

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

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

### **Background**

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

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

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

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

Item	Action	Lead/ Timeframe	Progress/ Comments	RAG
<b>1. Create a new Improvement Board accountability framework and revise the Tameside Safeguarding Partnership delivery arrangements</b>				
Improve Governance and Corporate Leadership	<p>Improvement Board Development session to be run to sign off and agree the Improvement plan, named accountable officers – including Corporate Leaders of the LA, timescales for delivery and measures of impact are clear and well evidenced</p> <p>Revised Board members are clear around their accountability and responsibilities for improved services and evidence impact for children by independent board survey undertaken September 2022</p> <p>Council CEX and Deputy Leader agreed as key members of the improvement board and are held to account for corporate action taken to improve the impact and outcomes of Childrens services</p>	20th June 2022	<p>Improvement Board review day planned 20<sup>th</sup> June</p> <p>New Improvement Plan to be refreshed and signed off by agencies by end June 2022</p>	
Agree Leadership and chairing/deputy arrangements for the new Improvement Board	To agree with key Partners future Improvement Board chairing arrangements to demonstrate external challenge based upon current expertise in improving Childrens Services	By June 2022 DCS and All Partners		
Improve Board Attendance and Accountability	<p>All Board members are to identify a deputy and provide contact details for them</p> <p>Agency attendance log, updates and evidence presented against key actions to be updated at every meeting in order to</p>	<p>By June 2022 All Partners</p> <p>Named Lead by Agency</p>		

	measure progress and improvements against agreed actions			
Refresh Terms of Reference for the Tameside Safeguarding Childrens Partnership	Review existing Safeguarding Partnership arrangements in respect of Working Together post pandemic and agree new Chairing and accountability structures that will ensure detailed understanding of the system weaknesses and address these through careful challenge and support	DCS, GMP CCG Accountable Officer/CEX		
New Council Leader and Cabinet appointed also new dedicated scrutiny panel established for Childrens services - May 22	<p>Minutes and actions of the Safeguarding partnership to be reported to the new Childrens scrutiny panel on a 6 monthly basis in a chairs report.</p> <p>Evidence of improved pace and change of corporate service support for children's services accommodation, ICT, and support for recruitment and retention reported by front line workforce and managers via staff survey reported in to improvement board by December 2022</p>	<p>Lead Member Children/ CEX/ DCS June 22</p> <p>CEX/Lead member Children ongoing each meeting review by December 22</p>		
Improvement Board to drive the effectiveness and impact of the Self-Assessment Framework (SEF) to evidence that we truly understand the	<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</p>	<p>DCS/ADs/ Sept 22</p> <p>Board Chair/DCS Feb 23</p>		

strengths and weaknesses of services for children	presenting Annex A evidence from feedback from our annual Peer Review with NWest ADCS report			
<b>2. Demonstrate improved workforce recruitment and retention strategy for Childrens Social Work Teams 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	<p>Adverts and search started week commencing 30 May</p> <p>Regular briefings and conversations for staff in CSC and wider workforce demonstrates positive feedback from updates on progress around recruitment</p> <p>Induction planned and delivered successfully for new permanent HoS appointments</p> <p>360 degree review undertaken by all new Directors and HoS to learn and reflect on their effectiveness and impact of delivery in first 6 months and 12 months</p>	<p>DCS/AD CSC/AD EHP and HR By July 2022 DCS/ADCSC/All Managers in CSC</p> <p>AD CSC &amp; HR July 2022</p> <p>September 2022</p> <p>April 2023</p>		
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		
Workforce recruitment and retention plan refreshed and demonstrating an	Monthly recruitment and retention report reviewed and challenged by the board with a measured improvement towards target of	Tameside HR and AD CSC		

<p>improved position for permanent workers in CSC Teams</p>	<p>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 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>Tameside HR, Principle SW, AD CSC</p> <p>AD CSC by October 2022</p> <p>AD CSC by October 22</p> <p>DCS by August 22</p>		
<p>Workforce survey across CSC and EH Teams reports an improvement in workloads, caseload and partner agency swift input to help children</p>	<p>Workforce survey undertaken in <i>December 22 and repeated March 23</i> 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>DCS/AD CSC AD EH&amp;P March 23</p> <p>AD CSC/HoS QA report January 2023</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>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>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</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>		

	improvements seen for children & Young People			
<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	Rob Cousins June 2022		
Finalise a new contract for the 0-19 service to measure and demonstrate accountability for the recruitment of Health Visitors and School Nurses including requirement to directly improve the quality of assessments and reduce risk for children in respect of health outcomes	<p>New contract to be in place and Improvement Board members to contribute to the effectiveness of the recruitment plan for nurses with provider providing detailed update reports and held to account and recorded at each meeting.</p> <p>New contract and suite of PIs in place, agreed and reviewed by the partners by July 2022 and in April 2023.</p> <p>Partners are ensured that there is sufficient capacity and skills to deliver measurable improvements for the health needs of children including Health checks, dental checks, SALT and other therapeutic support including timely, integrated access to mental health support</p>	<p>Director of PH, NHS Provider by end June 2022</p> <p>Director of PH, NHS Provider April 2023</p> <p>Director of PH, NHS Provider by end June 2022</p>		

<p>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>TSCP fully understands the nature of contacts and referrals coming in to the MASH and identifies the impact of repeat contacts for children across agencies</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</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 MA Operational steering group for MASH reporting in quarterly to TSCP quarterly beginning July 22</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</p>	<p>AD EH&amp;P / Rob Cousins/ AD CSC/ September 2022 Board Meeting</p> <p>AD EH&amp;P July 22</p> <p>AD CSC/AD EH&amp;P/HoS QA Sept 22</p>		

	Families but also our Workers in locality teams.			
Improvement Board receives assurance reports from TSCP on the agencies referring cases in to MASH – including high volume schools referring agencies, to improve the TAS offer and training in respect of Early Intervention they could deliver in line with advice and guidance	<p>TSCP scrutinises regular report on the top ten referring agencies and commissions a review in to the early help awareness, capability and capacity within each agency to improve direct service support earlier in the child or young person’s journey by August 22</p> <p>TSCP delivers evidence of a review of the effectiveness of the EH training offer from feedback from partner agencies, reviews changes in performance data and understand the feedback of quality of support offered by partners from hearing the voice of children and reviewing case studies routinely</p>	<p>AD EH&amp;P Tameside Performance Team by August 2022</p> <p>Board Chair – AD EH &amp; P By April 2023</p>		
<b>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.</b>				
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 July 2022 and revisiting in September 2022</p>	All Board Members & AD CSC by July 2022 and September 2022		

<p>Improvement Board agrees a target to improve the number of audited cases that are assessed as Good and Outstanding by 20% each quarter</p>	<p>Drive forward the intensive Signs of Safety Training model and reviews by September 2022- Board receives update from AD CSC</p> <p>Target to see a shift to 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>AD CSC/All Board Members September 2022</p> <p>DCS/AD CSC March 2023</p> <p>DCS/AD CSC August 22</p> <p>ADCSC Tameside HR by September 2022</p> <p>Board Chair, All Board members – routine aspect of Agenda settings for each meeting</p> <p>Principle SW</p>		
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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><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></p>				
<p>Board to oversee the physical location of the 4 areas locality structures/teams and services within each community</p>	<p>Tameside MBC to identify appropriate buildings to accommodate Childrens delivery teams and enable better joint working across EH and CSC initially by July 22</p> <p>Board to oversee the release of Capital funds to enable the configuration of the estate to enable transformation and relocation of Teams to set new delivery standards and expectations by July 2022</p> <p>Board to receive updates from Tameside MBC Estates team on schedule of works and staff moves by September 2022</p> <p>Board members to support sharing of venues and resources to better meet the needs of our most vulnerable children including networks with Early Years settings,</p>	<p>Leader/Lead member Children/CEX/Tameside MBC Estates by July 2022</p> <p>Leader/ CEX/Lead Member Children by July 2022</p> <p>Board Chair Tameside MBC Estates</p> <p>All Board Members – Chair- by March 23</p>		

	<p>schools and post 16 provision to build our Family Hub offer. To be held to account for integrated delivery.</p> <p>Refresh of the SW Team composition and skill mix to enable effective and efficient support directly as it is needed by children to reduce any delay or unnecessary repetition of needing to repeat their story to multiple agencies</p> <p>DCS to be accountable for commissioning workforce development sessions across each area to build relationships, enhance skill sharing and facilitate improved processes and procedures to better meet the needs of families.</p> <p>Board to review the model for locality delivery in respect of the mix of workers skills and service offer to ensure that we reduce the number of onward referrals for our children and keep them safe with their families in line with our ambitions for family hubs.</p>	<p>Tameside MBCHR, ADs/All agencies by December 22</p> <p>DCS by January 22</p> <p>Board Chair – All Board Members March 2023</p>		
<p><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</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</p>	<p>AD EH&amp;P /AD CSC by September 22, December 22 and March 23</p>		

clearly understood and Board understands the shift to more agencies supporting children and families at early help level and intervening earlier	safely to achieve positive outcomes to reduce statutory intervention and bring Tameside in line with our benchmark neighbours in respect of cases per 1000 population report			
Improvement Board to receive assurance report on the effectiveness and impact of the edge of care service	Edge of Care service structure, position and function to be brought to the board with analysis of the effectiveness of the service to date and issues/barriers as it relates to delivery and impact for our Children and Young People.	AD EH&P/AD CSC by September 2022		
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		
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>Lead Member Children/AD CSC August 22</p> <p>Improvement Board Chair on a monthly basis</p>		

	<p>Board members to take shared responsibility and accountability (including shared costs) for complex and hard to place children particularly those with difficult challenging high risk behaviours including potential dual diagnosis.</p> <p>Improvement Board to review the recommendations from DFE Mark Riddell review in respect of our Care Leavers and support the work of Corporate Parenting Board, structure, agency, Councillors and Business Champions and be responsible for an improved local offer by December 22</p>	<p>Improvement Board, Lead Member for Children, DCS by December 22</p> <p>Improvement Board Chair, DCS, AD CSC, Lead Member Children by December 22</p>		
<p>Board to demonstrate grip and control s of the safety and effectiveness of our in house residential homes</p>	<p>Receive an assurance report on the in-house offer, capacity and regulatory status of our in house provision by July 22 to ensure that they are operating safely with any outstanding registration factors to be addressed</p> <p>Children placed in our internal homes report that they feel safe, that they have positive, trusting relationships with residential staff and know their SW and their care plan well.</p> <p>Assessment of workforce needs to be clearly articulated and fed in to improvement action plans for each home included within assurance report for Board by July 22 then updates by exception at monthly meetings</p>	<p>AD CSC July 22</p> <p>AD CSC July 22/Participation Lead</p> <p>HoS QA &amp; safeguarding July 22</p>		

<p>Corporate Parenting Board to provide quarterly updates on progress on key actions as it relates to the CP Action plan</p>	<p>Quarterly reports to demonstrate improved assurance around sufficiency and choice of accommodation for care leavers including quality, location near to home and high standard of maintenance and repairs completed. First report by Sept 22</p> <p>Assurance around earlier transition planning for reaching adulthood across the SW cared for, CIN teams and adult services for those children when appropriate.</p> <p>Board can evidence maximising opportunities for care leavers career choices at an early stage and utilising resources across all agencies represented at the board measured by a reduced NEET rate for 17-25 year olds by 20% from 55% to 35% by March 23</p>	<p>TMBC CEX, Registered provider reps Sep 22</p> <p>AD CSC/AD Adult Services</p>		
<p><b>8. 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></p>				
<p>Board assured of the implementation of Signs of Safety practice model</p>	<p>Update on recruitment of SoS Training Team and planned programme of multi-agency delivery plan reported</p> <p>Independent assurance report commissioned and reviewed by the Board and validated externally in respect of the effectiveness of the Signs of Safety Practice model by January 23</p> <p>Voice of the Child clearly evident in all plans with external assurance providing examples</p>	<p>AD CSC/AD EH&amp;P July 22</p> <p>DCS /AD CSC/HoS QA by January 23</p>		

	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		
Revised Quality Assurance and Practice week Improvements experienced and visible in case studies and through external validation of practice and moderation reports	<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>		
Improvement Board receive assurance of the improvements in terms of integration between SEND support and EH/CSC plans and assessments through the QA role of the new DSCO role	<p>DSCO role appointed and is embedded within the Safeguarding and Quality Assurance Service by Sept 22.</p> <p>Feedback from staff survey demonstrates improved confidence and knowledge of staff recording SEND needs within assessments and plans</p> <p>Reported improvements in respect of children and families experience of service support when a child has additional needs or disabilities measured by complaints and</p>	AD Education & Send by Sep 22		

	compliments in to the LA system and parent carer feedback via OKE			
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