




EXECUTIVE DECISION NOTICE

| SERVICE AREA: | POPULATION HEALTH | | | | | | | | |
|--|---|--------|--------|--------|-------|--|--|--|--|
| SUBJECT MATTER: | SIGNS OF SAFETY PRATICE MODEL – IMPROVEMENT PROPOSAL | | | | | | | | |
| DECISION: | <p>That it be DETERMINED that:</p> <ol style="list-style-type: none"> 1. Agreement in made to the inclusion of additional posts as outlined in section proposed 3.6 under the Head of Quality and Safeguarding; 2. Agreement to the investment of £455,000 over 2 years from Public Health Investment Fund reserve to support the proposed new team structure, and developments to further improve the implementation of the Signs of Safety Practice Model in Tameside. | | | | | | | | |
| DECISION TAKER(S): | <p>Councillor Bill Fairfoull Councillor Eleanor Wills Councillor Oliver Ryan</p> | | | | | | | | |
| DESIGNATION OF DECISION TAKER (S): | <p>Deputy Executive Leader (Children and Families) Executive Member (Adult Social Care and Population Health) Executive Member (Finance and Economic Growth)</p> | | | | | | | | |
| DATE OF DECISION: | 10 November 2021 | | | | | | | | |
| REASON FOR DECISION: | <p>Signs of Safety is a social work practice model that has been implemented in Tameside since 2018. Whilst there has been a number of successes in its implementation to date (outlined in section 1.4), the evidence base is clear that for the desired outcomes for children, young people and their families, the model must be fully embedded within the organisational culture (outlined in sections 2 and 4). This requires further investment in leadership and staff resources as acknowledged by national evaluation and Ofsted findings.</p> | | | | | | | | |
| ALTERNATIVE OPTIONS REJECTED (if any): | <p>Alternative options rejected:</p> <ol style="list-style-type: none"> A) Do not invest and continue under the current structure, however acknowledge the risk that the practice model would not be fully embedded and benefits would not be realised. B) Invest in an alternative model of practice, however acknowledge outcomes desired would take a significant time to embed and previous implementation and investment would be considered ineffective. | | | | | | | | |
| CONSULTEES: | <p>Interim Director of Children’s Services Interim Director of Population Health Assistant Director of Governance and Pensions Assistant Director of Finance</p> | | | | | | | | |
| FINANCIAL IMPLICATIONS: (Authorised by Borough Treasurer) | <p>The proposed structure to implement the Signs of Safety model over the 2 year period will cost £679k. Subject to approval it is proposed the structure is funded as follows;</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Budget</th> <th style="text-align: center;">Year 1</th> <th style="text-align: center;">Year 2</th> <th style="text-align: center;">Total</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> | Budget | Year 1 | Year 2 | Total | | | | |
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| | | | | | | | | | |

| | £000's | 000's | 000's |
|--|--|--------------|-------------------|
| | Proposed structure costs | £335 | £344 £679 |
| | Less existing budget (permanent) | -£71 | -£71 -£142 |
| | Agreed Ofsted funding (2 year funding) | -£41 | -£41 -£82 |
| | Public Health Investment (2 year funding) | £223 | £232 £455 |
| | <p>The funding outlined within the report has been previously agreed to support Children's services with the exception of the ring-fenced public health reserve. This report seeks the approval to utilise available funds in this reserve to support Signs of Safety implementation.</p> | | |
| LEGAL IMPLICATIONS: (Authorised by Borough Solicitor) | <p>Children services made a commitment to adopt the signs of safety approach to deliver as one of the tenants to drive service improvement. This report is seeking additional staffing and the commensurate budget to embed the Signs of Safety methodology.</p> <p>It is understood that these posts are additional to the current structure and so there are no restructuring or redundancy issues to consider, although support would still be advisable from HR especially in relation to communication with staff and the most appropriate terms of engagement for the posts.</p> <p>Given the level of investment being proposed it would be advisable if there could be a report on progress after the first 12 months to capture the successes and ensure that the project remains on track to conclude at the end of the 2 year period.</p> | | |
| CONFLICT OF INTEREST: | None. | | |
| DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED: | Not applicable. | | |
| ACCESS TO INFORMATION: | <p>The background papers relating to this report can be inspected by contacting the Charlotte Lee, Population Health Programme Manager by:</p> <p> Telephone: 0161 342 4136</p> <p> E-mail: charlotte.lee@tameside.gov.uk</p> | | |

Bill Fairfoull



Signed **Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families)** Dated: 10 November 2021

Signed  Dated: 10 November 2021
Councillor Eleanor Wills, Executive Member (Adult Social Care and Population Health)

Signed  Dated: 10 November 2021
Councillor Oliver Ryan, Executive Member (Finance and Economic Growth)

EXECUTIVE DECISION REPORT

| | |
|---|---|
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| SUBJECT MATTER: | SIGNS OF SAFETY PRACTICE MODEL – IMPROVEMENT PROPOSAL |
| DATE OF DECISION: | 10 November 2021 |
| DECISION TAKER(S): | Councillor Bill Fairfoull Councillor Eleanor Wills Councillor Oliver Ryan |
| DESIGNATION OF DECISION TAKER (S): | Deputy Executive Leader (Children and Families) Executive Member (Adult Social Care and Population Health) Executive Member (Finance and Economic Growth) |
| REPORTING OFFICER: | Tracy Morris, Interim Director of Children’s Services Debbie Watson, Interim Director of Population Health |
| REPORT SUMMARY: | The purpose of the report is to seek approval for investment to further develop and improve the implementation of the Signs of Safety Practice Model in Tameside. |
| RECOMMENDATION: | <ul style="list-style-type: none"> • To agree to the inclusion of additional posts as outlined in section proposed 3.6 under the Head of Quality and Safeguarding; • To agree the investment of £455,000 over 2 years from Public Health Investment Fund reserve to support the proposed new team structure, and developments to further improve the implementation of the Signs of Safety Practice Model in Tameside. |
| JUSTIFICATION FOR THE DECISION: | Signs of Safety is a social work practice model that has been implemented in Tameside since 2018. Whilst there has been a number of successes in its implementation to date (outlined in section 1.4), the evidence base is clear that for the desired outcomes for children, young people and their families, the model must be fully embedded within the organisational culture (outlined in sections 2 and 4). This requires further investment in leadership and staff arrangements as acknowledged by a national evaluation and Ofsted findings. |
| ALTERNATIVE OPTIONS REJECTED (if any): | <p>Alternative options rejected:</p> <p>A) Do not invest and continue under the current structure, however acknowledge the risk that the practice model would not be fully embedded and benefits would not be realised.</p> <p>B) Invest in an alternative model of practice, however acknowledge outcomes desired would take a significant time to embed and previous implementation and investment would be considered ineffective.</p> |
| CONSULTEES: | Interim Director of Children’s Services Interim Director of Population Health Assistant Director of Governance and Pensions Assistant Director of Finance |

| <p>FINANCIAL IMPLICATIONS: (Authorised by Section 151 Officer)</p> | <p>The proposed structure to implement the Signs of Safety model over the 2 year period will cost £679k. Subject to approval it is proposed the structure is funded as follows;</p> <table border="1" data-bbox="486 286 1439 533"> <thead> <tr> <th>Budget</th> <th>Year 1 £000's</th> <th>Year 2 000's</th> <th>Total 000's</th> </tr> </thead> <tbody> <tr> <td>Proposed structure costs</td> <td>£335</td> <td>£344</td> <td>£679</td> </tr> <tr> <td>Less existing budget (permanent)</td> <td>-£71</td> <td>-£71</td> <td>-£142</td> </tr> <tr> <td>Agreed Ofsted funding (2 year funding)</td> <td>-£41</td> <td>-£41</td> <td>-£82</td> </tr> <tr> <td>Public Health Investment (2 year funding)</td> <td>£223</td> <td>£232</td> <td>£455</td> </tr> </tbody> </table> <p>The funding outlined within the report has been previously agreed to support Children's services with the exception of the ring-fenced public health reserve. This report seeks the approval to utilise available funds in this reserve to support Signs of Safety implementation.</p> | Budget | Year 1 £000's | Year 2 000's | Total 000's | Proposed structure costs | £335 | £344 | £679 | Less existing budget (permanent) | -£71 | -£71 | -£142 | Agreed Ofsted funding (2 year funding) | -£41 | -£41 | -£82 | Public Health Investment (2 year funding) | £223 | £232 | £455 |
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| <p>CONFLICT OF INTEREST:</p> | <p>None.</p> | | | | | | | | | | | | | | | | | | | | |
| <p>DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED:</p> | <p>Not applicable.</p> | | | | | | | | | | | | | | | | | | | | |
| <p>ACCESS TO INFORMATION:</p> | <p>The background papers relating to this report can be inspected by contacting the Charlotte Lee, Population Health Programme Manager by:</p> <p> Telephone: 0161 342 3146</p> <p> E-mail: charlotte.lee@tameside.gov.uk</p> | | | | | | | | | | | | | | | | | | | | |

1. INTRODUCTION

- 1.1. Signs of Safety is a social work practice model that has its roots in strengths based and solution focused approaches. It turns the concept of the expert on its head and views families, children and young people as the experts in their own lives who, with the support of their network, are able to think into and through problems themselves and arrive at solutions.
- 1.2. Tameside chose to implement this practice model in 2018, following Ofsted's inspection of Children's Social Care in 2016, which judged the service to 'inadequate'. Signs of Safety aligns with Tameside's vision to work in meaningful partnership with children and families, to keep children living at home with their families and, where intervention and protection is required that relationships between the child and their family, network and community are preserved. It is also considered to be an effective framework to provide the training, skills and knowledge across the workforce to improve practice and provide families with a consistent and effective approach. The 2021 Ofsted visit, highlighted positives in the Signs of Safety implementation but was stated that more progress in improving the quality of social work practice and more child focused was required.
- 1.3. Tameside is now in its third year of implementation and during this time, via a Signs of Safety Steering Group and a dedicated Signs of Safety Programme Manager, Tameside Council and local partners have been driving forward a strategic Implementation Plan involving four main work streams:
 - Organisational Alignment
 - Training
 - Leadership
 - Meaningful Measures
- 1.4. Significant progress has been made under these areas; including the internal alignment of processes and systems, delivery of training across Children's Services, and the development of an in-house training pool and multi-agency training programme, including engagement and participation from partner agencies, for example HomeStart and School Nursing. A network for sharing and celebrating good practice has been established and where the model is fully implemented there are clear links with outstanding practice and improved outcomes for some children and young people. Furthermore, where staff have used the model in their practice they have reported that they feel confident and motivated in their work.
- 1.5. However, the implementation of Signs of Safety has been challenging to embed as the approach taken initially was to put all staff in post at that time through the training programme and create a single programme lead to implement the approach for new starters. Given the ongoing issues relating to high levels of agency workers and staff turnover (at both a leadership and social work level), high levels of casework and capacity, along with the increase of complexity of our children and families, fully embedding the model has not been achieved as expected. These challenges have led to some areas of practice being underdeveloped and inconsistent for example old approaches, such as working agreements and service or expert led approaches, are 'shoehorned' into new forms with little discernible change or improvement to individual practice or evidence of meaningful change for children and families.
- 1.6. There is an action plan to address these areas, which focuses on strengthening our leadership commitment to implementation, bringing leaders closer to practice and a broadened Quality Assurance Framework, which includes gathering qualitative information around impact and the difference we are making from a service user perspective. However, to deliver and further develop these areas of focus and implementation, the current staffing structure does not match nor give pace to that required to embed the model across the whole of the Children's Social Care Workforce and key partner organisations. Yet it is well understood that shared practices are vital as the borough move towards the transformation and integration of services working with children and families within a neighbourhood model. Therefore, this paper outlines the evidence base to support the further implementation of Signs of Safety, and outlines a proposal

to improve its implementation and embed throughout the organisation through a robust staffing structure.

2. EVIDENCE BASE

- 2.1. An evaluation of Signs of Safety published in October 2020 in respect of the Munroe, Turnell and Murphy's Signs of Safety project with 10 Local Authorities concluded that to ensure improved outcomes for children and families, a whole system approach to the implementation of the practice model was required.
- 2.2. The evaluation highlighted that there were many social work visits undertaken where not a single identified element of Signs of Safety was used in the social worker's interaction with families, yet social workers still recorded under Signs of Safety headings.
- 2.3. There is evidence from the evaluation that the quality of leadership and management in the pilots was key to how Signs of Safety had been implemented and developed. As important as senior managers were, an equally important factor was the commitment of middle and team managers, alongside dedicated post holders who could support practice. Pilot 8 had all of these in place and had made the clearest progress with implementation and embedding of Signs of Safety. Pilot 1 had experienced a significant level of churn at senior management level through the first year, but then a more stable situation returned, and the senior management team was committed to the continuing development of Signs of Safety. An Ofsted report on an inspection recognised the role the 'preferred method of social work' had played in providing stability and continuity through a turbulent period. The stability was possible because dedicated Signs of Safety roles had been in place throughout, supporting training and practice development as well as demonstrating a commitment to the method.
- 2.4. The senior managers seen in Pilot 7 were committed to Signs of Safety but recognised that the support that was in place did not match the progress that was required. Social workers who were seen embraced the model but reported that there had been a failure to provide sufficient dedicated and identifiable support to develop it at the pace and level required. A similar situation existed in Pilot 9 where, despite a clear commitment from the Director of Children's Services, Signs of Safety was not embedded to the same extent as in Pilots 1 and 8 and even in Pilot 7.
- 2.5. In most of the interviews and focus groups the feedback on Signs of Safety was generally positive; informants usually liked it, but there was an absence of evidence that it made any difference to families. There were examples of how individual cases had been transformed with the use of Signs of Safety but there was no evidence of consistent overall improvement, apart from that reported in Pilot 8.
- 2.6. Another theme was how to manage risk while maintaining the Signs of Safety emphasis on strengths-based practice. Supporting families to take responsibility, and to work in partnership with them to do so, is at the heart of Signs of Safety. While it was viewed as a strength of the model it was not always seen to be compatible with statutory social work in England or with the high level of risk involved in many child protection cases. The concern was that Signs of Safety in the hands of an experienced child protection social worker was very different from that used by an inexperienced worker, where it could be superficial and the line between the model and statutory responsibilities become blurred.
- 2.7. Based on what was learnt of their journeys, successful implementation of Signs of Safety was linked with:
 - The stability and commitment of senior leaders to define, monitor and manage strategic priorities, and provide clarity of vision alongside effective strategies and goals to fulfil that vision and manage resistance and dependencies.

- Support for continuous learning on Signs of Safety which included dedicated posts to provide formal and informal learning.
 - The expectation that Signs of Safety would be used by all employed in every service
 - Oversight of how resources and expertise were deployed across the authorities.
 - Development of a quality assurance system that aligned and fitted with the agency
 - Taking ownership of the model.
- 2.8. The evidence from both the evaluation and Munroe, Turnell and Murphy's work (Baginsky et al, 2020; Munro and Turnell, 2020) shows that Signs of Safety was only partially and to varying degrees implemented in the ten local authorities, and so the studies highlight the challenges of implementation, not the impact on families of receiving a Signs of Safety service. Addressing both the clarity of the practice and implementation issues is imperative.
- 2.9. Providing the proposal below is approved, a Signs of Safety Programme Board, will be developed, in addition to the Steering Group, to ensure that the further implementation of model is embed at every level of the organisation and system – taking a whole organisational approach. The Programme Board will require senior sponsorship, management commitment and will develop a robust monitoring and evaluation framework with support from Public Health.

3. PROPOSAL

- 3.1. Signs of Safety is a complex whole system change. It is not an easy, “off-the-shelf” solution to the challenges of good practice in Children's Social Care. It therefore needs to be deeply understood and championed by the leaders of the services. Delivering Signs of Safety involves changing the behaviour of individuals at every level of relevant organisations, as well as organisational practices and styles of leadership. However, changing behaviour in a lasting way is rarely a simple or easy activity. It is important to approach moving toward Signs of Safety as difficult and challenging, requiring whole organisational commitment over a prolonged period.
- 3.2. Therefore, a new enhanced team structure is proposed to expedite progress under each work stream within the Tameside Implementation Plan. The new structure will be an increase in staffing to the current team of one person.. The new team structure has been designed to provide the strategic direction required at a leadership level, add pace to focused areas of work as well as add capacity and specialism to all the teams in relation to practice.
- 3.3. It is proposed that this new team structure will feed into the broader Children's Improvement Plan 2021, both in terms of financial investment and outcomes for children. When the model is fully embedded effectively into practice, expected outcomes will include more risks being managed by the family and their network with children remaining at home safely with their families and fewer children requiring higher end intervention under child protection plans or requiring removal and entering into our care system.
- 3.4. Integral to the effectiveness of this new structure is how it is supported and assimilated into the existing leadership priorities. Whole system, organisational and cultural change is extremely difficult within a busy and large workforce and for this to work both implementation and cultural change need to be a priority and at the forefront for every leader within Tameside from the Director down to the Practice Leads in every team and organisation working with children and young people.
- 3.5. The design and development of this new team structure has been informed by lessons from research (set out in Section 2) and the learning from other Local Authorities who have successfully implemented Signs of Safety within their organisation. Significant learning has been taken from the work in Sunderland who progressed from an 'Inadequate' Ofsted judgement to 'Outstanding' in three years (see appendix B for the full Ofsted report). The combined factors cited as integral to Sunderland's improvement journey included the

implementation of Signs of Safety alongside the development of an experienced and stable workforce which was led by a strong and visible leadership team who were demonstrably and visibly committed to the practice model. In brief, to summarise both the research and the lessons from Sunderland where the following factors have been in place or taken into consideration, implementation has been effective:

- There has been dedicated Signs of Safety posts in place supporting the different areas of the implementation;
- Alongside these posts the senior management team has been committed to the ongoing development of Signs of Safety;
- The level of support matched the pace and progress for improvement which was required;
- Practitioners and leaders understand what Signs of Safety looks like in their interactions and visits to children and families and are given the space and time to undertake this work;
- Everyone in a leadership role is visibly driving the practice - never underestimating the power and influence of 'practice as usual' and developing the culture; asking about impact, trusting in the process, setting expectations, modelling the approach, placing value on network/safety plans/words and pictures as much as compliance, data and timeliness of visits and processes.

3.6. The proposed team structure outlined below, will fall under the leadership and management of the Head of Quality and Safeguarding. This structure includes the current programme lead for the programme and will also encompass the role and responsibilities previously undertaken by the Workforce Development Manager whose funding has been transferred to the service following the retirement of the previous post holder. This will ensure that all programmes of work relating to the delivery and embedding of Signs of Safety, support to newly qualified social workers and ASYE, relationships with training providers and universities and specialist professional development and career pathways are delivered holistically by the team. Further details of the specific roles are outlined at **Appendix A**.



4. FURTHER IMPLEMENTATION/ SCALE UP

4.1. This new structure will provide the staffing and resources required to embed Signs of Safety across the organisation and to enable and drive forward practice improvement when working with children and families. These proposals will add pace to the work streams which currently sit under the Signs of Safety Implementation Plan and address the areas which are currently identified as underdeveloped or inconsistent. Additionally the team will help to demonstrate progress against the development areas which Ofsted identified in their recent visit in relation to evidencing impact and understanding the child and young person's lived experience.

4.2. The team will support the Signs of Safety model at three critical levels:



- 4.3. *Individual practice*: The initial 2- or 5-day training may be a start for changing the practice of workers but it is unlikely to be sufficient. Indeed, the general literature on short training input suggests that on its own it has little or no impact on practice. To be effective it also needs to be supported through ongoing supervision and changes in the organisational context and support for practice. The Advanced Practice Lead Role will provide the modelling, experience and support which staff require to be able to use the model in their day to day practice. These roles will also deliver group and reflective supervision as well as sharing good practice and specialist knowledge around how to apply the model within their aligned team. The purpose of this role is to enable the learning which is gained in the training to be transferred into practice in order that improved practice aligned to the model gains traction consistently across the service.
- 4.4. *Organisational practice*: practice is not just an activity carried out by workers with families. It is supported through a variety of organisational activities – for instance including how meetings and panels are carried out, the ways in which assessments are undertaken and written-up, supervision, team or other group activities as well as how internal policies and procedures are aligned and embedded into practice. In addition, the way in which practice is measured and valued is also an integral determiner for how practice is shaped. For Signs of Safety to be implemented to a high standard the entire context of organisational practice needs to be further developed and reformed. The three roles within the proposed structure (Practice Review Lead, Practice Training Lead and Practice Implementation Lead) are all posts designed to add pace to these areas of organisational change. These posts will provide the expertise and pace to their aligned work stream as well as provide direction and support to the Advanced Practice Leads ensuring that all aspects of practice delivery, both in respect of areas of challenge and strengths, are understood and responded to quickly.
- 4.5. *Organisational culture* – some of the elements of organisational change identified in the literature are hard to specify, but nonetheless are likely to be important. This includes a sense of ownership, understanding and enthusiasm from leadership. The values and conceptual lenses of Signs of Safety need to permeate the organisation. Creation of a “learning organisation”, that allows reflection on the complex world of practice is key. The Strategic Practice Improvement Lead post is designed to work alongside other leaders within the organisation to drive forward a cultural change around how practice is understood and valued within Tameside. The purpose of this post is to immerse leaders in practice so that the model is fully understood at every leadership level across the organisation in order that workers are

provided with the time, space and support required to use the practice model with confidence and are led in ways which mirror how they are expected to work with children and families. This post will drive forward and coordinate the Implementation Plan, provide strategic direction to the team and ensure that progress is made against the identified focus areas behind each of the work streams.

- 4.6. Implementation of change has different stages. At its simplest we can think of initial "*launch*" of the new approach, full *implementation* and *sustaining* change as being different. Each is likely to involve different opportunities and barriers. The table below outlines some that may apply to the implementation of Signs of Safety in Tameside. These are based on reflection in relation to the evidence based studies reviewed.

Implementing Signs of Safety (SoS)

| | Launch | Implement | Sustain |
|----------------------|--|--|---|
| Key challenge | <ul style="list-style-type: none"> Introducing SoS as a way of working Ensuring enthusiasm across organisation | <ul style="list-style-type: none"> Change implemented at level of individual and organisational practice and culture | <ul style="list-style-type: none"> Ensuring quality of SoS practice retained or improved Sustaining enthusiasm as SoS becomes normal practice |
| Facilitators | <ul style="list-style-type: none"> Training for all workers Starting with worker strengths and values Clear longer-term plan for implementation | <ul style="list-style-type: none"> All workers trained Rolling programme Opportunities to develop SoS leaders Changed supervision Reformed family meetings Reformed assessment processes and recording | <ul style="list-style-type: none"> Much less is known about sustaining SoS Consistency of leadership and commitment |
| Barriers | <ul style="list-style-type: none"> Often current practice and values An assumption of poor practice can lead to resistance | <ul style="list-style-type: none"> Time for training “change fatigue” due to number of reforms some workers may not buy-in Other organisations not using SoS | <ul style="list-style-type: none"> Leadership turnover Staff turnover Loss of novelty and enthusiasm |
| Suggestions | <ul style="list-style-type: none"> Leaders involved in training Aiming to create shared organisational values as basis for transformation Having a plan for full implementation | <ul style="list-style-type: none"> Recognition of good practice Development of meaningful SoS QA system Develop common commitment to SoS across organisations | <ul style="list-style-type: none"> Sustaining SoS is probably not enough – what new challenges or goals might be appropriate? What are the next stages for excellence in SoS? We know perhaps least about sustaining SoS |

5. FINANCE

- 5.1. To deliver the outcomes outlined in this paper, Children's services, subject to approval, propose to establish the following positions, for a 2 year period, at a total cost of £680,000.

| Job Title | Job ID | Grade / Category | Min/Max Spinal Column Point | Min/Max Salary | No. of posts | Proposed grade |
|--|--------|------------------|-----------------------------|--|--------------|----------------|
| Strategic Practice Improvement and Learning Lead | DH33 | J (Professional) | 40 - 43 | £43,857 - £46,845 full-time, all-year round | 1 | J |
| Training and Practice Learning Lead | DH39 | I (Professional) | 35-39 | £38,890 - £42,821 full-time, all-year round | 1 | I |
| Practice Implementation Lead | DH39 | I (Professional) | 35 - 39 | £38,890 - £42,821 full-time, all-year round | 1 | I |
| Advanced Practice Lead | SW02 | H (Professional) | 29 - 34 | £32,910 - £37,890 full-time, all-year round | 4 | H |

- 5.2. Children's service have existing budget of £30,200, which currently pays for 0.5 Signs of Safety Programme Manager, this post is currently occupied, the above proposal provides for a full time post at the same grade. The service also holds £40,000 training budget to facilitate the training covering room costs and training materials.
- 5.3. A Workforce Development Manager post supporting Children's and Adult Services currently sits with People and Workforce Development. It is proposed to align a share of this budget, £41,200 with the service, and for the service to take responsibility for all of Children's Services training needs, which will be delivered by this new team.
- 5.4. Post the recent Ofsted inspection members agreed to provide £966,000 funding for 2 years, part of this approval included funding of £41,300 for 1.5 posts supporting the implementation of Signs of Safety.
- 5.5. The total cost of the proposed structure including on-costs for 2 years is outlined below:

| Budget | Year 1 £000's | Year 2 000's | Total 000's |
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| Proposed Structure costs | £335.00 | £344.00 | £679.0 |
| Existing Budget (permanent) | -£71.0 | -£71.0 | -£142.0 |
| Ofsted Funding (2 year funding) | -£41.0 | -£41.0 | -£82.0 |
| Public Health Investment (2 year funding) | £223.0 | £232.0 | £455.0 |

- 5.6. In 2018, the Strategic Commissioning Board approved a 2-3 year programme of Public Health investment to support the development of Early Help in Tameside. The funding was ring-fenced

Public Health Grant. Within the funding term, £60,000 was allocated to support the workforce development and implementation of Signs of Safety. This funding term has now ended.

- 5.7. Working with Finance, it has been identified there is an unallocated underspend in the Public Health ring-fenced investment fund for Public Health Programmes. The proposal is to use some of the unallocated funding to further invest in Signs of Safety and enable the fully implementation and embedding of the model of practice in Tameside.
- 5.8. The long term sustainability of the Signs of Safety model and training, will be considered during the 2 year period and plans will be developed by the service within the limits of the permanent on-gong budget envelope.

6. RECOMMENDATIONS

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

| Strategic Practice Improvement and Learning Lead |
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| <p>Job Description</p> <p>To work alongside other senior managers in leading and delivering a significant and transformative culture change within Tameside around practice improvement and practice learning.</p> <p>To provide strategic direction to a practice improvement and learning team with the purpose of fully implementing our practice model Signs of Safety across the authority.</p> <p>To work in collaboration and alongside our PSW in order to ensure that practice is informed by theory and evidence and responsive to new practice research.</p> <p>To work alongside our Improvement Partner and Signs of Safety Consultant to ensure that independent oversight and direction is provided around practice learning and improvement in Tameside.</p> |
| <p>Key Duties</p> <ul style="list-style-type: none"> • To coordinate and lead the Signs of Safety Implementation Plan to ensure that all the work streams take pace as part of the wider Improvement Plan to improve and develop social work practice. • To work with leaders across the service to ensure that they are immersed in practice and understand how the practice model works and are able to model the approach and describe what good practice looks like. • To work with key external partners including our local improvement partner, North West Signs of Safety Regional Group and Signs of Safety Consultant to develop an open facing learning culture in Tameside focused on practice improvement. • To manage a team that targets and specializes in identified improvement and learning practice areas. • To deliver a continuous communication strategy to the wider workforce around the Implementation Plan. • To support and step into any role within the team at any time. • To deliver group supervision on a quarterly basis. |

| Training and Practice Learning Lead |
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| <p>Job Description</p> <p>To lead and deliver specific practice training and development in relation to our Practice Model across both Children's Social Care and our Partners.</p> <p>To develop a workforce which is equipped with the confidence, knowledge, skills and resources to use our practice model in their day to day work both with their colleagues and with service users.</p> <p>To support and work alongside other Practice Leads, within their specialisms, to contribute to and deliver the wider Implementation and Improvement Plan.</p> |
| <p>Key Duties</p> <ul style="list-style-type: none"> • To deliver and develop Introductory and Advanced Signs of Safety Training on a rolling programme to leaders, staff and partners. • To design and develop bite size refresher training to all staff and partners responding to professional's needs. • To develop a Tameside Knowledge Bank with good practice examples and resources |

- To develop an easy and accessible training section on the Signs of Safety website and ensure that the training is regularly communicated to staff and partners.
- To build and develop our In house Signs of Safety training pool.
- To build and develop Team training profiles which feed into Team Implementation Plans.
- To play a key role in the induction and retention process for new staff.
- To respond to identified learning needs within teams and provide consultation on specific practice areas.
- To develop a Training Evaluation framework.
- To deliver group supervision on a quarterly basis.

Practice Implementation Lead

Job Description

To lead and deliver on ensuring that our organisation is fully aligned to our practice model.

To ensure that all systems, processes, policies, meetings and panels match our practice methodology and support practice.

To support and work alongside other Practice Leads, within their specialisms, to contribute to and deliver the wider Implementation and Improvement Plan.

Key Duties

- To review current policies and systems to ensure that they aligned to Signs of Safety and effectively supporting practice.
- To focus on embedding our supervision policy and support Advanced Practice Leads in rolling out reflective and group supervision within teams.
- To work alongside leaders to align panels and meetings across the service, to include PLO meetings, CLA reviews and Child Protection Conferences.
- To develop Team Implementation Plans with each team across the service which are linked to qualitative outcomes and which are continuously reviewed and responsive to the learning needs of the team.
- To develop the existing Signs of Safety website to ensure it is kept up to date and a one point contact point for staff to access training and resources.
- To work alongside other leaders in ensuring our practice standards are rolled out to all staff and used and implemented into practice. To be responsible for revised updates alongside service progression.
- To lead practice lead network meetings and develop quarterly sharing success events showcasing what good practice looks like to leaders, partners and colleagues across the service.
- To deliver group supervision quarterly.

Advanced Practice Leads x 4 located within:

Neighbourhood Teams (2)

Leaving Care

Cared For Children

Job Description

To lead the application of the practice model within case work on your team/s and to develop strong signs of practice within your aligned team.

To ensure all staff within your team understand what Signs of Safety practice looks like and are able to describe it and use it in their work with children and families.

To offer specialist knowledge around how to use the framework within your aligned team.

Key Duties

- To lead live learning cases within your specialist team/s.
- To develop good practice examples of each part of the model to share with your team.
- To respond to the learning needs of your team and work in collaboration with the training lead to ensure that appropriate support is provided.
- To lead group and reflective supervision.
- To regularly share outstanding practice within your team and with leaders across the service.

Appendix B - Sunderland Ofsted Report (Aug 2021)

[Sunderland Ofsted Report Aug 2021.pdf](#)