urgent strategy discussions can take place on site removing any delay	August 2022	ICT issues for collocation in MASH team resolved and tested 27/06/22 Plan for Police move initiated and due to complete transition and integration mid July 22 All GMP Police Officers working in T1 collocated with SW, NHS, Education, CAMHS, Probation	Complete Ongoing
	Review the effectiveness of collocated working in MASH by visits from IB Independent Chair and Scrutiny Committee members	September and October 22	Review to take place on site with Independent Adviser and AD EH&P and CSC in October 22 Complete including visit to MASH by Childrens Scrutiny Committee 20/09/22	Complete
Finalise a new contract for the 0-19 service to measure and demonstrate	New contract to be in place and Improvement Board members to contribute to the effectiveness of the recruitment plan for nurses with provider	Director of PH, NHS Provider by end June 2022	New contract KPIs in development and negotiation for sign off from 1 st July 22 Action complete, monitoring underway with new Senior 0-19 Manager monitoring areas for specific compliance	Ongoing

<p>accountability for the recruitment of Health Visitors and School Nurses including requirement to directly improve the quality of assessments and reduce risk for children in respect of health outcomes</p>	<p>providing detailed update reports and held to account and recorded at each meeting.</p> <p>New contract and suite of PIs in place, agreed and reviewed by the partners by July 2022 and in April 2023.</p> <p>Partners are ensured that there is sufficient capacity and skills to deliver measurable improvements for the health needs of children including Health checks, dental checks , SALT and other therapeutic support including timely, integrated access to mental health support</p>	<p>Director of PH, NHS Provider April 2023</p> <p>Director of PH, NHS Provider by end June 2022</p>	<p>As above</p> <p>New contract in final stages of agreement to include tight management grip around timeliness and quality of health assessments and service support for children and young people. Impact to be reviewed by January 23 Contract now in place with routine performance monitoring in place</p>	<p>Complete and Ongoing</p>
<p>Revised compliance report for Strategy meeting response & attendance to be built in to the revised TCSP terms of reference and performance framework</p>	<p>First report to be modelled and system built to extract data by agency. Tracked timescales from request for Strategy meetings to be reported and substandard responses addressed directly by the Safeguarding Partnership revised performance management system</p>	<p>July 2022 All Board Members Tameside Performance Team</p>	<p>Safeguarding QA Sub group to receive first version of the Strategy Tracker in July 22</p> <p>Tracker still being tested for accuracy report to be produced for Qtr 1 and Qtr 2 in October 22</p> <p>Safeguarding Partnership Chair/AD CSC to report any gaps in attendance and timeliness to Improvement Board in September/October 22</p> <p>Attendance Tracker reviewed and attendance record built in to standard reports for regular performance reviews across agencies and in scorecards</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>TSCP fully understands the nature of contacts and referrals coming in to the MASH and identifies the impact of repeat contacts for</p>	<p>Routine reports on contacts and referrals including repeat children and families is reviewed by the Board and data is understood and challenged to reduce duplicate agencies input for the child young person or carers</p>	<p>DCS/AD EH&P All Board members by July 2022 And ongoing review built in to Board business</p>	<p>Detailed cleansing and matching of contact information to be assessed by the MASH Team and performance benchmarking reviewed and acknowledged by Safeguarding Board with remedial improvement actions agreed by November 23</p>	<p>Ongoing</p>

children across agencies			<p>Deep dive in to Front Door performance held by Improvement Board October 22</p> <p>Further deep dive in to contacts in to front door requiring Information and Guidance planned for November Board meeting</p>	
<p>Complete integration review of MASH arrangements, procedures and impact measures across Early Help and Statutory Services</p> <p>Page 27</p>	<p>The MASH Team in T1 is fully integrated including procedures and processes to reduce any delay or information collection for Children with final agency GMP to complete the integration of MASH in T1 by July 22</p> <p>Re-establish Operational steering group for MASH reporting in quarterly to TSCP quarterly beginning July 22</p>	<p>AD EH&P / Phil Davies BCU Commander since August 22/ AD CSC/ September 2022 Board Meeting</p> <p>AD EH&P July 22</p>	<p>GMP ICT now tested and working in T1 – removing the previous barrier to full colocation, Police referral unit to move in July 22</p> <p>GMP Officers now operational in the MASH since July 22. Rest of Referral Unit to transfer over during Autumn 22</p> <p>MASH Steering group now meeting monthly to undertake detailed analysis of performance and operating issues that affect the quality of decision making and timeliness. Already exploring opportunities for additional service presence in the MASH SEND Moved in September 22. Structure of Duty & Assessment rota refreshed with SW's now collocated with MASH to facilitate swift allocation of work and more real time Strategy discussions to respond to risk in the front door.</p> <p>High level model for integrated EHASH agreed at MASH Steering Group 27th October 22. HoS and SD EH meeting w/c 21st Nov 22 to design structure for the integrated front door.</p> <p>Business improvement resource secured to ensure operating procedures are in place. Training to be developed for integrated front door staff.</p> <p>Plan to review impact of training in development to come back to Board in Spring 23</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>

	Assurance report received by TSCP in September 22 to confirm improved quality of information gathering that informs Duty & Assessment or Early Help Teams to improve the process for Children and Families but also our Workers in locality teams.	AD CSC/AD EH&P/HoS QA Sept 22	Update on repeat contacts / referrers to be provided at Improvement Board November 22. Deep dive follow up on NFA's and Child and Family Assessments to be presented at Improvement Board November 22. Commissioning of Performance Management system that provides real time performance and daily information i.e. Tableau being explored following successful purchase of upgraded ICS system approved by Cabinet in August 22	
Improvement Board receives assurance reports from TSCP on the agencies referring cases in to MASH – including high volume schools referring agencies, to improve the TAS offer and training in respect of Early Intervention they could deliver in line with advice and guidance	TSCP scrutinises regular report on the top ten referring agencies and commissions a review in to the early help awareness, capability and capacity within each agency to improve direct service support earlier in the child or young person's journey by August 22 TSCP delivers evidence of a review of the effectiveness of the EH training offer from feedback from partner agencies, reviews changes in performance data and understand the feedback of quality of support offered by partners from hearing the voice of children and reviewing case studies routinely	AD EH&P Tameside Performance Team by August 2022 Board Chair – AD EH & P By April 2023	AD EHP now in post since 6 th June 22. Report in development from MASH and reviewed by MASH Monthly Ops group in June 22 Top referring agencies will be targeted in response to our review of the Early Help Offer in line with Family Hubs development in January-March 23 This will include a review of the EH Strategy, delivery model and the thresholds for accessing services Stockport Peer Review of the Safeguarding Partnership Terms of Reference scope complete and signed off by agencies June 22. Review now underway report due by December 22 Initial SoS Training offer refreshed across agencies and QA of effectiveness of training factored in to the work programme	Ongoing Complete and ongoing Ongoing

4. Demonstrate evidence of an improvement in the consistency and quality of assessments, plans through a refreshed Quality Assurance Framework and fully embedding Signs of Safety practice across Early Help and Statutory Case work.

<p>Improvement Board is clearly sighted on the current quality and consistency of Assessments and Plans from the last 12 months</p> <p style="text-align: center;">Page 29</p>	<p>All Board members, including corporate and political leaders, fully understand the quality of practice and the improvement challenge for Tameside Children & Families.</p>	<p>All Board Members & AD CSC by July 2022 and September 2022</p>	<p>Report to demonstrate the quality of assessments and plans externally verified commissioned through our Partner in Practice during July and August 22 with initial report back in September 22 Need to push back this report to take on Practice week feedback in September. Report to be added to agenda for November Improvement Board</p>	<p>Ongoing</p>
	<p>All Board members can evidence their understanding and commitment to drive up consistency and quality of practice that impacts on children's lives by reviewing the QA section of our SEF by August 2022 and revisiting in December 2022</p>	<p>Current SEF shared with improvement board in May 22 Refreshed SEF development workshops in place across service June 22 Revised SEF to be prepared and co-produced with Operational Managers during September, October and November 22. Initial Draft SEF is complete pending sign off by Lead Member and CEX</p> <p>Early Help completes themed audits on a monthly basis looking at quality of assessments, plans for children underpinned by SOS. Practice Standards, audit and observation tool used, moderation of audits completed and ongoing trackers to ensure quality of good practice is shared. Early Help review will look to enhance capacity in the Quality Assurance Unit to ensure Early Help Assessments are audited against the wider Quality Assurance framework for Children's Services.</p>	<p>Complete and ongoing</p> <p>Ongoing</p>	
<p>Improvement Board agrees a target to improve the number</p>	<p>Drive forward the intensive Signs of Safety Training model and reviews by September 2022- Board receives update from AD CSC</p>	<p>AD CSC/All Board Members September 2022</p>	<p>Signs of Safety Team in post and training programme established with direct support from DCS and AD CSC agreed June 22</p>	<p>Complete and ongoing</p>

<p>of audited cases that are assessed as Good and Outstanding by 20% each quarter</p>	<p>Target agreed at Board to measure a shift to see most audited cases assessed as Good or Outstanding by June 2023</p> <p>Board to receive external assurance of moderation process of the quality of case work by commissioning external scrutineer to start in Summer 22</p> <p>Appoint to the Permanent Head of QA & Safeguarding to drive up and improve the consistency of plans</p> <p>Oversee the identification of sharing best practice cases and showcase and celebrate excellent cases at each meeting</p> <p>Deliver targeted programme to front line SW Managers to enable them to confidently challenge poor practice and focus on impact for children and reduce risk caused by drift and delay. Measure of success will be captured in staff survey and engagement sessions with TM champions to bring evidence to the improvement board by Feb 23.</p>	<p>DCS/AD CSC March 2023</p> <p>DCS/AD CSC</p> <p>ADCSC Tameside HR by September 2022</p> <p>Board Chair, All Board members – routine aspect of Agenda settings for each meeting</p> <p>Principle SW</p>	<p>Targets to be agreed with IB Members to capture our ambition following Practice week baseline in June and October 22</p> <p>Agreed external independent capacity to moderate quality of audits beyond October 22 Principals of the need for external moderation of the quality and accuracy of Audits to objectively judge and rate the improvement of work agreed by partners June 22 Debbie Duddridge Permanently appointed July 22 Successfully Appointed to all Permanent HoS for CSC Services to all now started in in role</p> <p>To be confirmed with independent chair July 22 Independent DFE adviser only initiated work September 22. Refresh of the work of the Board to be agreed in October with deep dives in to the Childs Journey to assist partners to explore their own organisations responses to the needs of children in Tameside Ongoing Training and Leadership programme now in development August 22 Programme of improvement underway with Team Managers delivered by SLIP Partner to be confirmed June 22 SLIP support confirmed with Stockport also additional SLIP programme of work agreed with Salford in respect of our assessments and application of Thresholds, CIN assessment model. Need to confirm Governance of SLIP support in to the Improvement Board and Planning framework by September/October 2022</p>	<p>Complete and ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete and ongoing</p> <p>Complete and ongoing</p>
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<p>Improved joint impact between the DA Strategic Partnership and the Improvement Board with shared vision to improve children and families experience of those experiencing and causing DA.</p>	<p>Appoint to the Domestic Abuse Coordinator role and revise the DA specialist support contract to be tailored to have a child focussed offer by September 22 with revised impact measures demonstrating improved outcomes for children by April 23</p>	<p>DPH/ADEH&P by Sept 22</p>	<p>Job offered to experienced DA Coordinator June 22 to start in post August 22. Post holder now started in role November 22. Current DA contracts are in place until March 24. Evaluation and consultation processes are due to begin before the end on 22.</p> <p>Work is currently underway to review the CHIDVA provision, following discussion with the DCS and DPH to alert them to the increased levels of demand for specialist support , although children supported by their SW or EH worker. A multi agency audit is due to commence to review quality and appropriateness of referrals for CHIDVA, alongside mapping of wider support. Findings will be presented to key representatives of the DA steering group in December 2022.</p> <p>Talk, Listen, Change (TLC) is a specialist provider working in GM with adults and children using harmful behaviours. Funding was awarded to TLC from MoJ to provide specialist intervention with young people using harmful behaviours in Tameside. The project commenced in January 22 and to date the service has received 264 referrals, with 42 young people engaged with the service. Awareness raising is ongoing, specifically targeting schools and colleges.</p>	<p>Complete and ongoing</p>
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			<p>Population Health is currently scoping the Caring Dads programme with the intention of piloting the program in Tameside for 12 months. The Strategic DA manager is drafting a proposal for consideration by key representatives of the DA steering group in November 2022.</p> <p>Work in schools and colleges is being reviewed in terms of what is already being delivered as part of RSE/PSHE curriculum. The Strategic Domestic Abuse Manager is attending the CP network in January to speak with designated safeguarding leads and early years providers. In the meantime, a survey is going to be sent out to all children and young people (via schools/colleges) to ascertain what they want to learn about in relation to domestic abuse and gender-based violence, in order to support commissioning decisions regarding prevention and early intervention initiatives.</p>	
5. Deliver an integrated family offer in the 4 locality areas of Tameside by building neighbourhood services that align with joined up needs of children, young people and families				
Board to oversee the physical location of the 4 areas locality structures/teams and services within each community	<p>Tameside MBC to identify appropriate buildings to accommodate Childrens delivery teams and enable better joint working across EH and CSC initially by July 22</p> <p>Board to oversee the release of Capital funds to enable the configuration of the</p>	Leader/Lead member Children/CEX/Tameside MBC Estates by July 2022	<p>Buildings identified in Ashton (T1 and Clarence Arcade) Stalybridge (Civic centre) Hyde (Town Hall) and Denton (TBC Town Hall) connected with proposed Family Hub delivery sites in June 22 and shared with workforce</p> <p>Costs for configuring the buildings to be suitable to receive and welcome workers and children/families from Transformation funds by August 22</p>	<p>Ongoing</p> <p>Ongoing</p>

	<p>estate to enable transformation and relocation of Teams to set new delivery standards and expectations by August 2022</p> <p>Board to receive updates from Tameside MBC Estates team on schedule of works and staff moves by September 2022</p> <p>Board members to support sharing of venues and resources to better meet the needs of our most vulnerable children including networks with Early Years settings, schools and post 16 provision to build our Family Hub offer. To be held to account for integrated delivery.</p> <p>Refresh of the SW Team composition and skill mix to enable effective and efficient support directly as it is needed by children to reduce any delay or unnecessary repetition of needing to repeat their story to multiple agencies</p> <p>DCS to be accountable for commissioning workforce development sessions across each area to build relationships, enhance skill sharing and facilitate improved</p>	<p>Leader/ CEX/Lead Member Children by August 2022</p> <p>Board Chair Tameside MBC Estates</p> <p>All Board Members – Chair- by March 23</p> <p>Tameside MBC HR, ADs/All agencies by December 22</p> <p>DCS by</p>	<p>Project Manager secured and starts in July to begin the project planning and implementation with staff groups and managers. Locality champions identified in Teams to support the moves</p> <p>Family Hub development grant bid and funding confirmed by DFE July 22</p> <p>Project group to be established by AD EHP and DPH by end July 22 to implement Family hub model including consultation with Schools – now in place with Programme lead in role established and project planning commenced.</p> <p>Senior managers EH, EY and Neighbourhoods attend regular GM and North-West community practice events sharing good practice in relation to Family Hubs. Corporate Leaders have agreed in principle relocation of Teams in to neighbourhood sites plus principle of an integrated Adolescent Hub in planning across agencies</p> <p>Locality SW Teams already established and aligned with structure for Early Help Teams</p> <p>Family Hub model to include joint development of local children’s partnership CPD events building in Signs of Safety principles</p> <p>Group Supervision to be modelled and established across services during Autumn and term</p> <p>Family Hub grant to be used for interagency Business process review work in each locality setting to bring in transformed efficient working practice around the needs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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	<p>processes and procedures to better meet the needs of families.</p> <p>Board to review the model for locality delivery in respect of the mix of workers skills and service offer to ensure that we reduce the number of onward referrals for our children and keep them safe with their families in line with our ambitions for family hubs.</p>	<p>January 22</p> <p>Board Chair – All Board Members March 2023</p>	<p>of children and families and agreed in project plan by January 23</p> <p>Report to be prepared for Board to demonstrate the implementation of hub working in line with support grant and locality buildings project work. Programme lead Lorraine Hopkins in role from September 22 to lead the planning and implementation of the work alongside estates project lead Dave Leadbetter.</p> <p>Building scoped and practical move plan being moved to team based Business support to make practical arrangements and make moves happen by March 23</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>6. Continue to Safely reduce the numbers of Children who we need to bring in to our care, improve the experience and outcomes of those care experienced children, young adults and their wider family network.</p>				
<p>Effectiveness of the impact of our Early Help Partnership and Delivery plan to be clearly understood and Board understands the shift to more agencies supporting children and families at early help level and intervening earlier</p>	<p>Quarterly update on the number and quality of agencies who hold EH Assessment and Plans that result in a direct reduction in the CIN populations as children are de-escalated safely to achieve positive outcomes to reduce statutory intervention and bring Tameside in line with our benchmark neighbours in respect of cases per 1000 population report</p>	<p>AD EH&P /AD CSC by September 22, December 22 and March 23</p>	<p>Demand reduction planning considered as part of the redesign of the Early Help Offer and measured by a steady, safe reduction in the number and rate of CIN assessments needed as a measured result as part of effective Family Help development.</p> <p>AD EH&P initiated a Project to transform the current EH Model to increase capacity for case holding at level 3 to report back by December 22.</p> <p>Refreshed Early Help Partnership has met to identify priorities. Further meeting in December 22 to finalise priorities and draft strategy for launch in early 2023.</p> <p>Plans already in place to redistribute Family Support and delivery directly in to SW teams in order to reduce escalation of risk and increase the immediacy of flexible, responsive resources including Edge of Care service shift back to CSC by December 22.</p>	<p>Ongoing</p> <p>Ongoing</p>

			<p>Step up/down arrangements to be reviewed and remodelled in light of the need to increase early help case work and capacity across agencies – as above to report progress by December 22</p> <p>Refresh of Threshold Document out for consultation November 23</p> <p>Review of role of Family workers underway to increase capacity for case holding at level 3.</p> <p>Early Help strategy to be re-designed.</p> <p>STARS to continue to reduce the number of new-born babies becoming looked after.</p>	Ongoing
Improvement Board to receive assurance report on the effectiveness and impact of the edge of care service	Edge of Care service structure, position and function to be brought to the board with analysis of the effectiveness of the service to date and issues/barriers as it relates to delivery and impact for our Children and Young People.	AD EH&P/AD CSC by October 2022	<p>Review of the effectiveness of Edge of Care model to be brought to the board in August 22</p> <p>Need to slip this verbal update to September Board due to staff annual leave. In principle agreed to move Edge of Care Team back in to CSC under the AD for CSC by October 22</p> <p>AD CSC and EH to report progress to Board in November as staff discussions have taken place in September 22.</p> <p>Establishment formally moved to January 23 to enable Head of Service to review pathways and protocols to ensure continuity of the offer.</p>	Ongoing
Board to continue to monitor the options of high quality care placements to ensure children and young adults are safe, loved and supported to achieve their maximum potential	Partners to support the promotion of Foster Carers recruitment campaign and measure the success on a quarterly basis by seeing an increase in the number of initial enquires, our response timeliness and carers successfully progressing to full assessment process.	All Board Members/AD CSC Sept 22	<p>Foster Carer recruitment campaign to be embraced and promoted across partner agencies and demonstrate increase local sufficiency of placement provision in line with Childrens forecasted needs</p> <p>Report from Head of Cared for Children to report on the effectiveness of campaigns in September 22</p> <p>Propose to put back this report until the permanent HoS starts in post in October /November 22</p>	Ongoing

			Sufficiency Assessment report to reviewed by the Childrens Scrutiny Board in November 22 with additional Elected Member appointed to the Fostering Panel. Foster Care Celebration awards successfully delivered in October 22 sponsored by the Lead Member and Corporate Parenting Board Chair	
<p>Board can evidence action and responsibility to unblock practical resource issues that cannot be resolved by the corporate parenting committee</p> <p>Page 36</p>	<p>Corporate Parenting Committee Chair and AD CSC to present a quarterly issues and actions required to be addressed for children in our care that cannot be resolved by the Corporate Parenting committee at every other Board meeting</p>	<p>Lead Member Children/AD CSC October 22</p>	<p>Review of the Terms of reference and membership of the current corporate parenting Board underway in light of recommendations by Mark Riddell in May 22 to be complete in June. This to include delivery of high profile pledge event for partners to directly support the practical needs and opportunities for our Cared for Children and care experienced adults in November 22. Event will now take place in new year due to staff capacity in Care Leavers service</p>	<p>Ongoing</p>
	<p>Escalation of major barriers across agencies to be clearly actioned and resolved with very clear actions followed up and tracked by the board chair</p>	<p>Improvement Board Chair on a monthly basis</p>	<p>Request made by Lead Member to all Childrens Scrutiny panel members to join Corporate Parenting Board in July 22 . Complete 5 additional elected members now on Corporate Parenting Board from October 22</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>
	<p>Board members to take shared responsibility and accountability (including shared costs) for complex and hard to place children particularly those with difficult challenging high risk behaviours including potential dual diagnosis.</p>	<p>Improvement Board, Lead Member for Children, DCS by December 22</p>	<p>Need to agree Housing Association representation at Corporate Parenting Board at October Board meeting</p>	<p>Ongoing</p>
	<p>Improvement Board to review the recommendations from DFE Mark Riddell</p>	<p>Improvement Board Chair, DCS, AD CSC, Lead</p>	<p>Board to receive quarterly updates on the cost of complex care placements and the financial share across NHS and LA budget lines. Risk in this area due to the change to Integrated Care System arrangements and</p>	

	<p>review in respect of our Care Leavers and support the work of Corporate Parenting Board, structure, agency, Councillors and Business Champions and be responsible for an improved local offer by December 22</p>	<p>Member Children by December 22</p>	<p>lack of devolved budgets and clear decision making system @July 22 Meetings agreed to review Childrens Continuing Care panel meeting arrangements in light of low levels of shared investment for Children with complex care needs Several highly complex Children agreed requiring shared funding split in respect of their health and social needs in September panel meeting. New ICS Chair of the board facilitating positive agreements.</p> <p>Monthly meetings of the Individual Commissioning Health Panel take place with attendance from LA and ICB to agree s117, continuing care and complex care packages. Cases are provided by Social Worker and panrl agree decision based on meeting needs of CYP. Funding split is agreed based on the requirements of the specific legislation and need. DCS has attended panel. When an urgent decision is required the take place via email. Meetings are minuted and follow up decision letters are sent to the relevant Social Worker.</p> <p>Actions ongoing see above Local Offer to be republished in December 22 in line with Childrens Awards celebration Secured Staying Close Pilot money and refreshing Staying Put Policy framework in order to improve the local offer for Care leavers. Corporate Parent promotion event planned in October to refresh care leaver support from all agencies across Tameside, including Businesses.</p>	
<p>Board to demonstrate grip and control s of the safety and</p>	<p>Receive an assurance report on the in-house offer, capacity and regulatory status of our in house provision by July 22 to</p>	<p>AD CSC July 22 and December 22</p>	<p>Update for Board on current position of our in house residential homes. Currently 4 of 5 homes rated as good as at June 22 with one home on an action plan to</p>	<p>Ongoing</p>

<p>effectiveness of our in house residential homes</p>	<p>ensure that they are operating safely with any outstanding registration factors to be addressed</p> <p>Children placed in our internal homes report that they feel safe, that they have positive, trusting relationships with residential staff and know their SW and their care plan well.</p> <p>Assessment of workforce needs to be clearly articulated and fed in to improvement action plans for each home included within assurance report for Board by August 22 then updates by exception at monthly meetings</p>	<p>AD CSC December22/Participation Lead</p> <p>HoS QA & safeguarding October 22</p>	<p>improve, all actions being delivered in line with the Regulators requirements September update all mainstream homes re inspected, 3 rated at Good, one RI but with restrictions lifted awaiting OFSTED regrading. Staff team strong and stable. Remodelling of Boyds Walk home in planning with Capital bid gone in to DFE September 22</p> <p>Salford SLIP agreed to support our improvement offer from our in house residential offer and benchmark our commissioning process in line with best practice</p> <p>Ofsted reinspected our 5th Home and moved it from Inadequate to RI pending Good in July 22</p> <p>As above - Recruitment of Registered Mangers positive outcome in July. Our Responsible Individual Permanently appointed in July 22 Tammy Sutherland</p> <p>Search for remaining Managers ongoing with successful appointments and registration with OFSTED for RMs all underway</p> <p>HoS QA currently writing an assurance report re Assessment of the Workforce.</p>	<p>Ongoing</p> <p>Complete</p>
<p>Corporate Parenting Board to provide quarterly updates on progress on key</p>	<p>Quarterly reports to demonstrate improved assurance around sufficiency and choice of accommodation for care leavers including quality, location near to home</p>	<p>TMBC CEX, Registered provider reps November 22</p>	<p>Pen pictures and accommodation requirements of our Care Leavers to be completed by August 22 in line with our sufficiency assessment</p>	<p>Ongoing</p> <p>Ongoing</p>

<p>actions as it relates to the CP Action plan</p>	<p>and high standard of maintenance and repairs completed. First report by November 22</p> <p>Assurance around earlier transition planning for reaching adulthood across the SW cared for, CIN teams and adult services for those children when appropriate.</p> <p>Board can evidence maximising opportunities for care leavers career choices at an early stage and utilising resources across all agencies represented at the board measured by a reduced NEET rate for 17-25 year olds by 20% from 55% to 35% by March 23</p>	<p>AD CSC/AD Adult Services</p>	<p>Board to consider model of direct tenancy application specialist for care leavers and funding for this in October 22</p> <p>Addressed by securing Staying Close funding and additional tenancy support in August 22. Permanent HoS for Cared for to explore move on accommodation option model with Registered Providers when in post issue re recruitment to roles in current workforce climate</p> <p>Event help with Registered Providers around the specific needs of young people in July 22 with presentation planned for RP Partnership event in November to gain support for prioritisation of young person tenancies that the Council will support them in to</p> <p>Progress made in securing 30 additional individual properties for Care Leaver in September with number of children awaiting their own property reduced by 50% More work to do to explore Foyer property as move on accommodation in line with Staying Close funds. Specification been shared</p> <p>Structure of the Cared For/Leaving care SW and PA service to be redesigned when permanent HoS for Cared for Children is appointed in Summer 22 and starts in post in October 22. New service standards for earlier preparing for adulthood plans in place by November in line with the local offer refresh.</p> <p>Revised offer to support EET opportunities explored and promoted via NEET conference in October aligned with greater integration of supported employment service</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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			and DWP offer for young people overseen by the corporate parenting board Regular Cared for/NEET drop in model refreshed in August 22 NEET conference delivered with key Partners in November 22 75 young people at risk of NEET offered jobs and training opportunities		
7. Assure that Social Work and Early Help Practice is consistently high quality, responds directly to the voice of the child and /or young person and demonstrates positive impact and change to children’s lives					
Page 40	Board assured of the implementation of Signs of Safety practice model	Update on recruitment of SoS Training Team and planned programme of multi-agency delivery plan reported	AD CSC/AD EH&P July 22	Signs of Safety Training and support team now recruited and operational Review of regular comms and training positively received across agencies August 22 Regular all staff Signs of safety Practice briefings well received with great examples of champions work demonstrating positive outcomes for children across services and teams Early Help has SOS leads/ champions to ensure that SOS is a golden thread within the service.	Ongoing
		Independent assurance report commissioned and reviewed by the Board and validated externally in respect of the effectiveness of the Signs of Safety Practice model by January 23	DCS /AD CSC/HoS QA by January 23	Training plan and staff skills mapping undertaken and gaps identified DCS and AD spearheading bespoke training events during July and August - complete and ongoing Strong and systematic take up of training offer across agencies including school staff, early years and nurses	Complete and ongoing
		Voice of the Child clearly evident in all plans with external assurance providing examples of excellent practice that has directly impacted to improve children’s lived experience in case examples shared by July 22 and ongoing	DCS /AD CSC/HoS QA by July 22 and reviewed by January 23	Board to consider best route to report independently on the effectiveness of practice of the model in July 22 based on advice from expert partners – secured extra	Ongoing

		<p>HoS QA & Safeguarding</p>	<p>capacity to moderate case work and audits to bring back to Safeguarding Board</p> <p>Moved action for review in October-January with deep dives in to service specifics reflecting the journey of the child with new Independent Chair</p> <p>External assurance, practice week experience and dip sampling by Directors to evidence child’s voice Next Practice week planned and delivered in September and delivered with all leaders across services engaged in observing front line practice across services Practice week delivered during September with direct observation and experience of children captured at all layers of leadership. Report now available and shared with IB chair as example of refreshed QA Framework in practice</p> <p>Case studies of Childrens experience reviewed by the Board on a regular basis – also fed through to scrutiny meetings via visits</p> <p>Re-procurement and upgrade of the Case recording system across Childrens services agreed by Board in August 22 wo hugely improve efficiency of recording reporting and analysis Refresh of the reporting scorecard underway Exploring improved live data reporting module to extract real time reporting following implementation of latest upgrade to Liquid Logic during November through to testing and training in December</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>
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<p>Revised Quality Assurance and Practice week Improvements experienced and visible in case studies and through external validation of practice and moderation reports</p> <p style="text-align: center;">Page 42</p>	<p>Quality of outcomes record an improvement experienced through Practice week with majority of Board Members and Senior Leaders directly engaging and reporting the experience of children supported by front line workers. All Board members to feed in to Practice week report by September 22</p> <p>External moderation of Quality Assurance via audit moderation delivers confidence to Board that the quality of plans are consistently improving</p>	<p>DCS /AD CSC/HoS QA and all Board members by Sept 22</p> <p>AD CSC/HoS QA by October 22</p>	<p>Board members to be assured around schedule of practice weeks and senior leaders to evidence their involvement in observing front line practice Plan for September Practice week to be shared with Board in the September meeting by HOS QA and Safeguarding Practice week delivered with Senior engagement across Leadership directly engaged with front line case work, case reviews, audits , supervision and learning circles</p> <p>External moderator to be agreed and commissioned by the Board in agreement with DFE – to be agreed in October 22 – resource identified September 22 Now in place and underway with Salford reviewing the effectiveness of CIN plans in first wave. Two new HOS for CINCP and Cared For Children to dip sample casework, supervision to test the quality and effectiveness of case work during November through to January and bring assessment back to Improvement Board as a deep dive in agreement with Chair and Partners</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Improvement Board receive assurance of the improvements in terms of integration between SEND support and EH/CSC plans and assessments through the QA role of the new DSCO role</p>	<p>DSCO role appointed and is embedded within the Safeguarding and Quality Assurance Service by Sept 22.</p> <p>Feedback from staff survey demonstrates improved confidence and knowledge of staff recording SEND needs within assessments and plans</p> <p>Reported improvements in respect of children and families experience of service support when a child has additional needs or disabilities measured by complaints and</p>	<p>AD Education & Send by October 22</p>	<p>DSCO role JD being evaluated by HR to be filled by September 22 Job out to advert for Senior level DSCO influencer role pending appointment in October 22 Role advertised in November due to lack of applicants.</p> <p>Staff survey in development in line with WSOA SEND Case work Team now collocated with MASH to bring about better alignment with SW and EH Assessments</p> <p>Ongoing report around number of complaints and reviews of cases from parents and carers in respect of SEND identification and support.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

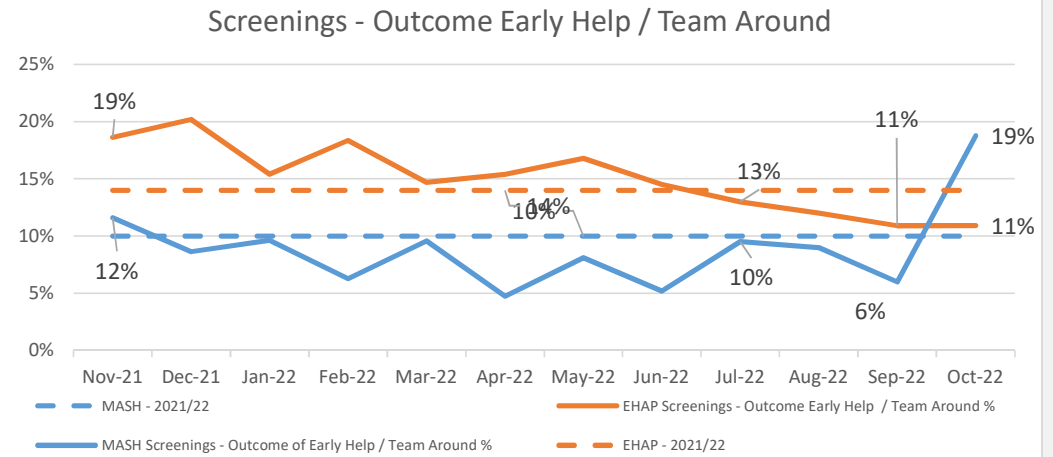
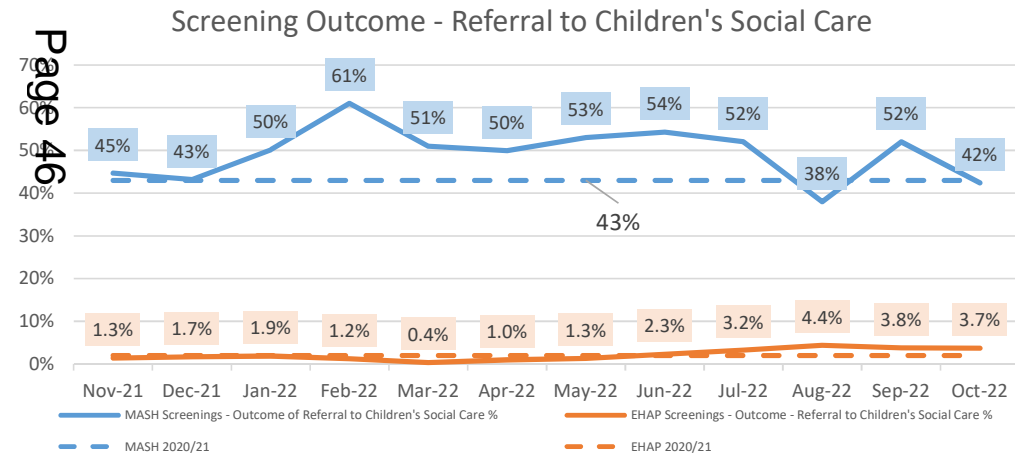
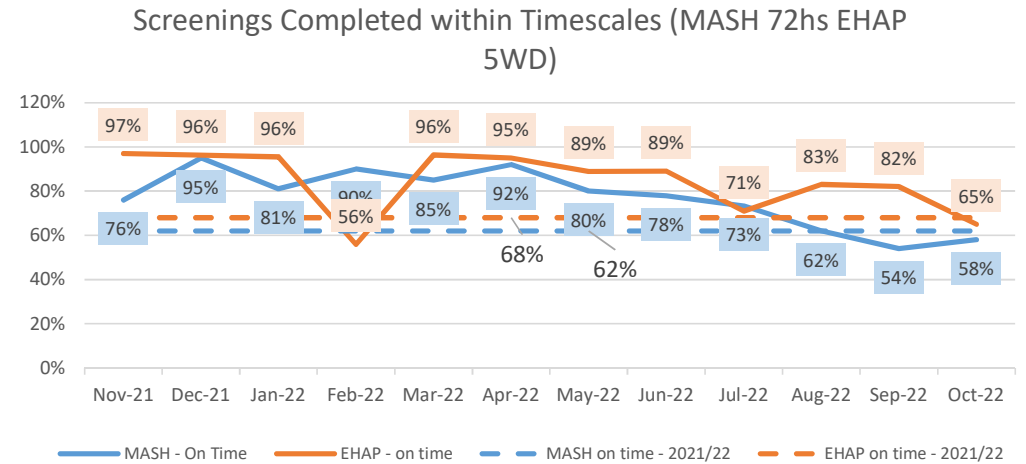
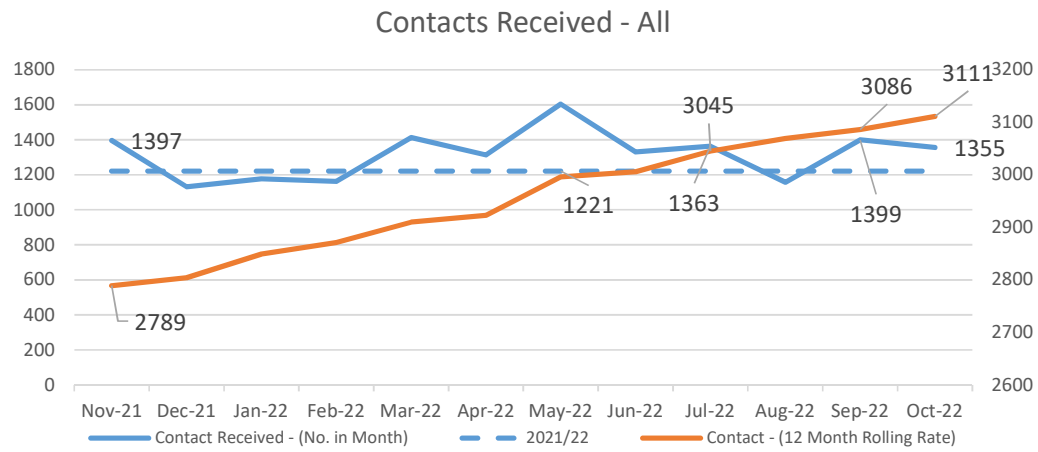
	compliments in to the LA system and parent carer feedback via OKE		Named Early Help senior manager identified to be a part of WSOA in relation to statutory assessments and the provision of early help advice for children and young people with SEND.	
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CHILDRENS SERVICES PERFORMANCE AND QUALITY ASSURANCE SCORECARD

October 2022

Summary Performance Charts



Commentary

Contacts - We saw a decline in contacts in August which is consistent for the time of year/school holidays. The numbers rose again in September which can be related to school returning, schools are not the biggest referrer into EHAP due to work undertaken and other pathways in place. School that have been identified as high referrers have had a bespoke package of support put in place and reasons for this are things such as new staff starting in September in line with the new school year. We can see that in October numbers are starting to come down again.

Screenings - EHAP have seen a dip in timescales for screening within October, this is due to a mixture of sickness, annual leave, training, induction periods for new staff and an 18 hour vacancy. Staff are also delivering RPC, train the trainer. If you look deeper into the data, we can see that in the past couple of months the numbers of cases screened in the EHAP has been just higher than the numbers screened in the MASH with a significant difference in numbers of staff to undertake this role.

Screenings with an Outcome of Referral to Children's Social Care - This is quite consistently low numbers, in September we saw an increase, the outcome from looking further at these was that they had come in to MASH, deemed level 2 on initial CMD, transferred to EHAP who then stepped back to Mash ie when a child had been missing for over 24 hours.

Screenings with an outcome of Early Help / Team Around - The dip in EH/TAS in EHAP will be due to the work undertaken by the NH team seeing more prevention work with partners around utilising the EHA/TAS before referring in. From TAS there is a direct pathway to TFT without coming through the EHAP.

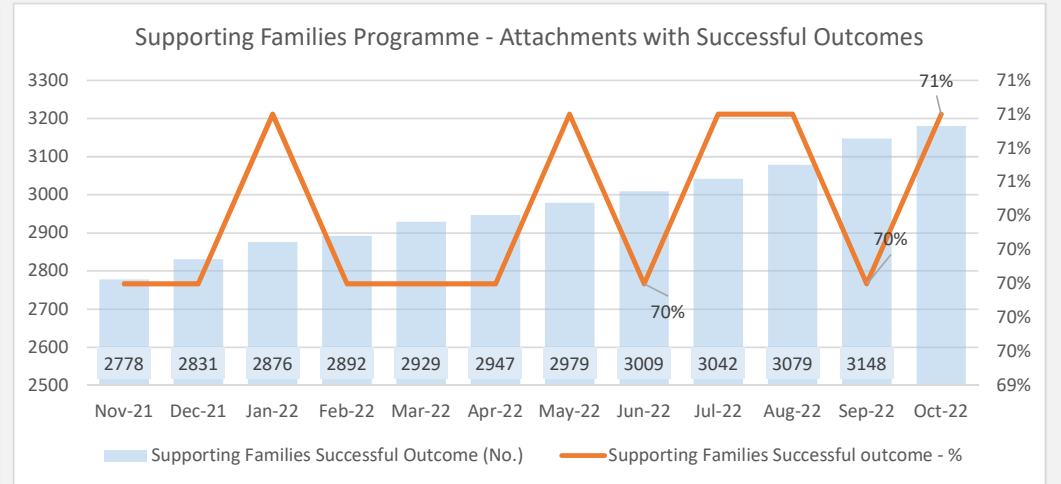
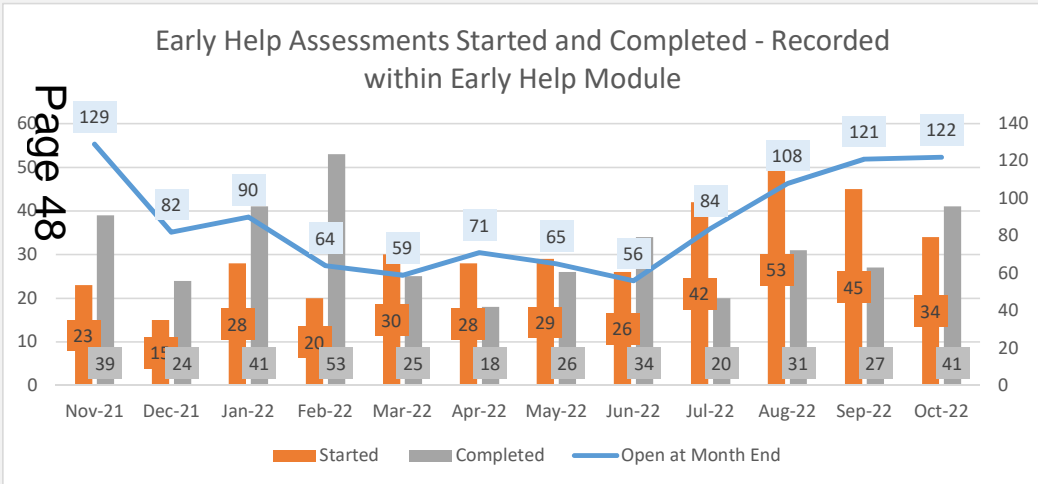
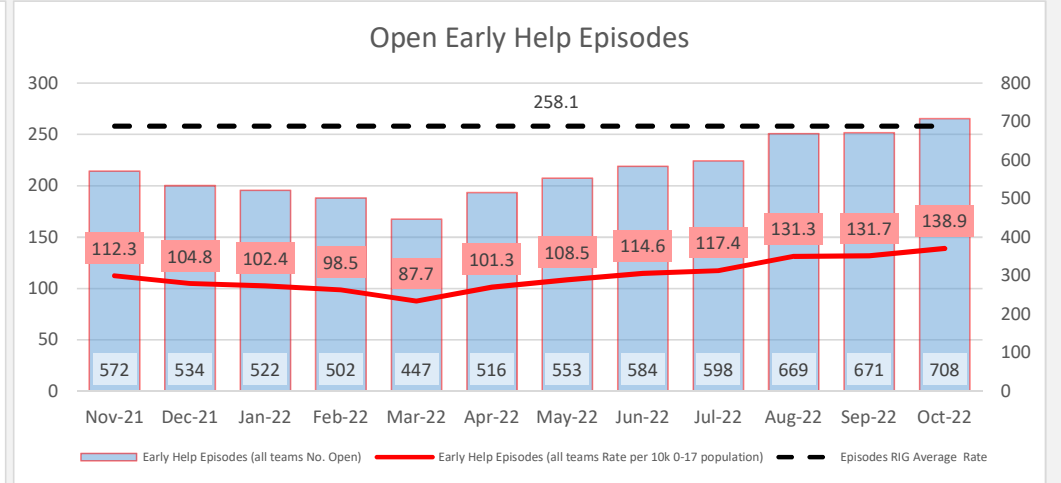
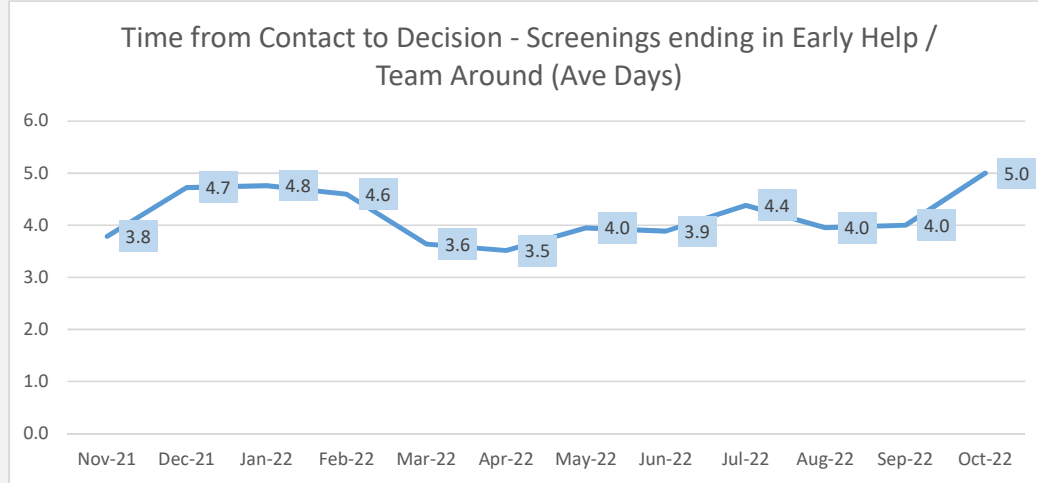
Next Steps

- Review of thresholds framework ongoing with draft framework reviewed.
- Monitoring of impact and application of thresholds will be monitored through the MASH (EHASH) Steering group.
- Work has commenced to further strengthen the front door with a vision of fully integrating MASH and EHAP to enable quicker, multi-agency, dynamic decision making thus avoiding any drift and delay from contact/referral to assessment. '
- Contacts that are referred to children's social care which are closed before assessment takes place
- Time between completion of screening and allocation of assessment (both Early Help and Children's Social Care)
- Contacts which end in provision of Information and Advice - investigation of outcomes and system development to better capture information about these contacts.

Highlight Indicators

Ref	Indicator	Current	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
FD1	Contact Received - (No. in Month)	1355	1221						↓
FD2	Contact - (12 Month Rolling Rate)	3111	2910						↑
FD3	EHM Contact Received - Childrens Social Care / Out of Hours	801	767						
FD4	EHM Contact - % Received by CSC	59%	63%						
FD5	EHM Contact Received by EHAP / Neighbourhood Coordinators	543	416						
FD6	EMH Contact - % Received by EHAP / Neighbourhood Coordinators	40%	34%						
FD7	Contact Referred to children's social care (% of ALL contact in month EHM and LCS with an outcome of Children's Social Care by month end)	16%	22%						↓
FD8	MASH Screenings Completed within 72 WORKING hours each month (exclu. Requests for information)	58%	62%	85-90%					↑
FD9	EHAP Screening within 5 Working days (%)	65%	70%	90-95%					↓
FD10	MASH Screenings - Outcome of Referral to Children's Social Care %	42%	43%						
FD11	MASH Screenings - Outcome of Early Help / Team Around %	19%	12%						
FD12	MASH Screenings - Outcome Information and Advice %	39%	44%						
FD13	EHAP Screenings - Outcome - Referral to Children's Social Care %	3.7%	2%						
FD14	EHAP Screenings - Outcome Early Help / Team Around %	11%	15%						
FD15	EHAP Screenings - Outcome Information and Advice %	66%	69%						
FD16	Domestic Abuse Notifications Received	412							

Summary Performance Charts



Commentary

Decision making is within the 5 day timescales - This data does not include EHA's help by schools and partners, in Q2 we can see that the numbers of EHA's have increased and we expect this to increase further as we have not yet had a return from Health. We have had a 72% increase from PVI's.

Early Help episodes - This is the families being supported through Early Help, this is counted through episodes on each child (each child is only counted once but there may be multi episodes open- chronology, EHA / TAF, SIP etc). This is the number of children we are working with on EHM. If the this is joint worked this will be recorded on LCS meaning the threshold for statutory invention is met, therefore this figure shows the number of Early Help cases without statutory services required. The lowest figure being 447 and the highest being 682, (Manual data). We are seeing an increase due to the effects of the pandemic and other service knock on effect of waiting list therefore cases are not being closed as quickly.

The breakdown of TFT top 10 presenting issues across the whole of TFT-

195 referrals in Q2

1. Parenting-	73	(44%)
2. Mental Health	27	(16%)
3. Domestic abuse -	20	(12%)
4. Behaviour Support	20	(12%)
5. Neglect	10	(6%)
6. Housing/Debt	9	(5%)
7. School attendance	9	(5%)
8. Family Breakdown	6	(4%)
9. Send/Disability	5	(3%)
10. ASB	5	(3%)

TFT collectively are supporting 682 children and have the same number of episodes open. We have more staff and the retention overall is good.

Early Help Assessments - Manual data gathering to ensure all Early Help Assessments are completed within 45 days following on from Consent given. Dependant when they are within the month, the completed date would roll into the next month. Family Intervention workers use SIP plans for cases when they are not lead professional or where this is joint worked with Children's Social Care. Early Help Assessments Started have decreased whereas last month this was higher, but the completed has risen whereas last month this was lower within Family Intervention teams due to agencies now starting to complete these following the pandemic, Family Intervention workers are supporting more CIN interventions and joint working, Early Help teams are taking higher level 2 cases to meet demand while supporting other agencies to provide low level intervention to families.

Current TFT Data for October:

- Open episodes 646 (children) – 289 families

Breakdown:

- 535 children open at Early Help (236 families)
- 111 Children being support at CIN level (53 Families)

Supporting Families - The contract with Inspire and the new contract with Active Tameside has commenced, Active have started to pick up cases from panel and are making attached claims. They have employed staff and therefore are able to take on more cases. TFT have currently got good staff retention and few vacancies, therefore the attached figure has increased within teams also.

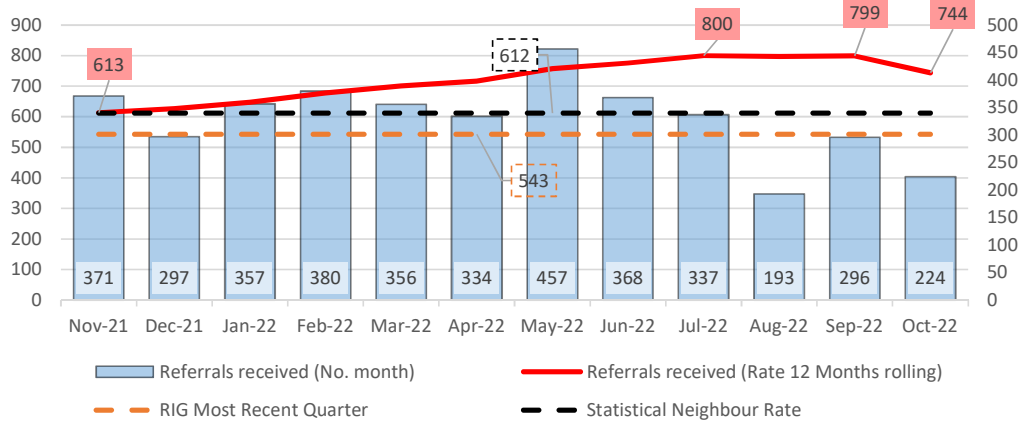
Next Steps

- Indicators will be developed around the timeliness of decision-making and the timing from allocation to referral. The EHASH Steering group will have oversight of this and will also be monitoring the volume and nature of contacts coming through the front door to enable the direction of resources to support partners where there appear to be challenges.

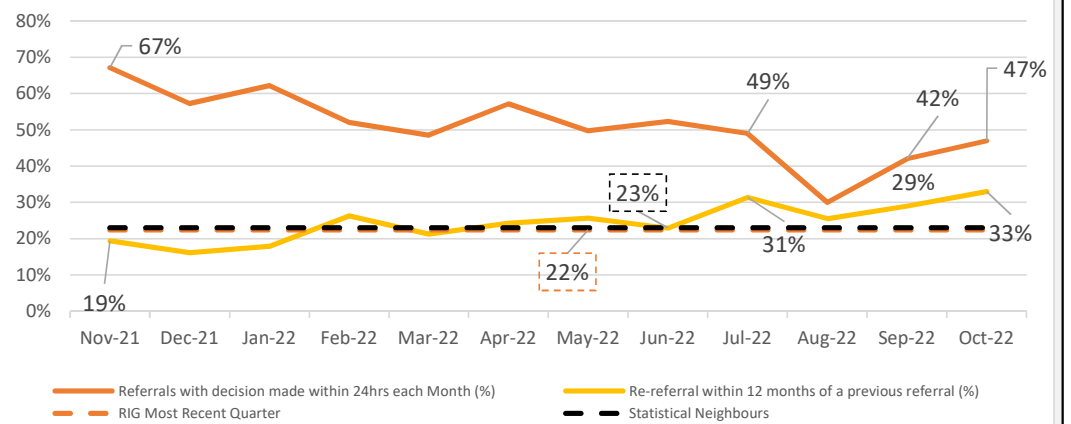
Ref.	Indicator	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
EH1	Time from Contact to Decision - Screenings ending in Early Help / Team Around (Ave Days)	5.0	4.3						↑
EH2	Early Help Episodes (all teams No. Open)	708	570						↑
EH3	Early Help Episodes (all teams Rate per 10k 0-17 population)	138.9	111.9						↑
EH4	Early Help Episodes Started (No)	109	77						↑
EH5	Early Help Episodes Completed (No)	61	118						↓
EH6	Early Help Assessments (all agencies no open quarter)	544	602						↔
EH7	Early Help Assessments recorded within EHM - Open at month end No	122	59						↔
EH8	Early Help Assessments EHM - Started	34	30						↓
EH9	Early Help Assessments EHM - Completed	41	34						↑
EH10	Early Help Assessments ending in Step Up to Children's Social Care (Multi Agency Evaluation Record)	1	4						
EH11	Child in Need Episodes ending in Step Down to Early Help	10	9						
EH12	Supporting Families Successful Outcome (No.)	3180	2939						↑
EH13	Supporting Families Successful outcome - %	71%	70%						↑

Summary Performance Charts

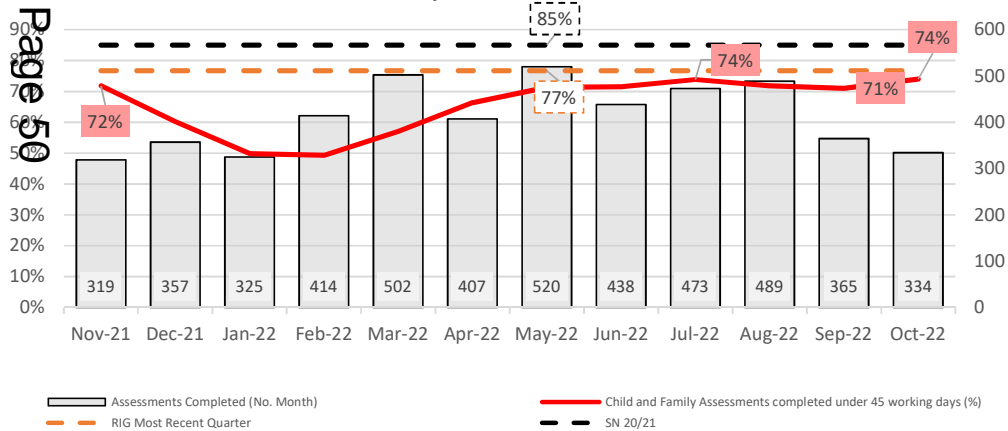
Referrals to Children's Social Care



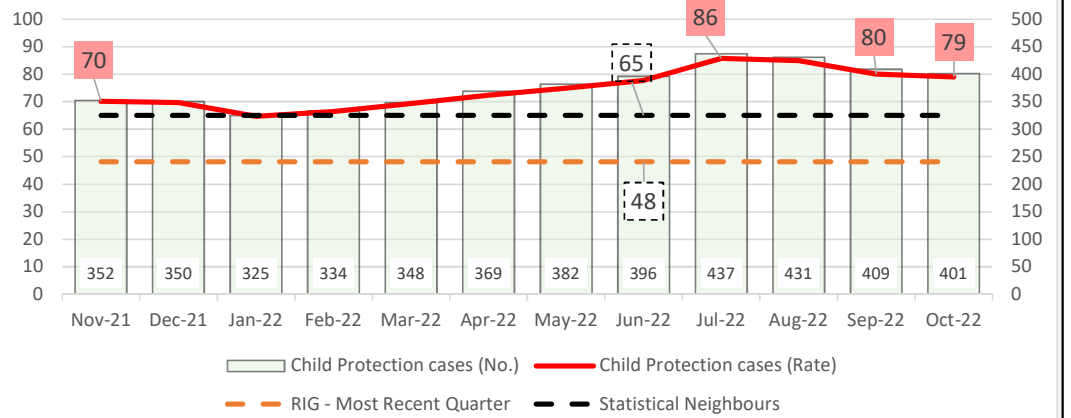
Referrals - Within 24 hours and Re-referrals



Child and Family Assessments in Timescale



Children with a Child Protection Plan



Commentary

Referrals into Children's Social Care - Numbers of referrals to children's social care have decreased over the last three months from a high of 457 in May to 224 in October with the 12 month rolling rate of referrals showing its first decrease in the last 12 months in October. The overall number of re-referrals increased to 33% in October and has remained consistently above the Statistical Neighbour average of 23% and the regional average of 22% since June 2022.

Strategy Discussions - Having increased through spring and summer the overall volume of strategy meetings held as decreased between August and October in line with overall reduction in the number of open cases. Over the course of 2022/23 to the date just under three quarters (73.3%) of strategy discussion end with an outcome of Section 47 18% end in No further action and 2% in Child and Family Assessment.

Assessments - In October 74% of Child and Family Assessments were completed in 45 working days with the year to date figure increasing to 71%. Whilst remain below comparators performance is starting to close the gap to the Quarter 1 regional average of 76.7% of assessments completed in timescale across the North West. Timeliness monitoring shows a greater number of assessments completed in 0-35 days in 2022/23 to date. The proportion of Assessment's that end with an outcome of no further social work action remains high with 40% of assessments completed in October compared to a statistical neighbour average of 29%.

Initial Child Protection Conferences – After low performance in the first 5 months of the year the proportion off Initial Child Protection Conferences in Timescale was 88% in September and 91% in October. Lower figures reported between April and August mean that the current year to date figure still remains low at 62%.

Review Child Protection Conferences - October data for Review Child Protection Conferences shows year to date performance increasing to 75% having dropped in the first part of the year conference numbers dropped in October having been high in July – September driven by higher numbers of children becoming subject to child protection earlier in the year.

Children Missing from Home or Care - Overall numbers of Children missing form home or care increased from Spring 22 onwards with both number of children going once or more and overall numbers of incidents in the early part of the year and stabilising at a higher rate between July and October. A higher volume of children who go missing go missing from home but children missing from care are significantly more likely to go missing and are more likely to go missing multiple times.

Next Steps

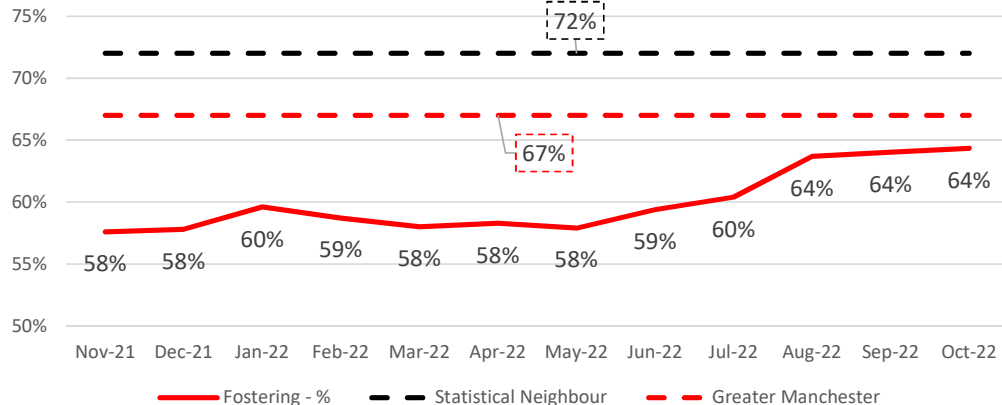
- Child Protection Deep Dive sets out findings data relating to Child Protection, and Strategy discussions
- Follow up report on actions following contact deed dive included within meeting papers
- Data Analysis and Audit of Re-referrals in the last 3 months to determine factors driving recent increases in re-referrals.

Ref	Indicator	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
CIN1	Referrals received (No. month)	224	295						↓
CIN2	Referrals received (Rate 12 Months rolling)	774	701	612	623	518	612	494	↓
CIN3	Referrals with decision made within 24hrs each Month (%)	47%	49%						↔
CIN4	Re-referral within 12 months of a previous referral (%)	33%	20%	20-24%	21%	22%	23%	23%	↑
CIN5	Referrals where a child was found to be not in Need after Assessment.	40%	27%	29%	28%	29%	29%	31%	↑
CIN6	Assessments Completed (No. Month)	334	323						
CIN7	Assessments Completed (12 Month Rolling Rate)	969	669		694	611	798	518	
CIN8	Child and Family Assessments completed under 45 working days (%)	74%	61%	85%	87%	86%	85%	88%	↑
CIN9	Strategy Meetings (No. Completed Month)	129	114						
CIN10	Strategy meetings (12 Month Rolling Rate)	345	272						
CIN11	Strategy Meeting Outcome - S47 (% Month)	73%	77%						
CIN12	Strategy Meeting Outcomes-No Further Action (% Month)	18%	17%						
CIN13	Section 47s Completed (no. Month)	106	89						
CIN14	Section 47s Completed (12 Month Rolling Rate)	257	211		203	172	252	164	
CIN15	Section 47s Completed - % Conference Outcomes ICPC (YTD)	39%	42%		37%	38%	39%	37%	
CIN16	Child in Need Plan (No.)	445	553						
CIN17	Child In Need Reviews that were due completed in timescale (% YTD)	65%	75%	80%					
CIN18	Child Protection cases (No.)	401	348		276	236	326	206	
CIN19	Child Protection cases (Rate)	79	69		55	47	65	41	↓
CIN20	Child Protection - Statutory visits in timescale (% CP 1 Month+ with a visit within the last month)	92%		95%					↔
CIN21	Number of Times a Child was Reported Missing (No Month)	195	145						↑
CIN22	Number of Incidents where a Missing for Home interview was Offered (by month end)	138							
CIN23	Missing incidents completed return home interview with 72hrs (No)	96							
CIN24	Number of Children with one or more missing incident each month	101							↑

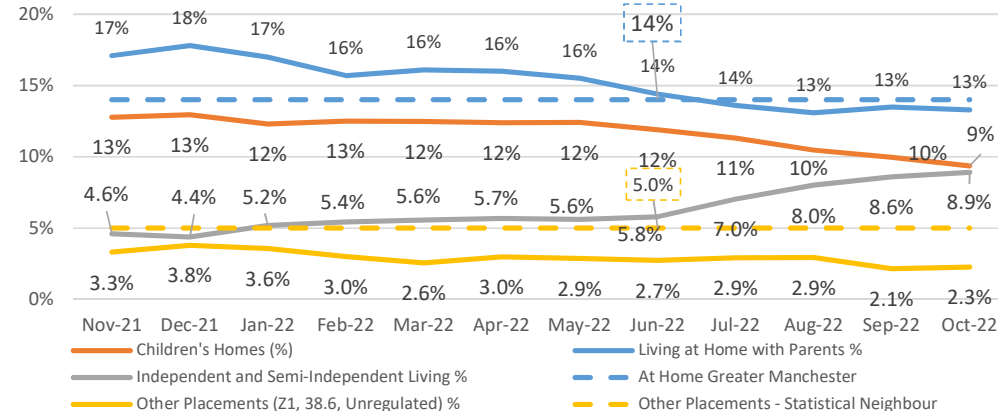
CIN25	Complex Safeguarding - Referrals into the Complex Safeguarding Team (Quarterly)	18	17						
CIN26	Complex Safeguarding - Referrals into the Complex Safeguarding Team Closed NFA % (Quarterly)	61%	46%						
CIN27	Complex Safeguarding Team - Cases Open to Complex Safeguarding Team (Quarterly)	21	37						

Summary Performance Charts

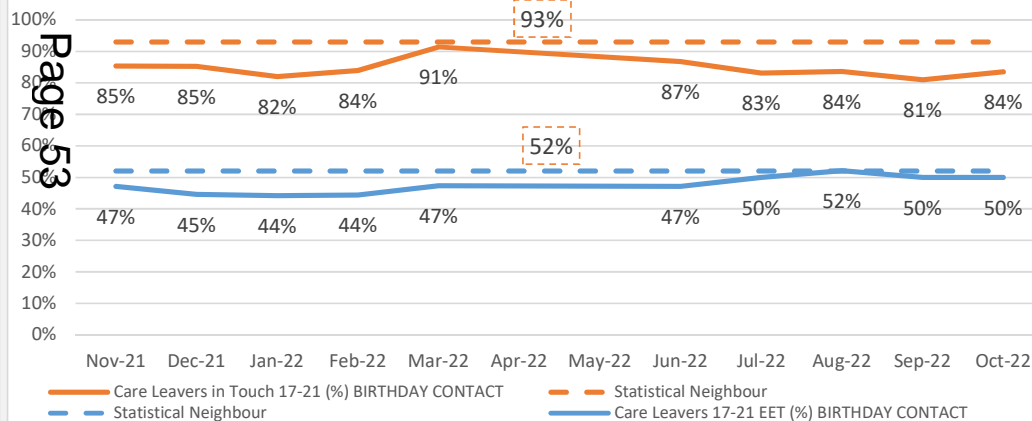
Children Living in Fostering Accommodation



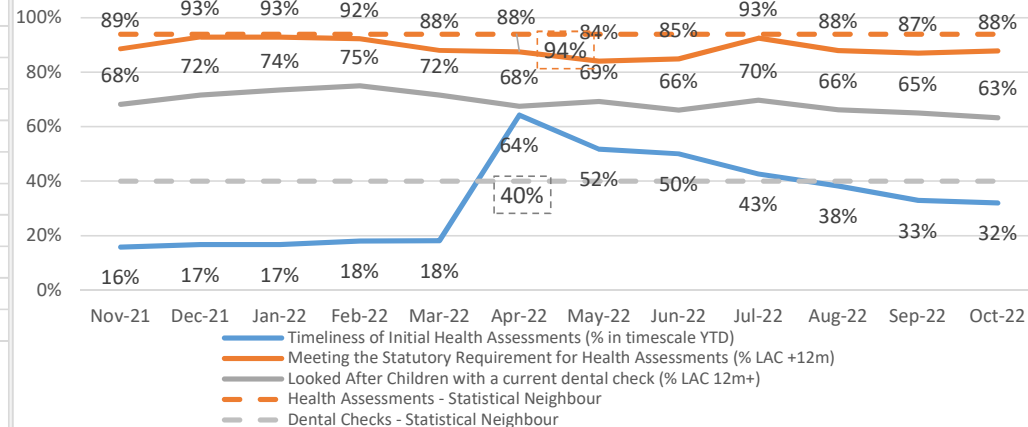
Children Living in Other Accommodation Types



Care Leavers - In Touch and EET - BIRTHDAY CONTACT



Health of Cared for Children



Commentary

Accommodation of Cared for Children – the Proportion of cared for children living at home with parents has remained stable at c.13% for each of the last 3 months at the same time the proportion of cared for children living in Children’s Homes has decreased to 9% with the proportion aged 16-17 living in Semi-supported and Independent living accommodation has increased to 8.9%.

Health of Cared for Children - The proportion of Cared for children who have a recorded dental check within the last 12 months has decreased in each of the last 3 months to the current figure of 63%. Whilst remaining below the statistical neighbours the proportion of cared for children with review health assessments completed in timescale has remained relatively consistent at c.88%. Completion of Initial Health Assessments within timescale has continued to decrease after higher performance in the early part of the year.

Care Leavers - recording of in touch data for Care Leavers aged 17-18 with those without in touch contacts impacts on Annex A data showing EET Status and Accommodation suitability with a fall in the % of young people aged 17-18 recorded as in Education Employment or training reflecting young people for whom an in touch contact has not yet been recorded.

Where data is available accommodation suitability data for 17-18 year olds suggest there has been a drop in the proportion living in semi-independent transitional accommodation with figures now in line with the regional average information as above where in touch data is yet recorded there is a margin for error within this data.

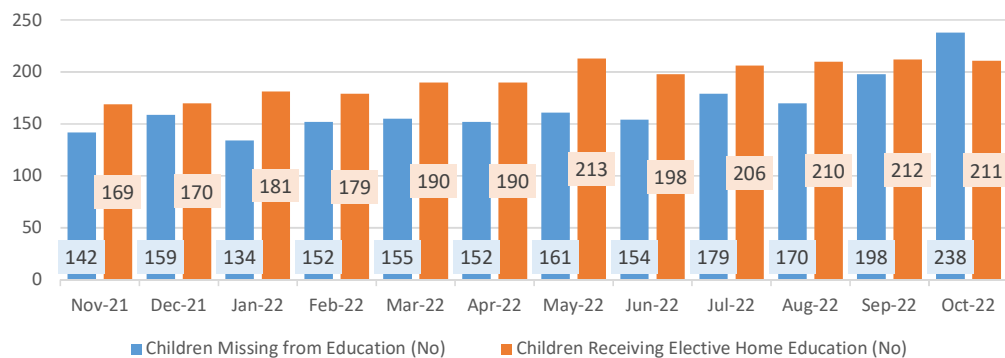
Next Steps and Actions

- Partner Led Corporate Parenting Board Monitoring and Innovation Sub-group Audit of Initial Health Assessments
- Transformation and improvement programmes to support transition from Care to Independence

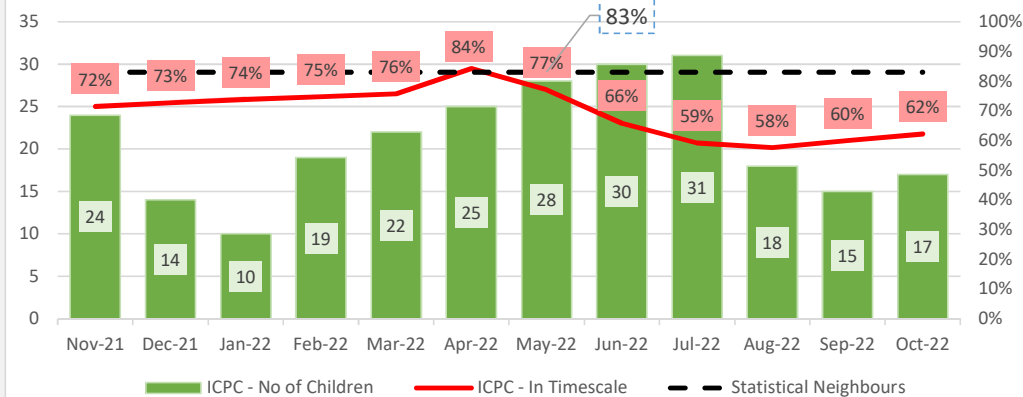
Ref	Indicator	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
CF1	Cared for Children (No.)	662	666	552	467	487	552	336	↑
CF2	Cared for Children (Rate)	130	133	110	93	97	110	67	↑
CF3	Cared for Children - Statutory Visits in Timescale (%)	84%	77%	90%					↑
CF4	Cared for Children with 3 or more placements in a 12 month period. (%)	7.2%	5.0%	<7%	9%	8%	8%	9%	↑
CF5	Cared for Children for 2.5 years who were living in the same placement for at least 2 years (% Quarterly)	72.3%	73%	73%	69%	71%	70%	70%	↑
CF6	Cared for Children subject to 3 or more changes of Social Worker in the last 12 months (%)	22%	34%	10%					↑
Where We Live									
CF7	Within Tameside (%)	61%	54%	>65%	61%	62%	61%	58%	↑
CF8	Fostering - No.	426	393		446	446	480	473	
CF9	Fostering - %	64%	58%	71%	67%	67%	72%	71%	↔
CF10	Placed for Adoption (No)	7	10		20	13	20	20	
CF11	Placed for Adoption (%)	1.1%	1.5%		3%	2%	3%	3%	
CF12	Living at Home with Parents No.	88	107		93	87	53	47	
CF13	Living at Home with Parents %	13%	16%	8%	14%	13%	8%	7%	↔
CF14	Children's Homes (No)	62	83						
CF15	Children's Homes (%)	9%	12%						↓
CF16	Independent and Semi-Independent Living No	59	37						
CF17	Independent and Semi-Independent Living %	8.9%	5.6%						
CF18	Secure Units No	2	1						
CF19	Other Placements (Z1, 38.6, Unregulated) No.	15	17		7	7	33	7	
CF20	Other Placements (Z1, 38.6, Unregulated) %	2.3%	2.6%		1%	1%	5%	1%	
Outcomes									
CF21	Timeliness of Initial Health Assessments (% in timescale YTD)	32%	18%						↓
CF22	Timeliness of Initial Health Assessments (% in timescale MONTH)	20%	21%						↓
CF23	Meeting the Statutory Requirement for Health Assessments (% LAC +12m)	88%	88%	96%	96%	94%	96%	91%	↔
CF25	Looked After Children with a current dental check (% LAC 12m+)	63%	72%	80%	26%	40%	39%	40%	↓
CF27	Looked After Children with an Education Health and Care Plan (%)	23%	22%		28%	25%	28%	29%	↑
CF28	Looked After children 3 - 15 with a current Personal Education Plan (%)	99%	99%						↔
CF29	Care Leavers with a Pathway Plan in place (%)	91%	88%						↑
CF30	Care Leavers in Touch 17-21 (%) BIRTHDAY CONTACT	84%	93%	93%		97%	93%	95%	↑
CF31	Care Leavers 17-21 EET (%) BIRTHDAY CONTACT	50%	47%	52%		49%	52%	53%	↔

Summary Performance Charts

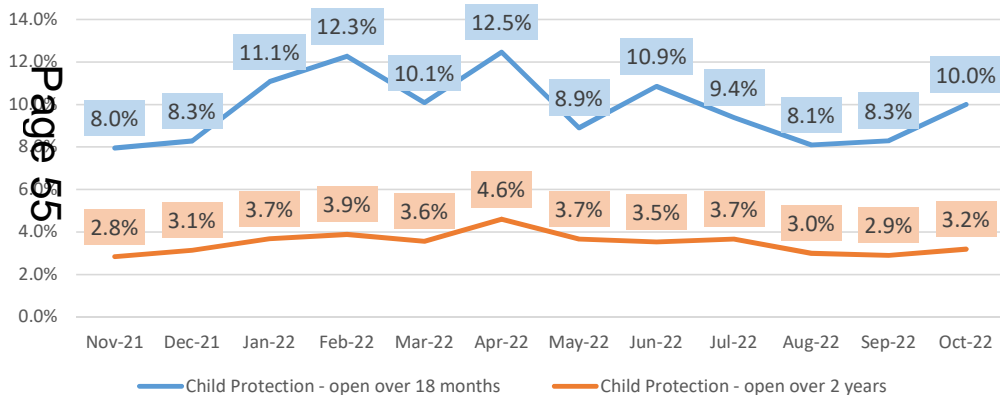
Children Missing from Education and Receiving Elective Home Education



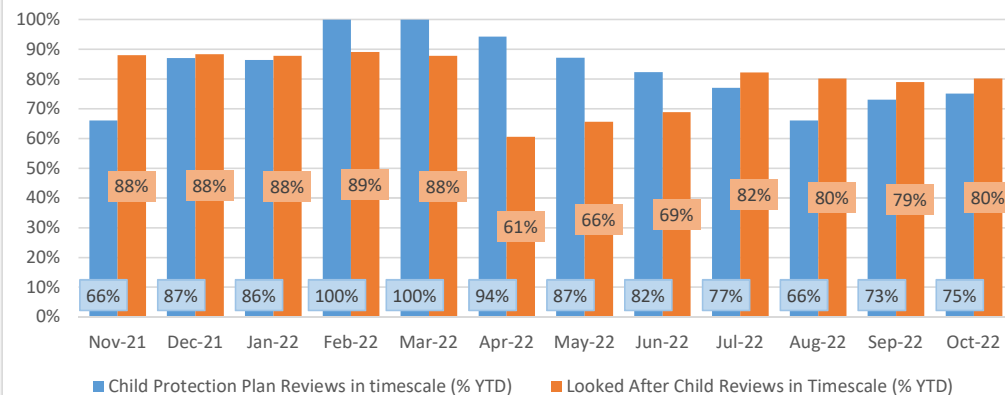
Initial Child Protection Conferences No. vs Timescale



Duration of Open Child Protection Plans



CP and Cared for Reviews in Timescale - Year to Date



Commentary

1. Children missing from Elective Home Education

There has been a steady rise in the number of Children who are electively home educated which has stabilised in August to October. All local authority areas have seen a rise in this figure following Covid Lockdown and children being educated at home and a quarter one comparator data from the regional information group suggests that Tameside's current rate is below the regional average. The education team and Children's Social Care (CSC) have clear lines of communication to ensure there is oversight and agreed supportive actions where children have been or are open to CSC. There is a tracker in place and the cohort are reviewed together with CSC on a 6 weekly basis.

2. Initial Child Protection Conferences v Timescales.

- Initial CP conferences – Timeliness remained low between June and August at 40-46% following an increase in the number of children subject to conference linked to with an increase in referrals in preceding months. Performance in September and October has increased to c. 90% in both months.

3. Duration of CP plans

- Alongside a fall in the overall number of children subject to a child protection plan the proportion of young people on a plan for 18 months or more rose to 10% (40) this figure includes 3.2% (13) subject to a plan for two years or more. Monthly meetings are held to discuss children that have been on a plan for 12 months and over with the relevant service managers and team managers to identify where any issues are to prevent delay. There is a log kept of all such cases which is updated at each meeting.

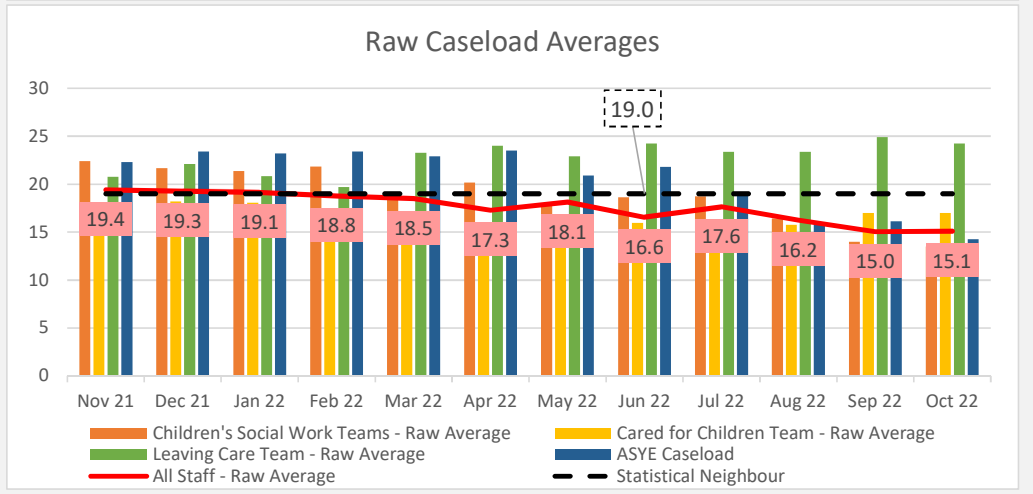
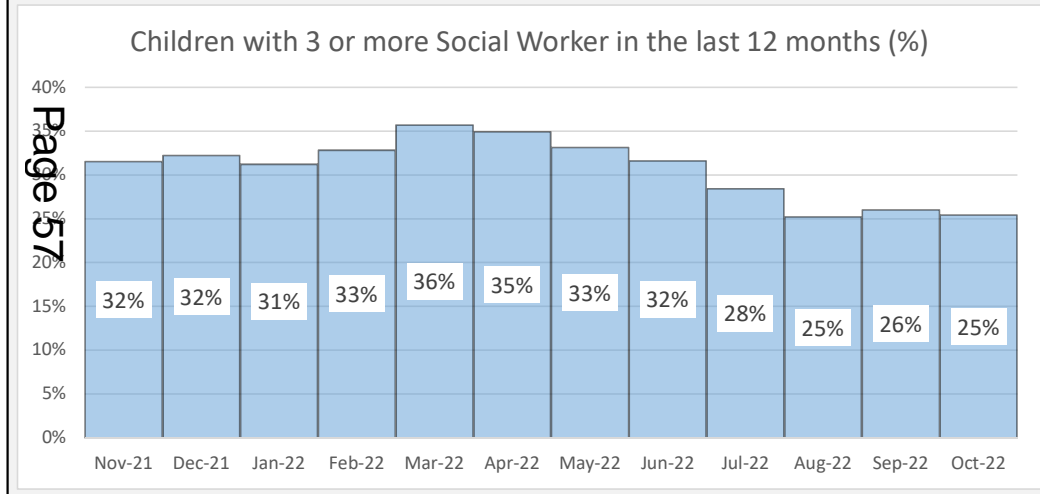
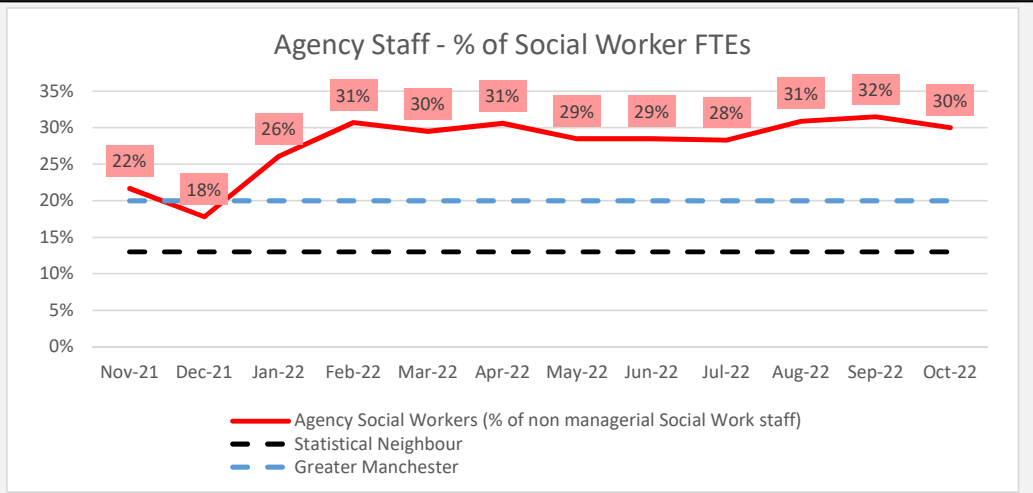
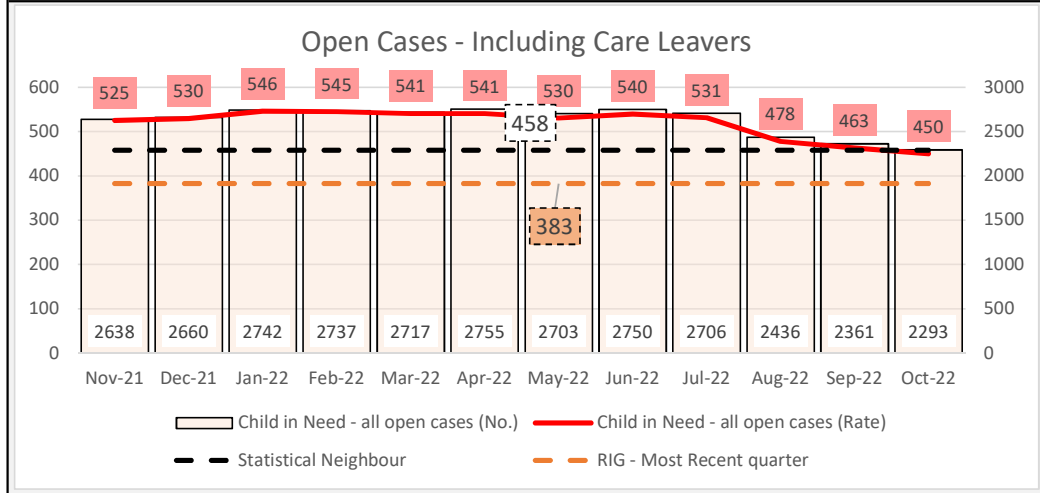
4. Reviews in timescales

- There have been some capacity pressures within the Child Protection system that have impacted the timeliness of reviews, as outlined at point 2 due to the increases in the number of children subject to Child Protection Plans earlier in quarter 1 2022/23. There are challenges that have affected the timescales of conferences. The unit has shown that where we receive the Section 47 in time we can conduct an ICPC within 15 days, even when the unit itself has had staffing constraints. However shortages in social work staff and changes of social worker and manager has often influenced the performance. There is now a more settled workforce which will provide more stability and the recent figures show that to be the case.

- Timeliness of Cared for Children Reviews – The LCS System and Pathway processes have been reviewed to ensure that Cared for Children review activity is recorded in a timely way.

Ref	Indicator	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
SG1	Children Missing from Education (No)	238	155						↑
SG2	Children Receiving Elective Home Education (No)	211	190						↔
SG3	% of Children receiving Elective Home Education who are open to Children's Social Care	2.8%	2.6%						↓
SG4	Child in Need (all open cases) with a Education Health and Care Plan (%)	15%	12%			25.1%	24.5%	27.9%	↔
SG5	Children with Initial Child Protection Conferences held under 15 Working Days (% YTD)	62%	76%	83%	83%	82%	83%	83%	↑
SG6	Children with Initial Child Protection Conferences held under 15 Working Days (% IN MONTH)	91%	71%						↑
SG7	Initial Child Protection Conferences (No Held)	12	18						
SG8	Attendance at Initial Child Protection Conference by Police	88%	51%						↑
SG9	Attendance at Initial Child Protection Conference by Health	88%	73%						↑
SG10	Attendance at Initial Child Protection Conference by Education	88%	66%						↑
SG11	Child Protection Plan Reviews in timescale (% YTD)	75%	83%	91%	91%	91%	96%	93%	↑
SG12	Child Protection Plan Reviews in timescale (% Each Month)	74%							↑
SG13	Child Protection - open over 18 months	10.0%	10.1%						↑
SG14	Child Protection - open over 2 years	3.2%	3.6%	2.1%	2.1%	2.3%	1.1%	2.0%	↑
SG15	Looked After Child Reviews in Timescale (% YTD)	80%	94%	95%					↑
SG16	Audits completed (No Month)	22	15						
SG17	Audits completed (YTD)	79	164						
SG18	Audits rated good / outstanding (% YTD)	42%	34%	45%					
SG19	Audits Requiring Improvement (% YTD)	56%	55%						
SG20	Audits Inadequate (% YTD)	10%	10%						

Summary Performance Charts



Commentary

Cases Open to Children's Social Care - The total number of open cases dropped from a peak of 2755 in April 222 to the current figure of 2293, a drop of 17%, this figure is equivalent to a rate of 450 per 10k 0-17 year old population and has dropped slightly below the overall 2021/22 Statistical Neighbour Average of 458. Within this figure 421 (18%) are Care Leavers, 27% Cared for Children and 401 (18%) subject to Child Protection and 445 (19%) have a current Child in Need Plan.

Workforce Stability - the proportion of social work staff who are agency decreased slightly to 30% and has been largely static through 2022/23 to date and At 25% the proportion of children with 3 or more social workers in the last three months has remained largely static at 25% having dropped significantly in the first five months of 2022/23.

Caseloads - raw caseload figures show a significant decrease in overall caseload levels driven by the overall drop in open cases and lower conversion from contact to Children's Social Care in recent months with the highest caseloads seen in Cared for Children and Care Teams.

Ref	Indicator	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Direction of Travel
WF1	Child in Need - all open cases (No.)	2293	2717	2175	2074	1929	2300	1677	↓
WF2	Child in Need - all open cases (Rate)	450	541	433	413	384	458	334	↓
WF3	Newly Qualified Social Worker on ASYE (% of Social workers FTE)	23%	19%						
WF4	Agency Social Workers (% of non managerial Social Work staff)	30%	30%	14-22%	20%	15%	13%	16%	↓
WF5	Children with 3 or more Social Worker in the last 12 months (%)	25%	36%	15%					↓
Caseloads									
WF6	All Staff - Raw Average	15.1	18.5	16-18	19	18	19	16	↓
WF8	All Teams - Highest Individual Caseload	40							↓
WF9	Children's Social Work Teams - Raw Average	13.5	18.9						↓
WF10	ISCAN - Raw Average	22.0	11.8						↑
WF11	Cared for Children Team - Raw Average	17.0	16.8						↔
WF12	Adoptions Team - Raw Average	6.0	5.6						↔
WF13	Leaving Care Team - Raw Average	24.2	23.3						↔
WF14	ASYE Caseload	14.3	22.9						↓

SCRUTINY REVIEW ON CHILDREN'S WORKFORCE STRATEGY – SOCIAL WORKER RECRUITMENT AND RETENTION

1. BACKGROUND

- 1.1 It is essential that the local authority is able to employ a sufficient level of children's social workers, with the required level of experience and skills, in order to achieve confidence in the quality and effectiveness of the child protection system. Separate to this, there is an ongoing need to assess the effectiveness and responsiveness of multi-agency working arrangements, the role of professionals and developing successful partnership arrangements needed to keep children safe.
- 1.2 Children's Services continue to experience external workforce pressures, partly attributed to the pandemic and unfortunately a worsening national picture for the social work profession in general. Children's social work is a prominent occupation most recently reported with recruitment and retention difficulties.
- 1.3 The recruitment and retention of qualified children's social workers remains as a priority action within the social care improvement plan, with a varying degree of past success and sustainability. A significant amount of work on workforce recruitment and retention has taken place since the Ofsted inspection of 2016, with the aim to establish a more stable and permanent workforce. Key drivers include a need to attract high quality and experienced social workers, to address retention issues, to reduce vacancies, to reduce agency staff as a percentage of the workforce and to deliver improved leadership and support at all levels.
- 1.4 The Ofsted inspection of 2019 and subsequent focused visits have reported workforce related concerns and actions. These include:
- The need for a 'whole council' approach and commitment to improving quality and impact of services for children.
 - Children continuing to experience multiple changes of social worker.
 - Caseload levels and process for assessing the impact of training in improving practice.
 - A lack of pace and scale in actions taken to address capacity issues.
 - Ability of social workers to visit children more regularly and to reduce previous drift in progressing their plans.
 - The effectiveness of management oversight, including the frequency and quality of supervision for social workers. The challenge of poor social work practice that causes drift and delay.

2. SUMMARY

- 2.1 This report concludes activity undertaken by the Children's Services Scrutiny Panel into the workforce strategy for children's social worker recruitment and retention. A working group of the Scrutiny Panel was established to review current arrangements and with a view to support improvement priorities of the Executive. Activity took place from October to December 2022.
- 2.2 In addition to calendared meetings of the Children's Services Scrutiny Panel, associated activity includes:
- Scrutiny members receiving a scene setting update and breakdown of the children's social care workforce, service structures, demand, caseloads and wider governance arrangements for Children's Services.
 - Safeguarding training for Scrutiny members.
 - A meeting of the working group on 26 October 2022 received an overview on workforce strategy regarding the recruitment and retention of children's social workers, provided by Tracy Brennand, Assistant Director, People and Workforce Development.
 - A benchmarking visit to meet the Executive Member for Children's Services and Scrutiny Chair at Manchester City Council, on 29 November 2022.

- Desktop research into the recruitment and retention of children’s social workers.

2.3 The report puts forward a number of recommendations to the Executive.

3. KEY FINDINGS

Workforce challenges

3.1 A rising demand for children’s social workers has increased the competition for recruitment at a national and regional level. Councils are finding it more difficult to recruit and retain experienced social workers, with a visible shift in the workforce profile and newly qualified social workers accounting for the majority of new appointments. Such recruitment and retention challenges can contribute to instability and inconsistency across social care teams.

3.2 A report of Ofsted published in July 2022 examined the shortage of social workers. It found that more social workers were leaving local councils, with many moving into agency work or away from the profession. The report states that, "agencies often have appealing contracts, with greater flexibility and higher pay than local authorities can offer. As a result, agencies are outcompeting local authorities for staff from a limited pool of workers".

3.3 Leaders in Children’s Services have also raised concerns about the cost, quality and profit extracted from agency work, as part of the Association of Directors of Children’s Services latest safeguarding pressures report, issued in November 2022.

3.4 The LGA has highlighted uncertainty associated with the cost-of-living crisis and a likelihood that children currently at the edge of care may require support. This would undoubtedly challenge social care budgets, resources and capacity even further.

3.5 Detailed benchmarking has recently been undertaken across Greater Manchester (GM) to consider the current pay, reward and bespoke approaches used across Children’s Services. GM and regional councils are working collaboratively to address national challenges in social work recruitment and retention.

Workforce summary – children’s social workers

3.6 The recruitment and retention of children’s social workers continues to be a key priority for Children’s Services in Tameside. Achieving an experienced, stable and permanent workforce is important for the following reasons:

- The consistency and quality of practice
- Stability of teams and caseloads
- Social workers feeling supported and safe to work
- Developing a skilled and supported workforce
- Reducing the reliance on agency social workers
- Promoting a strong workforce vision and culture

3.7 A sizeable proportion of the children’s workforce consists of agency social workers. Agency social workers can be employed to cover vacancies, for which the authority seeks greater permanence, to cover short-term absences and increased demand pressures within the local social care system.

3.8 Most commonly adopted measures to tackle a shortage in social workers can be to offer a training and qualification programme, to ‘grow your own’ from the existing workforce, improve IT to aid efficiency, adapt policy to manage workloads and the provision of training and support to existing staff.

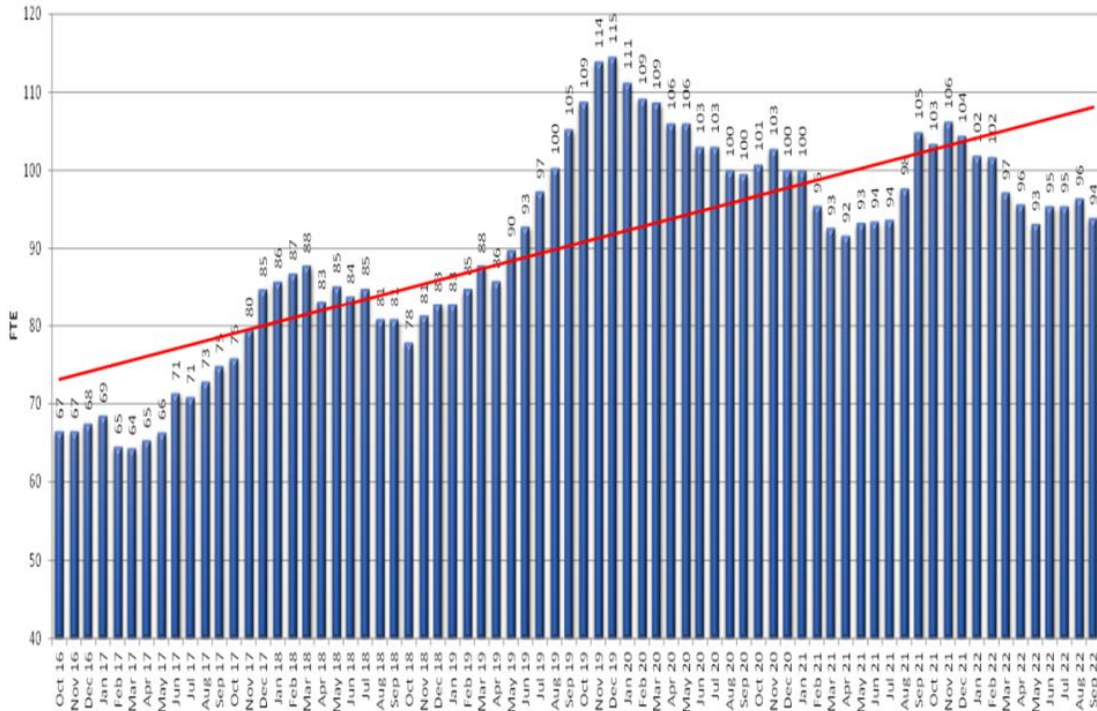
Table 1: Breakdown of children’s social workers in Tameside (September 2022)

A total of 136.0 FTE Children’s Social Workers		
Permanent	ASYE	AGENCY
94 FTE (69%)	39 FTE (29%) **	42 FTE (31 %)

** The 39 FTE ASYE Social Workers are included in the total of 94 FTE permanent Social Workers.

- 3.9 Table 1 above shows that 29% of children’s social workers in Tameside are ASYE, the assessed and supported year in employment programme that provides newly qualified social workers with extra support during their first year of employment.
- 3.10 The remaining 40% of permanent social workers therefore range in experience. This equates to 55 social workers against the 136 total. To separate this further, 81 social workers (60%) are a combination of ASYE and agency.
- 3.11 Prior to the pandemic the use of agency workers had reduced to the lowest level of around 10% of social workers. A peak for the authority was 62 FTE agency social workers in May 2018. Past data also shows that 42% of staff in the social work workforce have less than 2 years’ service with the Council. This compares to 32% across our statistical comparators at 30 September 2021.

Graph 1: Number of Children’s Permanent Social Workers (FTE)



- 3.12 Graph 1 above provides a breakdown of the total number of permanent children’s social workers, ranging from October 2016 to September 2022. With a peak of 115 FTE in December 2019, the number stands at 94 FTE in September 2022. The data shows that 94 FTE compares to that of June 2019.

Table 2: GM Pay Scales for ASYE Social Workers (October 2022)

Childrens Social Workers	ASYE					
	Working under Assessed and Supported Year of Employment with a protected caseload. Typically referred to as a Level 1 Social Worker.					
	SCP Min	SCP Max	Annual £	Hourly £	Annual £	Hourly £
Tameside	29	31	£33,486	£17.84	£35,336	£18.82
Wigan	29	34	£33,486	£17.36	£38,553	£19.98
Bolton	27	31	£31,895	£16.53	£35,336	£18.32
Trafford	26	29	£30,984	£16.32	£33,486	£17.63
Stockport	26	27	£30,984	£16.06	£31,895	£16.53
Manchester	25	25	£30,095	£16.49	£30,095	£16.49
Rochdale	25	25	£30,095	£15.60	£30,095	£15.60
Bury	24	27	£29,174	£15.12	£31,895	£16.53
Salford	23	26	£28,226	£15.04	£30,984	£16.51
Oldham	23	23	£28,226	£14.77	£28,226	£14.77

3.13 Table 2 above shows that when compared to other GM authorities, Tameside offers the joint highest entry pay for ASYE, Level 1 social workers (October 2022).

3.14 Table 3 below shows a shift in the Council's position regarding the entry pay for higher-level social workers, which remains fixed at SCP 29. In addition, it is also known that three authorities with higher starting salaries also offer additional enhancements/allowances for level 3 social workers.

Table 3: GM Pay Scales for Experienced/Senior Social Workers (October 2022)

Childrens Social Workers	Experienced / Senior Social Worker					
	Professional bar applies with progression to this level by portfolio and assessment. Usually more than 2 years' experience and typically referred to as a Level 3 Social Worker, and historically had progressed through the PQ awards.					
	SCP Min	SCP Max	Annual £	Hourly £	Annual £	Hourly £
Wigan	34	38	£38,553	£19.98	£42,614	£22.44
Manchester	31	35	£35,336	£19.36	£39,571	£21.68
Bolton	31	35	£35,336	£18.32	£39,571	£20.51
Bury	31	33	£35,336	£18.32	£37,568	£19.47
Rochdale	30	36	£34,373	£17.82	£40,578	£21.03
Salford	30	33	£34,373	£18.31	£37,568	£20.01
Trafford	30	32	£34,373	£18.10	£36,371	£19.15
Tameside	29	34	£33,486	£17.84	£38,553	£20.54
Oldham	29	32	£33,486	£17.52	£36,371	£19.03
Stockport	29	31	£33,486	£17.36	£35,336	£18.32

3.15 Table 4 below shows that Tameside resumes a higher position when reviewing the entry pay for more senior roles such as a Social Worker Team Manager. While recruitment and retention issues are much broader than pay, this does allow the authority to consider if pay and reward is in anyway a contributing factor when seeking to attract a wider mix of experience within the social care workforce.

Table 4: GM Pay Scales for Team Managers (October 2022)

Childrens Social Workers	Team Manager					
	Manages a team of social workers					
	SCP Min	SCP Max	Annual £	Hourly £	Annual £	Hourly £
Wigan	42	45	£46,662	£24.19	£49,669	£25.74
Tameside	40	43	£44,624	£23.77	£47,665	£25.39
Trafford	40	43	£44,624	£23.50	£47,665	£25.10
Oldham	40	43	£44,624	£23.34	£47,665	£24.94
Salford	40	42	£44,624	£23.77	£46,662	£24.86
Bolton	39	43	£43,570	£22.58	£47,665	£24.71
Rochdale	39	43	£43,570	£22.58	£47,665	£24.71
Bury	39	40	£44,863	£23.25	£45,859	£23.77
Manchester	36	40	£40,578	£22.23	£44,624	£24.45
Stockport	34	40	£38,553	£19.98	£43,857	£22.73

3.16 As part of GM benchmarking activity, the Council can review the impact of financial incentives such as a 'golden hello' payment to support recruitment or payments linked to retention. With recruitment challenges greater than a single authority, such schemes can destabilise the market for children's social workers at a local.

Workforce support

3.17 A significant amount of work has taken place since the Ofsted inspection of 2016 and subsequent years to review and improve the local pay offer for social workers. It has become clear that methods to improve the recruitment and retention of children's social workers transcends that of pay and financial incentive alone.

3.18 In summary, Children's Services have receive the following support:

- Dedicated HR/OD Business Partner and recruitment lead
- Targeted recruitment activity via social media campaigns - LinkedIn and greater.jobs
- Rolling social worker adverts
- Recruitment and payroll support to ensure quick turnaround for new starter checks
- Grow Our Own – Social Work Pathways
- Dedicated Induction – no caseload for two weeks
- Exit Interviews & learning
- Embracing new pay structure to incorporate professional grades and eliminate market supplement
- Workforce Development Programme
- Package and benefits

3.19 All managers across the Council and Children's Services have access to the dedicated STRIVE Leadership and Management Development Programme. The programme supports leaders to connect with other colleagues and to develop key skills in leadership and management. Additional manager sessions can support the one to one and supervision process, to ensure good quality conversations are taking place on a regular basis to support the development of a confident workforce.

3.20 Added focus on recruitment and workforce testimonials will be captured to create a 'Working for Tameside' video that will increase social media campaigns and allow potential candidates to see and hear from senior leaders within the service.

- 3.21 A range of further actions have been identified and include a focus on:
- High quality inductions including 90 day 'check in'
 - Increasing development offer for Y2 and Y3 social workers along with more experienced professional social workers to support retention
 - Development of Children's Workforce Strategy (expand development offer)
 - Increase engagement with STRIVE – leadership development programme.
 - Educate and engage around flexibility/hybrid working options
 - Explore with Reed extending notice period for agency staff
- 3.22 Regular employee engagement sessions help to promote transparency and communication across the children's social care workforce. The sessions are received positively by staff and provide an opportunity to enhance participation and for direct feedback to be captured. In addition to this, dedicated wellbeing and personal resilience sessions have been made available to staff.
- 3.23 An independent review of children's social care, published in May 2022, recommends the development of an 'Early Career Pathway' to cover the first five years in the profession, leading to a role of 'Expert Practitioner'. Only Expert Practitioners would be able to take decisions on child protection cases, which they would co-work with other social workers.
- 3.24 The Council has recognised that a review is needed around the Practice Manager role, with proposals to develop Advanced Practitioners that will hold a number of complex cases. The review is in line with practice across both Greater Manchester and the North West. At present, there is approximately 32 roles that do not hold cases that can be reasonably allocated.
- Regional review**
- 3.25 Greater Manchester and regional councils are working collaboratively to address the national challenges of social worker recruitment and retention. Part of this is to review and consider examples such as the London Pledge.
- 3.26 Councils within the London area have developed an agreed approach to the engagement of agency workers in order to address recruitment and retention challenges. The London Pledge adopts a similar approach to the agreed Greater Manchester agency contract, however this is further strengthened by a signed commitment by the Directors of Children's Services.
- 3.27 Regional review and action has expanded, with examples of co-operation across authorities in the South East, South West, East Midlands, West Midlands, Yorkshire and North East. Of the most recent agreements, a pay cap for agency workers is set and involves a pledge not to actively headhunt social workers from fellow signatory authorities.
- 3.28 The London and South East agreements involve pledges not to employ staff in an agency role for six months after leaving a permanent role in another signatory authority. Authorities in London have agreed not to employ social workers with less than two years' permanent experience as agency staff, while the West Midlands have pledged not to recruit those in their first year as locums.
- 3.29 The DCS group in GM is currently reviewing this approach along with the HR Directors group. Discussions have taken place with London colleagues to understand the impact of the pledge since implementation in June 2022 and to establish how our current approach to agency engagement can be modelled on a similar basis. This has potential to:
- Agree to pay agency workers no more than the rates set out in a schedule (maximum cap included).
 - Ensure consistency in role titles, duties and pay across the area.
 - To provide no additional allowances or supplements on top of the rates.

Available learning

- 3.30 Community Care is an organisation that helps social workers stay up-to-date with developments in practice and supports social work employers and leaders understand core strengths and risks within social worker wellbeing and retention.
- 3.31 Senior leaders in children's services remain concerned of the risks associated with social worker retention, which has led to Community Care developing a retention risk tool (RRT), to support authorities in actively monitoring and engaging with their workforce.
- 3.32 The following five principles show how a local authority is performing on areas such as the availability and quality of supervision, work/life balance and career development. The tool comprises of an organisational self-assessment, social worker survey and in-depth qualitative interviews.
1. I feel safe
 2. I feel supported
 3. I feel the organisation values social work
 4. I am able to develop my career
 5. I feel happy to go to work
- 3.33 An early adopter of the RRT was the London Borough of Merton. Whilst their children's services had been rated 'Good' by Ofsted in 2017, the service was experiencing almost a 26% annual turnover of social workers, higher than the then national average of 15 to 16%.
- 3.34 The RRT analysis identified three high-risk areas for social worker retention at Merton:
1. Overload
 2. Burnout
 3. The transparency of the organisation
- 3.35 A range of authorities rated from 'Outstanding' to 'Inadequate' have now completed the retention risk tool, with 50% using this to replace the Social Work Health Check, the traditional method used by authorities to assess the wellbeing of their social workers.

Workforce strategy

- 3.36 A number of local authorities have developed a dedicated and public facing workforce strategy for children's social care. This can help to set out a clear local offer and priorities for social worker recruitment, retention and development of a permanent, stable and motivated workforce.
- 3.37 Strategies of this nature provide an overarching vision setting out what an authority aspires to be, and how it will go about achieving this. A focus on retention requires an authority to shine a light on its own policies and practices with a need to build a culture of respect, value and support.
- 3.38 The children's social worker employment market is extremely competitive and it has become increasingly important for authorities to present a brand and market a clear workforce offer and package. Understanding the importance of workforce wellbeing is not only about supporting employees but also recognising it is key to the success.
- 3.39 Strategies identify key stakeholders and set clear objectives for leaders. Priorities aim to promote and develop a service that offers real employment opportunity and choice in order to achieve a fully resourced, permanent and highly qualified and competent Social Care workforce.
- 3.40 The success of a workforce strategy relies on the co-creation and ownership by the children's workforce as a whole. It is important to be bold, ambitious and reflective, in order to achieve the required culture change. This includes adding focus and attention on the approach to the following areas.

- 3.41 **Induction** - A comprehensive and compulsory induction programme for all social workers joining an authority can contribute towards a positive start to a new role and allow new staff to feel welcomed, valued and supported from the offset.
- 3.42 **Staff engagement and co-production** – Strong, clear communication and engagement supports a culture of openness and transparency, allowing employees to feel confident, empowered, valued and listened to.
- 3.43 **Exit interviews** – A process that can provide a key source of information about why people choose to leave an authority.
- 3.44 **Evaluation** – Establishing a set of tools and measures to monitor what success will look like, specifically around retention, vacancy, absence rate and annual turnover.

4. CONCLUSIONS

- 4.1 Tameside Children's Services continue to face challenges associated with the recruitment and retention of social workers.
- 4.2 Social worker recruitment is an extremely competitive market, with the Council competing with agency pay rates and other authorities to attract high quality practitioners.
- 4.3 The Children's Social Care Improvement Plan includes priority actions related to the social care workforce.
- 4.4 GM and regional councils are working collaboratively to address national challenges in social work recruitment and retention.
- 4.5 There is a need to increase experience within the workforce and in key roles, with almost one third of children's social workers in Tameside being newly qualified ASYE.
- 4.6 The Council's fixed pay scale covering both newly qualified and experienced social workers may explain challenges in recruitment and retention of experienced social workers to permanent positions.
- 4.7 The stability of leadership and creation of an inclusive working environment that enables staff to feel valued and respected can start to achieve greater permanence and experience within the social care workforce.
- 4.8 Some authorities have chosen to introduce financial incentives such as a 'golden hello' payment, in order to attract and recruit children's social workers.
- 4.9 A range of further organisational support actions have been identified and will focus on addressing the supportive and development aspects of the local offer to social workers.
- 4.10 A national review has identified a growing need for authorities to introduce a more structured and supportive pathway for newly qualified social workers, that goes beyond the 1 year ASYE.
- 4.11 First impressions count and the Council's induction programme for new starters can further support the retention of children's social workers.
- 4.12 To further support work on recruitment and retention, local authorities are introducing a dedicated workforce strategy for children's social care.

5. RECOMMENDATIONS

- 5.1 That the Council continues to support regional conversations and decision-making aimed at stabilising the recruitment market for children's social workers.
- 5.2 To review and consider any existing delays or barriers in the application and recruitment process for children's social workers.
- 5.3 That the Council avoids the use of financial incentives to attract social workers, with concerns that this may destabilise the workforce and generate unnecessary risk to the quality and consistency of practice.
- 5.4 That the Council introduces a standalone workforce strategy for children's social care that is underpinned and driven by a vision and ambition for workforce retention.
- 5.5 To strengthen the induction programme for staff joining the authority, that includes a minimum of two keeping in touch days for children's social workers at 3 to 4 weeks and 3 to 4 months. To consider options and induction needs of agency social workers joining the authority.
- 5.6 To complete exit interviews with all social workers leaving the authority, including agency.
- 5.7 To introduce an extended career development package for newly qualified social workers that extends beyond ASYE. To routinely evaluate the retention success of ASYE social workers.
- 5.8 That Children's Services embed a learning culture and create a working environment where staff feel safe and confident to provide feedback at the earliest opportunity. To consider staff wellbeing surveys and a skills audit of the workforce and managers to inform training and development needs.
- 5.9 That a review of the non-case holding Practice Manager role is undertaken, regarding the wider impact this has on workloads and complex case management.
- 5.10 To monitor the impact that workforce pressures and instability has on staff wellbeing and social worker absence and sickness rates within Children's Service.

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SCRUTINY ACTIVITY AND WORK PROGRAMME – 2022 to 2024

CHILDREN'S SERVICES SCRUTINY PANEL

Tameside Scrutiny Panels are required to publish an Annual Work Programme of planned activity. The programme of work will cover a two-year rolling period that is to be reviewed, updated and agreed on an annual basis.

The annual work programme will aim to reflect priority issues across the Council and external partners. Work will continue to improve the flexibility, responsiveness and reporting methods of all scrutiny activity undertaken.

Each year a range of emerging topics and issues may require the attention of Scrutiny. It is therefore important to ensure efforts are best placed to support and influence effective decision-making, with the added focus on improving outcomes for residents and communities.

Scrutiny Activity

Work has been undertaken to develop a list of topics for consideration. The Annual Work Programme is to be reviewed and signed off at the next meeting of Overview Panel on 25 July 2022.

There is a range of options available to each Scrutiny Panel as to how activity is planned, with a further need to consider timescales and future reporting. The Chair will work closely with panel members in order to determine the best approach for how activity will be undertaken.

Scrutiny activity will continue to adopt a combination of approaches to review service and performance updates, respond to formal consultations, focus reports of the Local Government and Social Care Ombudsman and areas in need of more in-depth review. This includes a responsibility for:

- Research and insight on a particular issue, including desktop reviews
- Review of decisions and recommendations
- Follow-up (from previous review / municipal year)
- Engagement and consultation – to provide responses to pre-decision activity
- Consideration of decisions and reports from the Ombudsman
- Budget updates
- Receive updates on key issues as they arise
- Active monitoring of national and regional policy and substantive variation to service change

Plans remain in place to keep scrutiny members informed on the range of engagement and consultation activity taking place both within the Council and across partners. Where deemed appropriate, the wider development of scrutiny may include project support and service development work undertaken at the request of the Executive as a critical friend.

Remit of the Panel

The Children's Services Scrutiny Panel has responsibility to consider all matters related to Children's Social Care and Education. The Panel will be the main mechanism by which Scrutiny members will scrutinise and monitor the planning and performance of the Council's services to children and young people and the Corporate Parenting role. This includes regular oversight of improvement related to Social Care, Early Help, Youth Services, the safeguarding partnership, Education and SEND. To promote 'critical friend' challenge to the Council's Executive specific to Ofsted improvement and to deliver statutory functions when educational matters are considered.

Part of the Panel's work will be to seek the lived experience of children and young people about the services they receive. The Panel will look to ensure there are sufficient and adequate mechanisms in place to encourage participation, with the aim to inform service delivery, wider improvement set by Ofsted framework and practice standards.

Past Activity – 2021/22

The table below provides a brief summary of Scrutiny activity and oversight undertaken during the 2021/22 municipal year, for information.

Children's Services
<ul style="list-style-type: none">• Children's Social Care Improvement Plan• Ofsted focused visit - outcomes• Tameside SEND inspection• Fostering recruitment and retention• Corporate Performance Scorecard• Mid-year and Annual Budget Update

Annual Work Programme

Scrutiny will undertake core assurance activity across improvement activity, to include:

- Children's Social Care – Self Evaluation Framework (SEF)
- Improvement Plan
- Safeguarding Partnership
- Ofsted activity and reports

The work programme below captures the input and discussion of panel members in June 2022. The list of topics does not reflect the order in which activity will be selected or undertaken.

Children's Services Scrutiny Panel
<p>Areas of primary focus</p> <ul style="list-style-type: none">• Children's Social Care<ul style="list-style-type: none">- Improvement progress / challenges / benchmarking with 'Good' authorities in GM- Ofsted monitoring and self-evaluation- Safeguarding and child protection – including risk to exploitation / missing children- Transition services - support for care leavers- Placements and accommodation- Fostering and adoption- Health services for cared for children- Voice of the child in practice- Practice standards in social care - Signs of Safety- Access to support / working with parents and families to reduce risk and to prevent statutory intervention- Workforce stability – including recruitment and retention- Partnerships and effectiveness of multi-agency arrangements• Education SEND inspection - next steps and progress against Ofsted key findings <p>Other areas of focus</p> <ul style="list-style-type: none">• Health Services for children and young people – including mental health support in schools• Schools White Paper – implications for Tameside / education investment areas• Provision of Youth Services and activities for young people – wider impact on outcomes• Youth unemployment• The Panel to receive regular updates during the year regarding new and emerging areas

Additional in-year monitoring
<ul style="list-style-type: none">• Budget updates – annual and mid-year
<ul style="list-style-type: none">• Feedback and learning from complaints (LGSCO)
<ul style="list-style-type: none">• Performance monitoring against corporate priorities

Future meetings

The table below shows the dates of future meetings for the 2022/23 municipal year and the topics and monitoring already identified and confirmed.

Children's Services Scrutiny Panel				
27 July 2022	21 September 2022	2 November 2022	11 January 2023	8 March 2023
<ul style="list-style-type: none"> • Children's social care update • Corporate Performance Scorecard 	<ul style="list-style-type: none"> • Response to LGSCO focus report – Out of school, out of sight? • Revised SEF • Corporate Performance Scorecard - monitoring 	<ul style="list-style-type: none"> • Children's placement sufficiency • Response to mid-year budget update 	<ul style="list-style-type: none"> • Children missing from home and care • Children's social care Improvement Plan • Children's social care scorecard • Report – Social Worker Recruitment and Retention 	<ul style="list-style-type: none"> • Tameside SEND Services – Ofsted key findings and Improvement (1 year on) • Children's social care scorecard • Response to annual budget update

The Scrutiny Panel to receive a report of the Safeguarding Children Partnership, to include minutes and actions of the partnership meetings. To be tabled at the earliest opportunity and in line with the calendar of meetings.

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Ofsted Inspection of Tameside Children's Service – May 2019

Operational	Strategic
<ul style="list-style-type: none"> • Children in Care – consistency of practice. • Views of children to better inform assessments and actions. • Child protection conferences / IROs - oversight and challenge. • Removing any delays in delivering timely permanence for children in care. • Information recorded and passed between the Early Help Hub and MASH – decisions being made and possible gaps/risks. • Quality and appropriate referrals from partner agencies. • Strategy discussions – speedier distribution of note and actions with all partners involved. To build consensus and ownership of the agreed actions and expectations for delivery. • Timeliness of applications to court in order to secure welfare. Lack of detail and clarity in the letters to parents and what is expected of them. • A need to align EHCP plans with that of CIN and CPP. • The impact of supervisions in supporting the progressions of plans for children. • Strengthened life-story work undertaken in long-term foster care. • Addressing mental health needs of young people at risk of exploitation or going missing. Specifically for Social Workers involved in Healthy Young Minds. Not as strongly address as it is by the duty and safeguarding teams. • Around half of initial health assessments take too long. • Care plans and review meetings to identify and reference support for young people to access hobbies and interests. • Support and training for foster carers. • Leaving care and the potential for earlier allocation of personal assistants. 	<ul style="list-style-type: none"> • Children in Care – ambition / impact. • Caseloads – knock-on effect. • Out of hours – workforce planning / contingency. • Delays – children waiting too long for initial child protection conference. Speed of assessments to match the needs of children. • Direct practice and techniques – voice of children / recording of basic personal data. • Clearer and more specific actions to address risk when reviewing CIN and child protection plans. A need for desired outcomes and timescales. • Structure of pre-proceedings work. • Arrangements in place to support children with a disability. • Permanence planning. • To achieve more sustainable relationships by reducing the 'rate of change' in social worker contact with children. • The ability of support to harness individual aspirations and educational needs. The link to achieving improved attainment outcomes. Personal Education Plans and the need to improve future connection and linkages between Children's Services and Education. Availability and access to alternative provision. • Contact centre – fit for purpose? • Managerial oversight and assurance, with regards to a small cohort of children placed in unregistered settings. • Interpretation and understanding of performance information presented to the Corporate Parenting Board. What this means for children.

Ofsted Focused Visit – May 2021 (Covid – remote visit)

What needs to improve in this area of social work practice

- Workload of social workers and personal assistants.
- Access to sufficient and suitable placements.
- Support for care leavers.
- The oversight of social work practice by all managers – to ensure there is a focus on the experiences and outcomes for children and young people.
- Senior leaders work with health partners to improve attendance at multi-agency meetings and timeliness of health assessments for children in care.

Findings

- Scrutiny by senior leaders is too focused on measuring process through performance data and overall audit grades rather than the evaluation of the experiences of children.
- The need to be more child-focused in senior leaders' approach to performance management and quality assurance.
- Although the results of audit work is collated and reported to senior leaders, these actions are often too focused on process and do not routinely have an impact for children.
- Supervision takes place regularly and provides support for social workers, but does not provide effective challenge or sufficient reflection on the quality of practice.
- When the outcome of screening is that further information-gathering is needed to inform next steps, some children experience delay before they are provided with support from early help.
- For many strategy meetings, health colleagues are not represented, leading to gaps in some of the information available to inform decisions about the level of risk. This means that social workers and managers cannot be confident that the decisions made are appropriate.
- Changes in social worker directly impacting some children, with drift and delay in the progress of their plans.
- When children go missing, the impact of return home interviews is limited by the overly rigid use of closed questions and they do not inform future planning in a meaningful way.
- When children need to come into care, a lack of placement choice leads to some children being placed in unsuitable placements. A lack of sufficiency within the local authority's own resources, as the result of an underdeveloped fostering service, has left them over-reliant on residential provision. In addition, a small number of children with complex needs are placed in unregistered settings.
- The number of care leavers in education, training or employment remains too low and is below that of other local authorities.
- The quality of support for care leavers is significantly impacted upon by the high caseloads of the personal advisers in the leaving care team. Their basic and immediate needs are responded to, but high caseloads mean that for many, the support is overly focused on short-term problem-solving and does not demonstrate ambition to enable them to reach their full potential.

Ofsted Focused Visit – April 2022 ‘Front Door’

Areas for priority action

- Political and corporate leaders’ understanding of the strengths and areas for improvement and for this to be underpinned by a well-informed self-assessment and improvement plan that will drive and monitor practice improvement effectively.
- Timely interventions to assess and reduce risk to children, including multi-agency strategy meetings and the allocation of a social worker to see children.

What needs to improve in this area of social work practice

- The quality and timeliness of child and family assessments to inform next steps planning.
- The effectiveness of management oversight, including the frequency and quality of supervision and the challenge of poor social work practice that causes drift and delay.
- The strategic and operational relationship with Greater Manchester police, to ensure timely engagement in child protection assessment and planning.

Findings

- Improvements include the move of the multi-agency safeguarding hub (MASH) to new premises, which has enabled the co-location of early help and MASH, the development of neighbourhood teams and the reintroduction of duty and assessment teams. Early help assessments that are completed by partner agencies have increased and schools are supported to work more closely with social workers.
- Despite recent changes, political, corporate and operational leaders do not know their services and the impact for children well enough.
- Before this visit, leaders were not fully aware of the extent and impact of repeated contacts about children, the systemic delay in convening multi-agency strategy meetings and in allocating a social worker to assess risks and needs in a timely way.
- When children are at risk of significant harm, there is a systemic delay in the process for convening strategy meetings.
- Too many children experience unnecessary delay in having their needs assessed and met. In most of the cases that inspectors reviewed, children were not allocated a social worker from the duty and assessment team in a timely way.
- The application of threshold is not always consistently applied at the front door.
- Decision-making about what happens next is not consistent and some children’s cases are closed too quickly, without a comprehensive child and family assessment to fully understand their lived experiences and the potential risk they face.
- Assessments are not always timely. They lack a robust analysis, do not consider all information about families or do not always include relevant adults, including fathers and wider family members.
- Supervision for social workers in the duty and assessment teams is not always held regularly and it is not effective enough to improve children’s circumstances. Records of supervision do not include reflection, review previous actions or have new actions for the social worker.

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