

Tameside Improvement Plan 2022/23

We said:

We did:

**Child
Friendly
Tameside**



Priority 1

A new Improvement Board accountability framework and plan to measure and challenge improvement.

We said:

We'd agree leadership and chairing arrangements for the new Improvement Board.

We did:

DFE appointed the Improvement Advisor as independent Chair of the Improvement Board and Tameside Council's deputy leader (Cllr Bill Fairfoull) and chief executive (Sandra Stewart) joined the Improvement Board to provide assurance around accountability and responsibilities.

We said:

We'd improve governance and corporate leadership.

We did:

We produced a new Improvement Plan and refreshed Terms of Reference for the Board.

We said:

We'd review the existing Tameside Safeguarding Partnership arrangements post-pandemic to provide strong challenge and support.

We did:

We refreshed the Terms of Reference for Tameside Children's Safeguarding Partnership and undertook a Safeguarding Partnership review with SLIP Partner Stockport Council.

We improved attendance at timely strategy meetings to safeguard children within 24 hours by 100% for all cases within jurisdiction.

We arranged for the Multi-Agency Safeguarding Hub (MASH) to undertake the initial S47 strategy meetings in the front door, improving timeliness of response across agencies.



Priority 1

A New Improvement Board accountability framework and plan to measure and challenge improvement.

We said:

We'd establish a dedicated scrutiny panel for Children's Services.

We did:

We established a dedicated scrutiny panel for Children's Services with a clear work programme, linked to performance of the Children's Safeguarding Partnership, the Improvement Board, SEF and workforce stability.

We said:

We'd get the Improvement Board to drive the effectiveness of the Self Assessment Framework to evidence we truly understand the strengths and weaknesses of services for children.

We did:

We completed a PEER review that reported strong SEF with clear direction and controls in place to deliver services for children.

We said:

We'd provide evidence of pace and change of Corporate Service support for Children's Services.

We did:

We implemented a staff survey to identify workforce challenges and issues to enable improved workforce retention and development.



Priority 2

A refreshed workforce recruitment and retention plan of action.

We said:

We'd put a new permanent CSC Leadership Team in place to deliver improvements for children.

We did:

We have already mainstreamed to work of the Managed Service resulting in lower caseloads and swifter case allocation.

We said:

We'd have regular conversations and briefings with staff on progress around recruitment.

We did:

We established regular staff briefings and site visits providing feedback from frontline workers, practice managers and teams and received positive feedback and assurance around reduced pressure on staff and more manageable workloads.

We said:

We'd introduce a new staff induction.

We did:

In addition to worker of the week recognition we are underway with planning staff awards event.

We said:

We'd introduce a workforce recruitment and retention strategy to demonstrate our competitive edge.

We did:

We established a revised workforce strategy fully inclusive of staff consultation.



Priority 2

A refreshed workforce recruitment and retention plan of action.

We said:

We'd undertake a workforce survey across Children's Social Care to identify improvements needed in workloads, caseloads and partner agency input.

We said:

We'd review the impact of new supervision procedures and processes for staff.

We said:

We'd improve communications, recognition and pride in work to build and strengthen services for children in Tameside.

We did:

We conducted an independent review of Children's Social Care teams. And a Managed Social Work Service is already starting to show reduced demand in Duty and Assessment Teams.

We did:

We established a new Signs of Safety training team with training taking place and embedded in the supervision process.

We did:

We've arranged a multi-agency staff awards celebration event to promote work with children and young people.



Priority 3

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

We said:

We'd ensure the Safeguarding Partnership understand the nature of contacts and referrals coming into MASH and the impact of repeat referrals.

We did:

We conducted deep dives into front door and routine monitoring and reporting on contacts. Referrals and repeat children and families are reviewed regularly by the Safeguarding Board and data is understood and challenged to ensure safety and reduce duplication of effort by agencies.



Priority 4

Deliver improvement in consistency and quality of assessments, plans through a refreshed Quality Assurance Framework.

We said:

We'd ensure the Improvement Board was clearly sighted on current quality and consistency of assessments and plans from the last 12 months.

We did:

We ensured that all Board members, including corporate and political leaders, full understand the quality of practice and the improvement challenge for children and families, and established a new Quality Assurance framework.

We said:

We'd drive forward an intensive Signs of Safety training model and reviews.

We did:

We appointed a Signs of Safety Team and established a training programme.

We said:

The Improvement Board would agree a target to improve the number of audited cases that are assessed as 'Good' and 'Outstanding' by 20% each quarter.

We did:

We embedded the improvement target as a Key Performance Indicator for the Safeguarding Partnership and secured external independent capacity to audit and moderate quality. We are now measuring more 'Good' case audits.

We said:

We'd improve the joint impact between the Domestic Abuse Strategic Partnership and the Improvement Board.

We did:

We appointed a Domestic Abuse Co-ordinator and reviewed the provision.



Priority 5

Deliver an integrated family offer.

We said:

We'd provide Board oversight of physical location of four areas and locality structures/teams and services within each community.

We did:

We appointed a Project Manager, identified appropriate buildings, secured resources and reconfigured buildings as Family Hubs.

We secured Board support for sharing venues and resources to better meet the needs of children and families.

We co-located teams across four areas in communities.

We are collocating teams and moving in to the community.

We said:

We'd establish workforce development sessions to build relationships, enhance skills sharing and facilitate improved processes.

We did:

We have fully opened our 4 Family Hubs, the first in the North West to do so.



Priority 6

Continue to safely reduce the number of children who need our care and improve outcomes for those we care for and care leavers.

We said:

The Board would evidence action and responsibility to unblock practical resource issues that can't be resolved by the Corporate Parenting Committee.

We said:

Board members would take shared responsibility and accountability for complex and hard to place children.

We said:

The Board would demonstrate grip and control of the safety and effectiveness of our in-house residential homes.

We said:

The Board would evidence maximising opportunities for care leavers' career choices at an early stage, utilising resources across agencies and reducing the NEET rate for 17-25 year olds by 20%.

We did:

We reviewed the Corporate Parenting Committee Membership and Terms of Reference and implemented the Department for Education (DfE) recommendations with issues escalated regularly for resolution.

We launched dedicated care leavers' job drop-in, enhanced our care leaver offer and grew the size of the service to reduce case-loads.

We did:

We've established an agreement to share costs and accountability with quarterly updates on costs of complex care placements and financial share across NHS and LA budget lines.

We did:

Five care homes are now rated 'Good' with managers in place and are OFSTED registered.

We did:

We've established a revised EET offer and NEET conference, aligned with a greater offer from DWP.



Priority 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.

We said:

The Board would be assured of implementation of the Signs of Safety model.

We did:

We recruited and trained the Signs of Safety Team with SoS a golden thread within the service.

We said:

The Voice of the Child would be clearly evident in all plans with external assurance of excellent practice.

We did:

We conducted deep dives of the journey of the child with practice week dip sampling, direct observation and case studies evidencing the Voice of the Child.

We said:

We'd re-procure the Case Recording System across Children's Services to improve the efficiency of recording, reporting and analysis.

We did:

We have corporate support for a project to enable live data reports coming online.



Priority 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.

We said:

We'd revise quality assurance and practice week improvements experienced and visible in case studies and through external validation of practice and moderation.

We did:

We've put in place a Practice Week schedule with senior leadership and agency attendance and that feeds directly into the Improvement Board.

We said:

The Improvement Board would receive assurance of improvements in terms of integration between SEND support and EH/CSC plans and assessments through the QA role of the new DCSO.

We did:

We have appointed to a Dedicated Social Care Officer role (Known as DiSCO) to connect Early Help, SEND and Social Care Planning together.

We said:

That feedback from a staff survey would demonstrate improved confidence and knowledge of staff recording SEND needs within assessments and plans.

We did:

We're developing the staff survey and have co-located the SEND Case Work Team in MASH to improve alignment with social work and EH assessments. We've put in place new management capacity for SEND Operational Teams.

