

CHILDREN'S SERVICES SCRUTINY PANEL

Day: Wednesday
Date: 8 November 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 meetings held on 13 September 2023 and 4 October 2023.	1 - 8
4.	CHILDREN'S SOCIAL CARE PERFORMANCE AND QUALITY ASSURANCE The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); Allison Parkinson, Director of Children's Services; Alison Montgomery, Assistant Director; Melanie Field, Interim Head of Quality Assurance; and James Smith, Performance, Intelligence and Scrutiny Manager, to review the Children's Social Care and Early Help Scorecard and to receive a summary of findings and learning from recent quality assurance work and audits, with a focus on practice improvement.	9 - 36
5.	CHILDREN'S SOCIAL CARE IMPROVEMENT PLAN The Panel to meet Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); and Allison Parkinson, Director of Children's Services, to receive the updated Children's Social Care Improvement Plan.	37 - 68
6.	CHAIR'S UPDATE The Chair to provide a verbal update on activity and future priorities for the Panel.	
7.	DATE OF NEXT MEETING To note that the next meeting of the Children's Services Scrutiny Panel will take place on Wednesday 10 January 2024.	

8. URGENT ITEMS

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

Children's Services Scrutiny Panel 13 September 2023

Commenced: 6.00pm

Terminated: 7.45pm

Present: Councillors Roderick (Chair), Tilbrook (Deputy), Fitzpatrick, Howarth, Martin, McLaren, Owen, Robinson, T Smith

17. DECLARATIONS OF INTEREST

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

18. MINUTES

The minutes of the meeting of the Children's Services Scrutiny Panel held on 26 July 2023 were approved as a correct record, subject to the following amendment.

The following action be noted under Item 4 of the agenda. That a working group is established to review the effectiveness of services and support for care leavers in Tameside. The Chair sought the interest of panel members and confirmed that the working group will consist of the Chair, Deputy Chair, Councillors Fitzpatrick, Howarth, Martin and McLaren.

19. CHILDREN'S SOCIAL CARE

The Panel welcomed Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); Allison Parkinson, Director of Children's Services; Alison Montgomery, Assistant Director of Social Care; Vicki Lawson, Assistant Director of Quality and Improvement; and Jane Sowerby, Assistant Director of Education, to receive an update on Children's Social Care.

The Panel received a verbal update and introduction from Councillor Fairfoull and officers. Details of new leadership and service arrangements was provided, including actions taken to identify and deliver a set of immediate and stabilising priorities within children's social care. The work ongoing will aim to determine the overall effectiveness of services and systems to deliver timely, responsive and quality outcomes for children and families.

It was reported that during recent weeks there has been a relentless drive to assess and analyse the current position of services. The work considers practice improvement and the overarching professional accountability of managers and practitioners in order to build greater trust and confidence in the robustness of systems in place.

The Director of Children's Services provided members with the following headlines of recent and planned activity.

- Completed a rapid review and diagnostic of the effectiveness and responsiveness of services and systems across children's social care.
- Understanding the requirements for practice improvement and moving services forward.
- Review of 'front door' arrangements - Multi-Agency Safeguarding Hub (MASH).
- Improving response times with regards to social care referrals and risk assessments for children.
- Testing the overall quality of social work practice.

- Addressing the timeliness and assurance of pathway plans for children and improving the frequency for Child Protection (CP) and Child in Need (CIN) contacts and visits.
- Bolstering management oversight at all levels.
- Strengthening the effectiveness of quality assurance tools, case auditing and supervisions.
- Making the best use of available data and performance – developing a scorecard that is child focused. Reinstating the Early Help scorecard.
- Creating a positive environment where the concerns and ideas of staff can be openly shared and discussed.
- Held a full staff briefing session and also met with head teachers.
- Creating a schools, colleges and early year's consultative group.

Panel members sought assurance on the actions taken to stabilise parts of the more formal and statutory provision. This includes areas where possible delays or gaps had been identified, with the priority to remove any potential risks or uncertainty for children.

Members also asked about the future reporting of performance data to the Scrutiny Panel. The current scorecard can be difficult to interpret and understand for the purpose of oversight and monitoring. A request was made that consideration be given towards the future reporting of data and ways to make the information appear more child focused and to provide members with the ability to consider the quality social work practice.

Councillor Fairfoull and officers responded to a number of further questions from the Panel on:

- The functionality and effectiveness of current safeguarding partnership arrangements and measuring the impacts
- LADO arrangements
- Placing children at the heart of everything we do
- Learning from complaint to Children's Services - themes and outcomes
- Measuring the impacts of changes on staff members and morale

Actions: The points for action include:

- Scrutiny Chair and Deputy Chair to meet with Councillor Fairfoull and Allison Parkinson to discuss a forward plan of the service and the Scrutiny work programme.
- For Scrutiny to receive a performance scorecard that provides greater clarity and with a focus on children and the quality of social work practice.
- The previously formed Scrutiny working group to now commence a review of the effectiveness of services and support for care leavers.
- Training to be provided to the Scrutiny panel members to assist them in ensuring there is effective challenge and scrutiny of the Executive.

20. CHILDREN'S PERFORMANCE SCORECARD

The Panel received the performance scorecards measuring Early Help and Children's Social Care outcomes.

21. CHAIR'S UPDATE

The Chair updated members on the following matters.

- The emerging national issue regarding school closures linked to Reinforced Autoclaved Aerated Concrete (RAAC). A service response has confirmed that RAAC is not present in the buildings of local authority-maintained schools.
- Scrutiny members to receive notification and invitation to attend an upcoming Mid-Year Budget session, with a date to be confirmed.

22. DATE OF NEXT MEETING

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

23. URGENT ITEMS

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

CHAIR

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Children's Services Scrutiny Panel

4 October 2023

Commenced: 6.00pm

Terminated: 6.45pm

Present: Councillors Roderick (Chair), Tilbrook (Deputy), Fitzpatrick, Howarth, Karim, Martin, McLaren, Owen, T Smith

Apologies: Councillor Robinson

24. DECLARATIONS OF INTEREST

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

25. CHILDREN'S SAFETY

The Panel welcomed Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families); Sandra Stewart, Chief Executive; and Allison Parkinson, Director of Children's Services, to receive an update specific to the safety of children in Tameside.

The Chief Executive thanked the Chair for the invitation to attend a reconvened meeting of the Scrutiny Panel. The purpose of the update is to provide panel members with additional context, reassurance and clarity regarding the current safety of children in Tameside. It had become apparent that a misunderstanding on this fundamental point had occurred from a previous meeting held on 13 September 2023. This was specific to children's safety, the robustness of current systems and incorrect information subsequently being shared outside of the meeting.

The Chief Executive confirmed that the undertaking of a recent diagnostic has led to a speedy and comprehensive appraisal of current services and systems within Children's Social Care. The outcomes of this have provided a high degree of confidence and certainty that children known to the authority are to be considered safe.

Quite rightly and as would be expected, it is not practicable for Children's Services to confirm with any degree of confidence or certainty that all children in the borough are safe, all of the time, specifically for those who are not known to services. Assurance was provided that should any concerns be raised about a child in Tameside that systems operate effectively and in a way that can react and safeguard children from immediate risk or harm.

It was confirmed that the diagnostic was undertaken with a heightened level of challenge and independence, that surpasses that of any standard checks and balances completed by the service itself or indeed that of such Peer Review / Peer Challenge. While areas for improvement and change were identified, the diagnostic provided the necessary assurances that systems are behaving as would be expected, by identifying and highlighting concerns promptly.

The Deputy Executive Leader advised that questions and scrutiny of this nature are welcomed. With Tameside Council having a dedicated Children's Services Scrutiny Panel, the connection between the Executive and Scrutiny helps to ensure all are working well together and in the best interests of children and families. The recent diagnostic has confirmed that systems are robust and effective, something that has previously been supported by Ofsted inspections and monitoring visits, with no concerns raised regarding the ability of services to keep children safe.

The Director of Children's Services advised members that necessary changes have been made to certain processes and the service is continually checking they are producing the required results. There are issues around the quality and standards of practice not being consistent across the piece that need addressing. Achieving child-focused outcomes will remain a key driver for success. While concerted efforts have been made to drive improvement across all areas, there is now an opportunity to reflect and assess where immediate focus can be placed on the quality and consistency of social work practice.

The Panel asked about the methods to identify and respond where practice standards are judged to be substandard, along with the training and support needs that will ensure greater quality and consistency.

The Director of Children Services responded by explaining that this requires a whole system approach, to embed practice standards (Signs of Safety) with both targeted and universal training and to strengthen the audit and quality assurance processes. A priority going forward is for all services to become 'brilliant at the basics', which requires extra work with managers – for example, while the timeliness of visits has improved the quality of those visits is also a key consideration. We are focused on becoming better informed of what this translates to regarding outcomes for children and driving practice going forward.

Further detail was provided on actions delivered and to be take forward, this includes:

- A redrafting of the Children's Social Care Improvement Plan and Self Evaluation Framework
- Whole staff engagement sessions
- Leadership meetings held weekly
- Practice Week planned for November
- Creating a Workforce Board to address specific areas in achieving greater permanency in the children's workforce, supporting newly qualified social workers and creating a sense of place as an employer.

The Director of Children's Services advised members that service level data is good and can be relied upon. Next steps are to make better use of this and going forward establish a clearer set of parameters within which data can be used to inform delivery and planning.

The Chief Executive added final comments that Children's Services has and will remain a priority area for the Council. Examples of this include the ongoing budget commitment, investment and the consideration of past decisions to protect these services from the significance of budget reductions.

The Deputy Executive Leader and officers responded to a number of further points:

- The DCS is well supported internally has access to support and wider networks at a regional level.
- Future arrangements will be made that address any gaps in corporate parenting training for elected members and to consider the timeliness of such sessions and a future rolling programme.

Actions: The points for action include:

- Future items for the Children's Services Scrutiny Panel meeting on 8 November 2023.
 - Performance – to receive and comprehensively review the Children's Social Care and Early Help Scorecard to include the data dashboard and a cover report highlighting areas of concern and associated action planned.
 - Quality – summary of findings and learning from recent quality assurance work and audits, and how this has been translated into changes and improvements to practice.
 - Improvement – to share and run through the updated Children's Social Care Improvement Plan.
- Training for the Chair and panel member to be explored, specific to the oversight and Scrutiny of Children's Services

26. URGENT ITEMS

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

CHAIR

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Performance Management Framework for Children's Social Care

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November 2023



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1. Introduction

Our People – Our Place – Our Plan - For Everyone Every Day

Our vision is that all children, young people and families in Tameside have the best start in life, to grow, thrive and achieve their best outcomes. Tameside partners and communities work together to co-ordinate services to demonstrate improved overall wellbeing and quality of life for our children.

Everything we do, our leadership, procedures, measures and learning must always focus on what practitioners actually do with children and families, and what the quality and impact of that work is.

We collect and measure enormous amounts of data, and whilst we know we have improved upon our ability to analyse what we collect, we also know that we can use data to even greater effect to drive improvements in the quality of practice.

We have strengthened our approach to quality assurance through our Quality Assurance Framework (QAF) to ensure measures are meaningful to the people who do the work, support learning and improve practice.

This performance management framework compliments the QAF, creating a quality assurance and performance management system that encompasses:

- Collaborative case audit
- Dashboards to monitor application of our practice framework in individual case management;

- Children, young people, parents/carers staff feedback and feedback from partners on practice and organisational fit and leadership respectively;
- Core data for monitoring specific goals, case trends and outcomes.

Through our quality assurance and performance management activities we will demonstrate we understand ourselves and the difference we are making to the lives of children, young people, families and carers. This will be through good use of data, information, children, young people and family feedback, compliments and complaints - always asking 'how can we make things better?' and being curious and innovative in our practice.

This Performance Management Framework includes all key performance related activity undertaken by Children's Social Care to ensure our work with children and families is carried out to the highest standard. It aims to improve our understanding of whether we are supporting the right children, in the right way, at the right time, and whether we are making a difference to the progress that children make and the outcomes they achieve. This framework is designed to help us in our improvement journey and will inform our self-assessment and service planning.



2. Performance Culture

To keep the child at the heart of everything we do, it is important to measure and provide evidence of the quantity, timeliness and the quality of social work practice and service delivery. We will listen to children, young people and families, to ensure we provide the best outcomes for the children and young people we work with. This requires a strong performance and quality assurance system to be in place which evidences that services are being delivered effectively and to a high standard.

In conjunction with our QAF this Performance Management Framework outlines our practice and management activity to ensure children and young people receive the quality of outcomes they deserve. They compliment each other in an improvement cycle that helps to set our practice standards, monitor our impact, and provide the information for continual improvement.

An effective Performance Management Framework consists of:

- Regular reporting and analysis of accurate performance data
- Clear monitoring and quality assurance arrangements
- An effective, evidence-based set of performance management and improvement processes
- Ownership and understanding by staff at all levels in the organisation
- A clear child-centred focus on impact, aimed at improving services and outcomes
- Oversight and scrutiny by senior management and members.

We believe that performance management is everyone's responsibility. We use a strengths based model of accountability and learning that offers high support and is balanced by appropriate child-centred challenge. All staff and managers are responsible for their own work and their contribution to the work of their team and service.

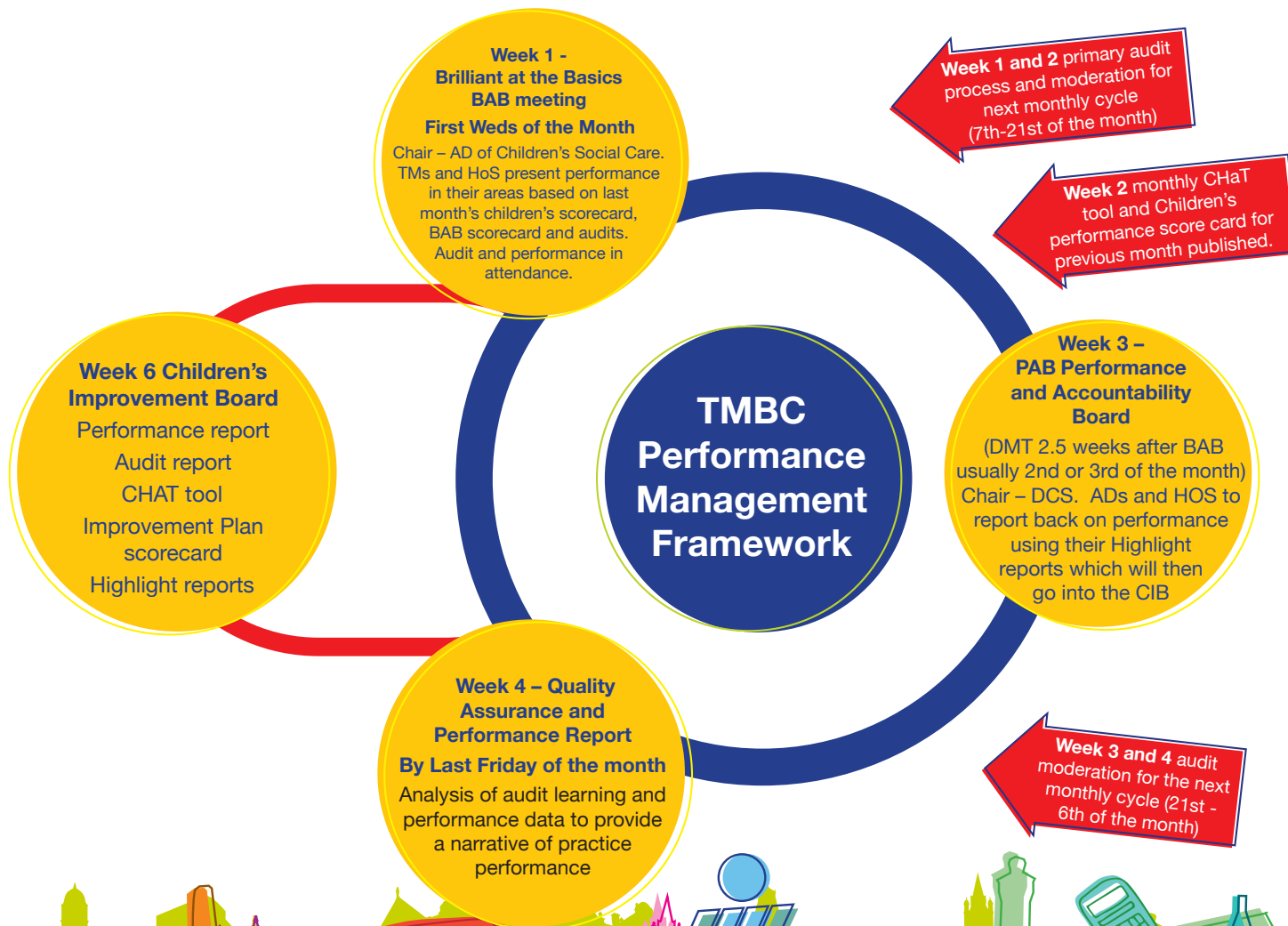
Those roles and responsibilities are set out in detail at section 5 below. Senior managers have additional responsibility to monitor and address performance issues within their service area, team and with individual staff members. All managers will be equipped with the skills, knowledge and tools to access, understand, interpret and use performance information.



3. Performance Management Framework

Practice Improvement Activity

Collaborative Audits
 Thematic Audits
 Quarterly Practice Week
 Peer reviews
 Internal reflective practice discussions
 Rapid Reviews
 Child Safeguarding Practice Reviews
 National thematic learning reports
 Feedback from Children and families
 Feedback from IRO/ Chairs Feedback from Children in Care Council
 CAFCASS and feedback from proceedings
 Complaints and compliments
 Exit interviews / staff feedback
 Staff performance management process
 Panel meetings



Performance Inputs

Children’s Scorecard
 Improvement Board Scorecard
 Brilliant at the Basics (BAB) Scorecard
 ChAT (Annex A data report)
 Whole Service Data book
 Whole Service Data Quality Report
 Annex A Child Level Data and Data quality lists
 Daily and Weekly data reports
 Business Object Reporting (moving towards operational dashboards)
 Highlight reports
 Audit Report
 Inspection and feedback
 Safeguarding Learning Reviews
 CSC learning case reviews



Within Children's Services, the Directorate Management Team (DMT) oversees a set of performance management and quality audit meetings. These centre around a monthly Brilliant at the Basics Meeting (BAB) and Performance and Accountability Board (PAB) from which performance is reported to our Children's Improvement Board every 6 weeks.

The monthly performance cycle of meetings and actions creates a methodology of ensuring a shared focus and accountability regarding performance management to ensure children's best outcomes from social worker practitioner levels, managers, Heads of Service and Senior Leaders.

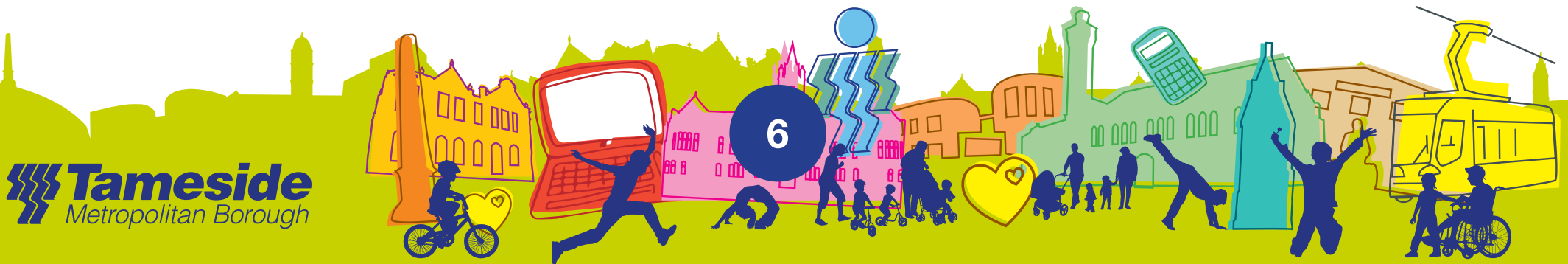
The cycle operates as a 4-weekly cycle (week 1, 2, 3 and 4). The data sent out by the Performance and Intelligence team covers the key performance indicators (KPI's) for each service area and other vital information to support a high standard of service delivery and performance, via a review, analysis, learn, plan and action. The following key data sets are produced:

- **ChAT Tool** – monthly reporting 1 month behind of Annex A data on the **seventh** of each month.
- **Children's Scorecard** monthly reporting 1 month behind on the **twelfth** of each month. This is an overview of various performance measures related to KPI's for all of children's services.
- **Brilliant at the Basics (BAB) Scorecard** – produced weekly by 12 noon Monday for consideration at DMT.
- **Improvement Scorecard** – indicators aligned to our Improvement Plan, produced 6 weekly, **2 weeks before Children's Improvement Board** for consideration at the Board.

The framework provides a set of measures and reports that provide evidence of the quantity, timeliness and quality of social work practice and service delivery. The data sources are being developed to include service user and front-line staff feedback to ensure that there is an inclusive approach to performance management.

Bringing together both audit information and performance data into a single Quality Assurance and Performance report by the last Friday of every month enables a better understanding and narrative of our performance and its impact on our children, young people and families. Where our data tells us we can improve we will interrogate this further to understand ourselves better and respond with improvements.

The performance management activities are in addition to routine and regular performance monitoring processes such as statutory reviews, supervision, complaints and service user feedback.



Week 4	Head of Quality Assurance and Audit and Performance and Intelligence Lead preparing QA and Performance report by the last Friday of the month for consideration at DMT and Improvement Board. This report will bring together all work into one place so key learning is identified and the impact of agreed actions are monitored through this Performance Management Framework. BAB Scorecard as standard item on DLT to monitor impact of Improvement Plan.
Week 6	Improvement Board



4. Governance and Accountability

All performance reporting and activity is held within a governance arrangement which ensures that there is visible accountability from team level up to and including the Corporate Senior Leadership Team and Executive Cabinet.

Senior Leadership and accountability for performance across social care is strengthened through an independently chaired Children's Improvement Board where audit and performance data is tabled as standard and scrutinised by senior members, senior officers, partners, and DfE advisors. Focus on the service's improvement journey is also considered via a dedicated Children and Families Scrutiny Committee. There are also monthly Children's Services performance sessions with the Leader, Chief Executive, Lead Member and the DCS to identify corporate barriers and solutions for improvement.



5. Roles and Responsibilities

Elected Members:

- Strategic oversight of the effectiveness of performance management in specialist children's services
- Scrutinise and challenge performance and service improvement initiatives
- Hold senior managers and directors to account for the performance of those matters for which they are responsible

Senior Leaders - Executive Director and Assistant Directors

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Advise members, regarding the setting of strategic direction and performance improvement priorities
- Set appropriate outcome-based targets and standards for performance
- Challenge and support managers within the service to develop appropriate actions plans to address poor performance
- Identify and manage strategic and cross cutting performance themes
 - Advise Members, regarding the setting of strategic direction and performance improvement priorities
 - Set appropriate outcome-based targets and standards for performance
 - Identify and manage strategic and cross cutting performance issues and opportunities facing Children's Services
 - Ensure the robustness of Children's Services contribution to reports on key strategic performance issues detailed in Quarterly Performance reports, including action taken to address areas of weak performance
 - Ensure the integration of performance management into the culture of the Children's Services.

All Heads of Service Are responsible for ensuring that performance is effectively managed and continuously improved within all areas of their service to standards expected by our customers and community. They have a key role to:

- Ensure the voices of children, young people and families are used to improve our practice and service delivery.
- Promote and embed a performance management culture within their respective areas of service
- Hold managers to account for the performance of their areas of responsibility, which will include specific challenge and support to address poor performance at a service, team and individual level
- Identify, analyse and understand and continuously improve service performance
- Report as required to Members, SMT and DLT on their service area performance through the scrutiny of strategic service plans and budgets
- Monitor service standards and performance
- Ensure the collection and input of all national and local data requirements, relating to their areas of responsibility including ensuring returns are validated for Children's Services
- Communicate the importance of the related Children's Services national and local indicators and measures and ensure data quality
- Ensure required inspection evidence and documentation is made available
- Provide annual assurance on the effectiveness of controls in place to mitigate/reduce poor performance within their service
- Maintain awareness of and promote the approved Performance Management Framework to all relevant staff



- Ensure performance management is integrated into the service planning process and staff appraisals
- Ensure that the Quality Assurance Framework is understood by all staff in the service
- Ensure that the actions contained within the Quality Assurance Framework are undertaken and the resulting actions to improve practice and processes are carried out and the impact of any action/activity monitored/evaluated routinely
- Incorporate results of community consultations, customer feedback and complaints into service performance
- Ensure the involvement of front-line staff in setting SMART and stretching targets
- Work with colleagues across the Council to inform, challenge and improve performance in key cross cutting areas.

Team Managers: Are responsible to manage and improve performance effectively in their particular service area:

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Identify, analyse, profile and improve service performance
- Hold managers and staff to account for the performance of their areas of responsibility, which will include specific challenge and support to address poor performance at a team and individual level
- Maintain awareness of and promote the Performance Management Framework to all relevant staff and contribute to the development and embedding a performance management culture
- Ensure performance management is integrated into the team planning
- Ensure performance management is a regular item in team meetings and in 1:1's (supervision) and allows review, challenge and innovation
- Ensure performance data is captured in an accurate and timely manner.

Safeguarding and Quality Assurance Service - Promote a culture of performance management within the organisation

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Develop the Performance Management Framework with arrangements for regular review
- Support the implementation of the Performance Management Framework across Children's Services
- Co-ordinate the provision of performance management profiles and information to all key stakeholders
- Feedback learning from customer and service surveys and ensure that this is utilised to scrutinise, inform and challenge performance provision of Children's Services and service-based advice, support and training as required
- Assist the operational unit to co-ordinate, develop and review the service planning process and corporate improvement plans, representing the requirements and issues for Children's Services in order to strengthen performance management across the Council
- Support project and service evaluations as required
- Support operational service in embedding the Quality Assurance Framework and provide an offline check and balance regarding the effectiveness of the quality assurance function.
- Develop the Quality Assurance Framework and supporting tools
- Undertake agreed Audits, Deep Dives and provide learning from Safeguarding Practice Reviews
- Provide a review, challenge and support function for service and business plans
- Manage the process of externally audited performance and thematic assessments and inspections for the Council.
- Support the data integrity and audit of national and local performance indicators and measures through focused investigations and general advice



6. Quality Assurance Framework

This Performance Management Framework should be considered with the Quality Assurance Framework, which captures practice auditing, improvement actions and learning and development activity.

Our Quality Assurance Framework enables us to robustly relate performance management data with quality assurance with three simple interrelated questions. How much did we do? (Service activity), linked to how well did we do it? (Quality) for families and most importantly, with all this effort did we make a difference to children lives? (Is anyone better off?).

Measuring the impact of our work at all levels across Children's Services is crucial in closing the quality assurance loop and demonstrating the difference our services make to improving children's outcomes. Consequently, the QAF underpins Tameside's Practice Standards that detail expectations for each part of the service ensuring everyone is clear about what good practice looks like and understands what is expected of them as they carry out their work with children and families.

Our programme of audit activity aims to:

- Provide assurance that practice positively influences outcomes for all vulnerable children and young people;
- Take into account the requirements of inspection bodies;
- Involve all children's social care staff in continuously seeking to improve their practice
- Ensure consistency of practice across children's social care and specifically the use and deployment of our Signs of Safety practice framework;
- Embed a culture of learning, confident practice and feedback;
- Identify areas of practice improvement to inform the performance conversation & appraisal process

Staff at all levels within the service are responsible for quality assurance. Ensuring that all work is undertaken within agreed timescales and is compliant with legal and policy requirements is a shared and individual responsibility. We expect our staff and managers to undertake work to the standard expected by both national and local guidance and expectations.

The Quality Assurance and Performance Report will continue to bring together all QA and performance work into one place so key learning is identified and the impact of agreed actions are evaluated through the Performance Management Framework.



7. Conclusion

This framework provides a fixed system of service improvement within Children's Social Care that will deliver regular reports to the wider leadership team, partners, managers and staff to ensure that we know our service well. The performance framework is a dynamic and active process that seeks to identify good and outstanding service delivery to ensure that this is spread across all teams. It will also ensure that managers at all levels within the organisation can have appropriate information and details of performance that is not meeting the required standard, what actions are required to address this and can track and monitor improvements in performance. The content of the framework will ensure that the service remains child and family orientated and is in touch with our staff and the demands they face.

The Performance Management Framework will also be used to inform the self-evaluation and to provide an evidence base for the Improvement and Delivery Plan. It will also act as source data for future OFSTED ILACS.



Version History			
Version	Date Issued	Brief Summary of Change	Author
1.0	October 23	Draft developed	Emily Drake
2.0		Reviewed and updated	
3.0			

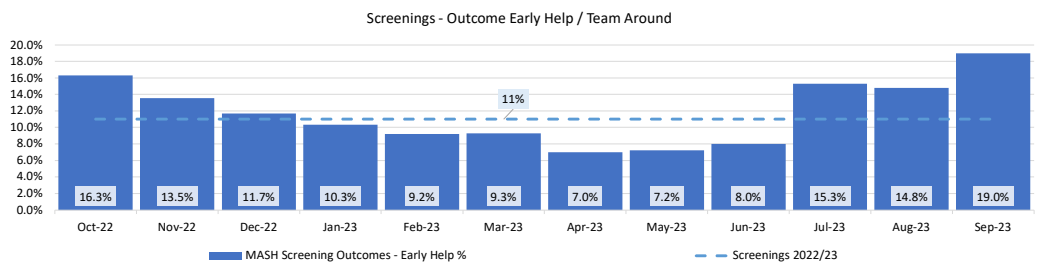
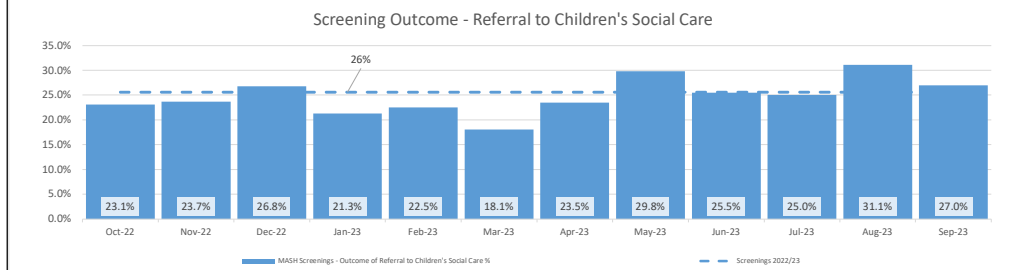
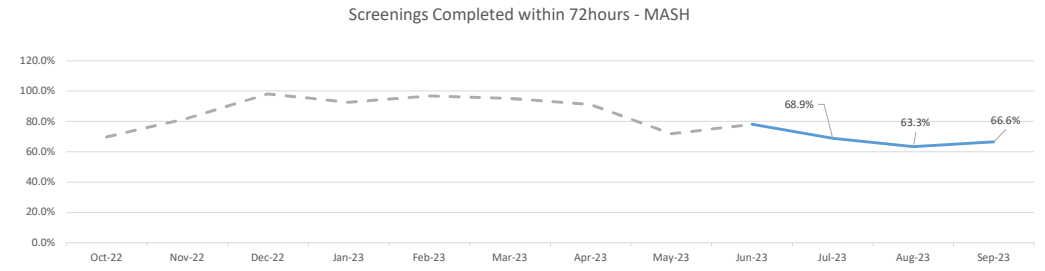
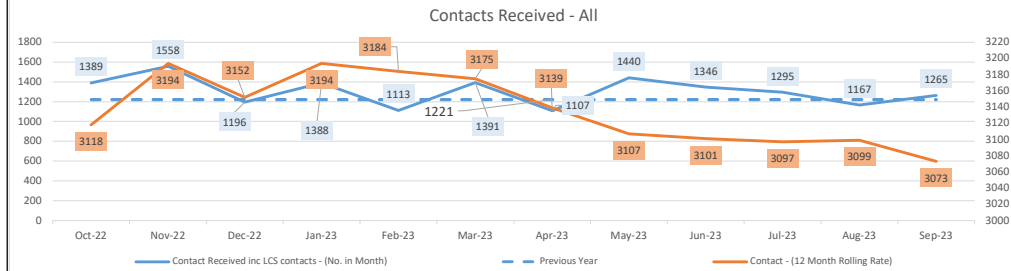
Document Approval			
Version	Date Approved	Description of Approval	Approver
1.0	01/11/2012		
Sign off	Allison Parkinson, DCS		

Review/Contacts/References	
Document title:	Performance Management Framework
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Approving body:	Allison Parkinson, DCS. DMT 13/11/23
Last review date:	N/a
Revision history:	
Next review date:	1/11/24
Document owner:	
Lead contact/author:	Emily Drake





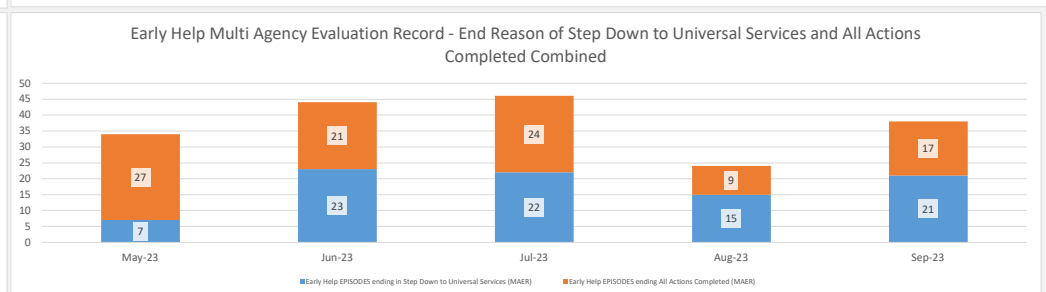
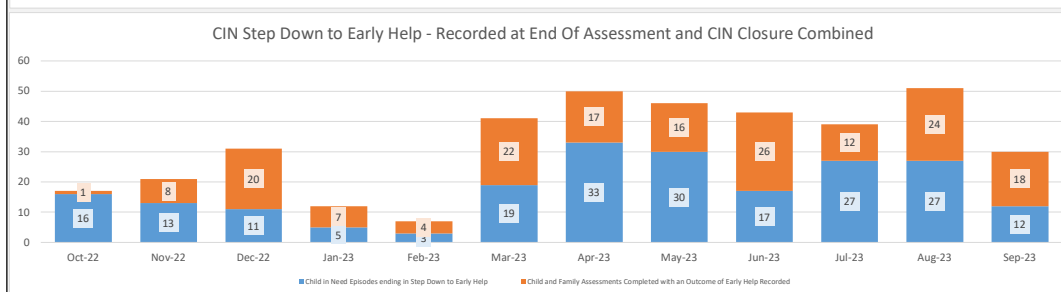
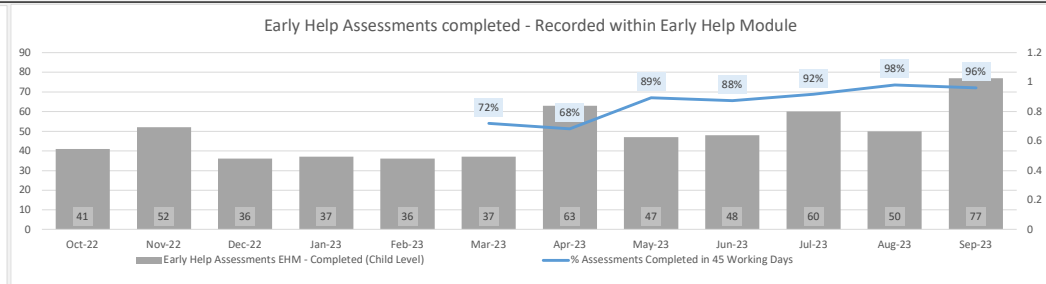
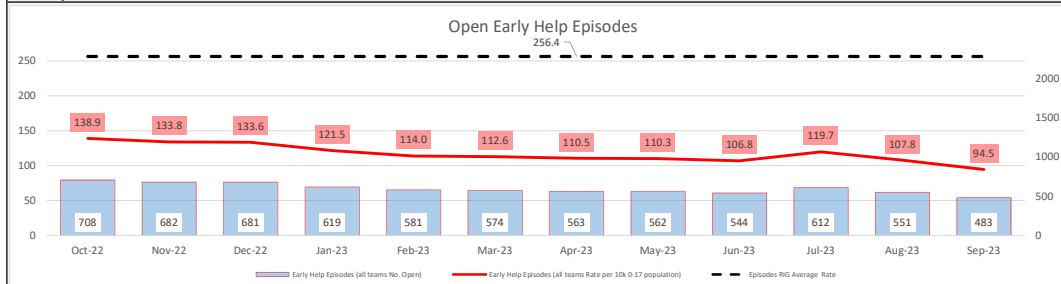
Summary Performance Charts



Ref	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Last 12 Months	Performance	Direction of Travel
FD1	Contact Received Inc. LCS contacts - (No. in Month)	1107	1440	1346	1295	1167	1265	1350								↑
FD2	Contact - (12 Month Rolling Rate)	3139	3107	3101	3097	3099	3073	2732								↓
FD2a	MASH Contact (No)	1059	1429	1337	1288	1096	1254	1343								↑
FD2b	MASH Contact Ending Prior to Screening (No)	232	441	358	387	274	93								A	↓
FD2c	MASH Contact Ending Prior to Screening (%)	22%	31%	27%	30%	25%	7%								A	↓
FD2d	Requests for Information Received	40	47	45	61	60	39									↑
FD2e	MASH Screenings Completed	791	947	936	837	791	951								R	
FD2f	MASH Screenings Completed within 72hrs	91.1%	71.9%	78.1%	68.9%	63.3%	67%								R	
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)	17.5%	16.4%	15.5%	16.3%	21.5%	21%	20%							G	
FD8b	Requests for Information Completed	40	47	45	61	60	33									
FD8c	MASH Screening Outcomes - Referral to Children's Social Care %	23.5%	29.8%	25.5%	25.0%	31.1%	27%	26%							A	
FD8d	MASH Screening Outcomes - Early Help %	7.0%	7.2%	8.0%	15.3%	14.8%	19%	11%							G	
FD8e	MASH Screening Outcomes - Referral to Other Agency %	19.9%	29.7%	18.6%	1.1%	1.1%	1%	13%							R	
FD8f	MASH Screening Outcomes - Information and Advice %	49.1%	52.9%	48.6%	58.8%	53.2%	52%	53%							G	
FD16	Domestic Abuse Notifications Received	165	283	260	200	285	269									

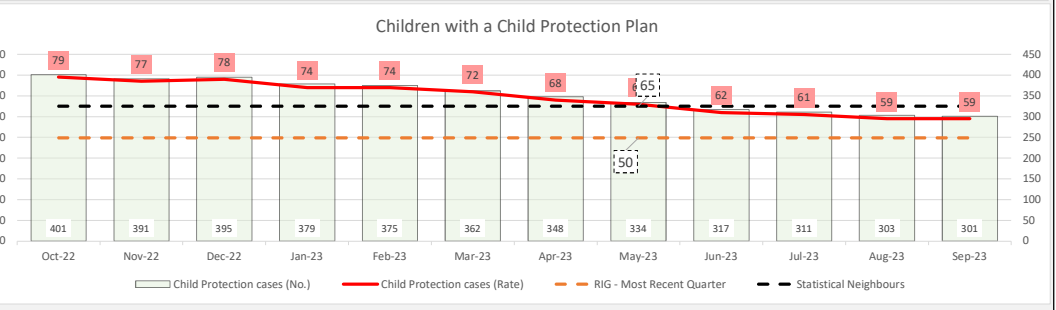
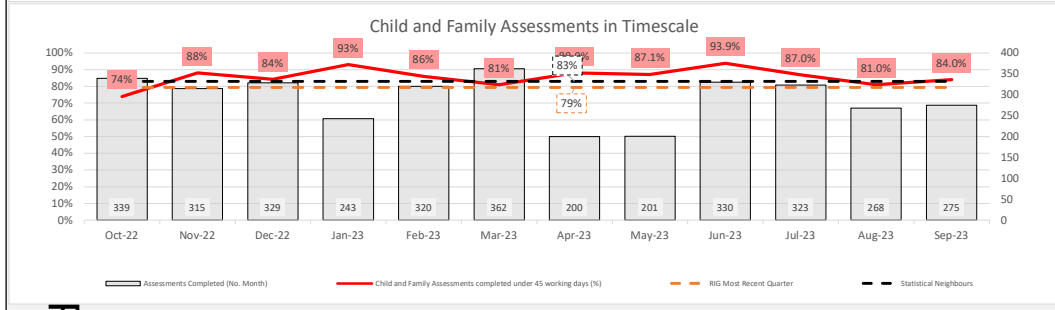
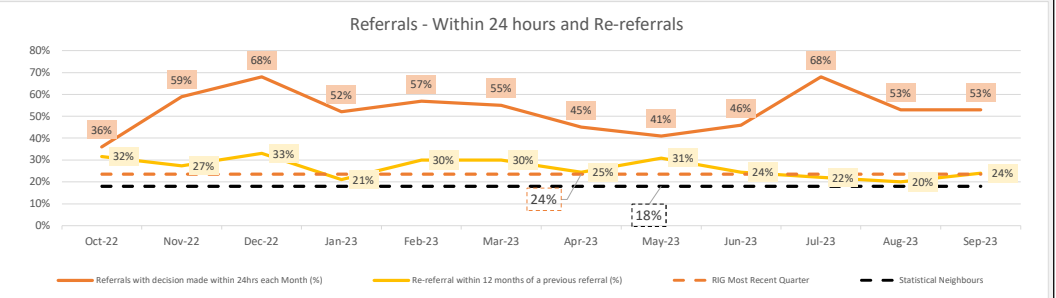
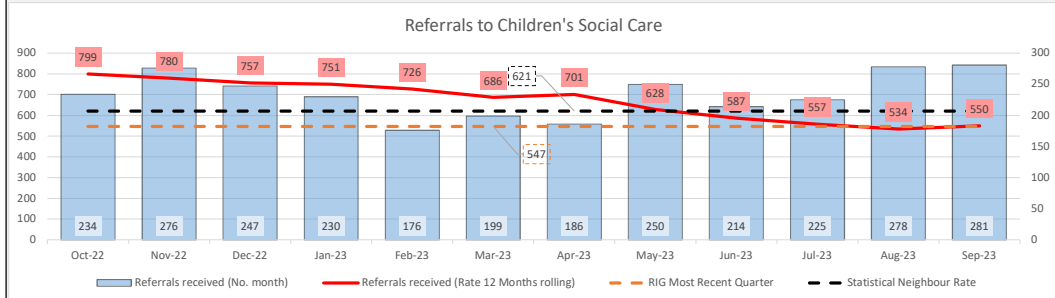
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Summary Performance Charts



Ref.	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current Performance	Previous Year	Target	Greater Manchester Average	North West Average	Statistical Neighbour Average	England Average	Last 12 Months	Performance	Direction of Travel
EH2	Early Help Episodes (all teams No. Open)	563	562	544	612	551	483	570							A	↓
EH3	Early Help Episodes (all teams Rate per 10k 0-17 population)	110.5	110.3	106.8	119.7	107.8	94.5	111.9							A	↓
EH6	Early Help Assessments (all agencies no open quarter)	773					Not Yet Available	602								-
EH7	Early Help Assessments recorded within EHM - Open at month end Number	81	63	51	67	72	58	59								↓
EH9	Early Help Assessments EHM - Completed (Child Level)	63	47	48	60	50	77	34							G	↑
EH9a	Early Help Assessments Completed in Timescale 45 days % each month	68%	89%	88%	92%	98%	96%								G	↓
EH10	Early Help Episodes ending in Step Up to Children's Social Care (Multi Agency Evaluation Record)	2	15	26	25	14	44	4							R	
EH10a	Early Help EPISODES ending in Step up to Childrens Social Care (Episode End Reason)	0	0	1	1	0	0									
EH10b	Early Help EPISODES ending in Step Down to Level 2 (MAER)			11	5	2	5								A	
EH10c	Early Help EPISODES ending in Step Down to Universal Services (MAER)		7	23	22	15	21								A	
EH10d	Early Help EPISODES ending All Actions Completed (MAER)		27	21	24	9	17								A	
EH11	Child in Need Episodes ending in Step Down to Early Help	33	30	17	27	27	12	9							A	
EH11a	Child and Family Assessments Completed with an Outcome of Early Help Recorded	17	16	26	12	24	18								A	

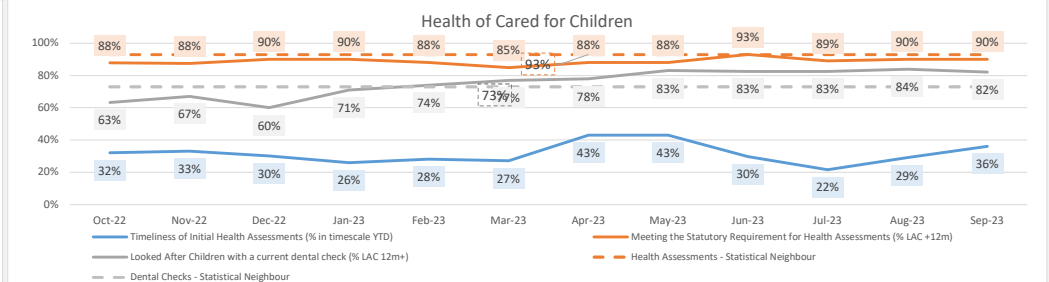
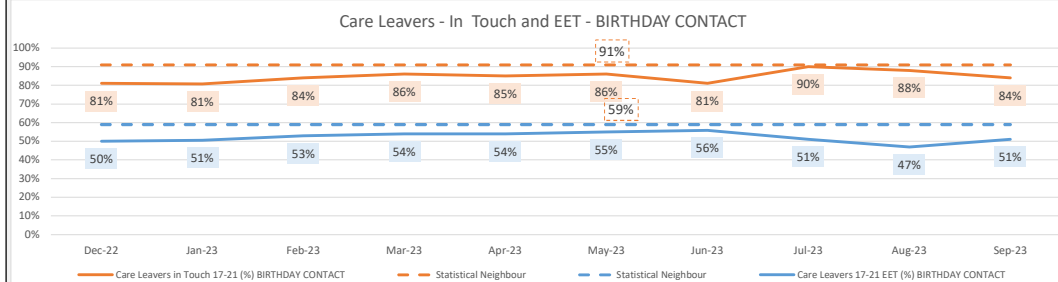
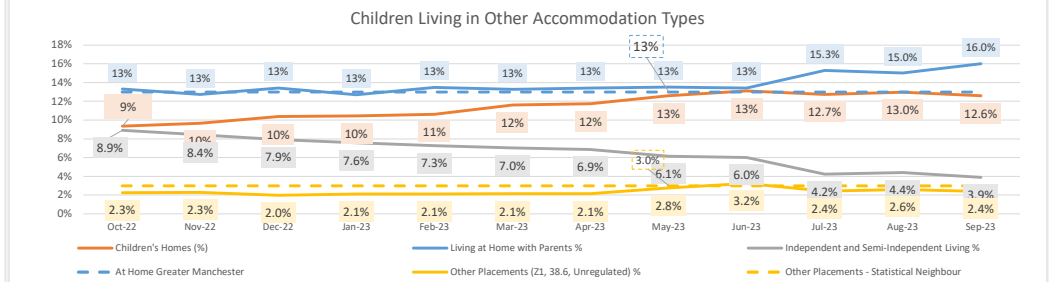
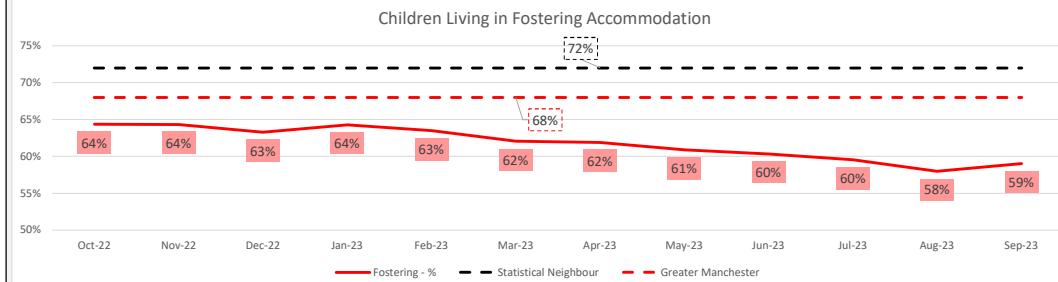
Summary Performance Charts



Ref	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current Performance	Previous Year	Target	Greater Manchester Average (2021/22)	North West Average (2020/21)	Statistical Neighbour Average (2021/22)	England Average (2021/22)	Last 12 Months	Performance	Direction of Travel
CIN1	Referrals received (No. month)	186	250	214	225	278	281	280							A	↑
CIN2	Referrals received (Rate 12 Months rolling)	628	587	557	534	550	541	701	612	700	548	621	538		G	↓
CIN3	Referrals with decision made within 24hrs each Month (%)	45%	41%	46%	68%	53%	53%	46%							A	↔
CIN4	Re-referral within 12 months of a previous referral (%)	25%	31%	24%	22%	20%	24%	28%	20-24%	21%	21%	18%	20%		G	↓
CIN5	Referrals where a child was found to be not in Need after Assessment.	26%	17%	15%	14%	11%	13%	30%	29%	24%	25%	25%	29%		G	↑
CIN6	Assessments Completed (No. Month)	200	201	330	323	268	275	383							G	
CIN7	Assessments Completed (12 Month Rolling Rate)	862	799	779	750	706	689	900		715	594	688	533		G	
CIN8	Child and Family Assessments completed under 45 working days (%)	88.0%	87.1%	93.9%	87.0%	81.0%	84%	76%	85%	81%	81%	83%	84%		G	↑
CIN9	Strategy Meetings (No. Completed Month)	91	181	160	156	142	121	151								
CIN10	Strategy meetings (12 Month Rolling Rate)	343	342	339	332	336	332	353								
CIN10a	Strategy Meeting Attendance by Key Agency - Police (%)		99%	100%	100%	100%	99%								G	
CIN10b	Strategy Meeting Attendance by Key Agency - Health (%)		88%	88%	87%	89%	88%								A	
CIN10c	Strategy Meeting Attendance by Key Agency - Education (%)		90%	85%	86%	44%	87%								A	
CIN11	Strategy Meeting Outcome - S47 (% Month)	82%	69%	69%	64%	59%	65%	74%							A	
CIN12	Strategy Meeting Outcomes-No Further Action (% Month)	10%	24%	24%	31%	32%	25%	21%							A	
CIN13	Section 47s Completed (no. Month)	65	110	133	105	77	77	113								
CIN14	Section 47s Completed (12 Month Rolling Rate)	254	246	249	247	238	235	268		212	189	267	180			
CIN15	Section 47s Completed - % Conference Outcomes ICPC (YTD)	35%	32%	29%	32%	34%	39%	39%		42%	41%	40%	38%		A	
CIN16	Child in Need Plan (No.)	387	383	413	392	425	408	513								
CIN17	Child in Need Reviews that were due completed in timescale (% YTD)	69%	66%	69%	71%	68%	69%	74%	80%						R	
CIN18	Child Protection cases (No.)	348	334	317	311	303	301	348		281	246	326	211		G	

CIN19	Child Protection cases (Rate)	68	66	62	61	59	59	68		56	49	65	42		G	↔
CIN20	Child Protection - Statutory visits in timescale (visit within last 28 days at Month end)	91%	86%	85%	90%	91%	94%		95%						G	↑
CIN21	Number of Times a Child was Reported Missing (No Month)	116	146	179	170	165	185	145							R	↑
CIN22	Number of Incidents where a Missing from Home Interview was Offered (by month end)	79	108	134	133	105	137								A	
CIN23	Missing incidents completed return home interview with 72hrs (No)	48	70	85	84	70	112								A	
CIN24	Number of Children with one or more missing incident each month	63	87	89	91	93	90	79							A	↓
CIN25	Complex Safeguarding - Referrals into the Complex Safeguarding Team (Quarterly)				32		27	17								
CIN26	Complex Safeguarding - Referrals into the Complex Safeguarding Team Closed NFA % (Quarterly)				50%		33%	46%								
CIN27	Complex Safeguarding Team - Cases Open to Complex Safeguarding Team (Quarterly)				29		0	37								

Summary Performance Charts



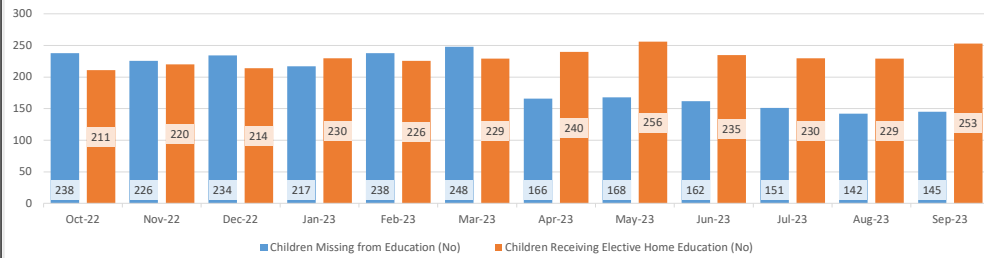
Ref	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current Performance	Previous Year	Target	Greater Manchester Average (2021/22)	North West Average (2021/22)	Statistical Neighbour Average (2021/22)	England Average (2021/22)	Last 12 Months	Performance	Direction of Travel
CF1	Cared for Children (No.)	656	652	648	660	663	660	656	552	457	487	573	352		A	↓
CF2	Cared for Children (Rate)	129	128	127	130	130	130	131	110	91	97	114	70		A	↔
CF3	Cared for Children - Statutory Visits in Timescale (%)	80.0%	83.0%	77.0%	78.3%	81.0%	92%	83%	90%						G	↑
CF4	Cared for Children with 3 or more placements in a 12 month period. (%)	10.2%	9.2%	10.3%	10.4%	10.4%	10.3%	5.0%	<7%	9%	9%	9%	10%		A	↔
CF5	Cared for Children for 2.5 years who were living in the same placement for at least 2 years (% Quarterly)	68.2%	68.2%	70.5%	70.5%	70.5%	71%	68%	73%	72%	72%	73%	71%		G	↔
CF6	Cared for Children subject to 3 or more changes of Social Worker in the last 12 months (%)	28%	27%	30%	34%	31%	34%	29%	10%						R	↑
Where We Live																
CF7	Within Tameside (%)	58.8%	59.5%	58.3%	58.5%	58.5%	59%	59%	>65%						A	↔
CF8	Fostering - No.	406	397	391	393	387	391	407		450	437	477	463		R	
CF9	Fostering - %	62%	61%	60%	60%	58%	59%	62%	71%	68%	66%	72%	70%		R	↓
CF10	Placed for Adoption (No)	20	20	19	18	20	16	20		13	13	20	20		A	
CF11	Placed for Adoption (%)	3.0%	3.1%	2.9%	2.7%	3.0%	2.4%	3.0%		2%	2%	3%	3%		A	
CF12	Living at Home with Parents No.	88	88	87	101	101	103	87		86	79	46	46		R	
CF13	Living at Home with Parents %	13%	13%	13%	15.3%	15.0%	16.0%	13%	8%	13%	12%	7%	7%		R	↑
CF14	Children's Homes (No)	77	82	85	84	86	83	76							R	
CF15	Children's Homes (%)	12%	13%	13%	12.7%	13.0%	12.6%	12%							R	↓
CF16	Independent and Semi-Independent Living No	45	40	39	28	29	26	46							G	
CF17	Independent and Semi-Independent Living %	6.9%	6.1%	6.0%	4.2%	4.4%	3.9%	7.0%							G	
CF18	Secure Units No	2	1	1	1	1	1	3							G	
CF19	Other Placements (Z1, 38.6, Unregulated) No.	14	18	21	16	17	16	14		13	13	20	7		A	
CF20	Other Placements (Z1, 38.6, Unregulated) %	2.1%	2.8%	3.2%	2.4%	2.6%	2.4%	2.1%		2%	2%	3%	1%		A	
Outcomes																
CF21	Timeliness of Initial Health Assessments (% in timescale YTD)	43%	43%	30%	22%	29%	36%	27%							R	↑
CF22	Timeliness of Initial Health Assessments (% in timescale MONTH)	43%	43%	13%	0%	46%	59%	27%							A	↑

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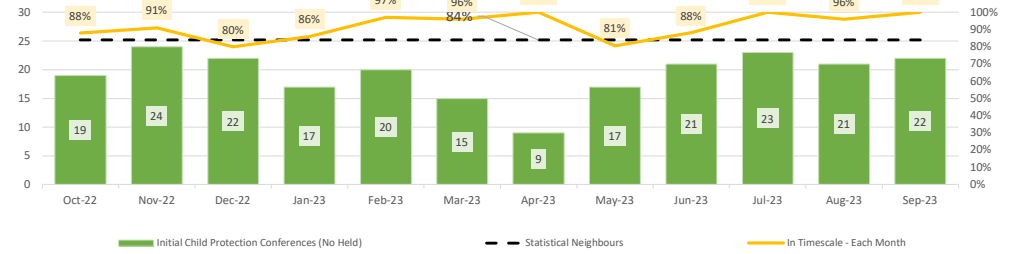
CF23	Meeting the Statutory Requirement for Health Assessments (% LAC +12m)	88%	88%	93%	89%	90%	90%	85%	96%	93%	92%	93%	89%		G	↑
CF25	Looked After Children with a current dental check (% LAC 12m+)	78%	83%	83%	83%	84%	82%	77%	80%	69%	74%	73%	70%		G	↓
CF27	Looked After Children with an Education Health and Care Plan (%)	22%	23%	22%	21%	21%	21%	22%							A	
CF28	Looked After children 3 - 15 with a current Personal Education Plan (% Quarterly)	99%	99%	99%	99%	99%	99%	99%							G	↔
CF29	Care Leavers with a Pathway Plan in place (%)	86%	85%	85%	86%	87%	87%	86%							A	↔
CF30	Care Leavers in Touch 17-21 (%) BIRTHDAY CONTACT	85%	86%	81%	90%	88%	84%	92%	93%	94%	95%	91%	93%		A	↓
CF31	Care Leavers 17-21 EET (%) BIRTHDAY CONTACT	54%	55%	56%	51%	47%	51%	54%	52%	55%	54%	59%	58%		A	↑

Summary Performance Charts

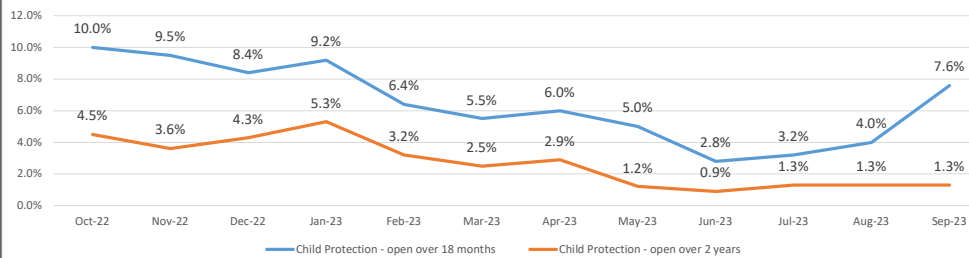
Children Missing from Education and Receiving Elective Home Education



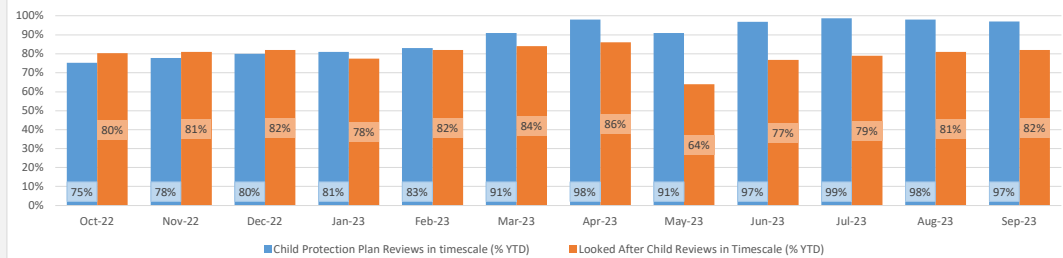
Initial Child Protection Conferences No. vs Timescale



Duration of Open Child Protection Plans



CP and Cared for Reviews in Timescale - Year to Date

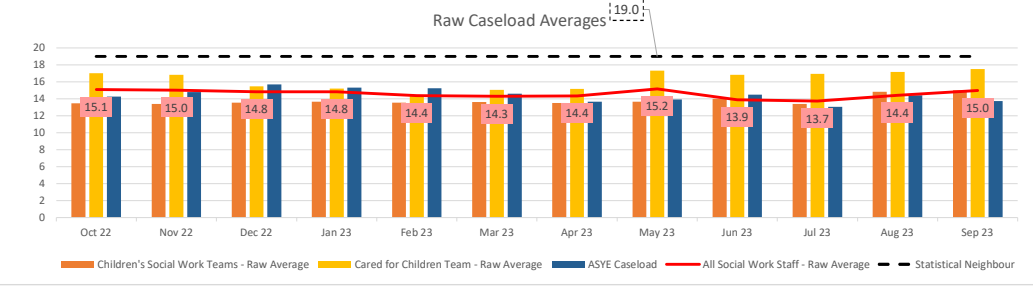
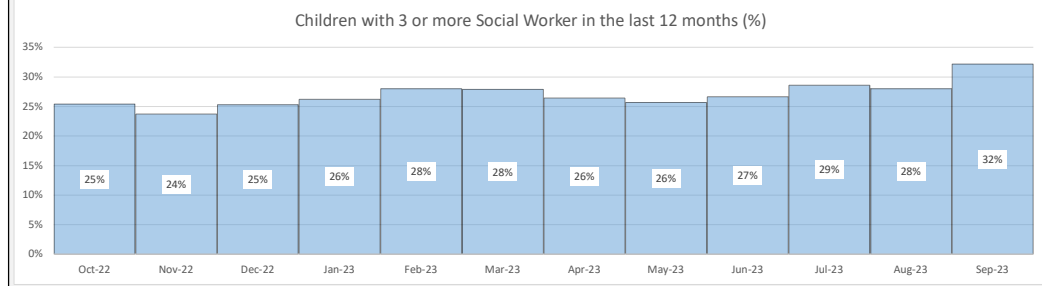
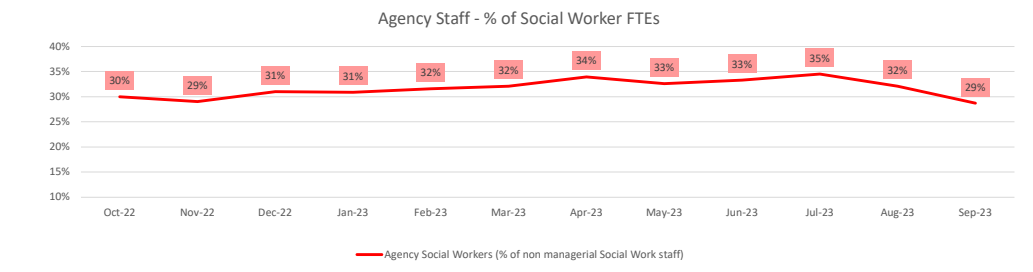
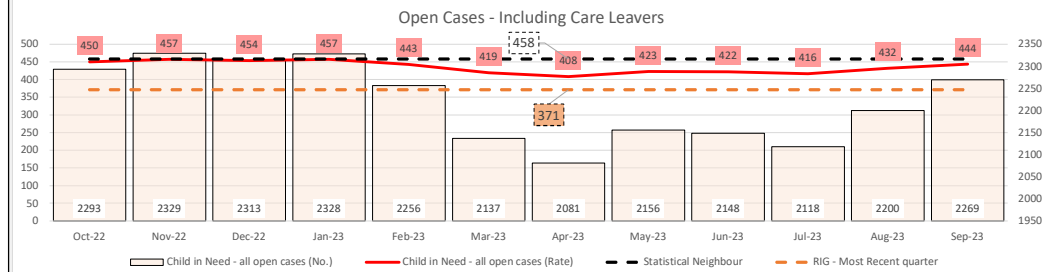


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Ref	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current Performance	Previous Year	Target	Greater Manchester Average (2021/22)	North West Average (2021/22)	Statistical Neighbour Average (2021/22)	England Average (2021/22)	Last 12 Months	Performance	Direction of Travel
SG1	Children Missing from Education (No)	166	168	162	151	142	145	248							A	↑
SG2	Children Receiving Elective Home Education (No)	240	256	235	230	229	253	229							A	↑
SG3	% of Children receiving Elective Home Education who are open to Children's Social Care	0.8%	1.2%	1.3%	1.3%	1.7%	1.6%	2.2%							A	↓
SG4	Child in Need (all open cases) with a Education Health and Care Plan (%)	14%	14%	15%	15%	14%	13%	15%							A	↓
SG5	Children with Initial Child Protection Conferences held under 15 Working Days (% YTD)	100%	87%	87%	92%	93%	94%	72%	83%	81%	79%	84%	79%		G	↑
SG6	Children with Initial Child Protection Conferences held under 15 Working Days (% IN MONTH)	100%	81%	88%	100%	96%	100%	72%							G	↑
SG7	Initial Child Protection Conferences (No Held)	9	17	21	23	21	22	18								
SG8	Attendance at Initial Child Protection Conference by Police	100%	100%	81%	74%	95%	86%	59%							A	
SG9	Attendance at Initial Child Protection Conference by Health	100%	82%	100%	96%	70%	100%	85%							G	
SG10	Attendance at Initial Child Protection Conference by Education	50%	100%	92%	87%	36%	86%	77%							A	
SG11	Child Protection Plan Reviews in timescale (% YTD)	98%	91%	97%	99%	98%	97%	86%	91%	87%	87%	89%	89%		G	↓
SG12	Child Protection Plan Reviews in timescale (% Each Month)	100%	99%	98%	99%	100%	85%								A	
SG13	Child Protection - open over 18 months	6.0%	5.0%	2.8%	3.2%	4.0%	7.6%	5.5%							R	↑
SG14	Child Protection - open over 2 years	2.9%	1.2%	0.9%	1.3%	1.3%	1.3%	2.5%	2.1%	3.0%	2.8%	3.0%	2.5%		G	↔
SG15	Looked After Child Reviews in Timescale (% YTD)	86%	64%	77%	79%	81%	82%	87%	95%						A	↑
SG16	Audits completed (No Month)	32	23	12	16	Not Yet Available	Not Yet Available	11								
SG17	Audits completed (YTD)	32	55	67	83	Not Yet Available	Not Yet Available	132								
SG18	Audits rated good / outstanding (% YTD)	16%	15%	18%	16%	Not Yet Available	Not Yet Available	35%	45%							

SG19	Audits Requiring Improvement (% YTD)	66%	73%	70%	61%	Not Yet Available	Not Yet Available	52%							
SG20	Audits Inadequate (% YTD)	19%	13%	12%	23%	Not Yet Available	Not Yet Available	13%							

Summary Performance Charts



Ref	Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Current Performance	Previous Year	Target	Greater Manchester Average (2021/22)	North West Average (2021/22)	Statistical Neighbour Average (2021/22)	England Average (2021/22)	Last 12 Months	Performance	Direction of Travel
WF1	Child in Need - all open cases (No.)	2081	2156	2148	2118	2200	2269	2137	2175	2074	1929	2300	1677		A	↑
WF2	Child in Need - all open cases (Rate)	408	423	422	416	432	444	427	433	413	384	458	334		G	↑
WF3	Newly Qualified Social Worker on ASYE (% of Social workers FTE)	20%	19%	20%	19%	25%	24%	20%							R	
WF4	Agency Social Workers (% of non managerial Social Work staff)	34%	33%	33%	35%	32%	29%	32%	14-22%						R	↓
WF5	Children with 3 or more Social Worker in the last 12 months (%)	26%	26%	27%	29%	28%	32%	28%	15%						R	↑
WF5a	Child in Need Supervision Completed in the last 4 Weeks				51%	34%	66%								A	↑
WF5b	Care Leaver Supervision Completed in the last 8 Weeks				38%	85%	100%								G	↑
Caseloads																
WF6	All Social Work Staff - Raw Average	14.4	15.2	13.9	13.7	14.4	15.0	14.3	16-18						A	↑
WF6a	All Social Work Staff - Excluding ASYE	14.35	15.18	15.57	13.9	14.5	15.4								A	↑
WF8	All Social Work Teams - Highest Individual Caseload	40.0	37.0	26.0	24.0	27.0	33.0	40							R	↑
WF9	Children's Social Work Teams - Raw Average	13.5	13.7	14.0	13.4	14.8	15.0	13.6							A	↑
WF10	ISCAN - Raw Average	13.8	15.0	15.0	16.0	16.5	19.0	11.2							R	↑
WF11	Cared for Children Team - Raw Average	15.2	17.3	16.8	16.9	17.2	17.5	15							A	↑
WF12	Adoptions Team - Raw Average	5.8	6.2	5.7	5.2	5.7	5.2	5.5							G	↑
WF13	Leaving Care Team - Raw Average (Personal Advisors post 18 caseload)	24.3	24.0	33.2	29.6	29.4	24.5	-							A	↓
WF14	ASYE Caseload	13.7	13.9	14.5	13.1	14.4	13.8	14.6							G	↑

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BRILLIANT AT THE BASICS - WEEKLY DATA

REF	INDICATOR	29/09/2023	06/10/2023	13/10/2023	20/10/2023	27/10/2023	TREND
CW1	Contact completed - (No. in Week)	307	443	307	325	241	
CW2	MASH Screenings Started - (No in Week)	281	329	246	244	138	
CW3	Screenings Ending with an Outcome of referral to Childrens Social Care (No.)	79	85	81	69	48	
CW4	Contact Referred to children's social care (% of contact completed)	26%	19%	26%	21%	20%	
CW5	Referrals received (No. Week)	78	94	74	73	55	
CW6	Referrals completed (No. Week)	78	93	73	72	54	
CW7	Referrals Completed within 24 Hours (No)	36	37	42	48	13	
CW8	Referrals Completed within 24 Hours (%)	46%	40%	58%	67%	24%	
CW9	Re- Referrals received (No. Week)	12	31	13	13	10	
CW10	Re- Referrals received (% Week)	15%	33%	18%	18%	19%	
CW11	Child in Need - all open (No.)	2269	2279	2279	2291	2280	
CW12	Child in Need - Closures	44	76	78	90	40	
CW13	Child in Need - excluding CP, Cared for and Care Leavers	932	943	963	963	952	
CW14	No of Child in Need with Visit - in last 6 weeks	884	900	903	893	877	
CW15	% of Child in Need with Visit - in last 6 weeks	95%	95%	94%	93%	92%	
CW16	No of Child in Need with Visit - in last 4 weeks	757	756	764	736	705	
CW17	% of Child in Need with Visit - in last 4 weeks	81%	80%	79%	76%	74%	
CW18	Strategy Discussion Meetings Held (No)	23	25	20	12	16	
CW19	Children Subject to Strategy Discussions (No. Completed Week)	44	56	29	19	23	
CW20	Children Subject to Strategy Discussions (No Outcome of S47)	31	41	18	14	11	
CW21	Children Subject to Strategy Discussions (% Outcome of S47)	70%	73%	62%	74%	48%	
CW22	S47 Enquiries (No. Completed Week)	41	33	30	19	15	
CW23	S47 Enquiries (No. Outcome of ICPC)	23	18	9	9	5	
CW24	S47 Enquiries (%o. Outcome of ICPC)	56%	55%	30%	47%	33%	
CW28	Child and Family Assessments In Progress (No)	603	626	639	621	653	
CW29	Child and Family Assessments In Progress 45+Working Days (No)	74	64	65	75	77	
CW30	Child and Family Assessments In Progress 45+ Working Days (%)	12%	10%	10%	12%	12%	
CW31	Child and Family Assessments Awaiting Authorisation (No)	76	96	93	59	77	
CW32	Child and Family Assessments Started (No)	78	94	101	92	73	
CW33	Child and Family Assessments Completed (No)	51	72	111	113	62	
CW34	Child and Family Assessments Completed in 45 WD (No.)	41	52	97	102	49	
CW35	Child and Family Assessments Completed in 45 WD (%)	80%	72%	87%	90%	79%	
CW36	Children subject to Initial Child Protection Conference (No)	6	11	6	18	9	
CW37	Children with Initial Child Protection Conference within 15 Working Days of Strategy Discussion (No)	6	11	5	16	9	
CW38	Children with Initial Child Protection Conference within 15 Working Days of Strategy Discussion (%)	100%	100%	83%	89%	100%	

BRILLIANT AT THE BASICS - WEEKLY DATA

REF	INDICATOR	29/09/2023	06/10/2023	13/10/2023	20/10/2023	27/10/2023	TREND
CW39	Children subject to Child Protection Plan (No.)	312	305	306	306	304	
CW40	Children Child Protection Plan Starting (No)	4	11	6	18	7	
CW41	Children Child Protection Plan Ending (No)	11	9	4	14	10	
CW42	Children with a Child Protection Plan Ending Due to Reduced Risk (No)	10	8	2	14	1	
CW43	Children with a Child Protection Plan Ending Due to Reduced Risk (%)	91%	89%	50%	100%	10%	
CW44	Children Subject to Child Protection with Visit in last 4 weeks (No)	296	293	288	289	285	
CW45	Children Subject to Child Protection with Visit in last 4 weeks %	95%	96%	94%	94%	94%	
CW46	Children Subject to Child Protection Visit in last 2 weeks (No)	169	171	156	202	176	
CW47	Children Subject to Child Protection Visit in Last 2 Weeks (%)	54%	56%	51%	66%	58%	
CW48	Children with Open Referral No Supervision Recorded	396	341	375	365	333	
CW49	No Supervision Recorded Child Referral open less than 4 Weeks (No)	229	205	243	271	218	
CW50	No Supervision Recorded Child Referral open less than 4 Weeks (%)	58%	60%	65%	74%	65%	
CW51	Children with an Open Referral any supervision recorded (Excluding Care Leavers)	1498	1564	1567	1570	1580	
CW52	Children with Supervision within Last 4 Weeks (No)	930	1031	1024	1026	904	
CW53	Children with Supervision within Last 4 Weeks (%)	62%	66%	65%	65%	57%	
CW54	Children with Supervision within Last 8 Weeks (No)	1253	1349	1374	1382	1362	
CW55	Children with Supervision within Last 8 Weeks (%)	84%	86%	88%	88%	86%	
CW56	Care Leavers	364	361	356	362	359	
CW57	Care Leavers with Supervision within Last 8 Weeks (%)	85%	100%	97%	98%	93%	
CW58	Care Leavers with Supervision within Last 8 Weeks (No)	309	361	347	356	335	
CW59	All Children with Referrals Open 3m+ (No)	1629	1631	1628	1624	1621	
CW60	Child Chronology Completed in the last 3 Months (No)	918	928	933	921	930	
CW61	Child Chronology Completed in the last 3 Months (%)	56%	57%	57%	57%	57%	
CW62	Child Chronology Completed in the last 6 Months (No)	1107	1119	1139	1151	1169	
CW63	Child Chronology Completed in the last 6 Months (%)	68%	69%	70%	71%	72%	
CW64	Cared for Children (No)	667	664	661	654	657	
CW65	Cared for Child starting Care	1	1	2	2	4	
CW66	Cared for Child Ending Care	1	3	5	3	0	
CW67	Cared for Children - Child and Family Assessment Last 12 Months (No.)	366	361	361	360	356	
CW68	Cared for Children - Child and Family Assessment Last 12 Months (%)	55%	54%	55%	55%	54%	

Tameside Children's Social Care



Improvement Plan

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Agenda Item 5

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Introduction

It is of the utmost importance to us that we provide high quality services that are safe, effective and ensures support for our children, young people and their families enabling them to flourish and succeed.

Our vision is that all children, young people and families in Tameside have the best start in life to grow, thrive and achieve their best outcomes.

We will only be successful in achieving this ambition if our organisations and communities work together to improve the wellbeing and quality of life for our children and young people across our borough.

We are determined to continue to improve our services for our most vulnerable children, young people and families. With our partners we are committed to ensuring all our children have the best possible start in life. We believe that children should grow and achieve within their own families when it is safe for them to do so. We are committed to working together to make sure our children and young people are safe and able to reach their full potential and they remain at the heart of everything we do.

The findings of our Ofsted inspection in 2019 demonstrated some progress had been made in strengthening the whole council commitment to improving the quality and impact of services for children.

It also highlighted that early help services have been strengthened. The judgement received in April 2019 was that Tameside's Children services Requires Improvement to be Good.

- Impact of Leaders on Social Work Practice – Requires improvement to be good
- Experience and Progress of Children in need of Help and Protection – Requires Improvement to be Good.
- Experience and Progress of Children in Care and Care Leavers - Requires Improvement to be Good.

In April 2022 an Ofsted focused visit resulted in the issue of an Improvement Notice. We accept their findings that further work needs to be done to improve the leadership and management oversight of the children's improvement journey. We acknowledge that pace of improvement continues to be a challenge to any interventions and this will be addressed in the resourcing behind our refreshed improvement plan.

We continue to aspire to achieve an 'outstanding' judgement by Ofsted. Ensuring we work with the voices of our children and families at the heart of what we do remains a top priority. We are committed to improving our practice standards with a 'brilliant at basics' approach.



This refreshed Improvement Plan sets out what we will focus on over the next two years to achieve our vision and improve how we work with, understand and support children and families to be the best that we can be, building on what we know needs to improve from a range of evidence. The plan:

- Includes areas for improvement from inspections and our Improvement Notice of July 2022
- Reflects clear links to Tameside's plan, and other key strategies and plans for children's services
- Will adapt according to new external and internal drivers and areas for improvement, such as new legislation, local changes and new areas for improvement. This will enable us to ensure we are tenacious in focusing on the right things in a timely manner
- Is set out in four priority areas from which we will have shorter term six week 'obsessions' on specific actions that are the most critical for that period.

This plan will help shape the future development of other key documents including the following:

The Corporate Plan

Corporate Parenting Strategy

Early Help Strategy 2023-26

SEND Improvement Strategy and Written Statement of Action

Placement Sufficiency Statement Action Plan

Priority Education Improvement Area Delivery Plan

Community Safety Strategy

Youth Justice Strategy

Tameside Domestic Abuse Strategy 2021-26

Multi Agency Neglect Strategy 2019-22

Emotional Wellbeing and Mental Health Transformation Plan 2015-20

Workforce Development Strategy

Whilst our initial focus is to directly address our four Ofsted areas for improvement; our ambition is to continue to build upon the work we have already undertaken across all of our services so that we achieve the best start for all our children, young people and families.

There has been a recent change of senior leadership with a new Director of Children's Services, and two new Assistant Directors in the service. We recognise the importance of continuity of leadership in our improvement journey so will work towards a consistent and stable approach.

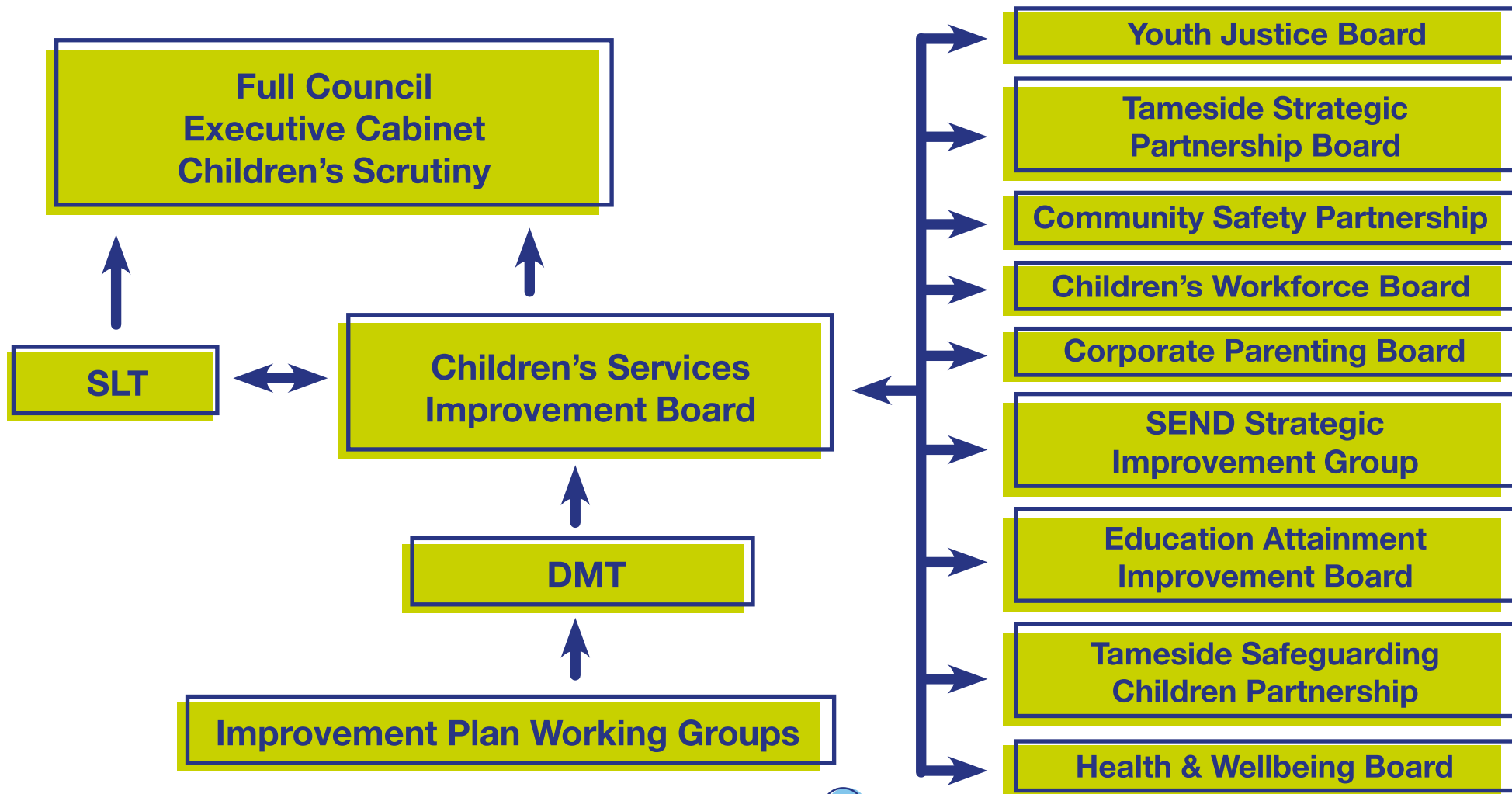
Funding from the Council has been received to continue our improvement journey, however, as a consequence of the cost of living crisis and the impact of the current inflationary challenges faced nationally Tameside Council is facing significant financial pressures. We will carefully monitor the impact of these to ensure the success of this improvement plan.

The Corporate Parenting Board captures and shares our continued commitment to improve for all our children, young people and their families. This Improvement Plan is led by the Director of Children's Services and is supported across the Council, partners and with collaboration from our children, young people and their families.



Governance Framework

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Priorities, Goals, Principles & Values

Our People – Our Place – Our Plan - For Everyone Every Day

Our vision is that all children, young people and families in Tameside have the best start in life, to grow, thrive and achieve their best outcomes. Tameside partners and communities work together to co-ordinate services to demonstrate improved overall wellbeing and quality of life for our children.

Our Priorities

- 1. Quality of Practice:** Children and young people receive a consistently good service: We have an environment where outstanding practice flourishes.
- 2. Working in Partnership:** The views, experiences and engagement with children and young people, their parents and our partners drive us to achieve success, together.
- 3. Commissioning and Sufficiency:** We have the right resources in the right place to meet the needs of the children and families we work with.
- 4. Leadership and Workforce:** We lead well, inspiring and supporting staff to be the best that we can be.

Our Goals

- Children and young people remain safely with their families
- Where children and young people cannot remain with their family they are placed close to home and are able to remain within their communities and support networks (where appropriate) ensuring meaningful relationships are maintained
- Families receive the right support at the right time, the first time, and in the most effective way
- Children and young people (including children with special educational needs and disabilities and our children in care) have their physical, emotional and mental health needs met
- Children and young people feel supported into adulthood and know all of the information they need to about themselves and their lives
- Children and young people are supported into education, employment or training
- Children and young people are consulted and directly involved in planning
- Children and young people's wishes and views are heard, understood and acted upon
- Our services are co-produced with our service users (children and families) to ensure best fit for them

Our Principles and Values

- Always listen and respond to the voices of children and families
- Help children and families to develop their own solutions and be ambitious advocates for them
- All agencies work together through a multi-agency co-ordinated response for children and young people
- We use the Signs of Safety practice model to consistently assess risks, concerns and identify solutions with families
- Everyone understands our practice framework and uses our thresholds consistently so that we offer the right help at the right time, locally, at the earliest opportunity to deliver impact and change for children and families
- We will use meaningful measures to demonstrate the quality of the work we do
- Our leaders are strong, visible and engaged with practice and practitioners
- We will equip children's services leaders to drive improvement across the service
- We are persistent and curious – our workforce are confident, assured and take action to keep children safe
- Safeguarding is everyone's responsibility – we will always keep our focus on the child

Our Improvement Plan

This high level Improvement Plan is set to outline our priorities moving forward with each improvement activity being linked to a measurable impact. We have identified four priorities for improvement; **1) Quality of Practice, 2) Working in Partnership, 3) Commissioning and Sufficiency, 4) Leadership and Workforce**. Our priorities are underpinned by 13 focus areas which are outlined in the delivery and service plans.

All our improvements link to the Ofsted judgement areas and have a dedicated sponsor to own and drive forward the improvement activity. They are supported by key members of staff who will develop and embed the changes required. The sponsors for each priority will report quarterly to the Children’s Improvement Board.

Ensuring we work with the voices of our children and families at the heart of what we do remains a top priority.

Experience and Progress of Children in need of Help and Protection	Experience of Cared for Children	Experience and Progress of Care Leavers	Impact of Leaders on Social Work Practice
FA1: The Voice of Children and Families			
FA2: Collaborative working with partners			
FA3: Identifying, assessing and managing risk	FA6: Effective placement matching	FA8: Consistency of support and pathway plans for care leavers	FA9: Governance and leadership
FA4: Practice framework (including Thresholds and timeliness)	FA7: Children in specific circumstances		FA10: Practice evaluation & performance management
FA5: Plans and Timeliness			FA11: Supervision and management oversight
			FA12: Recruiting and retaining a stable permanent workforce
			FA13: Data and Systems

Assuring the Quality and Impact of our Work

Everything we do, our leadership, procedures, measures and learning must always focus on what practitioners actually do with children and families, and what the quality and impact of that work is. We collect and measure enormous amounts of data, and whilst we know we have improved upon our ability to analyse what we collect, we also know that we can use data to even greater effect to drive improvements in the quality of practice.

We continue to strengthen our approach to quality assurance to ensure measures are meaningful to the people who do the work, supports learning and improves practice. Going forward our Quality Assurance System encompasses:

- Collaborative case audit,
- Dashboard to monitor application of our practice framework in individual case management;
- Children, young people, parents/carers staff feedback and feedback from partners on practice and organisational benefit and leadership respectively;
- Core data for monitoring specific goals, case trends and outcomes with a small set of key indicators that are already collected.

Through our quality assurance activities we will demonstrate we understand ourselves and the difference we are making to the lives of children, young people, families and carers through good use of data, information, children, young people and family feedback, compliments and complaints – always asking ‘how can we make things better?’ and being curious and innovative in our practice.

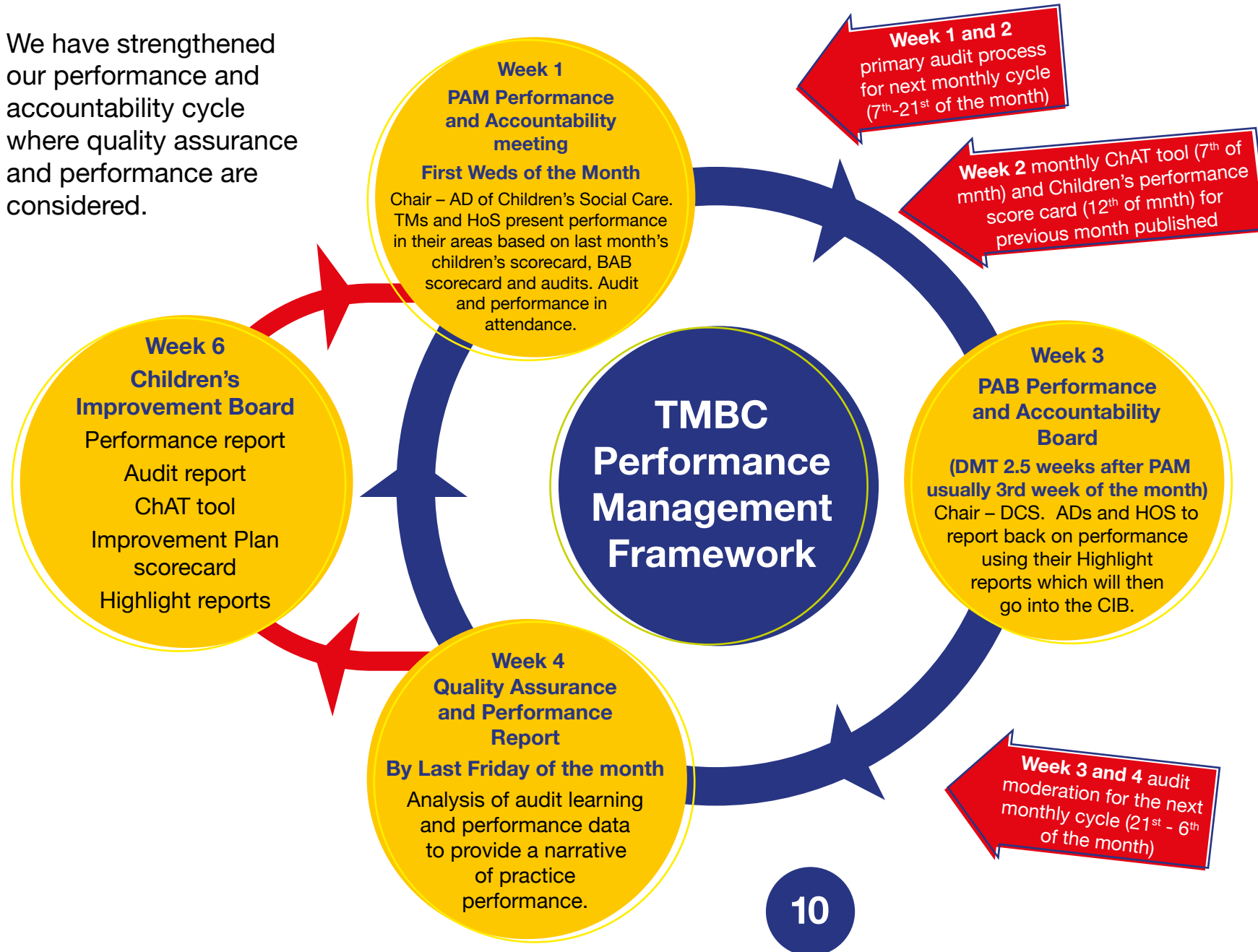


Our Performance and Assurance Cycle

Practice Improvement Activity

- Collaborative Audits
- Thematic Audits
- Quarterly Practice Week
- Peer reviews
- Internal reflective practice discussions
- Rapid Reviews
- Child Safeguarding Practice Reviews
- National thematic learning reports
- Feedback from Children and families
- Feedback from IRO/CP chairs
- Feedback from Children in Care Council
- CAFCASS and feedback from proceedings
- Complaints and compliments
- Exit interviews / staff feedback
- Staff performance management process
- Panel meetings

We have strengthened our performance and accountability cycle where quality assurance and performance are considered.



Performance Inputs

- Children’s Scorecard
- Improvement Board Scorecard
- Brilliant at the Basics (BAB) Scorecard
- ChAT (Annex A data report)
- Whole Service Data book
- Whole Service Data Quality Report
- Annex A Child Level Data and Data quality lists
- Daily and Weekly data reports
- Business Object Reporting (moving towards operational dashboards)
- Highlight reports
- Audit Report
- Inspection and feedback
- Safeguarding Learning Reviews
- CSC learning case reviews

Our Improvement Plan

1: QUALITY OF PRACTICE

Lead: Assistant Director, Children's Social Care (Alison Montgomery)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Application of Thresholds								
1.1 Page 47	Review threshold document to ensure effective support is agreed across the partnership and implemented to achieve best outcomes for children. FV2	<p>Performance data and QA audit activity will demonstrate that children are referred to the appropriate level of service to meet their identified needs.</p> <p>Performance data and QA audit activity will demonstrate robust decision making in accordance with multi-agency effective support (thresholds) framework.</p>	DMT	Sep 23	Mar 24	Children and their families will say they feel safe and supported and that everyone is working together to make sure the outcome is best for the child.		



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Front Door / MASH								
1.2	Review the design of the front door to include; <ul style="list-style-type: none"> • Clear lines of management accountability and responsibility. • Appropriate staffing and resources to deliver the service. • Delegation of decision making in response to contacts and referrals. • Use of the RAG rated system. • Multi-agency involvement in initial screening and decision making. • Practice regarding multi-agency strategy meetings and/vs the use of risk management meetings. 	External review and internal oversight will confirm if changes evidence a positive impact on the provision of the service The service is fully staffed and able to meet the demands of the front door	AD Children's Social Care	Sep 23	Nov 23	Children will say I know that the right decisions are made for me at the right time and I understand why these decisions have been made.		
Practice Basics								
1.3	Embed practice standards to improve the quality and consistency of practice to create a "Brilliant at the Basics" approach. ILAC, FV1, FV2 <ul style="list-style-type: none"> • Assessments • Visits to children • Voice of the child • Plans • Chronology • Supervision • Management Oversight 	Social work practice will consistently be of a high standard and compliant with guidance. Assessments and Plans will be of high quality and will clearly demonstrate the voice of the child. Systems will show clear chronology and be updated in a timely manner. Staff will have regular supervision with clear outcomes and learning areas.	AD QA and Improvement AD Children's Social Care	Nov 23		Children will say that they feel secure and are part of a happy family.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Permanency								
1.4	Develop a robust performance data system to ensure a plan for children's permanency is evidenced by second review or before. ILAC	<p>Performance data will demonstrate placement stability for cared for children who experience fewer placement moves.</p> <p>Placement tracking will ensure timely searches for placement and review of unregulated placements</p> <p>Deep dive audits will evidence placement matching and decision making for cared for children.</p> <p>Performance data will evidence how matching procedures ensure permanence is secured for children in long term foster care</p> <p>A1, A10 A20 performance data will demonstrate timely adoption for children whose permanence is secured via adoption in line with national average.</p>	<p>AD QA and Improvement</p> <p>Children's Performance Lead</p>	Sep 23	Nov 23	<p>Children will say that they feel secure and are part of a happy family.</p> <p>Children will say they know that they are cared about, because managers know their personal story's and ensure they help children return home where it safe to do so, stay in their family network, or find their forever family that meets their personal timeframe.</p> <p>Children will say that managers create meaningful measures that keep them safe, and ensure that their lived experience is recorded in way they can understand in their personal children files</p>		



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.5	<p>All plans to include clear evaluation of educational attainment and progress and identify the steps being taken to improve overall outcomes for children and young people</p> <p>ILAC</p>	<p>Virtual school and health partners are a visible part of a child's network .</p> <p>Personal Education Plans (PEPs) are done within required timescales and are of good quality (termly).</p> <p>Health Assessments and Strength and Difficulty Questionnaires (SDQs) are in the PEP's actions.</p> <p>C&YP who are Not in Education Employment or Training (NEET) will have robust NEET planning which is reviewed in accordance with NEET strategy.</p> <p>All children with a social worker who receive their education at home will have an evaluation of the appropriateness of the education provided and how this is supporting good educational outcomes.</p> <p>Clear plans are in place for children with a social worker who are on reduced education timetable to ensure educational outcomes are well supported.</p> <p>Education Health and Care Plans (EHCPs) are aligned with care plans.</p>	<p>AD Education</p> <p>Head of Virtual School</p>			<p>Children will say that Tameside Council cares about their education and their future ambitions and goals.</p> <p>Children will know we are aspirational for them, understand their individual needs and work hard to help them gain their best opportunities.</p> <p>Young people will know we are working with them to help them find the best opportunities for their next steps, that the services work together to ensure we are focused on creating opportunities and supporting young people on their pathway.</p>		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.6	To re-launch the Public Law Outline (PLO) process and ensure plans are of good quality with timely implementation during pre-proceedings ILAC, FV1	Legal services report good quality and timely evidence provided. Fewer children enter the care of the Local Authority as a result of robust PLO planning and intervention. Performance scorecard enables oversight of data to demonstrate actions completed in appropriate timescale.	AD Children's Social Care	Aug 23	Dec 23	Children and families will be well informed and understand the decision making process. They will say their plan is easy to understand.		

Care Leavers

1 Page 51	Use practice improvement sessions and strengthened management oversight to Improve the quality of pathway plans. Ensure pathway plans are purposeful, outcome focused and co-produced with young people to drive best outcomes for their futures. Ensure all cared for children have pathway plans from 16years. ILAC	Effective pathway plans and reviews evidence how we are ambitious for all of our care experienced adults, they have suitable accommodation, are in education, training and employment, and are free of debt. Performance data demonstrates we are in touch with our care leavers (% Performance measure) Care Leavers will have knowledge of health passport at final health assessment. Care leavers will feel well supported with their emotional health and wellbeing	AD Children's Social Care			Young people will say they feel well supported and have a clear plan for their future. Young people will know what they are entitled to when leaving care. Young people will know that we are here to support them and will have ownership of their individual pathway plans that will help them gain confidence to grow into adulthood.		
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Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Children in specific circumstances								
1.8	Embed a clear practice framework for children and young people at risk of exploitation.	<p>Risk will be managed, and good outcomes will be achieved for children who are at risk of Child Criminal Exploitation (CCE) via robust contextual safeguarding planning.</p> <p>Performance data will ensure children at most risk of CCE are tracked and appropriate interventions in place including return home interviews and multi-agency risk management plans.</p>	<p>AD Children's Social Care</p> <p>AD Quality Assurance and Improvement</p>	Sep 23	Feb 24	<p>Our children and young people will say they feel safe and know that that their social worker is doing all they can to support them.</p> <p>Children will feel listened to and say they can trust and confide in their social worker to keep them safe.</p>		
1.9	<p>Review the practice and outcomes of the children with a disability team to improve practice (ISCAN)</p> <p>ILAC19&21</p>	<p>Deep dive and dip sampling of files will identify areas of strength and areas for improvement which will inform service and team plans</p> <p>Monthly audits will evidence how planning for children with special educational needs and disabilities supports good outcomes.</p>	AD Children's Social Care			<p>Children and young people will say that their needs have been understood and their outcomes are achievable for them.</p> <p>Children will see that we take care to make sure that when we see we need to make improvements we make sure we do this in a timely way and hold their experience in our minds to ensure we all learn together.</p>		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.10	Improvement Board receive assurance of the implementation of the Written Statement of Action SEND and SEND improvement plan.	There will be clear governance and accountability for service improvement	AD Education Head of SEND	Oct 23	Sep 24	Children and their families will see that their Education and Health Care plans are focused and led with pace and care. That services work together to ensure we give children the best opportunities to grow and we are aspirational in our approach.		



2: WORKING IN PARTNERSHIP

Lead: Assistant Director, Quality Assurance and Improvement (Vicki Lawson)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Partner Organisations and Services								
2.1	Work with Greater Manchester Police (GMP) to develop the strategic and operational relationship to ensure timely engagement in CP assessment and planning. ILAC, FV1, FV2	There will be evidence of working together to jointly input into child protection assessments in a timely effective way.	AD Quality Assurance and Improvement AD Children's Social Care			Children and young people will say they know all professionals are working together to ensure they are safe and that the right decision has been made for them.		
2.2	Work with partners to develop robust tracking and ensure initial and review health assessments for cared for children are completed within timescale, with particular attention to initial health assessments ILAC, FV1	Performance scorecard will demonstrate timely referrals and assessments that are completed on time for both IHA and RHA Audit data will demonstrate how IHA and RHA ensure cared for children's health needs are consistently met and identify any areas requiring improvement.	AD Quality Assurance and Improvement AD Children's Social Care			Children and young people will say that we understand their health needs and are able to provide support for their health & wellbeing including emotional support.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
2.3	Work with Adult services to proactively plan and prepare young people who will require support from adult social care so that they have the appropriate provision and services in place.	Young people will live in accommodation suitable for their needs and receive the right support at the right time from a multi-agency perspective	AD Adults AD Children's Social Care			Young people will say they live in accommodation that suits their needs and circumstances and they are well supported.		
Voice of Child and Family								
2.4	Ensure parents, carers, children & young people's feedback and engagement is central to our understanding to how effective our front line work is.	There will be two way engagement with children & young people who are service users, using digital means there will be an improvement in the attendance at Children in Care Council (CICC), Youth Council, Schools, Young Carers, Care Leaver Forum	AD Quality Assurance and Improvement	Oct 23		Children and families will say that their input is valuable and that it drives best practice and good outcomes for children. Children and young people will say they feel listened to and regularly meet with leaders to share their lived experience.		
2.5	All children receive life story work consistent with good practice expectations, evidenced on children's files and confirmed by audit. ILAC	Participation work with children and young people evidences the impact of life story work.	AD Quality Assurance and Improvement AD Children's Social Care	Oct 23		Children will know their journey and will have access to all the information they need to help them understand why decisions were made. Children will say they don't have to keep repeating their story, but we hold their stories with care.		

3: COMMISSIONING AND SUFFICIENCY

Lead: Head of Commissioning (Mark Love)

Ref.	Actions	How will we know?	Lead	Start Date	Start Date	What our children will say	Action RAG	Impact RAG
3.1	Revise placement sufficiency strategy and commissioning activities to increase placement quality and choice. FV1	<p>There will be an increased choice of placements that will ensure better matching to meet the needs of the children</p> <p>Performance data will evidence stability and permanence.</p> <p>Fewer children and young people will be residing in unregulated placements</p>	Head of Commissioning	Sep 23	Jun 24	<p>Children and young people will have a stable and secure home that is suitable for their needs.</p> <p>Children will say that we try hard to keep children in the borough when they cannot stay in their family and family network.</p> <p>Children will say that the care they are receiving is the best it can be.</p>		
3.2	Review and update the support offer to foster carers and children to increase in-house capacity to care for children and young people with specific therapeutic needs.	<p>There will be increased choices and availability for children and young people with specific therapeutic needs</p> <p>Fewer children and young people will be residing in unregulated placements</p>	<p>AD Children's Social Care</p> <p>Head of Commissioning</p>	Nov 23	Apr 24	<p>Children will feel supported by carers who understand their lived experience and help them to settle with great care.</p> <p>Children will feel when things are difficult we are able to provide good support to help them</p>		

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Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
3.3	Streamline the foster carer recruitment process to accelerate the recruitment and assessment of foster carers and ensure the foster care offer is competitive for the local market	Timeliness of the assessment and approval process will improve Tameside provide a competitive offer to new and existing foster carers improving year on year net increase in the number of in-house foster placements available	AD Children's Social Care	Nov 23	Dec 23	Children will say they have been able to remain close to their friends and family.		
3.4	Expand the range of accommodation and services that are available to our care leavers to provide high quality support and preparation for adulthood.	Supported accommodation commissioned for our cared for children and 16+ care leavers Reduction in use of temporary accommodation.	Head of Commissioning	Sep 23	Dec 25	Young people will feel supported in their transition to adulthood and will have options to choose from that suit their needs and circumstances.		



4: LEADERSHIP AND WORKFORCE

Lead: Director of Children's Services (Allison Parkinson)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Strategic Leadership								
4.1	Ensure the Leadership of the Council including all Directors, Members and senior leaders make an effective contribution to driving the improvement plan and provision of support from the wider infrastructure of the Council and partners. ILAC,FV1,FV2	The Leadership of the Council including CEX, Lead Member and DCS recognise and prioritise the needs of children and this is reflected in corporate decision making, scrutiny activities and activity of the Improvement Board.	Lead Member	Sep 23	Nov 23	Children and young people will say I know that everyone in Tameside have listened to what Ofsted said and agreed to make things better as quickly as possible in a way that will make all their services good in future and my experience has improved as a result.		
4.2	Develop a governance structure that enables senior leaders and Members to drive improvement outcomes for children	Senior leaders and Members will demonstrate good oversight, challenge and support to achieving best outcomes for children	DCS SLT Head of Improvement	Sep 23	Oct 23	Children and young people will say the people leading the council know about their lives.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.3	Undertake scrutiny and assurance development session with key political and corporate leaders including the Corporate Parenting Board (CPB), Improvement Board and Scrutiny Committee. ILAC,FV1,FV2	Senior leaders and Lead Members understand the experience of children receiving support services in Tameside.	DCS SLT Assistant Director of People and Workforce Development Head of Improvement					
4.4	Ensure clear link between Childrens Improvement Plan and Safeguarding Partnership to improve outcomes for children.	Strategic links in place achieved by clear governance. Appropriate policies will be in place Multi-agencies working in partnership to implement policies.	DCS Chair of Safeguarding Board					
Operational Leadership and Management Grip								
4.5	Practice learning workshops will be delivered for all staff across children's services to ensure the Practice framework is known, understood and implemented consistently across the workforce	The outcome of practice audits evidence improvement across all areas. Our workforce describe and evidence understanding of the framework Data will evidence that every member of our workforce has completed training to enable them to implement the practice framework.	Head of Audit	Oct 23		Children and young people will feel confident that their Social Worker has the appropriate knowledge and skills to support them in making positive outcomes		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.6	Use performance and accountability processes alongside practice development workshops to drive improved management oversight and decision making ILAC,FV1	<p>Children’s files will consistently provide demonstrable evidence of critical reflection, hypothesis, support and challenge to ensure practice is consistently good and better.</p> <p>Progression of children’s plans will be evidenced and demonstrate how best outcomes have been achieved</p> <p>Case file audits will evidence consistently good practice</p> <p>Social care staff will describe the impact and difference good management support is making to their practice</p>	DMT	Oct 23		Children and young people will say I know that services are working to the best standard possible and my social worker works with others to make things better when they need to.		
4.6	Implement a Quality Assurance framework that delivers high quality program of reliable audit and learning activities that creates culture of learning and accountability	<p>Monthly audits will evidence improved practice as a result of clear actions and evaluation of the outcomes via closing of the learning loop.</p> <p>Deep dive and thematic audits will provide direct line of sight as of the quality of practice to Senior Leaders together with the Improvement Board and inform practice improvement activity.</p> <p>Thematic learning from monthly audits will contribute to systemic improvements across children’s and inform commissioning of training services.</p> <p>Learning from QA activity (including child practice reviews and section 11 audits) will be used to inform training and development programme for the workforce.</p>	AD Quality Assurance and Improvement	Sep 23		Children and young people will say that the help and support they get from their social worker is getting better.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.8	Clearly defined first and second tier management roles and responsibilities to empower and support operational managers to succeed in delivery and a culture of continuous improvement.	<p>Learning from QA activity evidencing scrutiny and supportive challenge from managers.</p> <p>Managers operating within the delegated duties framework and have clear accountable tasks</p> <p>Manager feedback / employee survey.</p> <p>Delivery of business plans. Service specific performance indicators.</p>	AD People and Workforce Development	Nov 23		Children and young people will say I know that managers in children's services know how good our services really are and make sure they are always of high quality.		
4.6 Page 61	Work in collaboration with the corporate improvement team to drive forward the actions set out in our improvement plan to ensure the progress continues at pace with dedicated project management resource	<p>Change and improvements are driven effectively.</p> <p>Performance data demonstrate that the improvements are having a positive impact</p>	AD People and Workforce Development	Sep 23				



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Workforce								
4.10	Develop a Children's Workforce Board to implement the Children's workforce strategy to improve staff retention and recruitment. ILAC, FV1	<p>Number of permanent social workers will increase.</p> <p>There will be a reduction in number of changes of social workers for children</p> <p>Career pathway is clear and demonstrates progression routes for all social care staff.</p> <p>Staff are inducted well and have regular effective performance conversations in supervisions.</p> <p>Strengthen the Assessed and Supported Year in Employment (ASYE) social worker standards.</p> <p>Outcomes in line with our workforce development strategy will be achieved to support recruitment and retention</p>	<p>AD People and Workforce Development</p> <p>AD Quality Assurance and Improvement</p>	Oct 23		Children will say they feel confident that their Social Worker will be consistent and remain unchanged		
4.11	Review capacity in the service to ensure the resources are deployed to enable the most effective support at the appropriate level needed, creating a stable supportive workforce. ILAC, FV2	<p>Caseloads will be maintained within the caseload policy thus enabling good purposeful social work interventions that provide positive outcomes for children</p> <p>Data demonstrates timely interventions at appropriate levels.</p>	<p>AD People and Workforce Development</p> <p>AD Quality Assurance and Improvement</p>	Oct 23	Oct 24	Children will say they have a good, trusting relationship with their social worker.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.12	Develop and implement staff engagement sessions to ensure that all children's social care staff are kept informed, updated and have the opportunity to share their views	Feedback will tell us that our staff feel part of our improvement journey and that their input is valued	AD People and Workforce Development AD Quality Assurance and Improvement	Nov 23	Nov 24			



Appendix A: Accompanying notes

Current Post Holders (September 2023)

Job Title	Current Post Holder
Director of Children's Services	Allison Parkinson
Assistant Director (Social Care)	Alison Montgomery
Assistant Director (Quality Assurance and Improvement)	Vicki Lawson
Assistant Director (People & Workforce Development)	Tracy Brennand
Assistant Director (Education)	Jane Sowerby
Head of Placements and Resources	Mark Love
Head of Early Help and Family Help	Faye Edwards
Head of Safeguarding and Quality Assurance	Debbie Duddridge
Head of Child Protection and Children in Need	Helen Delamare

Key to monitoring of Action and Impact BRAG ratings

BRAG RATING: The 'BRAG' rating for progress and impact will be updated on a monthly basis in the detailed delivery plan.

BLUE	Completed and impact evidenced, target achieved and this is likely to be sustained.
RED	Action: Tasks not been completed or timescales slipped and need attention Impact should start to be seen and measured, but are not met.
AMBER	Action: Tasks are not fully on track but plans are in place to ensure progress by identifiable timescale Impact can start to be measured but are yet to be demonstrable
GREEN	Action: Tasks are progressing as expected and deemed to be on target Impact of outcomes can be demonstrably measured



Appendix B: Performance Measures

Focus Area	Action Ref.	Measure	Data Source
FA1: The Voice of Children and Families	1.3, 1.5, 2.3, 2.4	• Feedback and complaints	Complaints Team
		• Attendance at forums and meetings	To be developed
		• Child & Family surveys	To be developed
FA2: Collaborative working with partners	1.2, 1.5, 2.1, 2.2	• % strategy meetings attended by police	Scorecard - CIN10a
		• % strategy meetings attended by health.	Scorecard - CIN10a
		• % of police attendance at child protection assessments.	Scorecard - SG8
		• % of attendance at initial CP conference by police	Scorecard – SG8
		• % of attendance at initial CP conference by health	Scorecard – SG9
		• Initial health assessment	Scorecard - CF22
		• Review health assessments	Scorecard - CF23
FA3: Identifying, assessing and managing risk	1.2, 1.3, 1.6	• Timeliness of S47 enquires to Initial Child Protection Conference (ICPC).	Scorecard - SG6
		• Return home interviews	Scorecard – CIN21-24
		• Assessment and plan timeliness	Scorecard - CIN8
FA4: Practice framework (including Thresholds and timeliness)	1.1, 1.3	• Management oversight including supervision records	To be developed
		• Chronologies	To be developed
		• MASH Dashboard	To be developed

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Focus Area	Action Ref.	Measure	Data Source
FA5: Plans and Timeliness	1.2, 1.3, 1.4, 1.5, 1.6	• No. of child & family assessments completed under 45 working days	Scorecard - CIN 8
		• % of child protection statutory visits taking place within timescale	Scorecard - CIN20, CF3
		• No. of dip samples reaching required standard	To be developed
		• % of Child Protection (CP) reviews within timescales	Scorecard - SG11-12
		• % actions completed following audits	To be developed
		• Actions following children's serious case reviews	To be developed
		• No. children with permanence plan in place.	To be developed
		• % of permanence plan reviews completed on time.	To be developed
		• Achieved outcomes	To be developed
FA6: Effective placement matching	1.3, 1.4, 3.1, 3.2, 3.3, 3.4	• Cared for children with 3 or more placements in a 12 month period	Scorecard - CF4
		• Cared for children for 2.5 years who were living in the same placement for at least 2 years	Scorecard - CF5
		• Number of children in un-regulated placements	Scorecard - CF19-20
		• Use of temporary accommodation	To be developed
		• Accommodation options for care leavers	To be developed
FA7: Children in specific circumstances	1.5, 1.8, 1.9, 1.10, 3.2	• EHCP performance	Education Scorecard
		• Audits	Scorecard - SG16-20 and Quality Assurance Reporting
		• Sampling of files	To be developed



Focus Area	Action Ref.	Measure	Data Source
FA8: Consistency of support and pathway plans for care leavers	1.4, 1.5	• % of care leavers with education, employment or training plans.	To be developed
		• % of care leavers with a health passport.	To be developed
		• % care leavers with allocated worker.	To be developed
		• % of up to date pathway plans.	Scorecard - CF29
		• (%) of children with a social worker or personal adviser in Education, Training and Employment	To be developed
FA9: Governance and leadership	4.1, 4.4, 4.8	• Attendance at meetings	To be developed
		• Pace of progress	To be developed
		• Improved management oversight	To be developed
FA10: Practice evaluation & performance management	4.6, 4.7	• Quality Assurance Activity	Education Scorecard
		• No. of audits showing improvements graded over 55% Requires Improvement (RI) or better	Scorecard - SG16-20 and Quality Assurance Reporting
FA11: Supervision and management oversight	1.3, 4.7, 4.8	• % of Supervisions completed on time	DMT Scorecard
		• Case file audits	Scorecard - SG16-20 and Quality Assurance Reporting
		• Staff feedback	



Focus Area	Action Ref.	Measure	Data Source
FA12: Recruiting and retaining a stable permanent workforce	4.5, 4.6, 4.9, 4.10	• Staff feedback through surveys	Workforce Development Team
		• Workforce data	Workforce Development Team
		• Training data	Workforce Development Team
		• Caseload data	Scorecard - WF6 - WF14
		• Exit interview feedback	Human Resources
FA13: Data and Systems	4.1, 4.4, 4.8	• Quality of data	To be developed
		• Training attendance records	To be developed

