

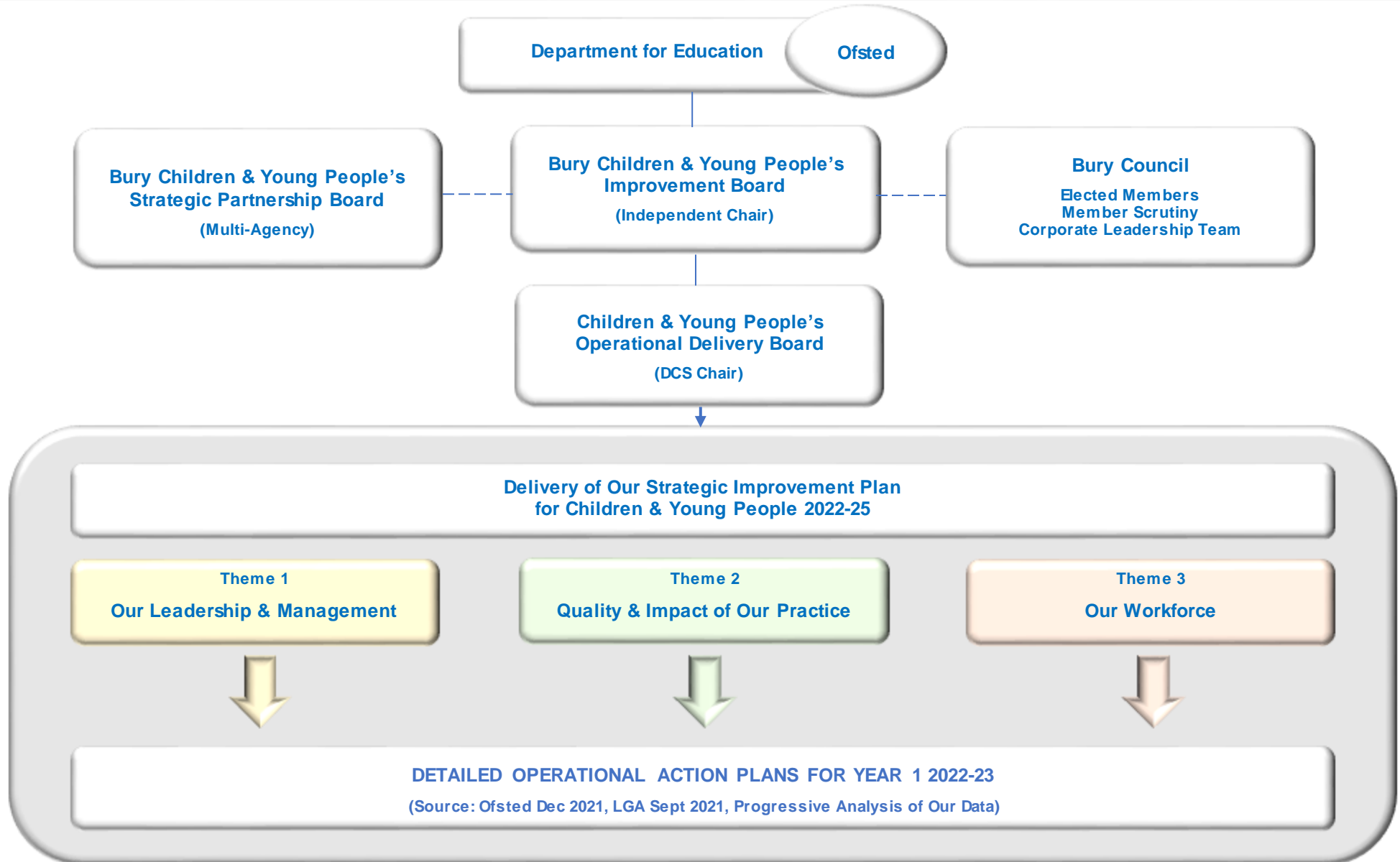
**APPENDIX 2**

**BURY IMPROVEMENT PLAN TIMELINE  
(Ofsted Submission Date w/c 21<sup>st</sup> March 2022)**

Ref	Key Objectives		w/c 29 <sup>th</sup> Nov	w/c 6 <sup>th</sup> Dec	w/c 13 <sup>th</sup> Dec	w/c 20 <sup>th</sup> Dec	w/c 27 <sup>th</sup> Dec		w/c 3 <sup>rd</sup> Jan	w/c 10 <sup>th</sup> Jan	w/c 17 <sup>th</sup> Jan	w/c 24 <sup>th</sup> Jan	w/c 31 <sup>st</sup> Jan		Feb 2022	March 2022	April 2022		
1	Scope & approach agreed • Strategic Imp Plan 2022-25 • Year 1 Action Plan 2022-23	<b>PHASE 1 – IP FRAMEWORK</b>						<b>PHASE 2 – IP DETAILED ACTION PLAN</b>						<b>PHASE 3 – IP SIGN-OFF &amp; SUBMISSION</b>					
2	Analysis & filtering of Ofsted report and related information																		
3	IP Framework draft – develop content with leadership team																		
4	Finalise IP framework and covering report																		
5	Development of IP content with leadership team & stakeholders (to include substantive Year 1 Action Plan for sharing w/c 24 <sup>th</sup> January)																		
6	IP formal sign-off through internal governance and partnerships																		
7	Formal submission (w/c 21 <sup>st</sup> March)																		
8	Progressive Implementation																		



BURY IMPROVEMENT PLAN - MULTI-AGENCY GOVERNANCE & OVERSIGHT Draft- Dec 20th



**APPENDIX 3 (A)**

**Source of Improvement Priorities (Grouped within Our Proposed Improvement Themes)**

Theme 1 <b>Our Leadership &amp; Management</b>		Theme 2 <b>Quality &amp; Impact of Our Practice</b>		Theme 3 <b>Our Workforce</b>	
1 Para 42	Effectiveness of the <b>independently chaired Improvement Board</b> to secure long-term sustainable improvement	1 Page 2	Timely recognition and response to risk at the <b>Front Door</b>	1 LGA/DP	Growing our <b>culture, values and ways of working</b> together
2 LGA/DP	Strengthening the <b>alignment of support for Children and Young People with the Corporate Core</b>	2 Para 2	Quality of <b>multi-agency information sharing</b> within MASH	2 LGA/DP	Develop a <b>culture and practice of co-production</b> across our multi-agency partnership and with children, young people and their families
3 Page 2	The <b>stability of the senior leadership</b> team to support implementation of an appropriately focused plan of improvement	3 Page 2	Quality of <b>assessments</b> , to ensure they are regularly updated and are not overly optimistic in their analysis	3 Page 2	The <b>recruitment and retention</b> of social workers, to stabilise the workforce and reduce multiple changes in social worker for children
4 LGA/DP	Increasing the <b>active and effective engagement of our multi-agency partners</b> in delivering improved outcomes for children and young people	4 Page 2	Quality of <b>strategy discussions and child protection investigations</b>	4 Para 46	Effective <b>implementation of the new model of practice</b> , supported by a robust programme of staff training & development
5 LGA/DP	<b>Strengthening performance management</b> arrangements at a strategic and operational level, with a focus on children's experiences	5 Page 2	Quality of <b>plans and planning</b> for children, to ensure actions are child-focused and include clear timescales and contingencies	5 Page 2	Manageable <b>caseloads</b> for social workers
6 Para 48	Strengthening the <b>quality and impact of audits</b> of practice	6 Para 14	Quality of multi-agency <b>risk assessments and planning for children at risk of exploitation</b>	6 Page 2	The quality of <b>supervision and management challenge</b> to ensure social workers have time to reflect on complex cases
7 Para 20	<b>Sufficiency of placements</b> for vulnerable children	7 Para 1	Identifying impact of <b>cumulative harm – especially in relation to domestic abuse</b>	7 LGA/DP	<b>Workforce development</b> focused on the consistent application of a strengths-based approach linked to the impact on the child
8 Para 19/21	<b>Drift and delay in care planning for children</b> , including once the threshold is met for care	8 Para 3	Consistent <b>application of thresholds</b> to signpost children to receive Early Help support		
9 Para 26	Reducing delays for children and young people <b>accessing Healthy Young Minds</b>	9 Para 9/10	More effective <b>engagement and communication with parents</b> of children on child protection plans, including at <b>core groups</b>		
10 Para 17	Monitoring systems for <b>children who are electively home educated &amp; those missing from education</b>	10 Para 23	<b>Quality of assessments of parents and connected carers</b>		
11 Para XX	Timeliness of <b>IRO action and impact</b>	11 Para 13	Quality and capacity to implement improvements needed for <b>support for disabled children</b>		
12 Para 18	Ensuring that <b>allegations against professionals</b> are progressed in a timely way in the absence of the designated officer	12 Para 15	A consistent and robust response to supporting <b>children who go missing</b>		
		13 Page 2	The response to <b>pre-proceedings</b> to ensure progress is monitored and tracked more robustly to reduce drift and delay for children		
		14 Para 16	Support for <b>children age 16-17 who present as homeless</b>		
		15 Para 27	Quality and impact of <b>Personal Education Plans</b>		

**Key**

Explicit Ofsted Finding (*What needs to improve*)

Key Ofsted findings located in main body of text

Sourced from LGA Peer Review & draft Delivery Plan

OUR IMPROVEMENT PRIORITIES TO BE SET OUT IN DETAILED OPERATIONAL ACTION PLANS

(Source: Ofsted Dec 2021, LGA Sept 2021, Progressive Analysis of Our Data)

Theme 1

**Our Leadership & Management**



- 1.1 High functioning Improvement / Delivery Board
- 1.2 Aligning the Corporate Core in Bury Council with improvement for children & young people
- 1.3 Stability of Senior Leadership Team
- 1.4 Strengthening active engagement of our multi-agency partners
- 1.5 Robust Performance Management, analysis & insights
- 1.6 Quality & impact of audits of our practice
- 1.7 Placement Sufficiency
- 1.8 Reducing drift and delay for children across our whole system of support
- 1.9 Reducing delays for children & young people accessing partnership support
- 1.10 Monitoring for children home educated or missing from education
- 1.11 Timeliness of IRO action & impact
- 1.12 Timely response to allegations against professionals

Theme 2

**Quality & Impact of Our Practice**



- 2.1 Timely recognition & response to risk at Front Door
- 2.2 Quality of multi-agency information sharing at Front Door
- 2.3 Quality of assessments & social work decision-making
- 2.4 Strategy discussions & child protection investigations
- 2.5 Quality of Plans & Planning
- 2.6 Quality of risk assessments & management of risk for children
- 2.7 Consistent application of thresholds
- 2.8 Engagement with Parents & Carers
- 2.9 Support for Children & Young People with disabilities
- 2.10 Our response for children who go missing
- 2.11 Timely management of pre-proceedings
- 2.12 Support for children and young people 16/17 who present as homeless
- 2.13 Quality of Personal Education Plans

Theme 3

**Our Workforce**



- 3.1 Growing Our Culture, Values & Ways of Working Together
- 3.2 Workforce Development Strategy
- 3.3 Recruitment & Retention
- 3.4 Workforce Capacity, Confidence & Resilience
- 3.5 Targeted staff training to drive improvement
- 3.6 Support for Newly Qualified Social Workers
- 3.7 Manageable Caseloads
- 3.8 Quality of Supervision
- 3.9 Management Support & Challenge

**APPENDIX 4**

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3	Welcome - The Voice of Our Children & Young People in Bury
4	Our Vision, Our Values and Our Culture
5	Our Strategic Partnerships in Bury - Supporting Improvement For Children & Young People
6	Our Children and Young People – The Local Picture ( <i>Data Picture – Key Facts</i> )
7	Our Multi-Agency Governance Arrangements for Improvement in Bury
8	Our Improvement Themes
9	Our 3-Year Milestones for Embedding Improvement 2022-25
10	Our Performance, Quality & Self-Evaluation Arrangements
11	Resourcing Our Improvement Plan
12	Our 3-Year Budget for Improvement 2022-25
<b>TO BE REFERENCED IN CONJUNCTION WITH AFFILIATED DOCUMENT - OUR IMPROVEMENT ACTION PLAN - YEAR 1 (2022/23)</b>	