

Report to: EXECUTIVE CABINET

Date: 23 June 2021

Executive Member: Cllr Bill Fairfoull Deputy Executive Leader (Children and Families)

Reporting Officer: Richard Hancock – Director of Childrens Services

Subject: **OFSTED FOCUSED VISIT TO TAMESIDE CHILDREN'S SERVICES**

Report Summary: This report sets out a brief update on the improvement journey of Tameside's Childrens Social Care services, with particular reference to the progress on delivery of the 7 Sustainability Projects, the impact of Covid on the children's systems and the findings of the recent our Ofsted Focused Visit and our proposed response to this and plans to drive further improvement for the children of Tameside.

The report set out our approach to improvement and specifically details the planned refocusing of existing capacity and the additional focussed capacity/investment required to address the issues identified through the Ofsted Focused Visit.

Her Majesty's Chief Inspector of Education, Children's Services and Skills is leading Ofsted's work into how England's social care system has delivered child-centred practice and care within the context of the restrictions placed on society during the COVID-19 (coronavirus) pandemic. This report is in part to respond to a letter, which is embargoed until the 25 June 2021 when it will be published on the Ofsted website at: [Ofsted | Tameside Metropolitan Borough Council](#) and therefore is exempt from publication with this report. The letter summarises the findings of a focused visit to Tameside children's services on 12 and 13 May 2021. The methodology for this visit was in line with the inspection of local authority children's services (ILACS) framework. However, the delivery model was adapted to reflect the COVID-19 context. This visit was carried out fully by remote means. Inspectors used video calls for discussions with local authority staff, carers, key stakeholders and children. They also looked at local authority performance management and quality assurance information and children's case records.

Recommendations: That Strategic Commissioning Board support and recommend to Cabinet and Council where appropriate:

1. Acknowledge the Ofsted letter published at **Appendix 1** (which is embargoed until the 25 June 2021) and summarises the findings of a focused visit to Tameside children's services on 12 and 13 May 2021 and approve the delivery of the proposals outlined in the report including the Rapid Improvement Plan proposal and fruition of 7 Sustainability projects by way of response to this and to drive further improvement for the children of Tameside; and
2. Recommend to Council the provision of additional budget of £461,410 in year 1 (2021/22) and £504,538 in year 2 (2022/23) and virement of the existing budget of £1,537,224 over two years (2021/23) to deliver the plans set out in the report and more specifically the budget requirements as detailed in **Appendix 2**.

Corporate Plan:

This supports the Corporate Plan across a number of strands, Starting and Living Well and specifically Very Best Start and Resilient Families and Support Networks.

Policy Implications:

There are no direct policy implications

Financial Implications:

(Authorised by the statutory Section 151 Officer & Chief Finance Officer)

The financial implications of this report is a 2 year realignment of existing staffing establishment resources and request for additional investment to cover the additional capacity needed to deliver service improvements £965,947.

	Total Cost	Repurposed Staffing Budget	Additional Investment
Year 1	1,251,586	790,176	461,410
Year 2	1,251,586	747,048	504,538
Total	2,503,171	1,537,224	965,947

This non-recurrent funding will need to be approved from the Council’s Medium Term Financial Strategy Reserve.

A full breakdown of staffing costs can be found at **Appendix 2**.

The financial implications of 4.5 of this report, Proposition 1 Delivery of a Rapid Improvement Plan, Item number 9 have not been included in this report as the options paper and cost benefits appraisal will need to be carried out to assess if there are any financial implications of any recommendations.

Legal Implications:

(Authorised by the Borough Solicitor)

The Council is required to deliver efficient and effective services otherwise known as best value within its statutory duty to deliver a balanced budget. Demand and Covid have had an adverse impact on the budget and we must ensure that we are able to demonstrate that in meeting our statutory duty of safeguarding we are doing so on a best value basis. The proposals outlined in this report are intended to ensure that we have the basics in place to do this and there needs to be careful monitoring to ensure we are delivering both on those plans and our vfm test. Importantly we need to consider any benchmarking data and where necessary making appropriate


Risk Management:

The implementation of this plan will be overseen by the Children’s Leadership Team with regular to Executive Board.

Background Information:

Appendix 1	An Ofsted letter has been received under embargo and will be published by 25 June 2021 so is exempt from publication at the date of the meeting
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The background papers relating to this report can be inspected by contacting Richard Hancock

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1. INTRODUCTION

- 1.1 The Improvement Programme in Children's services continues to make progress. A policy of investing in Early Help and strengthening basic procedures and practices continues to support stability. However the impact of Covid our own self- assessment and recent feedback from Ofsted have confirmed where further improvements are required which presents the organisation with an opportunity to accelerate this work and to further stabilise and improve the service as it continues to support children and families, including dealing with the impact of the pandemic.
- 1.2 The Ofsted Covid Monitoring/Focused Visit in May 2021 has highlighted a number of issues in children's services, which are impacting negatively on improving outcomes for children and whilst these were largely recognised and reported in our self-assessment, the pace of progress needs to increase. The visit also highlighted positive progress and good work with children, but also presents the organisation with a number of challenges which it must address. The key overarching issues are detailed in the report.
- 1.3 **Capacity** issues within the service at every level were reported by the inspectors, creating a challenge for social workers and others in having time to do the work they need to do at the quality that we would wish. High caseloads impact on our ability to recruit and especially retain Social Workers. Without reducing caseloads for Social Workers in Tameside we shall continue to experience high staff turnover which makes it a greater challenge to improve quality and ensure better outcomes for Tameside children. Capacity also needs to be increased/released at management level to drive service improvement. Management capacity at the current time is too focused on managing the business day to day.
- 1.4 There are particularly issues in our Multi Agency Safeguarding Hub and Care Leaver services which Ofsted noted, but they also reported high caseloads more widely across the locality teams. An increase in capacity is needed to create manageable caseloads across all parts of the system. This will enable us to mitigate the impact of Covid and support ongoing improvement in quality. The workloads of social workers and of personal assistants in all teams needs to be at a level which enables meaningful relationships to be built with children and young people and deliver effective support to them, including those young people leaving care and whom we support post 18.
- 1.5 The organisation needs to agree an acceptable caseload for individual social workers and resource the service to meet this threshold.
- 1.6 Access to sufficient and suitable **placements** to ensure children are able to live in places that best meet their needs is key to ensuring that we support our cared for children to achieve positive outcomes and this an integral part of our 7 point Improvement Plan detailed later in this report.
- 1.7 The service has had a strong focus on compliance. Ofsted emphasised the need for a real shift in terms of focussing on what children are experiencing (the child's lived experience) as well as compliance. There needs to be a greater emphasis on what that means for the children. This links in to the **quality assurance** work we do and a need to look at performance data and use this to examine what sits behind the data and understand what that means for children. In short, a shift in balance from compliance to quality of practice is required. This is also linked to capacity. The building blocks are in place but greater capacity is needed to drive improvement, align performance and QA work and to take these messages to staff.
- 1.8 Another significant area impacting is **management oversight** and line of sight to practice. They highlighted that the challenge they did see from managers was often about completion of work not what was actually happening for children or the quality or impact for the child. Specific examples were raised in MASH and Pre-Proceedings work. Our monitoring

framework for children's requires review to ensure that it takes a quality first approach focusing on audit and quality assurance activity, voice of the child work, compliments and complaints and feedback/ input from partners and that the learning and improvement loop is more effective and better closed.

- 1.9 A cultural shift is needed to move forward from a compliance culture. The basics (compliance) are there but this needs shifting to a departmental focus on quality.
- 1.10 **Work with partners** - Lots of positive feedback was reported between CSC and Schools and this has been enhanced and improved by the Covid period. Health partnerships though was identified to requiring some development in certain areas.
- 1.11 A letter at **Appendix 1** has been received under embargo and will be published by 25 June 2021. An Inspection of Local Authority Childrens Services or further focused visit is expected to take place relatively soon. This will test progress against the points raised in this inspection as well as progress more generally.

2. IMPROVEMENT PLANNING

- 2.1 Progress has been made in delivering the improvement programme for Children. Below is a brief update on Phase One of the Seven Sustainability Projects and a proposal for Phase Two, including in this is our response to Ofsted's findings.
- 2.2 The delivery of the 7 Sustainability projects are key to not only improvements in term of the quality of practice but they are fundamental to improving the outcomes for children. The delivery of the 7 Sustainability projects have been identified as a corporate priority and will support the safe reduction in the number of children who are cared for by the Local Authority. Below is a brief update on these projects.

1. EARLY HELP & PREVENTION AT A NEIGHBOURHOOD LEVEL	Partially delivered
Create multi-disciplinary neighbourhood teams providing wrap around support for children and families	
2. FAMILY INTERVENTION SERVICE	Delivered
Establish a Family Support Service to provide practical support and diversionary work to prevent admissions – de-escalating risk, across the continuum of need	
3. TEAM AROUND THE SETTING	Almost fully delivered
Speed up and enhance the role out the current Team Around the School model to all schools, colleges and nurseries (including PVI's)	
4. DUTY / LOCALITY RESTRUCTURE	
Stage 1. Restructure the duty and locality teams to remove a step in the process and establish a locality footprint.	Delivered
Stage 2. Move to true locality working with teams based in each of the four neighbourhoods holding a neighbourhood based cohort / caseload	Stage 2 dependent on project 1
5. POSITIVE FUTURES (RESPITE / ASSESSMENT)	Partially delivered
Deliver a respite / short break facility, an assessment unit and emergency/short break fostering, supported by an outreach team/key workers. Objective to prevent placement breakdown, and to allow children to remain at home and avoid admission into care. Works alongside Edge of Care and Family Support Service – target 11years plus.	
6. FOSTERING SERVICE IMPROVEMENT	Partially delivered
Increase the number of foster carers through a new model tailored to current need, cohort demographics and an enhanced payment and support model. Increase number of children with more complex needs fostered in Tameside	

7. PLACEMENTS REVIEW & SUFFICIENCY	Partially delivered
Review all placements to ensure children are in the right placement.	
Reviewing our current in house residential provision to ensure it is being used effectively to support our most vulnerable cared for children.	

3. AN OVERVIEW IN BRIEF

3.1 Demand and Capacity

- Pre-pandemic we had seen demand on children's services reducing consistently over 18/24 months – contacts, referrals, children in need, child protection open cases.
- The impact of our Early Help activity can be tracked against this.
- We predicted though that the impact of the pandemic would be felt later in children's
- Demand (particularly at the front door and in our child protection numbers) has now risen and particular challenges are evident in the complexity of work coming through.
- Our work on the 7 projects has mitigated against a more significant rise in statutory demand.
- We have not so far, organisationally invested in responding to this Covid impact.
- The Ofsted visit was at the point this was becoming acute, further compounded by a sustained period of staff recruitment difficulties/high agency use over the preceding 12 months.
- There are examples of many local areas who have felt the impact of the pandemic more acutely including rising CfC numbers, (a national trend) alongside the front door and CP.
- Our Ofsted inspection had highlighted the need to increase capacity to address this and to drive further improvement

3.2 Improvement

- The seven improvement priorities have been partly delivered and have supported stabilisation and the mitigation of the impact of the pandemic.
- Some additional focus is needed to complete delivery including estates elements.
- The next phase of improvement activity will require a move away from focusing on performance and recruitment to an increased focus on quality and retention, which will also involve a response to pandemic related pressure as the two cannot be separated.

3.3 What we are proposing?

- A 2 year realignment of existing staffing establishment resources alongside an additional annual investment to deliver additional capacity, to drive our improvement journey to the next phase, to address Covid related pressures and the issues highlighted by Ofsted.

3.4 What we are investing in?

- Responding to the additional pressure created by the pandemic to ensure that children get the support they need
- Embedding improvement work to date and driving further gains
- Moving to next phase of improvement activity- focusing on the quality of delivery and staff retention.
- Targeted Social Work and Leaving Care capacity, plus service wide improved QA, oversight and support to newly qualified staff, improved consistency in our evidence based model of delivery and enhanced first points of contact with services.

3.5 What will this give us?

- Stabilising and reducing numbers of Cared for Children (including supporting the resolution of historical legacy issues which bring significant cost as children age – transition and post 18)
- Less expensive placements/more appropriate and balanced placement mix.
- Improved outcomes for children and families
- Better relationships between social workers and children/ families

- Further improved prevention and early intervention
- Constant focus on delivery and managing numbers to ensure investment pays back and delivers improvement
- A review at two years

4. PHASE TWO CHILDREN'S SUSTAINABILITY AND IMPROVEMENT

4.1 We now need a concerted and LA wide focus on delivering the remaining elements of the seven sustainability projects (including associated and linked activity) together with a robust response to Ofsted's findings, which are closely linked, in order to build on the work to date and provide a clear direction of travel in terms of ongoing improvement for our children and the associated cost reduction.

Capacity

4.2 As detailed earlier in the report an increase in capacity is needed to create manageable caseloads across all parts of the system.

4.3 Much of this is already factored into structures and budgets, but recruitment into these roles needs to be expedited. Where additional resource is requested it is proposed that this is for a period of two years and then reviewed.

4.4 In addition to increasing capacity in children's services legal services are also seeking an increase in capacity. Legal services is currently considerably overstretched in providing support to children's services especially due to the challenges children's services have in relation to the volume of work and consistency in quality of the social working practice. As a result a significant proportion of the legal officers' time is spent in providing additional support to the front line social workers and their managers. Further to help to drive and embed improvement, legal services has been providing a comprehensive suite of training for children's services, which it proposed to continue and further develop through the improvement period.

4.5 The average case load for a child care lawyer is 10-12 based on the complexity of the matters but given the ongoing support required in order to improve consistency in the quality of practice and drive improvement it is proposed that the case load for a child care lawyer be no more than 8. This increase in capacity should also help to support children's services discharges work stream.

4.6 The legal services team is structured so that the lawyers are supported by legal officers and administrative officers. Again the reduction in case load and the increase support which will be required to help drive the improvement plan will therefore not only require additional support from a lawyer but also from an additional legal officer and administrative officer.

4.7 This increase in capacity should help support the service in delivering the improvements set out in the capacity section of this report. It is also hoped that this will improve the recruitment and retention of child care legal officers. Currently there is a shortage of quality child care lawyers and legal officers which makes both recruitment and retention a challenge. It is hoped that by having a more manageable case load candidates will be attracted to apply to Tameside and be part of the improvement drive

Proposition 1 Delivery of a Rapid Improvement Plan

4.8 To contain the impact of Covid, deliver the next phase of improvement activity and address the issues highlighted by Ofsted, which will improve outcomes for children and families while keeping Cared for Children's numbers manageable and affordable a series of improvement activities are required which will require short term investment as set out below.

Action	Detail	Timescale	Lead
1. Undertake a review of all children CIN or CP for over 9 months.	This will be completed via regular challenge panels and audits focused to the impact on the child	3 months	TM / HOS QA and Safeguarding and HOS CP/CIN
2. Undertake a review of all children being considered for pre- proceedings	Audit/ monthly case review meeting attendance at Legal Gateway	To start within 4 weeks to be imbedded in to day to day practice – commence June	TM
3. Undertake a review of Audit Processes- to focus on the experience of the child. Including Audit Moderation Embed Signs of Safety with an increased focus on the lived experience, impact on and outcomes for children. Close the learning loop	To start within 4 weeks and developed via a QA/audit workshop.	To be developed over next 2 months	TM HOS and SUMs
	Consultation and the views of children and young people to be part of this process Rapid review of wider staffing and capacity requirements to deliver the move from compliance to quality of practice.	completed	
4. A systematic review of how quality is reflected in reporting and strategic oversight framework			GG/ DH
5. A rapid review of the Care Leaving Service-	Review of caseloads and capacity within the service plus work to understand future demand	Completed	TM / HOS Cared for Children
6. Improve access to sufficient and suitable placements to ensure children are able to live in places that meet their needs.	Develop Brokerage Service to support improved delivery	By November 2021	TM AR
	Identify capacity required to drive this forward	completed	
7. Children's Accommodation Options in place and operational 16-17 and 18 plus	Further suitable accommodation is sourced for the cohort of care leavers 18 + who are tenancy ready Further transitional properties are identified for a further cohort of care leavers.	Implementation plan to be developed covering the next 12- 24 months	Growth/Housing/CSC
8. Delivery of sustainability project number 5	Identified property lead to be allocated to support children's services to identify and purchase a property for the Respite Unit	Within next 4 weeks	TM

9. A rapid review and programme of improvements to LCS implementing a number of the functions e.g. the financial / placement / fostering part of the system	A review has previously been completed to review and improve the current systems through which placement payments are made. To review the current functionality of the LCS system and develop an options paper on how this can be achieved	Timescales to be agreed	ED/DG/TM
10. Rapid review of wider staffing establishment's and capacity required to achieve desired caseloads and enable SWs to build meaningful relationships with children and young people and deliver effective support to them.	Undertake review	June 2021 Completed	TM /HoS / Finance/ HR
Workforce			
11. Management oversight and line of sight to practice to be reviewed and improvement plan put in place.		By end of July	TM / HoS
12. Develop First Line manager focused professional development option		By end of August	TM/HoS/BK
13. Fully implement the Professional Practice Toolbox and associated work force Training and Development program		By end of August	TM/HoS/BK
14. Embed SoS with an increased focus on the lived experience, impact on and outcomes for children		May through to October 2021	TM HoS CD
15. An enhanced recruitment, retention and conversion strategy with rolling recruitment	Review the current Tameside offer and consider how this can be developed to attract high quality candidates and improve retention	July	TB TM
Partners			
16. A rapid review of health input into services for vulnerable children	Mental health Initial health assessments, dental checks. Attendance at key meetings.	To start within 4 weeks	GG TM DW

Proposition 2 Social work and Personal Advisor capacity.

- 4.9 One of the key themes OFSTED raised was the rate of improvement and our ability to do quality work with children and families the main barriers to which was identified as being capacity across the system as a whole.
- 4.10 Over the past 8-10 months there has been a significant rise of circa 18% of contacts into the system year on year. Alongside increased child protection activity and open cases in the statutory system. This has meant that both social workers and personal advisors, (where care leavers have increased significantly as young people age and move through the system increasing PA caseloads to currently circa 50), have struggled to retain and improve performance.
- 4.11 Whilst particularly evident in our MASH and leaving care services this was noted across the statutory system.
- 4.12 Based on a target case load for out front line social workers of circa 18 and for personal advisors of circa 30, an immediate investment is therefore required in 10.5 social work posts across key areas and 5 PAs supported by two social work practice managers as detailed at section 5, to increase capacity to enable the increased demand in contacts to be dealt with in a timely manner, ensure that decisions are timely, risk appropriately identified and responded to, and that a focus can be given to the quality of delivery that enables meaningful relationships to be built with children and young people, including those young people leaving care and whom we support post 18.
- 4.13 There is also a need to increase management oversight and grip on cases that are dealt with in the MASH the current management capacity is not sufficient to ensure all cases have the right level of management oversight again this was noted by Ofsted, a further 0.5 Team manager is required to ensure that this takes place as detailed in section 5, along with a practice manager at the linked Early Help Assess Point
- 4.14 This investment should be reviewed after 12 months and should deliver savings to the system by reducing the number of cases escalating into more expensive interventions.

Proposition 3 Enhanced Commissioning and Brokerage and Monitoring function.

- 4.15 For context, Tameside has a number of legacy challenges in Children's Services relating to the use of commissioned services to meet the needs of its children; a larger than average population of cared for children per 10,000. The rapid growth in Cared for Children after 2016s inspection and limited historic investment in and development of Early Help, our in house fostering services, residential services and placement sufficiency more widely has led to the authority having a greater than typical use of residential services to care for children. This is costly and often far from Tameside, and does not meet the objective to support children in families. In addition Tameside is more than typically reliant on purchased fostering and care leaving providers.
- 4.16 Whilst this is a central plank of our 7 point improvement plan and good progress has been made, there remains significant work to do to ensure we have access to sufficient and suitable placements to ensure that children are able to live in places that best meet their needs
- 4.17 Despite the significant improvement and new processes it remains the case that existing brokerage and monitoring capacity in social care is overwhelming focused predominantly on the task of placement finding and has limited resource to effectively hold provision to account or to strategically develop placement capacity with senior leaders often being required to manage down into the service to cover capacity shortfall.

- 4.18 The opportunity now stands to build on the solid foundations of improved practice and processes to deliver a high quality service which will ensure our children are getting the right placement, at the right time in the right place and at the best cost.
- 4.19 Our Proposal to move this forward is for Tameside to have brokerage and monitoring function which will in summary allow it to:
- Proactively engage with all placements which are at risk of disrupting / breaking down to help avoid breakdown.
 - Work in much more detail on placement / contractual agreements. This will create the bedrock of accountability and ensure we are delivering for our young people and achieving value for money.
 - Work with a new provider in advance of a placement to explore in detail and establish a base line of delivery from which future monitoring can be built on.
 - Hold providers effectively to account through robust and regular monitoring of the services we have commissioned.
 - Provide continuity of accountability with officers having provider caseloads and working knowledge of the services delivered and children placed.
 - Robust and regular monitoring of high risk provision.
 - Increase the pace of improvement work including much more proactive and effective work with social workers and internal services.
 - Work towards brokering and monitor the delivery of services for Independent and Non-Maintained Special Schools in the same manner it does for its children in care.
 - To fully engage in GM and NW regional development and improvement activity relating to placement sufficiency
- 4.20 The additional commissioning resource required to allow Children's Services to be more proactive in developing placement sufficiency, range and quality is by resourcing 3 further Commissioning Officer and Placements/Monitoring Officers as set out in **Appendix 2**.
- 4.21 The service infrastructure will be reviewed on a yearly basis to ensure that the staffing team remains appropriate as the improvement work helps manage service demand and processes, and the reductions in Care for Children numbers begins to lower demand.

Proposition 4 Enhanced Quality and Performance

- 4.22 In order to support the shift in balance required from quantity/compliance to quality of practice with a focus on what children are experiencing (the child's lived experience) in addition to compliance, there is a need as detailed earlier for a revised approach to audit, review, learning and quality assurance including a redoubling of our focus on a consistent, quality and evidence based methodology of intervention (Signs of Safety). Whilst the building blocks are in place, greater capacity is needed to drive improvement, align performance and QA work, close the learning loop and to take these messages to staff.
- 4.23 Linked to this a clear need to support social worker retention and stability and to this end we plan to enhance the support and guidance for our newly qualified social workers in their first and second years of practice to make Tameside a more attractive place to work and stay.
- 4.24 Whilst not front line social work roles, the activity described above is key to establishing, supporting, enabling and untimely driving improved performance.
- 4.25 Details of the posts are included at **Appendix 2**.
- 4.26 In order to effectively deliver the Rapid Improvement Plan as detailed at 4.5 and to address the issues arising from the Ofsted visit, the required capacity will primarily be secured from within existing staffing establishment as detailed in **Appendix 2**, but a total additional investment will be required over two years of £461,410 in year 1 rising to £504,538 in year 2. This will then act to mitigate increased demand, throughput and complexity of cases as a

result of the impact of the pandemic on children and families, will also significantly improve outcomes for children and enable us to reduce the number of children requiring intensive, more costly interventions (including coming into the care of the local authority).

- 4.27 In order to deliver across propositions 1-4, it will be essential that children's services are supported by and work closely with the corporate team and a Budget Turnaround Team to be set up and the "enabling" services/capacity this will provide in areas such as finance, HR, housing, property and project/transformation management.

5. CONCLUSION

- 5.1 There is a clear understanding of the issues which face children's services, the improvements that are needed and plans in place to address these. In order though to deliver these at the pace which our children deserve and require, the pace that our Inspectorate will expect and the Local Authority needs, the realignment of existing resources and investment of additional capacity as detailed above will be required along with the support of the Budget Turnaround Team.

6. RECOMMENDATIONS

- 6.1 As set out at the front of the report.

APPENDIX 2 STAFFING AND FINANCES

The table below provides a detailed list of the staffing requirements for the two year period.

Areas	Additional Posts	Year 1 Costs	Year 2 Costs
Commissioning	3 X Commissioning Officers	129,384	129,384
MASH/Hub	0.5 X Team Manager	28,943	28,943
MASH/Hub	2 X Social Worker	86,256	86,256
Locality North	1 X Social Worker	43,128	43,128
Locality East	1 X Social Worker	43,128	43,128
Locality South	1 X Social Worker	43,128	43,128
Locality West	1 X Social Worker	43,128	43,128
ISCAN	0.5 X Social Worker	21,564	21,564
Cared For Children	2 X Social Worker	86,256	86,256
Leaving Care Team	2 X Social Worker	86,256	86,256
Leaving Care Team	5 X Personal Assistants	158,895	158,895
Leaving Care Team	1 X Practice Manager	51,189	51,189
Signs of Safety	0.5 X Business Support	12,399	12,399
Signs of Safety	0.5 X Team Manager	28,943	28,943
ASYE	1 X Practice Manager	51,189	51,189
Quality Assurance	1 X Data quality officer	31,779	31,779
Safeguarding & QA unit	1 X IRO /Conference chair	57,885	57,885
Safeguarding & QA unit	1 X Conference Clerk	25,849	25,849
Safeguarding & QA unit	1 X Business Support Manager	57,885	57,885
EHAP	1 X Practice Manager	51,189	51,189
Legal Services	1 X Childcare Lawyer	51,189	51,189
Legal Services	1X Legal Officer	36,175	36,175
Legal Services	1 X Legal Administrator	25,849	25,849
Total		1,251,586	1,251,586
Repurposed Children's Existing Budgets		790,176	747,048
Additional Funding Required to support Ofsted turnaround		461,410	504,538

The difference in budgets to be repurposed is the savings of 1 social worker in fostering can only be afforded in year 1.