

Tameside Children's Social Care



Improvement Plan



Introduction

It is of the utmost importance to us that we provide high quality services that are safe, effective and ensures support for our children, young people and their families enabling them to flourish and succeed.

Our vision is that all children, young people and families in Tameside have the best start in life to grow, thrive and achieve their best outcomes.

We will only be successful in achieving this ambition if our organisations and communities work together to improve the wellbeing and quality of life for our children and young people across our borough.

We are determined to continue to improve our services for our most vulnerable children, young people and families. With our partners we are committed to ensuring all our children have the best possible start in life. We believe that children should grow and achieve within their own families when it is safe for them to do so. We are committed to working together to make sure our children and young people are safe and able to reach their full potential and they remain at the heart of everything we do.

The findings of our Ofsted inspection in 2019 demonstrated some progress had been made in strengthening the whole council commitment to improving the quality and impact of services for children.

It also highlighted that early help services have been strengthened. The judgement received in April 2019 was that Tameside's Children services Requires Improvement to be Good.

- Impact of Leaders on Social Work Practice – Requires improvement to be good
- Experience and Progress of Children in need of Help and Protection – Requires Improvement to be Good.
- Experience and Progress of Children in Care and Care Leavers - Requires Improvement to be Good.

In April 2022 an Ofsted focused visit resulted in the issue of an Improvement Notice. We accept their findings that further work needs to be done to improve the leadership and management oversight of the children's improvement journey. We acknowledge that pace of improvement continues to be a challenge to any interventions and this will be addressed in the resourcing behind our refreshed improvement plan.

We continue to aspire to achieve an 'outstanding' judgement by Ofsted. Ensuring we work with the voices of our children and families at the heart of what we do remains a top priority. We are committed to improving our practice standards with a 'brilliant at basics' approach.



This refreshed Improvement Plan sets out what we will focus on over the next two years to achieve our vision and improve how we work with, understand and support children and families to be the best that we can be, building on what we know needs to improve from a range of evidence. The plan:

- Includes areas for improvement from inspections and our Improvement Notice of July 2022
- Reflects clear links to Tameside's plan, and other key strategies and plans for children's services
- Will adapt according to new external and internal drivers and areas for improvement, such as new legislation, local changes and new areas for improvement. This will enable us to ensure we are tenacious in focusing on the right things in a timely manner
- Is set out in four priority areas from which we will have shorter term six week 'obsessions' on specific actions that are the most critical for that period.

This plan will help shape the future development of other key documents including the following:

The Corporate Plan

Corporate Parenting Strategy

Early Help Strategy 2023-26

SEND Improvement Strategy and Written Statement of Action

Placement Sufficiency Statement Action Plan

Priority Education Improvement Area Delivery Plan

Community Safety Strategy

Youth Justice Strategy

Tameside Domestic Abuse Strategy 2021-26

Multi Agency Neglect Strategy 2019-22

Emotional Wellbeing and Mental Health Transformation Plan 2015-20

Workforce Development Strategy

Whilst our initial focus is to directly address our four Ofsted areas for improvement; our ambition is to continue to build upon the work we have already undertaken across all of our services so that we achieve the best start for all our children, young people and families.

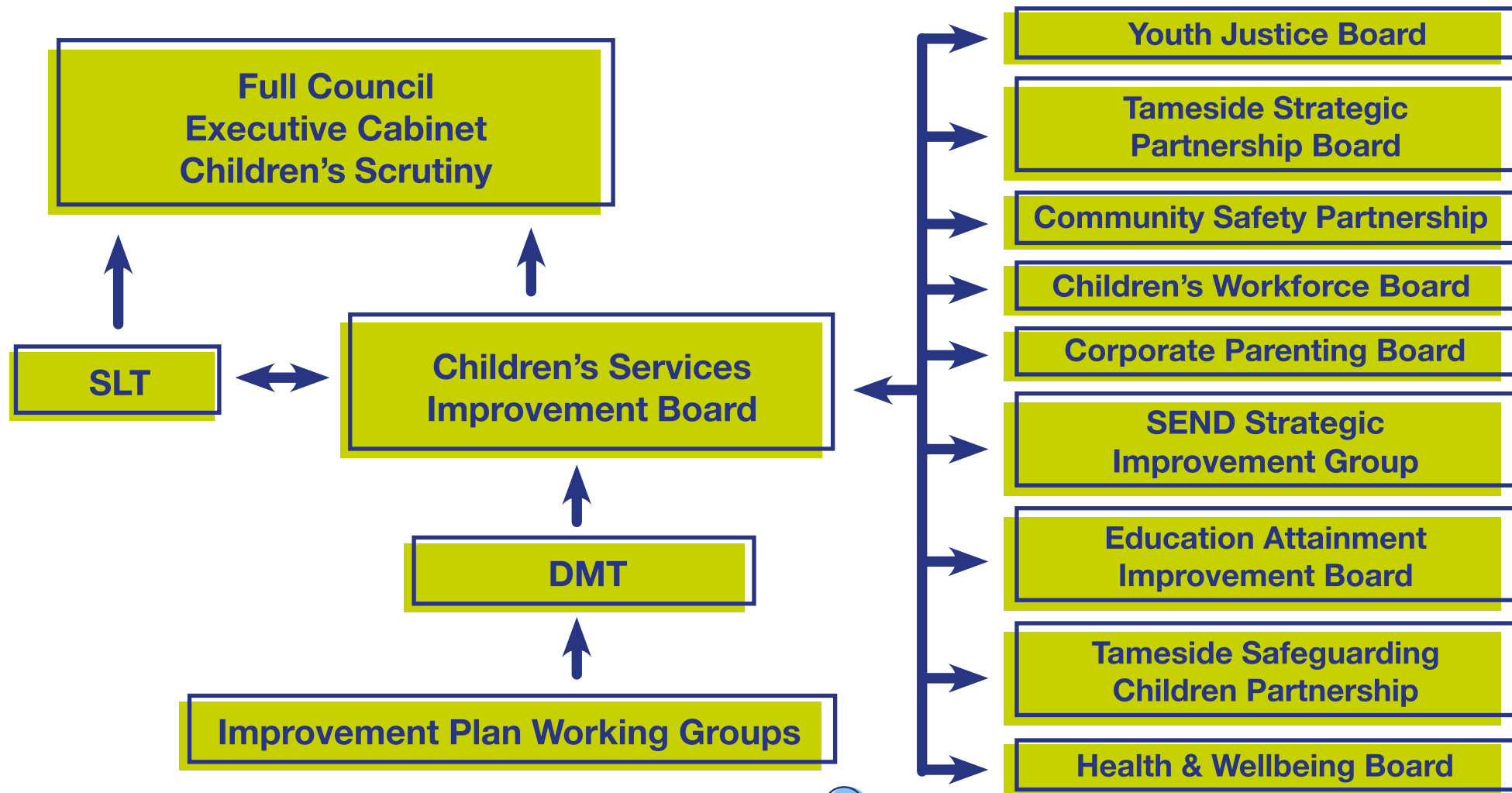
There has been a recent change of senior leadership with a new Director of Children's Services, and two new Assistant Directors in the service. We recognise the importance of continuity of leadership in our improvement journey so will work towards a consistent and stable approach.

Funding from the Council has been received to continue our improvement journey, however, as a consequence of the cost of living crisis and the impact of the current inflationary challenges faced nationally Tameside Council is facing significant financial pressures. We will carefully monitor the impact of these to ensure the success of this improvement plan.

The Corporate Parenting Board captures and shares our continued commitment to improve for all our children, young people and their families. This Improvement Plan is led by the Director of Children's Services and is supported across the Council, partners and with collaboration from our children, young people and their families.



Governance Framework



Priorities, Goals, Principles & Values

Our People – Our Place – Our Plan - For Everyone Every Day

Our vision is that all children, young people and families in Tameside have the best start in life, to grow, thrive and achieve their best outcomes. Tameside partners and communities work together to co-ordinate services to demonstrate improved overall wellbeing and quality of life for our children.

Our Priorities

- 1. Quality of Practice:** Children and young people receive a consistently good service: We have an environment where outstanding practice flourishes.
- 2. Working in Partnership:** The views, experiences and engagement with children and young people, their parents and our partners drive us to achieve success, together.
- 3. Commissioning and Sufficiency:** We have the right resources in the right place to meet the needs of the children and families we work with.
- 4. Leadership and Workforce:** We lead well, inspiring and supporting staff to be the best that we can be.

Our Goals

- Children and young people remain safely with their families
- Where children and young people cannot remain with their family they are placed close to home and are able to remain within their communities and support networks (where appropriate) ensuring meaningful relationships are maintained
- Families receive the right support at the right time, the first time, and in the most effective way
- Children and young people (including children with special educational needs and disabilities and our children in care) have their physical, emotional and mental health needs met
- Children and young people feel supported into adulthood and know all of the information they need to about themselves and their lives
- Children and young people are supported into education, employment or training
- Children and young people are consulted and directly involved in planning
- Children and young people's wishes and views are heard, understood and acted upon
- Our services are co-produced with our service users (children and families) to ensure best fit for them

Our Principles and Values

- Always listen and respond to the voices of children and families
- Help children and families to develop their own solutions and be ambitious advocates for them
- All agencies work together through a multi-agency co-ordinated response for children and young people
- We use the Signs of Safety practice model to consistently assess risks, concerns and identify solutions with families
- Everyone understands our practice framework and uses our thresholds consistently so that we offer the right help at the right time, locally, at the earliest opportunity to deliver impact and change for children and families
- We will use meaningful measures to demonstrate the quality of the work we do
- Our leaders are strong, visible and engaged with practice and practitioners
- We will equip children's services leaders to drive improvement across the service
- We are persistent and curious – our workforce are confident, assured and take action to keep children safe
- Safeguarding is everyone's responsibility – we will always keep our focus on the child

Our Improvement Plan

This high level Improvement Plan is set to outline our priorities moving forward with each improvement activity being linked to a measurable impact. We have identified four priorities for improvement; **1) Quality of Practice, 2) Working in Partnership, 3) Commissioning and Sufficiency, 4) Leadership and Workforce**. Our priorities are underpinned by 13 focus areas which are outlined in the delivery and service plans.

All our improvements link to the Ofsted judgement areas and have a dedicated sponsor to own and drive forward the improvement activity. They are supported by key members of staff who will develop and embed the changes required. The sponsors for each priority will report quarterly to the Children's Improvement Board.

Ensuring we work with the voices of our children and families at the heart of what we do remains a top priority.

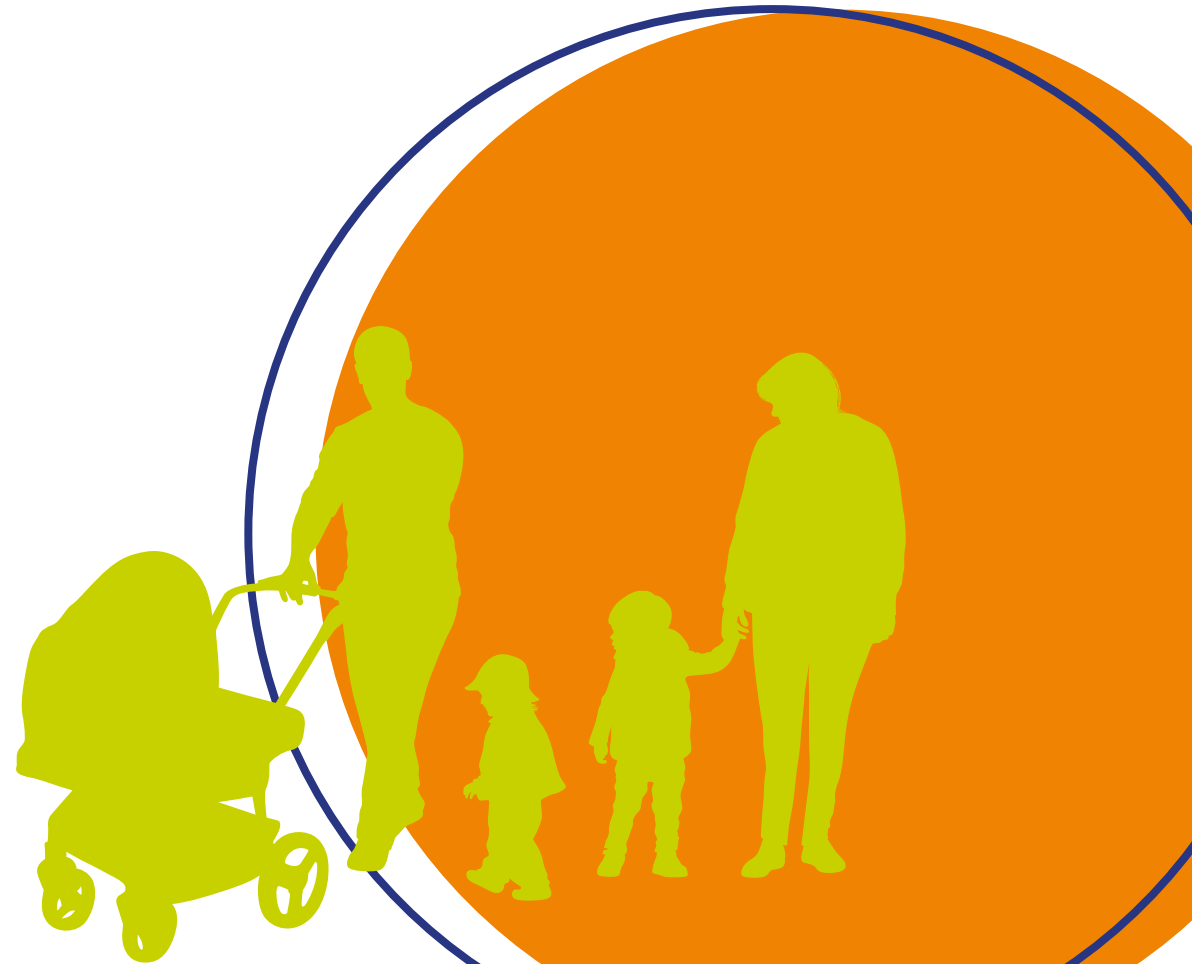
Experience and Progress of Children in need of Help and Protection	Experience of Cared for Children	Experience and Progress of Care Leavers	Impact of Leaders on Social Work Practice
FA1: The Voice of Children and Families			
FA2: Collaborative working with partners			
FA3: Identifying, assessing and managing risk	FA6: Effective placement matching	FA8: Consistency of support and pathway plans for care leavers	FA9: Governance and leadership
FA4: Practice framework (including Thresholds and timeliness)	FA7: Children in specific circumstances		FA10: Practice evaluation & performance management
FA5: Plans and Timeliness			FA11: Supervision and management oversight
			FA12: Recruiting and retaining a stable permanent workforce
			FA13: Data and Systems

Detailed Delivery and Business Plans

This improvement plan is supported by a detailed delivery plan and individual business plans which outline what specific activity/ actions are being undertaken and the quality and impact measures, in order to deliver the overall outcomes for children and young people in Tameside. The delivery plan addresses the four priority areas for improvement developed based on feedback from Ofsted

Business plans are set out to address all activity required to achieve operational change and to address everyday business as usual activity.

In developing the delivery plan each priority sponsor has worked with the Improvement Programme Team to develop detailed delivery plan with clear actions, leads and timeline for delivery. The delivery plan details the breakdown of activity with timeframes, measures and performance data for each of our goals.



Assuring the Quality and Impact of our Work

Everything we do, our leadership, procedures, measures and learning must always focus on what practitioners actually do with children and families, and what the quality and impact of that work is. We collect and measure enormous amounts of data, and whilst we know we have improved upon our ability to analyse what we collect, we also know that we can use data to even greater effect to drive improvements in the quality of practice.

We continue to strengthen our approach to quality assurance to ensure measures are meaningful to the people who do the work, supports learning and improves practice. Going forward our Quality Assurance System encompasses:

- Collaborative case audit,
- Dashboard to monitor application of our practice framework in individual case management;
- Children, young people, parents/carers staff feedback and feedback from partners on practice and organisational fit and leadership respectively;
- Core data for monitoring specific goals, case trends and outcomes with a small set of key indicators that are already collected.

Through our quality assurance activities we will demonstrate we understand ourselves and the difference we are making to the lives of children, young people, families and carers through good use of data, information, children, young people and family feedback, compliments and complaints – always asking ‘how can we make things better?’ and being curious and innovative in our practice.

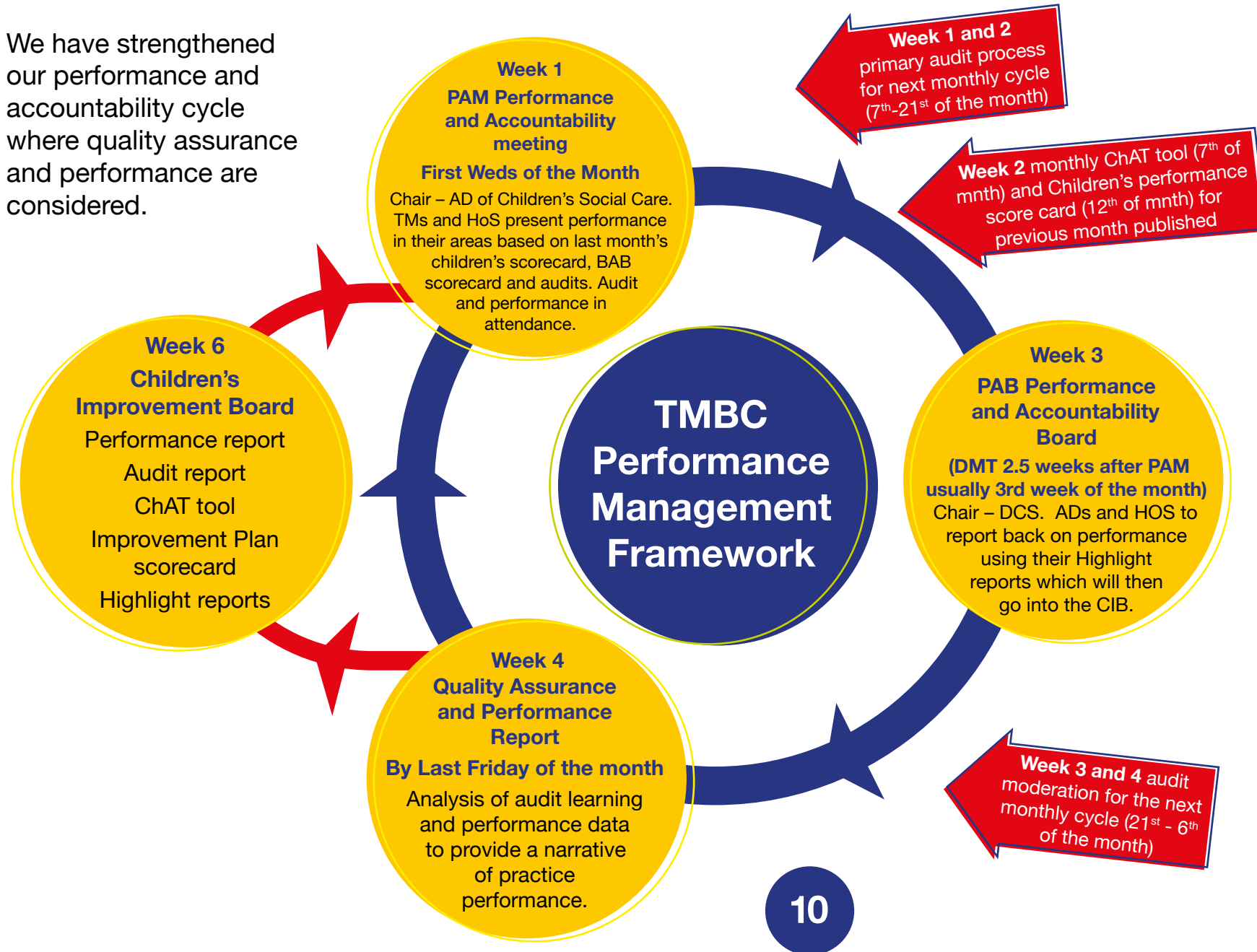


Our Performance and Assurance Cycle

Practice Improvement Activity

Collaborative Audits
 Thematic Audits
 Quarterly Practice Week
 Peer reviews
 Internal reflective practice discussions
 Rapid Reviews
 Child Safeguarding Practice Reviews
 National thematic learning reports
 Feedback from Children and families
 Feedback from IRO/CP chairs
 Feedback from Children in Care Council
 CAFCASS and feedback from proceedings
 Complaints and compliments
 Exit interviews / staff feedback
 Staff performance management process
 Panel meetings

We have strengthened our performance and accountability cycle where quality assurance and performance are considered.



Performance Inputs

Children’s Scorecard
 Improvement Board Scorecard
 Brilliant at the Basics (BAB) Scorecard
 ChAT (Annex A data report)
 Whole Service Data book
 Whole Service Data Quality Report
 Annex A Child Level Data and Data quality lists
 Daily and Weekly data reports
 Business Object Reporting (moving towards operational dashboards)
 Highlight reports
 Audit Report
 Inspection and feedback
 Safeguarding Learning Reviews
 CSC learning case reviews

Our Improvement Plan

1: QUALITY OF PRACTICE

Lead: Assistant Director, Children's Social Care (Alison Montgomery)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Application of Thresholds								
1.1	Review threshold document to ensure effective support is agreed across the partnership and implemented to achieve best outcomes for children. FV2	<p>Performance data and QA audit activity will demonstrate that children are referred to the appropriate level of service to meet their identified needs.</p> <p>Performance data and QA audit activity will demonstrate robust decision making in accordance with multi-agency effective support (thresholds) framework.</p>	DMT	Sep 23	Mar 24	Children and their families will say they feel safe and supported and that everyone is working together to make sure the outcome is best for the child.		



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Front Door / MASH								
1.2	<p>Review the design of the front door to include;</p> <ul style="list-style-type: none"> • Clear lines of management accountability and responsibility. • Appropriate staffing and resources to deliver the service. • Delegation of decision making in response to contacts and referrals. • Use of the RAG rated system. • Multi-agency involvement in initial screening and decision making. • Practice regarding multi-agency strategy meetings and/vs the use of risk management meetings. 	<p>External review and internal oversight will confirm if changes evidence a positive impact on the provision of the service</p> <p>The service is fully staffed and able to meet the demands of the front door</p>	AD Children's Social Care	Sep 23	Nov 23	Children will say I know that the right decisions are made for me at the right time and I understand why these decisions have been made.		
Practice Basics								
1.3	<p>Embed practice standards to improve the quality and consistency of practice to create a "Brilliant at the Basics" approach.</p> <p>ILAC, FV1, FV2</p> <ul style="list-style-type: none"> • Assessments • Visits to children • Voice of the child • Plans • Chronology • Supervision • Management Oversight 	<p>Social work practice will consistently be of a high standard and compliant with guidance.</p> <p>Assessments and Plans will be of high quality and will clearly demonstrate the voice of the child.</p> <p>Systems will show clear chronology and be updated in a timely manner.</p> <p>Staff will have regular supervision with clear outcomes and learning areas.</p>	AD QA and Improvement AD Children's Social Care	Nov 23		Children will say that they feel secure and are part of a happy family.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Permanency								
1.4	Develop a robust performance data system to ensure a plan for children's permanency is evidenced by second review or before. ILAC	<p>Performance data will demonstrate placement stability for cared for children who experience fewer placement moves.</p> <p>Placement tracking will ensure timely searches for placement and review of unregulated placements</p> <p>Deep dive audits will evidence placement matching and decision making for cared for children.</p> <p>Performance data will evidence how matching procedures ensure permanence is secured for children in long term foster care</p> <p>A1, A10 A20 performance data will demonstrate timely adoption for children whose permanence is secured via adoption in line with national average.</p>	<p>AD QA and Improvement</p> <p>Children's Performance Lead</p>	Sep 23	Nov 23	<p>Children will say that they feel secure and are part of a happy family.</p> <p>Children will say they know that they are cared about, because managers know their personal story's and ensure they help children return home where it safe to do so, stay in their family network, or find their forever family that meets their personal timeframe.</p> <p>Children will say that managers create meaningful measures that keep them safe, and ensure that their lived experience is recorded in way they can understand in their personal children files</p>		



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.5	<p>All plans to include clear evaluation of educational attainment and progress and identify the steps being taken to improve overall outcomes for children and young people</p> <p>ILAC</p>	<p>Virtual school and health partners are a visible part of a child's network .</p> <p>Personal Education Plans (PEPs) are done within required timescales and are of good quality (termly).</p> <p>Health Assessments and Strength and Difficulty Questionnaires (SDQs) are in the PEP's actions.</p> <p>C&YP who are Not in Education Employment or Training (NEET) will have robust NEET planning which is reviewed in accordance with NEET strategy.</p> <p>All children with a social worker who receive their education at home will have an evaluation of the appropriateness of the education provided and how this is supporting good educational outcomes.</p> <p>Clear plans are in place for children with a social worker who are on reduced education timetable to ensure educational outcomes are well supported.</p> <p>Education Health and Care Plans (EHCPs) are aligned with care plans.</p>	<p>AD Education</p> <p>Head of Virtual School</p>			<p>Children will say that Tameside Council cares about their education and their future ambitions and goals.</p> <p>Children will know we are aspirational for them, understand their individual needs and work hard to help them gain their best opportunities.</p> <p>Young people will know we are working with them to help them find the best opportunities for their next steps, that the services work together to ensure we are focused on creating opportunities and supporting young people on their pathway.</p>		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.6	To re-launch the Public Law Outline (PLO) process and ensure plans are of good quality with timely implementation during pre-proceedings ILAC, FV1	Legal services report good quality and timely evidence provided. Fewer children enter the care of the Local Authority as a result of robust PLO planning and intervention. Performance scorecard enables oversight of data to demonstrate actions completed in appropriate timescale.	AD Children's Social Care	Aug 23	Dec 23	Children and families will be well informed and understand the decision making process. They will say their plan is easy to understand.		

Care Leavers

1.7	Use practice improvement sessions and strengthened management oversight to Improve the quality of pathway plans. Ensure pathway plans are purposeful, outcome focused and co-produced with young people to drive best outcomes for their futures. Ensure all cared for children have pathway plans from 16years. ILAC	Effective pathway plans and reviews evidence how we are ambitious for all of our care experienced adults, they have suitable accommodation, are in education, training and employment, and are free of debt. Performance data demonstrates we are in touch with our care leavers (% Performance measure) Care Leavers will have knowledge of health passport at final health assessment. Care leavers will feel well supported with their emotional health and wellbeing	AD Children's Social Care			Young people will say they feel well supported and have a clear plan for their future. Young people will know what they are entitled to when leaving care. Young people will know that we are here to support them and will have ownership of their individual pathway plans that will help them gain confidence to grow into adulthood.		
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Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Children in specific circumstances								
1.8	Embed a clear practice framework for children and young people at risk of exploitation.	<p>Risk will be managed, and good outcomes will be achieved for children who are at risk of Child Criminal Exploitation (CCE) via robust contextual safeguarding planning.</p> <p>Performance data will ensure children at most risk of CCE are tracked and appropriate interventions in place including return home interviews and multi-agency risk management plans.</p>	<p>AD Children's Social Care</p> <p>AD Quality Assurance and Improvement</p>	Sep 23	Feb 24	<p>Our children and young people will say they feel safe and know that that their social worker is doing all they can to support them.</p> <p>Children will feel listened to and say they can trust and confide in their social worker to keep them safe.</p>		
1.9	<p>Review the practice and outcomes of the children with a disability team to improve practice (ISCAN)</p> <p>ILAC19&21</p>	<p>Deep dive and dip sampling of files will identify areas of strength and areas for improvement which will inform service and team plans</p> <p>Monthly audits will evidence how planning for children with special educational needs and disabilities supports good outcomes.</p>	AD Children's Social Care			<p>Children and young people will say that their needs have been understood and their outcomes are achievable for them.</p> <p>Children will see that we take care to make sure that when we see we need to make improvements we make sure we do this in a timely way and hold their experience in our minds to ensure we all learn together.</p>		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
1.10	Improvement Board receive assurance of the implementation of the Written Statement of Action SEND and SEND improvement plan.	There will be clear governance and accountability for service improvement	AD Education Head of SEND	Oct 23	Sep 24	Children and their families will see that their Education and Health Care plans are focused and led with pace and care. That services work together to ensure we give children the best opportunities to grow and we are aspirational in our approach.		



2: WORKING IN PARTNERSHIP

Lead: Assistant Director, Quality Assurance and Improvement (Vicki Lawson)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Partner Organisations and Services								
2.1	Work with Greater Manchester Police (GMP) to develop the strategic and operational relationship to ensure timely engagement in CP assessment and planning. ILAC, FV1, FV2	There will be evidence of working together to jointly input into child protection assessments in a timely effective way.	AD Quality Assurance and Improvement AD Children's Social Care			Children and young people will say they know all professionals are working together to ensure they are safe and that the right decision has been made for them.		
2.2	Work with partners to develop robust tracking and ensure initial and review health assessments for cared for children are completed within timescale, with particular attention to initial health assessments ILAC, FV1	Performance scorecard will demonstrate timely referrals and assessments that are completed on time for both IHA and RHA Audit data will demonstrate how IHA and RHA ensure cared for children's health needs are consistently met and identify any areas requiring improvement.	AD Quality Assurance and Improvement AD Children's Social Care			Children and young people will say that we understand their health needs and are able to provide support for their health & wellbeing including emotional support.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
2.3	Work with Adult services to proactively plan and prepare young people who will require support from adult social care so that they have the appropriate provision and services in place.	Young people will live in accommodation suitable for their needs and receive the right support at the right time from a multi-agency perspective	AD Adults AD Children's Social Care			Young people will say they live in accommodation that suits their needs and circumstances and they are well supported.		
Voice of Child and Family								
2.4	Ensure parents, carers, children & young people's feedback and engagement is central to our understanding to how effective our front line work is.	There will be two way engagement with children & young people who are service users, using digital means there will be an improvement in the attendance at Children in Care Council (CICC), Youth Council, Schools, Young Carers, Care Leaver Forum	AD Quality Assurance and Improvement	Oct 23		Children and families will say that their input is valuable and that it drives best practice and good outcomes for children. Children and young people will say they feel listened to and regularly meet with leaders to share their lived experience.		
2.5	All children receive life story work consistent with good practice expectations, evidenced on children's files and confirmed by audit. ILAC	Participation work with children and young people evidences the impact of life story work.	AD Quality Assurance and Improvement AD Children's Social Care	Oct 23		Children will know their journey and will have access to all the information they need to help them understand why decisions were made. Children will say they don't have to keep repeating their story, but we hold their stories with care.		

3: COMMISSIONING AND SUFFICIENCY

Lead: Head of Commissioning (Mark Love)

Ref.	Actions	How will we know?	Lead	Start Date	Start Date	What our children will say	Action RAG	Impact RAG
3.1	Revise placement sufficiency strategy and commissioning activities to increase placement quality and choice. FV1	<p>There will be an increased choice of placements that will ensure better matching to meet the needs of the children</p> <p>Performance data will evidence stability and permanence.</p> <p>Fewer children and young people will be residing in unregulated placements</p>	Head of Commissioning	Sep 23	Jun 24	<p>Children and young people will have a stable and secure home that is suitable for their needs.</p> <p>Children will say that we try hard to keep children in the borough when they cannot stay in their family and family network.</p> <p>Children will say that the care they are receiving is the best it can be.</p>		
3.2	Review and update the support offer to foster carers and children to increase in-house capacity to care for children and young people with specific therapeutic needs.	<p>There will be increased choices and availability for children and young people with specific therapeutic needs</p> <p>Fewer children and young people will be residing in unregulated placements</p>	<p>AD Children's Social Care</p> <p>Head of Commissioning</p>	Nov 23	Apr 24	<p>Children will feel supported by carers who understand their lived experience and help them to settle with great care.</p> <p>Children will feel when things are difficult we are able to provide good support to help them</p>		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
3.3	Streamline the foster carer recruitment process to accelerate the recruitment and assessment of foster carers and ensure the foster care offer is competitive for the local market	Timeliness of the assessment and approval process will improve Tameside provide a competitive offer to new and existing foster carers improving year on year net increase in the number of in-house foster placements available	AD Children's Social Care	Nov 23	Dec 23	Children will say they have been able to remain close to their friends and family.		
3.4	Expand the range of accommodation and services that are available to our care leavers to provide high quality support and preparation for adulthood.	Supported accommodation commissioned for our cared for children and 16+ care leavers Reduction in use of temporary accommodation.	Head of Commissioning	Sep 23	Dec 25	Young people will feel supported in their transition to adulthood and will have options to choose from that suit their needs and circumstances.		



4: LEADERSHIP AND WORKFORCE

Lead: Director of Children's Services (Allison Parkinson)

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Strategic Leadership								
4.1	Ensure the Leadership of the Council including all Directors, Members and senior leaders make an effective contribution to driving the improvement plan and provision of support from the wider infrastructure of the Council and partners. ILAC,FV1,FV2	The Leadership of the Council including CEX, Lead Member and DCS recognise and prioritise the needs of children and this is reflected in corporate decision making, scrutiny activities and activity of the Improvement Board.	Lead Member	Sep 23	Nov 23	Children and young people will say I know that everyone in Tameside have listened to what Ofsted said and agreed to make things better as quickly as possible in a way that will make all their services good in future and my experience has improved as a result.		
4.2	Develop a governance structure that enables senior leaders and Members to drive improvement outcomes for children	Senior leaders and Members will demonstrate good oversight, challenge and support to achieving best outcomes for children	DCS SLT Head of Improvement	Sep 23	Oct 23	Children and young people will say the people leading the council know about their lives.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.3	Undertake scrutiny and assurance development session with key political and corporate leaders including the Corporate Parenting Board (CPB), Improvement Board and Scrutiny Committee. ILAC,FV1,FV2	Senior leaders and Lead Members understand the experience of children receiving support services in Tameside.	DCS SLT Assistant Director of People and Workforce Development Head of Improvement					
4.4	Ensure clear link between Childrens Improvement Plan and Safeguarding Partnership to improve outcomes for children.	Strategic links in place achieved by clear governance. Appropriate policies will be in place Multi-agencies working in partnership to implement policies.	DCS Chair of Safeguarding Board					
Operational Leadership and Management Grip								
4.5	Practice learning workshops will be delivered for all staff across children's services to ensure the Practice framework is known, understood and implemented consistently across the workforce	The outcome of practice audits evidence improvement across all areas. Our workforce describe and evidence understanding of the framework Data will evidence that every member of our workforce has completed training to enable them to implement the practice framework.	Head of Audit	Oct 23		Children and young people will feel confident that their Social Worker has the appropriate knowledge and skills to support them in making positive outcomes		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.6	Use performance and accountability processes alongside practice development workshops to drive improved management oversight and decision making ILAC,FV1	<p>Children’s files will consistently provide demonstrable evidence of critical reflection, hypothesis, support and challenge to ensure practice is consistently good and better.</p> <p>Progression of children’s plans will be evidenced and demonstrate how best outcomes have been achieved</p> <p>Case file audits will evidence consistently good practice</p> <p>Social care staff will describe the impact and difference good management support is making to their practice</p>	DMT	Oct 23		Children and young people will say I know that services are working to the best standard possible and my social worker works with others to make things better when they need to.		
4.7	Implement a Quality Assurance framework that delivers high quality program of reliable audit and learning activities that creates culture of learning and accountability	<p>Monthly audits will evidence improved practice as a result of clear actions and evaluation of the outcomes via closing of the learning loop.</p> <p>Deep dive and thematic audits will provide direct line of sight as of the quality of practice to Senior Leaders together with the Improvement Board and inform practice improvement activity.</p> <p>Thematic learning from monthly audits will contribute to systemic improvements across children’s and inform commissioning of training services.</p> <p>Learning from QA activity (including child practice reviews and section 11 audits) will be used to inform training and development programme for the workforce.</p>	AD Quality Assurance and Improvement	Sep 23		Children and young people will say that the help and support they get from their social worker is getting better.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.8	Clearly defined first and second tier management roles and responsibilities to empower and support operational managers to succeed in delivery and a culture of continuous improvement.	<p>Learning from QA activity evidencing scrutiny and supportive challenge from managers.</p> <p>Managers operating within the delegated duties framework and have clear accountable tasks</p> <p>Manager feedback / employee survey.</p> <p>Delivery of business plans. Service specific performance indicators.</p>	AD People and Workforce Development	Nov 23		Children and young people will say I know that managers in children's services know how good our services really are and make sure they are always of high quality.		
4.9	Work in collaboration with the corporate improvement team to drive forward the actions set out in our improvement plan to ensure the progress continues at pace with dedicated project management resource	<p>Change and improvements are driven effectively.</p> <p>Performance data demonstrate that the improvements are having a positive impact</p>	AD People and Workforce Development	Sep 23				



Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
Workforce								
4.10	Develop a Children's Workforce Board to implement the Children's workforce strategy to improve staff retention and recruitment. ILAC, FV1	<p>Number of permanent social workers will increase.</p> <p>There will be a reduction in number of changes of social workers for children</p> <p>Career pathway is clear and demonstrates progression routes for all social care staff.</p> <p>Staff are inducted well and have regular effective performance conversations in supervisions.</p> <p>Strengthen the Assessed and Supported Year in Employment (ASYE) social worker standards.</p> <p>Outcomes in line with our workforce development strategy will be achieved to support recruitment and retention</p>	<p>AD People and Workforce Development</p> <p>AD Quality Assurance and Improvement</p>	Oct 23		Children will say they feel confident that their Social Worker will be consistent and remain unchanged		
4.11	Review capacity in the service to ensure the resources are deployed to enable the most effective support at the appropriate level needed, creating a stable supportive workforce. ILAC, FV2	<p>Caseloads will be maintained within the caseload policy thus enabling good purposeful social work interventions that provide positive outcomes for children</p> <p>Data demonstrates timely interventions at appropriate levels.</p>	<p>AD People and Workforce Development</p> <p>AD Quality Assurance and Improvement</p>	Oct 23	Oct 24	Children will say they have a good, trusting relationship with their social worker.		

Ref.	Actions	How will we know?	Lead	Start Date	End Date	What our children will say	Action RAG	Impact RAG
4.12	Develop and implement staff engagement sessions to ensure that all children's social care staff are kept informed, updated and have the opportunity to share their views	Feedback will tell us that our staff feel part of our improvement journey and that their input is valued	AD People and Workforce Development AD Quality Assurance and Improvement	Nov 23	Nov 24			



Appendix A: Accompanying notes

Current Post Holders (September 2023)

Job Title	Current Post Holder
Director of Children's Services	Allison Parkinson
Assistant Director (Social Care)	Alison Montgomery
Assistant Director (Quality Assurance and Improvement)	Vicki Lawson
Assistant Director (People & Workforce Development)	Tracy Brennand
Assistant Director (Education)	Jane Sowerby
Head of Placements and Resources	Mark Love
Head of Early Help and Family Help	Faye Edwards
Head of Safeguarding and Quality Assurance	Debbie Duddridge
Head of Child Protection and Children in Need	Helen Delamare

Key to monitoring of Action and Impact BRAG ratings

BRAG RATING: The 'BRAG' rating for progress and impact will be updated on a monthly basis in the detailed delivery plan.

BLUE	Completed and impact evidenced, target achieved and this is likely to be sustained.
RED	Action: Tasks not been completed or timescales slipped and need attention Impact should start to be seen and measured, but are not met.
AMBER	Action: Tasks are not fully on track but plans are in place to ensure progress by identifiable timescale Impact can start to be measured but are yet to be demonstrable
GREEN	Action: Tasks are progressing as expected and deemed to be on target Impact of outcomes can be demonstrably measured



Appendix B: Performance Measures

Focus Area	Action Ref.	Measure	Data Source
FA1: The Voice of Children and Families	1.3, 1.5, 2.3, 2.4	• Feedback and complaints	Complaints Team
		• Attendance at forums and meetings	To be developed
		• Child & Family surveys	To be developed
FA2: Collaborative working with partners	1.2, 1.5, 2.1, 2.2	• % strategy meetings attended by police	Scorecard - CIN10a
		• % strategy meetings attended by health.	Scorecard - CIN10a
		• % of police attendance at child protection assessments.	Scorecard - SG8
		• % of attendance at initial CP conference by police	Scorecard – SG8
		• % of attendance at initial CP conference by health	Scorecard – SG9
		• Initial health assessment	Scorecard - CF22
		• Review health assessments	Scorecard - CF23
FA3: Identifying, assessing and managing risk	1.2, 1.3, 1.6	• Timeliness of S47 enquires to Initial Child Protection Conference (ICPC).	Scorecard - SG6
		• Return home interviews	Scorecard – CIN21-24
		• Assessment and plan timeliness	Scorecard - CIN8
FA4: Practice framework (including Thresholds and timeliness)	1.1, 1.3	• Management oversight including supervision records	To be developed
		• Chronologies	To be developed
		• MASH Dashboard	To be developed



Focus Area	Action Ref.	Measure	Data Source
FA5: Plans and Timeliness	1.2, 1.3, 1.4, 1.5, 1.6	• No. of child & family assessments completed under 45 working days	Scorecard - CIN 8
		• % of child protection statutory visits taking place within timescale	Scorecard - CIN20, CF3
		• No. of dip samples reaching required standard	To be developed
		• % of Child Protection (CP) reviews within timescales	Scorecard - SG11-12
		• % actions completed following audits	To be developed
		• Actions following children's serious case reviews	To be developed
		• No. children with permanence plan in place.	To be developed
		• % of permanence plan reviews completed on time.	To be developed
		• Achieved outcomes	To be developed
FA6: Effective placement matching	1.3, 1.4, 3.1, 3.2, 3.3, 3.4	• Cared for children with 3 or more placements in a 12 month period	Scorecard - CF4
		• Cared for children for 2.5 years who were living in the same placement for at least 2 years	Scorecard - CF5
		• Number of children in un-regulated placements	Scorecard - CF19-20
		• Use of temporary accommodation	To be developed
		• Accommodation options for care leavers	To be developed
FA7: Children in specific circumstances	1.5, 1.8, 1.9, 1.10, 3.2	• EHCP performance	Education Scorecard
		• Audits	Scorecard - SG16-20 and Quality Assurance Reporting
		• Sampling of files	To be developed



Focus Area	Action Ref.	Measure	Data Source
FA8: Consistency of support and pathway plans for care leavers	1.4, 1.5	• % of care leavers with education, employment or training plans.	To be developed
		• % of care leavers with a health passport.	To be developed
		• % care leavers with allocated worker.	To be developed
		• % of up to date pathway plans.	Scorecard - CF29
		• (%) of children with a social worker or personal adviser in Education, Training and Employment	To be developed
FA9: Governance and leadership	4.1, 4.4, 4.8	• Attendance at meetings	To be developed
		• Pace of progress	To be developed
		• Improved management oversight	To be developed
FA10: Practice evaluation & performance management	4.6, 4.7	• Quality Assurance Activity	Education Scorecard
		• No. of audits showing improvements graded over 55% Requires Improvement (RI) or better	Scorecard - SG16-20 and Quality Assurance Reporting
FA11: Supervision and management oversight	1.3, 4.7, 4.8	• % of Supervisions completed on time	DMT Scorecard
		• Case file audits	Scorecard - SG16-20 and Quality Assurance Reporting
		• Staff feedback	



Focus Area	Action Ref.	Measure	Data Source
FA12: Recruiting and retaining a stable permanent workforce	4.5, 4.6, 4.9, 4.10	• Staff feedback through surveys	Workforce Development Team
		• Workforce data	Workforce Development Team
		• Training data	Workforce Development Team
		• Caseload data	Scorecard - WF6 - WF14
		• Exit interview feedback	Human Resources
FA13: Data and Systems	4.1, 4.4, 4.8	• Quality of data	To be developed
		• Training attendance records	To be developed

