

## **Tameside Childrens Social Care Improvement Plan June 2022-June 2023**

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

### **Background**

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

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

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

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

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

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

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

Item	Action	Lead/ Timeframe	Progress/ Comments	RAG
<b>1. Create a new Improvement Board accountability framework and revise the Tameside Safeguarding Partnership delivery arrangements</b>				
Improve Governance and Corporate Leadership	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	20th June 2022	Improvement Board review day planned 20 <sup>th</sup> June Complete – review day held in person and Action plan revised in light of feedback	<b>Complete</b>
			New Improvement Plan to be refreshed and signed off by agencies by mid July 2022	<b>Complete</b>
	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		DFE appointed Improvement advisor to join the Board by August 22 Frances Craven Appointed as Improvement Adviser for Tameside contract commenced August 22	<b>Complete</b>
	Council CEX and Deputy Leader agreed as key members of the improvement board and are held to account for corporate		Complete both new Leader of the Council and interim CEX agreed as key members of the Board June 22	<b>Complete</b>

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

	Escalation process agreed for each organisation if non-attendance or response to actions in plan at each meeting	Independent Chair/ All By end August 22	To be agreed for each attendee in discussion with the Chair and Independent DFE Improvement Adviser by end August 22 – NB move to October 22 due to leave commitments	Ongoing
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 ICB Accountable Officer/CEX by October 22	<p>Stockport as our SLIP Partner approached and provisionally agreed to undertake our Safeguarding Partnership review</p> <p>Terms of Reference and scope of the review agreed across partners at June Business group meeting</p> <p>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</p> <p>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</p> <p>Attendance at timely strategy meetings improved from 25% within 24 hours in September 21 to now 87% in September 22 with an ambition to achieve 100% (Only Strategy not achieved full attendance within 24 hours are now cases which occur out of Tameside jurisdiction)</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Ongoing</p>
New Council Leader and Cabinet appointed also new dedicated scrutiny panel established for	Minutes and actions of the Safeguarding partnership to be reported to the new Childrens scrutiny panel on a 6 monthly basis in a chairs report.	Lead Member Children/ CEX/ DCS June 22	Agreed and work programme for scrutiny to tie in the performance and effectiveness of the Childrens Safeguarding Partnership review and bi-annual update report on key risks and opportunities for children's outcomes in development to be revised by scrutiny committee by January 23.	Complete

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

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

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

	<p>T&amp;C's and offer demonstrating our competitive edge in GM and the region.</p> <p>Plan revisited and any risks or changes reported back to Improvement Board to be addressed through direct action before formal reports by HR in December 22 and March 23</p> <p>Impact of the Managed SW Service introduced in April 22 to be measured and reported for review by October 22</p> <p>Expansion of Managed SW service report considered and approved in support in to new ASYE cohort of employed SW's by August 22</p>	<p>AD CSC by October 2022</p> <p>AD CSC by October 22</p> <p>DCS by August 22</p>	<p>Interim report near to completion and awaiting sign off for sharing with IB Chair - complete</p> <p>To be programmed in to regular Senior Childrens Leadership Agenda fortnightly from July 22 HR attend CSLT but no information regards to recruitment comparison T&amp;Cs received to date</p> <p>Managed Social Work Team started mid-April 22. Initial impact capturing positive reduced demand in Duty and Assessment Teams from staff feedback sessions during May and June. Already managing 55 complex cases</p> <p>Review and potential expansion of Managed Service considered in light of Child Protection Team pressures – agreed to revisit in August 4 months in to current service contract Propose to push back the Managed Service review report until September first Board Chair by new DFE Adviser</p> <p>Report to fund and extend Managed SW Service for at least 6 months from September –March 23 to relieve additional demand pressure on newly recruited SW's in Teams being considered at Cabinet 28 September 22. Cabinet agreed an additional £50K to extend the additional Managed service team until March 2023 with clear exit strategy in place</p> <p>Early Years, Early Help and Neighbourhoods refreshed the recruitment and retention section of the practice</p>	<p><b>Complete</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p>
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			standards in response to learning to ensure recruitment is equitable and standardised across the service.	
Workforce survey across CSC and EH Teams reports an improvement in workloads, caseload and partner agency swift input to help children	<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 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&amp;F survey findings bi-annually in to board</p>	<p>DCS/AD CSC AD EH&amp;P March 23</p> <p>AD CSC/HoS QA report January 2023</p> <p>AD CSC/AD EH&amp;P by March 23</p> <p>AD EH&amp;P/Principal SW By December 22 and June 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 – delayed pending HR BP starting will commence Feb 23 in line with Key HoS Appointments</p> <p>New SoS Supervision documents launched in May 22, initial feedback is in the main positive. SoS Training team now in place and training offer rolling out from September 22</p> <p>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 – propose move to September Board due to annual leave</p> <p>Update on changes in SW's for Children reported in both SEF documents and monthly performance scorecard showing improvements</p>	<p><b>Complete</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></p> <p><b>Ongoing</b></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 &amp; Young People</p>	<p>Agency Comms Leads/CICC/Youth Council</p> <p>DCS/ CICC/AD EH&amp;P by Feb 2023</p> <p>DCS/Board/All Board Members April 2023</p> <p>Project Lead Family Hubs</p>	<p>Partner agencies comms and media colleagues to co-produce local Team Tameside for Children branding and imagery with our Children in Care Council, Youth Council and schools in September 2022 with a view to launch with the Childrens Plan during November Childrens Rights month</p> <p>Ongoing branding being drafted and tested with schools and teams initially. View to bring products to Board by January 23. The Early Years GROW branding and the Local Offer will be included in the work above.</p> <p>Agreed that the AD EH&amp;P will take over the lead for the Childrens Partnership and strategic plan work from September 22.</p> <p>First Team Tameside for Children awards planning group to be established across agency in August 22 led by AD Partnership and Prevention</p> <p>Need to push back planning for Awards due to annual leave and staff availability in August. Revisit plan for Spring 23</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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<b>3. A grip and transparent challenge of the effectiveness of changed systems across partners to keep children safe</b>				
GMP to put in place a new system and rota for attendance at strategy meetings to ensure 100% compliance and effectiveness	GMP to report the progress on revising their internal protocols, processes and timeliness targets for attending strategy meetings but also as this extends to CP conferences and high risk Team Around meetings at each meeting	GMP Area Commander June 2022	Initial reporting system being developed across agencies to track availability and attendance at critical multi-agency meetings for children Spreadsheet to track all Strategy Meetings and attendance by agency now in place. Assisted as Strat meetings initial sessions operated by MASH	Complete
	GMP to collocate Officers in to the MASH floor of T1 in Ashton to ensure that urgent strategy discussions can take place on site removing any delay	August 2022	ICT issues for collocation in MASH team resolved and tested 27/06/22 Plan for Police move initiated and due to complete transition and integration mid July 22 All GMP Police Officers working in T1 collocated with SW, NHS, Education, CAMHS, Probation	Complete  Ongoing
	Review the effectiveness of collocated working in MASH by visits from IB Independent Chair and Scrutiny Committee members	September and October 22	Review to take place on site with Independent Adviser and AD EH&P and CSC in October 22 Complete including visit to MASH by Childrens Scrutiny Committee 20/09/22	Complete
Finalise a new contract for the 0-19 service to measure and demonstrate	New contract to be in place and Improvement Board members to contribute to the effectiveness of the recruitment plan for nurses with provider	Director of PH, NHS Provider by end June 2022	New contract KPIs in development and negotiation for sign off from 1 <sup>st</sup> July 22 Action complete, monitoring underway with new Senior 0-19 Manager monitoring areas for specific compliance	Ongoing

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

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

	<p>Assurance report received by TSCP in September 22 to confirm improved quality of information gathering that informs Duty &amp; Assessment or Early Help Teams to improve the process for Children and Families but also our Workers in locality teams.</p>	<p>AD CSC/AD EH&amp;P/HoS QA Sept 22</p>	<p>Update on repeat contacts / referrers to be provided at Improvement Board November 22.</p> <p>Deep dive follow up on NFA's and Child and Family Assessments to be presented at Improvement Board November 22.</p> <p>Commissioning of Performance Management system that provides real time performance and daily information i.e. Tableau being explored following successful purchase of upgraded ICS system approved by Cabinet in August 22</p>	
<p>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>	<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&amp;P Tameside Performance Team by August 2022</p> <p>Board Chair – AD EH &amp; P By April 2023</p>	<p>AD EHP now in post since 6<sup>th</sup> June 22. Report in development from MASH and reviewed by MASH Monthly Ops group in June 22</p> <p>Top referring agencies will be targeted in response to our review of the Early Help Offer in line with Family Hubs development in January-March 23 This will include a review of the EH Strategy, delivery model and the thresholds for accessing services</p> <p>Stockport Peer Review of the Safeguarding Partnership Terms of Reference scope complete and signed off by agencies June 22. Review now underway report due by December 22</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 and ongoing</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 &amp; 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 Need to push back this report to take on Practice week feedback in September. Report to be added to agenda for November Improvement Board</p> <p>Current SEF shared with improvement board in May 22 Refreshed SEF development workshops in place across service June 22 Revised SEF to be prepared and co-produced with Operational Managers during September, October and November 22. Initial Draft SEF is complete pending sign off by Lead Member and CEX</p> <p>Early Help completes themed audits on a monthly basis looking at quality of assessments, plans for children underpinned by SOS. Practice Standards, audit and observation tool used, moderation of audits completed and ongoing trackers to ensure quality of good practice is shared. Early Help review will look to enhance capacity in the Quality Assurance Unit to ensure Early Help Assessments are audited against the wider Quality Assurance framework for Children's Services.</p>	<p>Ongoing</p> <p>Complete and ongoing</p> <p>Ongoing</p>
Improvement Board agrees a target to improve the number	Drive forward the intensive Signs of Safety Training model and reviews by September 2022- Board receives update from AD CSC	AD CSC/All Board Members September 2022	Signs of Safety Team in post and training programme established with direct support from DCS and AD CSC agreed June 22	Complete and ongoing

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

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

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

			Sufficiency Assessment report to reviewed by the Childrens Scrutiny Board in November 22 with additional Elected Member appointed to the Fostering Panel. Foster Care Celebration awards successfully delivered in October 22 sponsored by the Lead Member and Corporate Parenting Board Chair	
Board can evidence action and responsibility to unblock practical resource issues that cannot be resolved by the corporate parenting committee	<p>Corporate Parenting Committee Chair and AD CSC to present a quarterly issues and actions required to be addressed for children in our care that cannot be resolved by the Corporate Parenting committee at every other Board meeting</p> <p>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</p>	<p>Lead Member Children/AD CSC October 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</p>	<p>Review of the Terms of reference and membership of the current corporate parenting Board underway in light of recommendations by Mark Riddell in May 22 to be complete in June. This to include delivery of high profile pledge event for partners to directly support the practical needs and opportunities for our Cared for Children and care experienced adults in November 22. Event will now take place in new year due to staff capacity in Care Leavers service</p> <p>Request made by Lead Member to all Childrens Scrutiny panel members to join Corporate Parenting Board in July 22 . Complete 5 additional elected members now on Corporate Parenting Board from October 22</p> <p>Need to agree Housing Association representation at Corporate Parenting Board at October Board meeting</p> <p>Board to receive quarterly updates on the cost of complex care placements and the financial share across NHS and LA budget lines. Risk in this area due to the change to Integrated Care System arrangements and</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>

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

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



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

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

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