

Tameside Childrens Social Care Improvement Plan June 2022-June 2023

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

Background

Tameside Childrens Social Care services was rated as Requiring Improvement to be good in the last full OFSTED Inspection in 2019. In May 2021 Tameside underwent a Covid assurance inspection where it was discovered that service standards and quality had deteriorated since the 2019 Inspection. During this assurance visit, Inspectors were given assurances that investment to create more capacity in SW Teams specifically. In April 2022, Ofsted undertook a Focussed Visit of the Front Door in Tameside. Despite very recent improvements reported by Inspectors, overall they feel that services for children have deteriorated further despite an additional injection of £1.5M Council funding to increase Social Worker capacity. As a result, Inspectors have indicated that we could be issued with (Pending final letter 6th June) two priority actions to the Council and our partners including the requirement to produce and monitor this improvement plan and report routine progress in to a **more focussed improvement board**.

This action plan and improvement progress will be reported quarterly to Children & Families Scrutiny Committee but also the Senior Leadership Team of the Local Place Board to ensure transparency of service status and underperformance to address directly action that cannot be resolved by the new Improvement Board.

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

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

Item	Action	Lead/ Timeframe	Progress/ Comments	RAG
1. Create a new Improvement Board accountability framework and revise the Tameside Safeguarding Partnership delivery arrangements				
Improve Governance and Corporate Leadership	<p>Improvement Board Development session to be run to sign off and agree the Improvement plan, named accountable officers – including Corporate Leaders of the LA, timescales for delivery and measures of impact are clear and well evidenced</p> <p>Revised Board members are clear around their accountability and responsibilities for improved services and evidence impact for children by independent board survey undertaken December 2022</p> <p>Council CEX and Deputy Leader agreed as key members of the improvement board and are held to account for corporate action taken to improve the impact and outcomes of Childrens services</p>	20th June 2022	<p>Improvement Board review day planned 20th June Complete – review day held in person and Action plan revised in light of feedback</p> <p>New Improvement Plan to be refreshed and signed off by agencies by mid July 2022</p> <p>DFE appointed Improvement advisor to join the Board by August 22</p> <p>Complete both new Leader of the Council and interim CEX agreed as key members of the Board June 22</p> <p>DFE Intervention advisor to join the monthly Board meetings from July 22</p>	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>
Agree Leadership and chairing/deputy arrangements for the new Improvement Board	To agree with key Partners future Improvement Board chairing arrangements to demonstrate external challenge based upon current expertise in improving Childrens Services	By August 2022 DCS and All Partners	<p>Partners agreed that the current independent chair will remain in role to oversee sign off of the Action Plan and review the Terms of Reference (TOR).</p> <p>We await the appointment of the DFE Improvement Advisor for Tameside to assess the need to consider refreshed chairing arrangements for the Board</p>	<p>Complete</p> <p>Ongoing</p>

Improve Board Attendance and Accountability	All Board members are to identify a deputy and provide contact details for them to Simon Brunet by July 22	By July 2022 All Partners	Agreed to bring a review of the Terms of Reference by mid July and all partnerships to ensure that those people responsible for actions attend the correct meeting – i.e Safeguarding Partnership, Corporate Parenting Board, Early Help Strategy Board	Ongoing
	Agency attendance log, updates and evidence presented against key actions to be updated at every meeting in order to measure progress and improvements against agreed actions	Named Lead by Agency	To be agreed in the Terms of Reference review in July 22 meeting record	Ongoing
	Escalation process agreed for each organisation if non-attendance or response to actions in plan at each meeting	Independent Chair/ All By end August 22	To be agreed for each attendee in discussion with the Chair and Independent DFE Improvement Adviser by end August 22	Ongoing
Refresh Terms of Reference for the Tameside Safeguarding Childrens Partnership	Review existing Safeguarding Partnership arrangements in respect of Working Together post pandemic and agree new Chairing and accountability structures that will ensure detailed understanding of the system weaknesses and address these through careful challenge and support	DCS, GMP CCG Accountable Officer/CEX by October 22	Stockport as our SLIP Partner approached and provisionally agreed to undertake our Safeguarding Partnership review	Complete
			Terms of Reference and scope of the review agreed across partners at June Business group meeting	Ongoing
			Tracker system established to report attendance across Agencies to identify any non-attendance and timeliness of high risk meetings around the needs of children. Performance report and escalation agreed by June 22	Complete
			Agreement that MASH take on the initial S47 Strategy meetings in the front door in person from July 22, utilising the existing structures and capacity to improve timeliness of response across agencies	Ongoing

<p>New Council Leader and Cabinet appointed also new dedicated scrutiny panel established for Childrens services - May 22</p>	<p>Minutes and actions of the Safeguarding partnership to be reported to the new Childrens scrutiny panel on a 6 monthly basis in a chairs report.</p> <p>Evidence of improved pace and change of corporate service support for children's services accommodation, ICT, and support for recruitment and retention reported by front line workforce and managers via staff survey reported in to improvement board by December 2022</p>	<p>Lead Member Children/ CEX/ DCS June 22</p> <p>CEX/Lead member Children ongoing each meeting review by December 22</p>	<p>Agreed and work programme for scrutiny to tie in the performance and effectiveness of the Childrens Safeguarding Partnership review and bi-annual update report on key risks and opportunities for childrens outcomes in development to be revised by scrutiny committee by January 23</p> <p>Staff survey to be compiled to understand the effectiveness of support services by September 22</p> <p>Survey work to be undertaken by workforce during October 22</p> <p>Results and findings of staff survey to be reported to the Board in December 22</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Improvement Board to drive the effectiveness and impact of the Self-Assessment Framework (SEF) to evidence that we truly understand the strengths and weaknesses of services for children</p>	<p>Revised SEF to be presented to Improvement Board and Childrens scrutiny committee by September 22 and on an exceptions basis quarterly.</p> <p>Board to be assured that the evaluation directly speaks to the CHAT Data and presenting Annex A evidence from feedback from our annual Peer Review with NWest ADCS report</p>	<p>DCS/ADs/ Sept 22</p> <p>Board Chair/DCS Feb 23</p>	<p>Operational HoS and equivalent across statutory partners to meet to agree the review of the Self Evaluation Framework document and presentation</p> <p>SEF presented to Board by September 22</p> <p>ADCS Peer review meeting and process feedback is reflected in updated Presentation and data by January 23</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>2. Demonstrate improved workforce recruitment and retention strategy for Childrens Social Work Teams within Tameside MBC to secure a stable, permanent well supported team structure including new Heads of Service for Social Care Teams</p>				
<p>Drive forward the recruitment process for three Permanent HoS for CIN/CP, Cared for Children and Care Leavers and Head of</p>	<p>Adverts and search started week commencing 30 May</p> <p>Regular briefings and conversations for staff in CSC and wider workforce demonstrates positive feedback from updates on progress around recruitment</p>	<p>DCS/AD CSC/AD EHP and HR</p> <p>By July 2022</p> <p>DCS/ADCSC/All Managers in CSC</p>	<p>Job Adverts out in MJ, Proventure active search is underway jobs close 11th and 18th July 22</p> <p>All staff briefings, specific Team site visits and in conversation sessions underway and well established, positive feedback from all layers of front line workers, practice managers, Team managers and service managers</p>	<p>Ongoing</p> <p>Ongoing</p>

<p>Quality Assurance and Safeguarding</p>	<p>Induction planned and delivered successfully for new permanent HoS appointments</p> <p>360 degree review undertaken by all new Directors and HoS to learn and reflect on their effectiveness and impact of delivery in first 6 months and 12 months</p>	<p>AD CSC & HR July 2022</p> <p>September 2022</p> <p>April 2023</p>	<p>report feeling less pressure, calmer and more manageable workloads during June 22. New Induction model rolled out to all new starters, front line workers report positive feedback</p> <p>Induction process being planned currently</p> <p>360 degree feedback system to be developed during Summer 22 building upon ADCS model</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>New permanent CSC Leadership Team to be in Place delivering improvements for children by October 2022</p>	<p>All temporary and interim leadership vacancies filled successfully with a strong, experienced focus on stability and improved performance outcomes for Children, Young People and their families</p>	<p>AD CSC, HR & All HOS and Managers by October 2022</p>	<p>Recruitment underway and on target for all Leadership roles across the Social Care service with initial appointment made and ADs in place since 1st June 22</p>	<p>Ongoing</p>
<p>Workforce recruitment and retention plan refreshed and demonstrating an improved position for permanent workers in CSC Teams</p>	<p>Monthly recruitment and retention report reviewed and challenged by the board with a measured improvement towards target of 75% permanent staffing by December 2022 and 85% by March 2023.</p> <p>Tameside Recruitment & Retention strategy presented to Board by September 22 including benchmarking of current T&C's and offer demonstrating our competitive edge in GM and the region.</p>	<p>Tameside HR and AD CSC</p> <p>Tameside HR, Principle SW, AD CSC</p>	<p>Workforce report in current development due to refresh staffing structure within HR service in June 22.</p> <p>First report due to Board in September 22</p> <p>Workforce report in current development due to refresh staffing structure within HR service in June 22.</p>	<p>Ongoing</p> <p>Risk due to HR staff changes</p>

	<p>Plan revisited and any risks or changes reported back to Improvement Board to be addressed through direct action before formal reports by HR in December 22 and March 23</p> <p>Impact of the Managed SW Service introduced in April 22 to be measured and reported for review by October 22</p> <p>Expansion of Managed SW service report considered and approved in support in to new ASYE cohort of employed SW's by August 22</p>	<p>AD CSC by October 2022</p> <p>AD CSC by October 22</p> <p>DCS by August 22</p>	<p>To be programmed in to regular Senior Childrens Leadership Agenda fortnightly from July 22</p> <p>Managed Social Work Team started mid-April 22. Initial impact capturing positive reduced demand in Duty and Assessment Teams from staff feedback sessions during May and June. Already managing 55 complex cases Review and potential expansion of Managed Service considered in light of Child Protection Team pressures – agreed to revisit in August 4 months in to current service contract</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Workforce survey across CSC and EH Teams reports an improvement in workloads, caseload and partner agency swift input to help children</p>	<p>Workforce survey undertaken in <u>December 22 and repeated March 23</u> to demonstrate to the board the impact of the workforce plan including new Leadership arrangements compared to current independent review findings from May 2022</p> <p>Review of the impact of new Supervision procedures and processes for staff by 6 months at November 22.</p> <p>An understanding of the impact of multi-agency Group Supervision effectiveness</p>	<p>DCS/AD CSC AD EH&P March 23</p> <p>AD CSC/HoS QA report January 2023</p> <p>AD CSC/AD EH&P by March 23</p>	<p>Independent review of CSC Teams commissioned by DCS in March 22 undertaken by the Independent Children Improvement Board Chair in April/May 22. Highlight report and recommendations factored in to this improvement plan</p> <p>Workforce Survey initiated and planning to commence during Summer 22</p> <p>New SoS Supervision documents launched in May 22, initial feedback is in the main positive.</p>	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>

	<p>from dip sample reports and reviews from staff feedback in report to the Board by March 23</p> <p>Permanent and stable workforce reflected by the reported experience of children and families evidencing the reduction in changes of worker captured by C&F survey findings bi-annually in to board</p>	<p>AD EH&P/Principal SW By December 22 and June 23</p>	<p>Multi-agency or group supervision is in place although limited take up – will be further explored along with the roll out of SoS training now lead staff are in post</p> <p>Board report to monitor the changes in SW's experienced by Children to be monitored at August Board</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Improve Communications, recognition and pride in work to build and strengthen services for children in Tameside</p>	<p>Partner agencies to agree a shared communication brand and strategy for work to make a difference for children to ensure that every child achieves their best</p> <p>Board to host multi agency staff awards celebration event to promote work with children and young people by Feb 23</p> <p>Planning group for awards, including children and parents, to be put together, date, venue and programme to be agreed and implemented by February 2023</p> <p>Review impact of the awards and plan for future celebration and recognition of key improvements seen for children & Young People</p>	<p>Agency Comms Leads/CICC/Youth Council</p> <p>DCS/ CICC/AD EH&P by Feb 2023</p> <p>DCS/Board/All Board Members April 2023</p>	<p>Partner agencies comms and media colleagues to co-produce local Team Tameside for Children branding and imagery with our Children in Care Council, Youth Council and schools in September 2022 with a view to launch with the Childrens Plan during November Childrens Rights month</p> <p>First Team Tameside for Children awards planning group to be established across agency in August 22 led by AD Partnership and Prevention</p>	<p>Ongoing</p> <p>Ongoing</p>

3. A grip and transparent challenge of the effectiveness of changed systems across partners to keep children safe

<p>GMP to put in place a new system and rota for attendance at strategy meetings to ensure 100% compliance and effectiveness</p>	<p>GMP to report the progress on revising their internal protocols, processes and timeliness targets for attending strategy meetings but also as this extends to CP conferences and high risk Team Around meetings at each meeting</p> <p>GMP to collocate Officers in to the MASH floor of T1 in Ashton to ensure that urgent strategy discussions can take place on site removing any delay</p>	<p>GMP Area Commander</p> <p>June 2022</p>	<p>Initial reporting system being developed across agencies to track availability and attendance at critical multi-agency meetings for children</p> <p>ICT issues for collocation in MASH team resolved and tested 27/06/22 Plan for Police move initiated and due to complete transition and integration mid July 22</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Finalise a new contract for the 0-19 service to measure and demonstrate accountability for the recruitment of Health Visitors and School Nurses including requirement to directly improve the quality of assessments and reduce risk for children in respect of health outcomes</p>	<p>New contract to be in place and Improvement Board members to contribute to the effectiveness of the recruitment plan for nurses with provider providing detailed update reports and held to account and recorded at each meeting.</p> <p>New contract and suite of PIs in place, agreed and reviewed by the partners by July 2022 and in April 2023.</p> <p>Partners are ensured that there is sufficient capacity and skills to deliver measurable improvements for the health needs of children including Health checks, dental checks, SALT and other therapeutic support including timely, integrated access to mental health support</p>	<p>Director of PH, NHS Provider by end June 2022</p> <p>Director of PH, NHS Provider April 2023</p> <p>Director of PH, NHS Provider by end June 2022</p>	<p>New contract KPIs in development and negotiation for sign off from 1st July 22</p> <p>As above</p> <p>New contract in final stages of agreement to include tight management grip around timeliness and quality of health assessments and service support for children and young people. Impact to be reviewed by January 23</p>	<p>Ongoing</p> <p>Ongoing</p>

Revised compliance report for Strategy meeting response & attendance to be built in to the revised TCSP terms of reference and performance framework	First report to be modelled and system built to extract data by agency. Tracked timescales from request for Strategy meetings to be reported and substandard responses addressed directly by the Safeguarding Partnership revised performance management system	July 2022 All Board Members Tameside Performance Team	Safeguarding QA Sub group to receive first version of the Strategy Tracker in July 22 Safeguarding Partnership Chair to report any gaps in attendance and timeliness to Improvement Board in September 22	Ongoing Ongoing
TSCP fully understands the nature of contacts and referrals coming in to the MASH and identifies the impact of repeat contacts for children across agencies	Routine reports on contacts and referrals including repeat children and families is reviewed by the Board and data is understood and challenged to reduce duplicate agencies input for the child young person or carers	DCS/AD EH&P All Board members by July 2022	Detailed cleansing and matching of contact information to be assessed by the MASH Team and performance benchmarking reviewed and acknowledged by Safeguarding Board with remedial improvement actions agreed by November 23	Ongoing
Complete integration review of MASH arrangements, procedures and impact measures across Early Help and Statutory Services	The MASH Team in T1 is fully integrated including procedures and processes to reduce any delay or information collection for Children with final agency GMP to complete the integration of MASH in T1 by July 22 Re-establish MA Operational steering group for MASH reporting in quarterly to TSCP quarterly beginning July 22 Assurance report received by TSCP in September 22 to confirm improved quality of information gathering that informs Duty & Assessment or Early Help Teams to improve the process for Children and	AD EH&P / Rob Cousins/ AD CSC/ September 2022 Board Meeting AD EH&P July 22 AD CSC/AD EH&P/HoS QA Sept 22	GMP ICT now tested and working in T1 – removing the previous barrier to full colocation,. Police referral unit to move in July 22 Monthly MASH Steering Group established schedule of meetings in place	Ongoing Ongoing

	Families but also our Workers in locality teams.			
Improvement Board receives assurance reports from TSCP on the agencies referring cases in to MASH – including high volume schools referring agencies, to improve the TAS offer and training in respect of Early Intervention they could deliver in line with advice and guidance	<p>TSCP scrutinises regular report on the top ten referring agencies and commissions a review in to the early help awareness, capability and capacity within each agency to improve direct service support earlier in the child or young person’s journey by August 22</p> <p>TSCP delivers evidence of a review of the effectiveness of the EH training offer from feedback from partner agencies, reviews changes in performance data and understand the feedback of quality of support offered by partners from hearing the voice of children and reviewing case studies routinely</p>	<p>AD EH&P Tameside Performance Team by August 2022</p> <p>Board Chair – AD EH & P By April 2023</p>	<p>AD EHP now in post since 6th June 22. Report in development from MASH and reviewed by MASH Monthly Ops group in June 22</p> <p>Review of the Safeguarding Partnership Terms of Reference scope complete and signed off by agencies June22</p> <p>Initial SoS Training offer refreshed across agencies and QA of effectiveness of training factored in to the work programme</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>
4. Demonstrate evidence of an improvement in the consistency and quality of assessments, plans through a refreshed Quality Assurance Framework and fully embedding Signs of Safety practice across Early Help and Statutory Case work.				
Improvement Board is clearly sighted on the current quality and consistency of Assessments and Plans from the last 12 months	<p>All Board members, including corporate and political leaders, fully understand the quality of practice and the improvement challenge for Tameside Children & Families.</p> <p>All Board members can evidence their understanding and commitment to drive up consistency and quality of practice that impacts on children’s lives by reviewing the QA section of our SEF by August 2022 and revisiting in December 2022</p>	All Board Members & AD CSC by July 2022 and September 2022	<p>Report to demonstrate the quality of assessments and plans externally verified commissioned through our Partner in Practice during July and August 22 with initial report back in September 22</p> <p>Current SEF shared with improvement board in May 22 Refreshed SEF development workshops in place across service June 22 Revised SEF to be prepared and co-produced with Operational Managers during September, October and November 22</p>	Ongoing

<p>Improvement Board agrees a target to improve the number of audited cases that are assessed as Good and Outstanding by 20% each quarter</p>	<p>Drive forward the intensive Signs of Safety Training model and reviews by September 2022- Board receives update from AD CSC</p> <p>Target agreed at Board to measure a shift to see most audited cases assessed as Good or Outstanding by June 2023</p> <p>Board to receive external assurance of moderation process of the quality of case work by commissioning external scrutineer to start in Summer 22</p> <p>Appoint to the Permanent Head of QA & Safeguarding to drive up and improve the consistency of plans</p> <p>Oversee the identification of sharing best practice cases and showcase and celebrate excellent cases at each meeting</p> <p>Deliver targeted programme to front line SW Managers to enable them to confidently challenge poor practice and focus on impact for children and reduce risk caused by drift and delay. Measure of success will be captured in staff survey and engagement sessions with TM champions to bring evidence to the improvement board by Feb 23.</p>	<p>AD CSC/All Board Members September 2022</p> <p>DCS/AD CSC March 2023</p> <p>DCS/AD CSC August 22</p> <p>ADCSC Tameside HR by September 2022</p> <p>Board Chair, All Board members – routine aspect of Agenda settings for each meeting</p> <p>Principle SW</p>	<p>Signs of Safety Team in post and training programme established with direct support from DCS and AD CSC agreed June 22</p> <p>Principals of the need for external moderation of the quality and accuracy of Audits to objectively judge and rate the improvement of work agreed by partners June 22</p> <p>Advert out for permanent role June 22, advert closes 18th July</p> <p>To be confirmed with independent chair July 22</p> <p>Programme of improvement underway with Team Managers delivered by SLIP Partner to be confirmed June 22</p>	<p>Complete and ongoing</p> <p>Complete and ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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<p>Improved joint impact between the DA Strategic Partnership and the Improvement Board with shared vision to improve children and families experience of those experiencing and causing DA.</p>	<p>Appoint to the Domestic Abuse Coordinator role and revise the DA specialist support contract to be tailored to have a child focussed offer by September 22 with revised impact measures demonstrating improved outcomes for children by April 23</p>	<p>DPH/ADEH&P by Sept 22</p>	<p>Job offered to experienced DA Coordinator June 22 to start in post August 22</p> <p>Revision of DA Contracts underway</p>	<p>Complete and ongoing</p>
<p>5. Deliver an integrated family offer in the 4 locality areas of Tameside by building neighbourhood services that align with joined up needs of children, young people and families</p>				
<p>Board to oversee the physical location of the 4 areas locality structures/teams and services within each community</p>	<p>Tameside MBC to identify appropriate buildings to accommodate Childrens delivery teams and enable better joint working across EH and CSC initially by July 22</p> <p>Board to oversee the release of Capital funds to enable the configuration of the estate to enable transformation and relocation of Teams to set new delivery standards and expectations by August 2022</p> <p>Board to receive updates from Tameside MBC Estates team on schedule of works and staff moves by September 2022</p> <p>Board members to support sharing of venues and resources to better meet the needs of our most vulnerable children including networks with Early Years settings,</p>	<p>Leader/Lead member Children/CEX/Tameside MBC Estates by July 2022</p> <p>Leader/ CEX/Lead Member Children by August 2022</p> <p>Board Chair Tameside MBC Estates</p> <p>All Board Members – Chair- by March 23</p>	<p>Buildings identified in Ashton (T1 and Clarence Arcade) Stalybridge (Civic centre) Hyde (Town Hall) and Denton (TBC Town Hall) connected with proposed Family Hub delivery sites in June 22 and shared with workforce</p> <p>Costs for configuring the buildings to be suitable to receive and welcome workers and children/families from Transformation funds by August 22</p> <p>Project Manager secured and starts in July to begin the project planning and implementation with staff groups and managers. Locality champions identified in Teams to support the moves</p> <p>Family Hub development grant bid and funding confirmed by DFE July 22</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

	<p>schools and post 16 provision to build our Family Hub offer. To be held to account for integrated delivery.</p> <p>Refresh of the SW Team composition and skill mix to enable effective and efficient support directly as it is needed by children to reduce any delay or unnecessary repetition of needing to repeat their story to multiple agencies</p> <p>DCS to be accountable for commissioning workforce development sessions across each area to build relationships, enhance skill sharing and facilitate improved processes and procedures to better meet the needs of families.</p> <p>Board to review the model for locality delivery in respect of the mix of workers skills and service offer to ensure that we reduce the number of onward referrals for our children and keep them safe with their families in line with our ambitions for family hubs.</p>	<p>Tameside MBCHR, ADs/All agencies by December 22</p> <p>DCS by January 22</p> <p>Board Chair – All Board Members March 2023</p>	<p>Project group to be established by AD EHP and DPH by end July 22 to implement Family hub model including consultation with Schools</p> <p>Locality SW Teams already established and aligned with structure for Early Help Teams Family Hub model to include joint development of local childrens partnership CPD events building in Signs of Safety principles Group Supervision to be modelled and established across services during Autumn term Family Hub grant to be used for interagency Business process review work in each locality setting to bring in transformed efficient working practice around the needs of children and families by January</p> <p>Report to be prepared for Board to demonstrate the implementation of hub working in line with support grant and locality buildings project work.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>6. Continue to Safely reduce the numbers of Children who we need to bring in to our care, improve the experience and outcomes of those care experienced children, young adults and their wider family network.</p>				
Effectiveness of the impact of our Early Help Partnership and Delivery plan to be	Quarterly update on the number and quality of agencies who hold EH Assessment and Plans that result in a direct reduction in the CIN populations as children are de-escalated	AD EH&P /AD CSC by September 22, December 22 and March 23	Demand reduction planning considered as part of the redesign of the Early Help Offer and measured by a steady, safe reduction in the number and rate of CIN	Ongoing

clearly understood and Board understands the shift to more agencies supporting children and families at early help level and intervening earlier	safely to achieve positive outcomes to reduce statutory intervention and bring Tameside in line with our benchmark neighbours in respect of cases per 1000 population report		<p>assessments needed as a measured result as part of effective Family Hub development.</p> <p>Plans already in place to redistribute Family Support and delivery directly in to SW teams in order to reduce escalation of risk and increase the immediacy of flexible, responsive resources</p> <p>Step up/down arrangements to be reviewed and remodelled in light of the need to increase early help case work and capacity across agencies</p>	<p>Ongoing</p> <p>Ongoing</p>
Improvement Board to receive assurance report on the effectiveness and impact of the edge of care service	Edge of Care service structure, position and function to be brought to the board with analysis of the effectiveness of the service to date and issues/barriers as it relates to delivery and impact for our Children and Young People.	AD EH&P/AD CSC by September 2022	Review of the effectiveness of Edge of Care model to be brought to the board in August 22	Ongoing
Board to continue to monitor the options of high quality care placements to ensure children and young adults are safe, loved and supported to achieve their maximum potential	Partners to support the promotion of Foster Carers recruitment campaign and measure the success on a quarterly basis by seeing an increase in the number of initial enquires, our response timeliness and carers successfully progressing to full assessment process.	All Board Members/AD CSC Sept 22	<p>Foster Carer recruitment campaign to be embraced and promoted across partner agencies and demonstrate increase local sufficiency of placement provision in line with childrens forecasted needs</p> <p>Report from Head of Cared for Children to report on the effectiveness of campaigns in September 22</p> <p>Sufficiency Assessment report to be reviewed by the Board in November 22</p>	Ongoing
Board can evidence action and responsibility to unblock practical resource issues that cannot be resolved by	Corporate Parenting Committee Chair and AD CSC to present a quarterly issues and actions required to be addressed for children in our care that cannot be resolved by the Corporate Parenting committee at every other Board meeting	Lead Member Children/AD CSC August 22	Review of the Terms of reference and membership of the current corporate parenting Board underway in light of recommendations by Mark Riddell in May 22 to be complete in June. This to include delivery of high profile pledge event for partners to directly support the practical	Ongoing

<p>the corporate parenting committee</p>	<p>Escalation of major barriers across agencies to be clearly actioned and resolved with very clear actions followed up and tracked by the board chair</p> <p>Board members to take shared responsibility and accountability (including shared costs) for complex and hard to place children particularly those with difficult challenging high risk behaviours including potential dual diagnosis.</p> <p>Improvement Board to review the recommendations from DFE Mark Riddell review in respect of our Care Leavers and support the work of Corporate Parenting Board, structure, agency, Councillors and Business Champions and be responsible for an improved local offer by December 22</p>	<p>Improvement Board Chair on a monthly basis</p> <p>Improvement Board, Lead Member for Children, DCS by December 22</p> <p>Improvement Board Chair, DCS, AD CSC, Lead Member Children by December 22</p>	<p>needs and opportunities for our Cared for Children and care experienced adults in November 22</p> <p>Board to receive quarterly updates on the cost of complex care placements and the financial share across NHS and LA budget lines. Risk in this area due to the change to Integrated Care System arrangements and lack of devolved budgets and clear decision making system @July 22</p> <p>Actions ongoing see above Local Offer to be republished in December 22 in line with Childrens Awards celebration</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Board to demonstrate grip and control s of the safety and effectiveness of our in house residential homes</p>	<p>Receive an assurance report on the in-house offer, capacity and regulatory status of our in house provision by July 22 to ensure that they are operating safely with any outstanding registration factors to be addressed</p> <p>Children placed in our internal homes report that they feel safe, that they have positive, trusting relationships with residential staff and know their SW and their care plan well.</p> <p>Assessment of workforce needs to be clearly articulated and fed in to improvement</p>	<p>AD CSC July 22</p> <p>AD CSC July 22/Participation Lead</p> <p>HoS QA & safeguarding August 22</p>	<p>Update for Board on current position of our in house residential homes. Currently 4 of 5 homes rated as good as at June 22 with one home on an action plan to improve, all actions being delivered in line with the Regulators requirements</p> <p>As above</p> <p>Report to be presented as above</p>	<p>Ongoing</p> <p>Ongoing</p>

	action plans for each home included within assurance report for Board by August 22 then updates by exception at monthly meetings			
Corporate Parenting Board to provide quarterly updates on progress on key actions as it relates to the CP Action plan	<p>Quarterly reports to demonstrate improved assurance around sufficiency and choice of accommodation for care leavers including quality, location near to home and high standard of maintenance and repairs completed. First report by Sept 22</p> <p>Assurance around earlier transition planning for reaching adulthood across the SW cared for, CIN teams and adult services for those children when appropriate.</p> <p>Board can evidence maximising opportunities for care leavers career choices at an early stage and utilising resources across all agencies represented at the board measured by a reduced NEET rate for 17-25 year olds by 20% from 55% to 35% by March 23</p>	<p>TMBC CEX, Registered provider reps Sep 22</p> <p>AD CSC/AD Adult Services</p>	<p>Pen pictures and accommodation requirements of our Care Leavers to be completed by August 22 in line with our sufficiency assessment</p> <p>Board to consider model of direct tenancy application specialist for care leavers and funding for this in September 22</p> <p>Event help with Registered Providers around the specific needs of young people in July 22 to gain support for prioritisation of young person tenancies that the Council will support them in to</p> <p>Structure of the Cared For/Leaving care SW and PA service to be redesigned when permanent HoS for Cared for Children is appointed in Summer 22. New service standards for earlier preparing for adulthood plans in place by November in line with the local offer refresh.</p> <p>Revised offer to support EET opportunities explored and promoted via NEET conference in October aligned with greater integration of supported employment service and DWP offer for young people overseen by the corporate parenting board</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

7. Assure that Social Work and Early Help Practice is consistently high quality, responds directly to the voice of the child and /or young person and demonstrates positive impact and change to children's lives

<p>Board assured of the implementation of Signs of Safety practice model</p>	<p>Update on recruitment of SoS Training Team and planned programme of multi-agency delivery plan reported</p> <p>Independent assurance report commissioned and reviewed by the Board and validated externally in respect of the effectiveness of the Signs of Safety Practice model by January 23</p> <p>Voice of the Child clearly evident in all plans with external assurance providing examples of excellent practice that has directly impacted to improve children's lived experience in case examples shared by July 22 and ongoing</p>	<p>AD CSC/AD EH&P July 22</p> <p>DCS /AD CSC/HoS QA by January 23</p> <p>DCS /AD CSC/HoS QA by July 22 and reviewed by January 23</p>	<p>Signs of Safety Training and support team now recruited and operational</p> <p>Training plan and staff skills mapping undertaken and gaps identified</p> <p>Dcs and AD spearheading bespoke training events during July and August</p> <p>Strong and systematic take up of training offer across agencies including school staff, early years and nurses</p> <p>Board to consider best route to report independently on the effectiveness of practice of the model in July 22 based on advice from expert partners</p> <p>External assurance, practice week experience and dip sampling by Directors to evidence child's voice</p> <p>Case studies of childrens experience reviewed by the Board on a regular basis – also fed through to scrutiny meetings</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Revised Quality Assurance and Practice week Improvements experienced and visible in case studies and through external</p>	<p>Quality of outcomes record an improvement experienced through Practice week with majority of Board Members and Senior Leaders directly engaging and reporting the experience of children supported by front line workers. All Board</p>	<p>DCS /AD CSC/HoS QA and all Board members by Sept 22</p>	<p>Board members to be assured around schedule of practice weeks and senior leaders to evidence their involvement in observing front line practice</p>	

validation of practice and moderation reports	<p>members to feed in to Practice week report by September 22</p> <p>External moderation of Quality Assurance via audit moderation delivers confidence to Board that the quality of plans are consistently improving</p>	AD CSC/HoS QA by October 22	External moderator to be agreed and commissioned by the Board in agreement with DFE	
Improvement Board receive assurance of the improvements in terms of integration between SEND support and EH/CSC plans and assessments through the QA role of the new DSCO role	<p>DSCO role appointed and is embedded within the Safeguarding and Quality Assurance Service by Sept 22.</p> <p>Feedback from staff survey demonstrates improved confidence and knowledge of staff recording SEND needs within assessments and plans</p> <p>Reported improvements in respect of children and families experience of service support when a child has additional needs or disabilities measured by complaints and compliments in to the LA system and parent carer feedback via OKE</p>	AD Education & Send by Sep 22	<p>DSCO role JD being evaluated by HR to be filled by September 22</p> <p>Staff survey in development in line with WSOA</p> <p>Ongoing report around number of complaints and reviews of cases from parents and carers in respect of SEND identification and support</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>