



**LET'S
do it!**

**Let's Do it for
Children**

Bury Children's Services

Practice Improvement Plan 2022

Table of Contents

Introduction – Let's Do it for Children	3
Our Approach	4
Snapshot of Children and Young People in Bury – February 2022	5
Inspectors found that the following areas need to improve:	6
Senior Leadership Pledge	6
Partnership Pledge	6
Our shared vision – Let's get it Right for Children	7
Our Principles and Values	7
How we will achieve success	7
Co-Production and Engagement	7
Our workforce	7
Evidencing Impact	7
Rag Rating Guide	8
CREATE THE CONDITIONS FOR GOOD PRACTICE	8
1. Strengthen the effectiveness of multi-agency governance and partnership arrangements and support provided to Children, Young People and their families	8
2. Establishing a Stable & Effective Leadership and Management Team	12
3. Build a Skilled, Confident and Experienced Workforce	13
4. Improve Performance Management, Quality Assurance and Management Information Systems to develop and support good social work practice.	15
IMPROVE QUALITY OF PRACTICE	17
5. Identify and effectively support children and families in need of help and protection	17
6. Ensure purposeful and timely care planning that directs proportionate and effective interventions for children and improves their outcomes.	21
7. Develop a strategic and co-ordinated approach to providing support for care leavers to improve their outcomes	24
8. Appendix 1 – Let's Do it for Children Improvement Board – Terms of Reference	26
9. Appendix 2 – Let's Do it Strategy	29

Introduction – Let's Do it for Children

Welcome to our Improvement Plan for children and young people in Bury, our plan has been prepared in collaboration with our children, young people our workforce and our multi-agency partners.

The plan is ambitious as it reflects our collective passion and determination to secure the best possible outcomes for children, young people and our communities here in Bury. The plan links to the Bury "Let's Do It" Strategy which sets out a vision of a better future for the children of the borough, a chance to feel more part of the borough, more green spaces and environmentally friendly and a better quality of life (See Appendix 2)

Following the Ofsted inspection of 2021, we have moved openly and swiftly to acknowledge the key areas for improvement, we have taken immediate action to increase capacity and strengthen our frontline services for children and young people, with an unrelenting focus upon doing the basics well, but our vision and aspiration for improved children's outcomes requires a comprehensive transformation of our services to achieve the long term and sustainable change of service delivery that our community deserve.

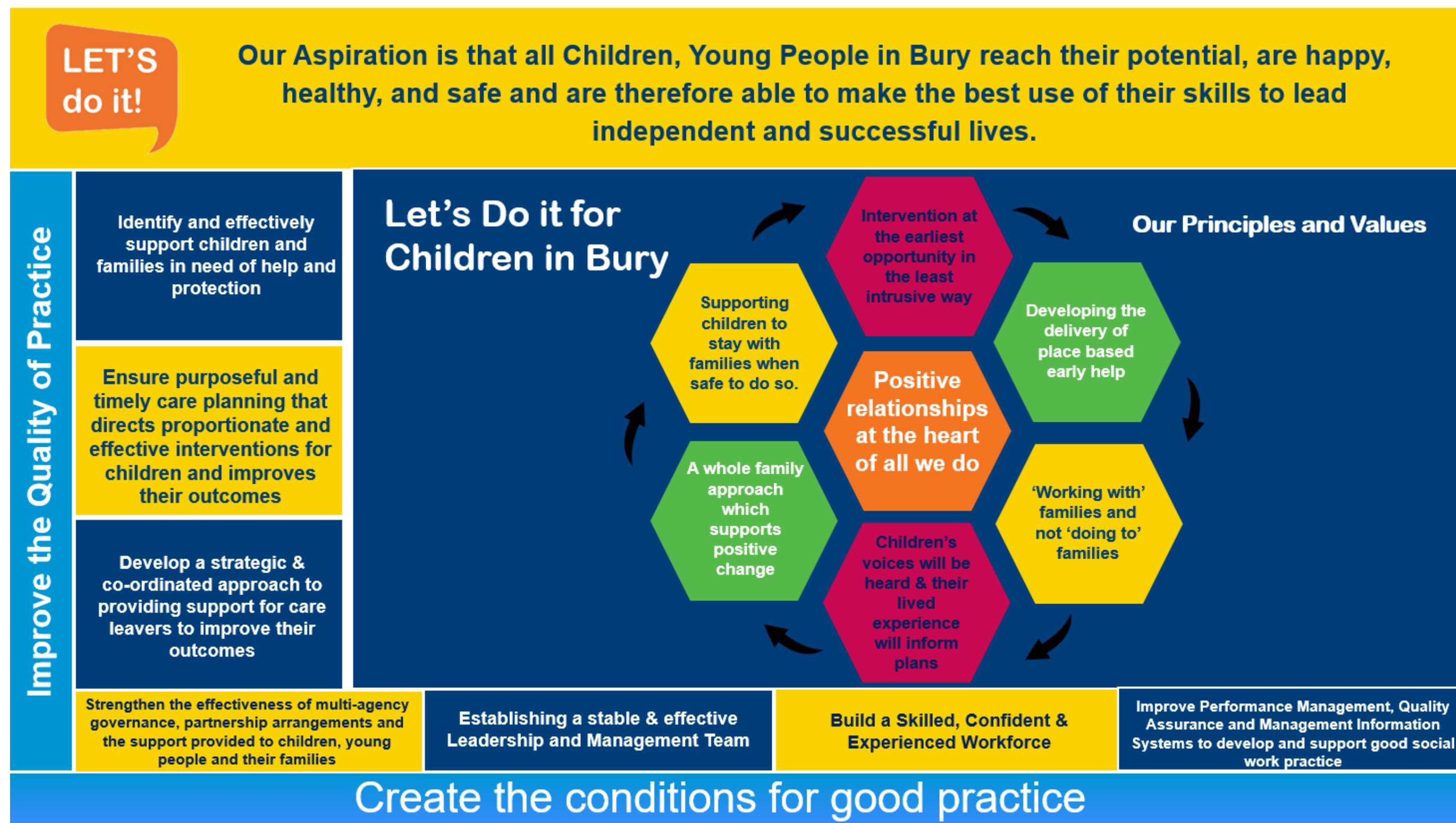
We recognise that embedding sustainable transformation will require a strategic approach, working with partners and local communities, and with the voice of children and young people informing and influencing the way we work together to achieve our shared priorities.

With this aim, our Strategic Improvement Plan sets out the first stage of our improvement journey and establishes the foundation pathway to achieving deep and sustained positive change that will result in consistently good services that deliver improved outcomes for children. Headline improvement priorities set out in this plan are translated into detailed operational action plans that are understood by those delivering services.

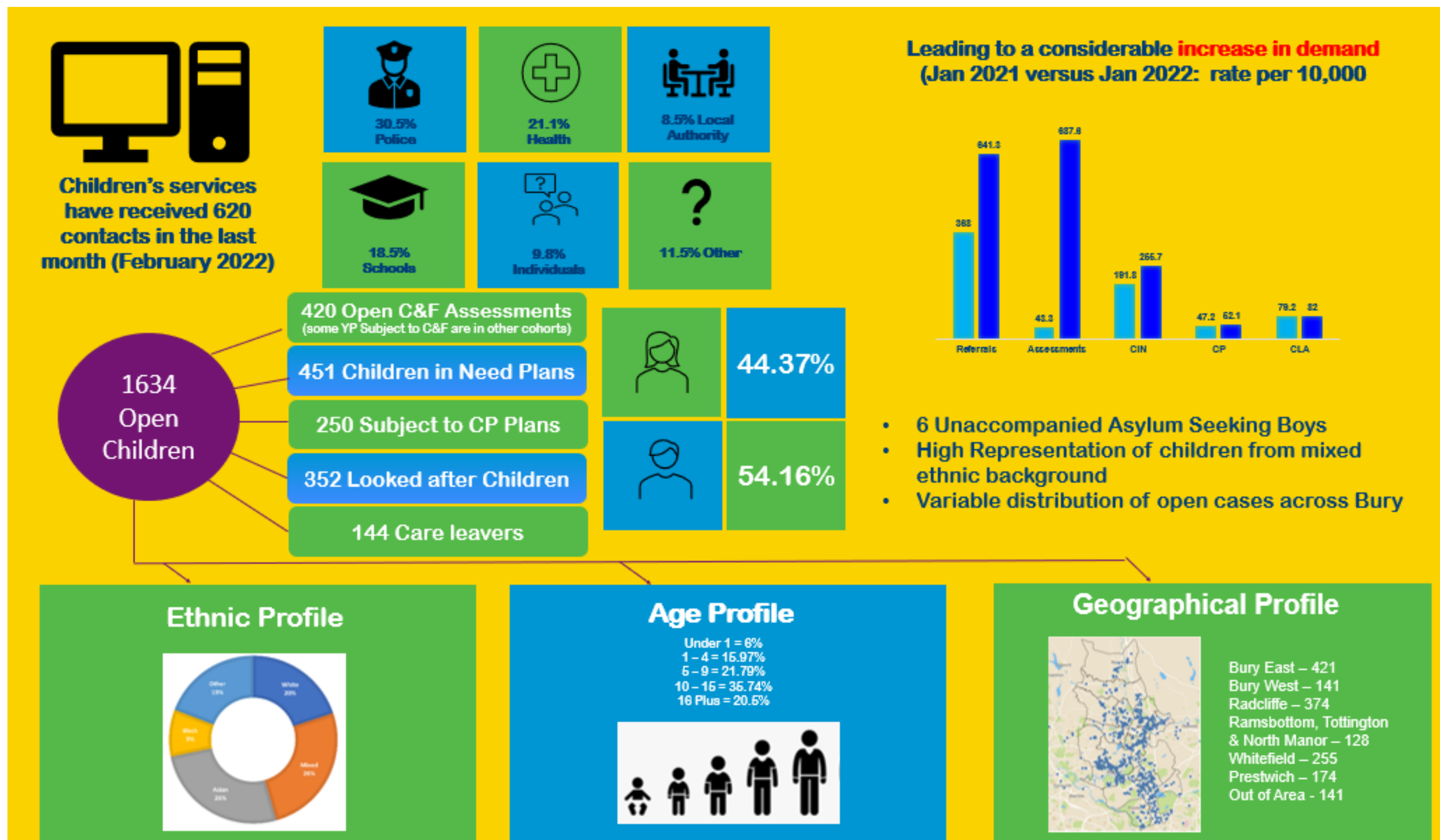
This work will benefit from strengthened performance management and quality assurance arrangements, clear lines of accountability, overseen by multi-agency governance arrangements.

Throughout our journey of improvement, we will be reflective and embrace learning opportunities afforded to us via working in partnership with our Sector Led Improvement Partners and through open dialogue, support and challenge from our colleagues in the DfE and Ofsted.

Our Approach



Snapshot of Children and Young People in Bury – February 2022



In October and November 2021 Childrens Services in Bury were subject of an inspection by Ofsted under the ILACs (Inspection of Local Authority Childrens Services) Framework.

Inspectors found that the following areas need to improve:

1. The timely recognition and response to risk at the front door.
2. The quality of strategy discussions and child protection investigations.
3. Manageable caseloads for social workers.
4. The quality of assessments, to ensure that they are regularly updated and are not over-optimistic in their analysis.
5. The quality of plans and planning for children, to ensure that actions include clear timescales and contingencies, including for those children who require suitable placements when they come into care.
6. The response to pre-proceedings to ensure that progress is monitored and tracked more robustly to reduce drift and delay for children.
7. The quality of supervision and management challenge to ensure that social workers have time to reflect on complex cases and take account of children's changing circumstances.
8. The recruitment and retention of social workers, to stabilise the workforce and reduce multiple changes in social worker for children.
9. The stability of the senior leadership team to support implementation of an appropriately focused plan of improvement

Senior Leadership Pledge

We offer the complete commitment of Bury Council and our wider community to achieving the aims of this improvement plan. There is no higher priority for us than keeping children in our borough safe and we will provide the resources and support of the whole council to achieve this goal.

The council's political groups are united in supporting the work of the improvement board and in allocating the additional financial investment necessary. We are determined to make a positive difference quickly while at the same time putting in place the long-term improvements needed. All the council's resources, including our corporate functions such as human resources and organisational development; finance; business intelligence; and communications and engagement, are supporting the improvement plan as a priority. In addition are committed to working together with our schools, public services and voluntary sector partners to enable them to play their full part. This gives us the chance to further strengthen our relationships with all partners, to ensure there is a more collaborative approach.

We are listening to our frontline staff and our managers, and we are supporting them to develop and thrive in their careers in Bury.

We know that by building strong, capable, and resilient teams who are completely committed to the futures of the children and young people in Bury, that we will be better able to provide them with the right support they need at the earliest possible opportunity.

Our ambition is to achieve an Ofsted status of 'good' or better, but we know we have a great deal of work to get there.

Partnership Pledge

It is the shared responsibility of all partners and services to ensure that children are safe and able to receive the right help and support and the right time. The leadership of the Council, and all partners in Bury recognise and prioritise the needs of children and this is reflected in the whole partnership decision-making. We are committed to working in partnership with the Council and residents of Bury to improve the services across the whole partnership to make things better for our children and young people in line with the Borough's Let's do It Strategy.

Our shared vision – Let's get it Right for Children

Our Aspiration is that all Children and Young People in Bury reach their potential, are happy, healthy, and safe and are therefore able to make the best use of their skills to lead independent and successful lives.

Our Principles and Values

- We are committed to positive relationships and restorative approaches being at the heart of everything that we do, we will focus upon building resilience and repairing relationships.
- We will seek to intervene at the earliest opportunity in the least intrusive way.
- We are committed to further developing the delivery of place based early help within our Localities as part of our Public Service Reform agenda, in order to deliver the right support, delivered at the right time by the right person, in the right place.
- Our Model of Practice will be a whole family approach to enabling and supporting positive change.
- Children's Voices will be heard; their lived experience will be clearly understood and will be central to influencing the support they receive.
- We endeavour to ensure that everything that we do is done with you and not to you, and to this end we have co-produced our vision with our Children in Care Council.
- Where safe to do so, we will support children to remain within their families. In exceptional situations when this is not possible, we are committed to children being cared for in family settings.
- We believe that children should be in public care for the shortest period possible and that permanency should be achieved as soon as possible.

How we will achieve success

The success of our improvement journey is dependent upon a Bury wide approach to working in partnership across the Council and its partner agencies.

Robust Governance arrangements and effective Partnerships characterised by high support and high challenge from partners in the delivery of improved services to children and families will be essential.

The Bury integrated Safeguarding Partnership Boards, The Strategic Childrens Partnered Board, the Health and Wellbeing Board, the Community Safety Partnership Board, the Locality Board and the Corporate Parenting Board will all have a significant contribution to make to deliver improved services necessary to achieve stronger outcomes for children and families in Bury.

Our Improvement Board currently meets monthly and is independently chaired by Linda Clegg who is also our Department for Education Improvement advisor.

The Board includes representation from across the Council including the Leader of the Council, the Lead Member for Childrens Services, The Chief Executive and CCG Accountable Officer, senior officers from the council, front line practitioners, strategic leaders from across the partnership and elected members (See TOR appendix 1).

Monthly formal meetings will take place with the Lead Member for Children's Services to ensure oversight of the improvement journey.

Co-Production and Engagement

We will build upon our commitment to co-production by establishing a Co-production operational implementation group to engage experts by experience, Parents, Carers, children and young People in the co-production of our improvement activity.

Our workforce

Our workforce is our greatest asset; restorative practice principals will underpin our engagement with our staff, with an organisational culture characterised by strong relationships and high support and high challenge. We have established a Voice of the Workforce Board, in order to provide the opportunity to our workforce to have a voice and to inform and influence our improvement journey, the board meets monthly, and their representation will be heard at the Improvement Board.

Evidencing Impact

In order to ensure we make timely progress in our improvement journey; the impact of actions will be monitored by the Let's Do it for Children Improvement Board on a monthly basis. Leaders from across the whole Bury Partnership will hold each other to account for the delivery of the plan and we will receive external scrutiny from Ofsted and the Department for Education

Rag Rating Guide

KEY:	Major issues identified	Issues identified which may delay progress	On track to deliver as expected	Finished – successfully completed	Not started
-------------	-------------------------	--------------------------------------------	---------------------------------	-----------------------------------	-------------

CREATE THE CONDITIONS FOR GOOD PRACTICE

1. Strengthen the effectiveness of multi-agency governance and partnership arrangements and support provided to Children, Young People and their families

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
1.1	Establish the Improvement Board <ul style="list-style-type: none"> Establish a technical programme manager 	9	Chief Executive	October 2022	<ul style="list-style-type: none"> Improvement Board set up Independent Chair appointed to secure long term sustainable improvement TOR agreed 	Children & families will know that there are robust governance arrangements and oversight, of improvement and that all agencies in Bury are committed and engaged in seeking to ensure that	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
						children and families experience effective and timely help and support.	
1.2	Staff Engagement: Communicate our challenge and vision for improvement to staff, partners, union representatives and the community to build buy-in and confidence	9	EDCS supported by Finance Comms	April 2022	<ul style="list-style-type: none"> Initial feedback from Inspection provided to all service areas by Chief Exec, DCS & AD. Improvement Board Chair & DCS have met with Social Care Management Team to set out the vision for improvement 	Children and families will be confident that all agencies in Bury understand the Improvement priorities and their role in working together to improve outcomes for children and families.	
1.3	Within in the context of the improvement journey. Review of financial resources within EH and CS to provide an analysis of impact, of spend, pressures, and provide future recommendations <ul style="list-style-type: none"> £3 initial investment agreed, and additional funding will be required if necessary 	9	Chief Exec supported by EDCS & ED Finance		<ul style="list-style-type: none"> Initial Scoping meeting with LGA on 21 February 2022 The LGA will facilitate whole council challenge on the financial strategies within Children's social care services to enable the effective use of resources. This will be delivered through a workshop discussion session with children's and finance colleagues. Relative spending of Children's services Relative spend by functional service Comparative workforce analysis Comparative unit costs for looked after children by placement type Placement mix Non-financial performance – outcomes and practice focussed 	Children and families will understand the commitment by the council to ensure adequate resource is available to deliver high quality services, that critical issues are addressed, children and families will be confident that there is value for money and that the spending of public monies is effective in delivering improved outcomes for children and families.	
1.4	Review the Governance arrangements, Terms of Reference and Priorities for each meeting / Board Review and align all current meetings including: <ul style="list-style-type: none"> Locality Board Children & Young People's Partnership Board BISP Improvement Board Corporate Parenting Board Team Bury Health & Wellbeing 	9	All Strategic Leads across the council, CCG and partner facilitated by independent individual	Work to commence in April 2022	<ul style="list-style-type: none"> CCG have established the first scoping meeting Interviews taking place with Jane Shuttleworth during March 2022 and findings will be presented to the Improvement Board with a plan for next steps. 	Children and families are confident that there are effective governance arrangements in place to ensure that children in Bury are at the centre of everything that we do. Further that all professionals are working together on agreed priorities to improve outcomes for children and families in the most efficient and effective way.	
1.5	Establish a whole council approach to ensure Children are at the heart of the Council's corporate plan <ul style="list-style-type: none"> Ensure all Executive Directors have attended the Corporate Parenting Training Ensure Executive Directors meet to review the Improvement plan Ensure that all Executive Directors pledge their support as Corporate Parents to provide opportunities for internships / work experience and apprenticeships for Care Leavers within their Directorates 	9	Chief Exec supported by EDCS	April 2022		Children and families will understand that the whole Council is child focused and are working together to improve outcomes for children and families. They will see evidence of this commitment in all Council Work, recognising that this will in turn afford children and families the best opportunity to make a positive contribution to the wider health and prosperity of the community of Bury.	
1.6	Establish an operational implementation group to drive improvement forward <ul style="list-style-type: none"> Involving experts by experience Including all key partners and the 3rd sector Reviewing, agreeing and developing Key priorities 	9	ADSC supported by Strategic Leads & PSW	Commencing March 2022	<ul style="list-style-type: none"> An ask from the DCS at the Children's Partnership Board has been for all Partners to requested to identify agency representatives 	Children and families will believe in our commitment to working restoratively, and in partnership with young people and parents with their involvement in co-production, their voice will be heard, and they will influence service delivery	
1.7	By reviewing, updating and launching the Threshold Document to deliver a shared understanding when and	1 & 9	BISP	May 2022	<ul style="list-style-type: none"> Draft document is completed & will go to Strategic Partnership in February 2022 for sign off 	Children and families will be confident that there is a Bury wide understanding of the appropriate	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<p>how support and intervention should be offered to children and families.</p> <p>This will be informed by a restorative and consistent approach to responding to need and where relevant risk</p>				<ul style="list-style-type: none"> AD has met with Media & Comms lead to review a launch strategy which will be implemented following sign off 	<p>response to families who need help, support and protection.</p>	
1.8	<p>Develop our partnership strategies to ensure a co-ordinated whole family approach to Domestic Abuse</p> <ul style="list-style-type: none"> Develop and embed practice guidance Independent consultant to commence transition of BISP to Safeguarding Assurance Partnership Arrangement. Scrutineer role to be advertised Independent Chair role to be advertised. 	1,2 & 9	<p>BISP Community Safety Partnership DA Board Strategic Lead</p>	April 2022	<ul style="list-style-type: none"> DA strategy has been recently refreshed and is due to be launched – sets out 4 priorities Improving processes – timely, effective information, advice, and support. Improving partnership arrangements Prevention Working with Perpetrators in identifying and stopping harmful behaviours. Daily meetings between CSC and GMP are taking place as part of the previously arranged daily catch-up meetings put in place as part of the MASH reset. Within those meetings DA contacts are discussed however, the formal specific DA meetings are scheduled to start on 08/03/22. DA is now more accurately identified and coded at contact & referral stage. In February there were 81 noted Domestic Violence as reason for contact (13.1%) out of the 189 referrals received from GMP (30.5%) We are looking at any emerging themes and addressing them immediately with GMP. We have identified that not all the high-risk incidents are being flagged up by the 9.30 meeting. This will improve when the daily DA meetings start Drive Task & Finish group is finalising enhancement of the daily meeting as part of the DA strategy 	<p>Children and families will feedback that their experience of services was restorative, helpful and effective in responding to need and risk. They will know that there is a whole family approach to vulnerability and that they will get the right help at the right time by the right services.</p> <p>The lived experience of children will be understood, which will lead to early identification of the emergence of challenges faced by families that result in children's needs not being met.</p> <p>Support will be effective, delivered at the earliest opportunity, and parental capacity to change will be understood.</p>	
1.9	<p>Develop our partnership strategies that informs practice guidance to ensure a co-ordinated whole family approach to Children Missing</p> <ul style="list-style-type: none"> Independent consultant to commence transition of BISP to Safeguarding Assurance Partnership Arrangement. Scrutineer role to be advertised Independent Chair role to be advertised. Missing panel will consider the most at-risk missing children in terms of formulating safety planning, disruption strategies and multi-agency approaches to manage risk and support young people and their families. Responsibility for risk management plans will remain at a multi-agency level in line with statutory process and procedure The missing panel will share information which will be made available to any lead professional to ensure that the information gathered is considered as part of the wider service intervention and planning. The missing panel will provide scrutiny and oversight to the interventions in place, ensuring that all information is shared across the partnership. The missing panel will be chaired by a CSC Service manager The panel will identify hotspots or requirements for mapping meetings in respect of one or more individuals 	1,2 & 9	<p>BISP</p> <p>To transfer to Safeguarding Assurance Partnership Arrangement</p> <p>SL Contextual Safeguarding Team DS Rawlinson</p>	April 2023	<ul style="list-style-type: none"> GMP have launched revised missing protocol. Missing Panel reinstated & meeting monthly Missing Procedures being reviewed by CSC and Police Colleagues for relaunch in June 2022. Progress recruitment of additional MFH practitioner 	<p>Children and families will feedback that their experience of services was restorative, helpful and effective in responding to need and risk. They will know that there is a whole family approach to vulnerability and that they will get the right help at the right time by the right services.</p> <p>The lived experience of children will be understood, which will lead to early identification of the emergence of challenges faced by families that result in children's needs not being met.</p> <p>Support will be effective, delivered at the earliest opportunity, and parental capacity to change will be understood.</p>	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<ul style="list-style-type: none"> Discussion regarding links to CSE and CCE concerns to prevent duplication of discussions within multiple forums The meeting will also consider those children placed within the Bury borough by other LA's. Placing Authorities will be invited to attend the meeting when required. Develop and embed practice guidance. Return interviews will consider the holistic needs of children and will inform updated plans for children and where appropriate safety plans. 						
1.10	<p>Develop our partnership strategies to ensure a co-ordinated whole family approach to Contextual Safeguarding</p> <ul style="list-style-type: none"> Develop and embed practice guidance Independent consultant to commence transition of BISP to Safeguarding Assurance Partnership Arrangement. Scrutineer role to be advertised Independent Chair role to be advertised. 	1,2 & 9	<p>BISP</p> <p>To transfer to Safeguarding Assurance Partnership Arrangement</p>	April 2023	<ul style="list-style-type: none"> In 2020-2021 an average of 31 children and young people were open to Bury CST per quarter regarding concerns around CSE, CCE, modern slavery, threats to life or OCG's. 66% of referrals related to children who were Child in Need, CP plans, Looked After or Care Leaver 21% of children and Young people had additional needs including Special Educational Needs or Learning Difficulties 10% of children and young people were also open to the youth justice service A Link worker from CST has now been identified with the Early Break service who attends fortnightly risk management meetings. In addition, a monthly meeting takes place between the ST TM and Early Break Operational Manager. Based on the success of last year, Awareness days and Week of Action have been planned with partners to take place in March and October 2022 Daily Governance meetings take place between CST TM/Police/Health and MASH TM to consider information pertinent for CST from the previous 24 hours/weekend. This has already proven to be an effective way to afford MASH an early alert to progress specific cases to CST. Nov 2020 – 2 ACT Social Workers joined the team; they have direct engagement with the GM support network Peer challenge took place in February 2022 and feedback is due 11 March 2022 	<p>Children will know that services have an accurate understanding of the profile and prevalence of exploitation in Bury, that partners are working collaboratively to reduce risk within the community.</p> <p>Support will be effective, and services will be delivered via a trusted relationship approach that will support children and young people in exiting abuse.</p>	
1.11	<p>Implement a Neglect Strategy that supports the identification of all forms of neglect at the earliest opportunity and sets out guidance in responding to concerns in a timely and effective way.</p> <ul style="list-style-type: none"> Earlier identification of parents who are struggling to meet the needs of their children, by developing a partnership wide understanding of the 6 forms of neglect at the earliest opportunity and ensure this is responded to in the most effective way ensuring the impact of cumulative harm is considered, Consider training of Harris model – ensure identification at earliest opportunity and responded to in most effective way ensuring the impact of cumulative harm is considered. Restorative approaches in response to parents who are struggling in meeting the needs of their children 	1,2 & 9	BISP	May 2022	<ul style="list-style-type: none"> Draft Strategy written and will be taken to February BISP Meeting Implementation plan to be agreed following sign off with Comms support 	<p>Children and families will know that when things are difficult for them and their family, they can rely on the partnership response will be a whole family approach that is restorative and is cognisant of the additional vulnerability linked to poverty. They will feel that support is helpful, and that need are understood.</p> <p>Children will understand that they are at the centre of all planning and timely decisions will be taken where children have suffered significant harm.</p>	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
						<p>The lived experience of children will be understood, which will lead to early identification of the emergence of challenges faced by families that result in children's needs not being met.</p> <p>Support will be effective, delivered at the earliest opportunity, and parental capacity to change will be understood.</p>	
1.12	Review, update and launch the next iteration of our Early Help Strategy <ul style="list-style-type: none"> Locality Placed based support across the 5 localities reflective of the PSR agenda 	9	Children's Strategic Partnership Board	May 2022	<ul style="list-style-type: none"> EH Strategy written & presented to CSPB in January 2022, currently out for consultation. Pilot of the Family Hub Model commenced 	Children and families will understand all partners are working together to improve outcomes for children and families	

2. Establishing a Stable & Effective Leadership and Management Team

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
2.1	Establish a Permanent Executive Director of Children's Services (EDCS)	9	Chief Exec	June 2022	<ul style="list-style-type: none"> An interim DCS commenced in January 2022 for initial period of 6 months 	Children will know that the people running our services are committed to improving their outcomes, that they are accountable and have the right knowledge, experience and skills to lead services that are focused on improving the lived experience of children and promoting good outcomes for them.	
2.2	Recruit a Permanent Assistant Director Social Care	9	Chief Exec supported by the Interim DCS	May 2022	<ul style="list-style-type: none"> Advertised 17/02/22 Technical Interview date arranged for 17/03/22 Interview Panel arranged for 23/03/22 & 24 March 	Children will know that the people running our services are committed to improving their outcomes, that they are accountable and have the right knowledge, experience and skills to lead services that are focused on improving the lived experience of children and promoting good outcomes for them	
2.3	Review and provide training for elective members to aid their understanding of children's priorities and ensure strong political leadership continues	9	DCS supported by ADSC	Commence July 2022	<ul style="list-style-type: none"> This will be a rolling programme of training which will progress following the June elections 	Children and families will understand that the whole Council including the Political Leadership team are child focused and are working together to improve outcomes for children and families	
2.4	Senior leadership capacity - Review the Strategic Leadership Team with the addition of a Principal SW role to lead on developing a social work academy – leading on practice development and learning, QA and recruitment and retention <ul style="list-style-type: none"> Review senior leaders' portfolios and areas of responsibility. Create strong lines of accountability and responsibility, reasonable spans of control=improved line of sight into practice with a culture of high support high challenge. Develop senior management oversight of quality of practice 	7 & 9	DCS supported by ADSC	March 2022	<ul style="list-style-type: none"> Scoping work has commenced January 2022 with an initial report drafted. PSW job description drafted out to add by mid-March Disestablished the ATM role in most services 	Children and families will know that leaders within Children's services are passionate about outcomes for children as they lead services where there is evidence of practice is improvement, critical issues are addressed, and staff understand the key priorities and staff are therefore working to the best standard possible and that workers across the service all work together to make things better for children and young people	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<ul style="list-style-type: none"> By further development of structures around management oversight of key decisions including entry to care, legal process, permanence planning & our Corporate Parenting Service 						
2.5	<p>Provide leadership and management development with a clear focus on restorative practice, high challenge, high support approaches.</p> <p>Front line Team Managers will be accountable for directly overseeing the quality of practice delivered by their staff but will feel supported in this critical role.</p> <p>There will be a focus on a programme of management development:</p> <ul style="list-style-type: none"> A range of learning opportunities Creating the culture where practice improvement is driven within services Enable Managers to lead on learning and development Enable managers to lead on Quality assurance Improved Corporate Leadership training opportunities Explore CPD opportunities via the GMTP 	7 & 9	Sector Led Improvement Partner TBC	To commence Q3 2022	<ul style="list-style-type: none"> This to be agreed in consultation with the DfE advisor and case worker. 	Children and families will know that our leaders are engaged in ongoing learning and development in order to deliver good services to the people who run our services have the right knowledge, experience and information to make the best decisions for them	
2.6	Establish additional resource to support the LADO function in order to ensure a timely, consistent and robust response to allegations of professional abuse	9	ADSC	February 2022	<ul style="list-style-type: none"> Achieved – extra CP chair / LADO has been recruited. 	Children and families will feel confident that if they have a concern about a professional, they will be listened to and supported and appropriate and timely action will be taken to ensure that children are safeguarded.	

3. Build a Skilled, Confident and Experienced Workforce

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
3.1	<p>Our promise is that we will create a staffing structure that promotes a strong line of sight into the practice experienced by families and encourages strong relationships.</p> <p>The structure will consist of small teams that with a ratio of 1 TM to a maximum of 6 social workers, we seek to achieve caseloads of 15 per social worker</p> <p>Net of Review and restructure the size of social work teams within each part of the service</p> <ul style="list-style-type: none"> Disestablish the role of ATM within the majority of the services in line with the needs of the service Create a smaller span of control (6 social workers:1 Manager) to further develop reflective supervision opportunities Review and re-configure the Fostering Service to focus upon the distinct functions of recruitment, support and connected carers. 	3,7 & 8	Chief Executive supported by Deputy Chief Executive Executive Director of Finance Executive Director Children & Young People	July 2022	<ul style="list-style-type: none"> Scoping work has commenced January 2022 with an initial report drafted; recruitment activity is in place to support this. Disestablished the ATM role in IRT and Safeguarding teams. 3 Additional Managed Teams have been commissioned. Increased the establishment of the Children with Disability Team via agency – permanent recruitment to progress. 	Children and families will know that trusted relationships are at the heart of everything we do – they are central to effective social work practice and to supervision. Children and families will feel that their social worker and responsible manager know them and understand their lived experience.	
3.2	<p>Develop the Analysis of live HR Data:</p> <ul style="list-style-type: none"> Understanding vulnerabilities, planning and sufficiency moving forward 	3,7,8 9	Director of People and Inclusion	May 2022	<ul style="list-style-type: none"> Baseline data is available and will be further developed 	Children and families will know that the Council wants to keep good social workers so that they have develop stable and secure relationships with	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<ul style="list-style-type: none"> Live data mapping staffing at a team level including differentiation between substantive and agency staff In relation to substantive staff, analysis will cover grade, length of service and map against lasting relationships with children. It will include forecasting against ASYEs and completion dates and include data on students - all will support succession planning and future proofing children's services. Measured directly against caseloads. 					<p>the children meaning fewer changes in social workers.</p> <p>Children understand that the Council is doing all it can do to make sure staff want to stay in Bury</p>	
3.3	<p>Increase the recruitment of Experienced Team Managers in order to create stability in social work teams and to oversee and support the delivery of improved practice.</p> <p>There will be a review of the offer – benchmarking against other authorities.</p>	1,2,3,4,5,6,7,8 & 9	DCS supported by ADSC	June 2022	<ul style="list-style-type: none"> Scoping work has commenced January 2022 with an initial report drafted. Additional funding has been secured to grow our Team Manager establishment and includes a golden hello incentive payment 	Children and families will know that there are strong lines of accountability – confident and skilled managers are overseeing the support and intervention that they are receiving - they will state that services are helpful and effective and that key decisions in relation to their future are made in a timely way.	
3.4	<p>Develop Managers who provide effective management oversight and reflective supervision that drives impactful practice.</p> <ul style="list-style-type: none"> Review of the Supervision Policy Review of the practice standards and ensure that supervision is carried out and recorded in line with agreed standards Improve the consistency of the quality of supervision and management oversight to ensure social workers have the time for reflection and analysis. Provide learning and development opportunities Undertake QA of supervision Implement a revised supervision policy Establish a data set around supervision Complete an audit of the quality of and impact of supervision (May 2022) 	1,2,3,4,5,6 & 7	ADEH & ADSC supported by PSW	September 2022	<ul style="list-style-type: none"> Supervision data set established 	Children and families will know that their Children's social workers get the right guidance, support and advice from their managers to enable them to do their best for children, they will perceive support provided by social workers as effective.	
3.5	<p>Our workforce is our most valuable asset and enabler for change. Adopt restorative approaches to engaging and collaborating with the workforce:</p> <ul style="list-style-type: none"> Establish a voice of the workforce board 	3, 7 & 8	DCS	January 2022	<ul style="list-style-type: none"> Board is meeting monthly, chaired by practice development lead and attended by the DCS. Messages feedback into the Improvement Board 	Children and families will understand they are listened to and that their social workers have a voice and are able to influence positive changes to services.	
3.6	<p>Refresh recruitment campaign using films documenting the lived experience of our staff. Deliver a rolling recruitment campaign to attract experienced committed social workers with enhanced offers:</p> <ul style="list-style-type: none"> Deliver our Promise around reduced caseloads to enhance job satisfaction for staff by delivering improved outcomes for children and young people. Our aspiration is caseloads of 15 which can only be achieved with increased recruitment and agreement of a revised Children's Services Structure. Increase the recruitment of experienced staff and utilise the strengths and knowledge of individual staff to deliver confident and effective practice and to support less experienced staff Develop 'Experts by experience' – parents and children engaged in recruitment Introduce the I-Resilience Tool as part of the recruitment process 	3 & 8	ADSC supported by HR	Commenced in January	<ul style="list-style-type: none"> Rolling recruitment campaign established which includes retention payments, commitment to increase staff Our young people have started to develop a recruitment pack Agreed retention payments Commitment to reduced case loads Agile Working Smarter application form Recruitment to specific roles 	Children and families involved in the recruitment of staff will feel valued and know that their wishes and feelings have informed future plans. Children will have fewer changes of social workers and be able to develop a stable and meaningful relationship with their named worker	
3.7	Review and further develop the Welcome and Induction Process for all new staff	8	HR supported by PSW	To be agreed once PSW appointed	<ul style="list-style-type: none"> Ideas to be developed around a welcome pack following successful appointment from the DCS and including a welcome from the Children in Care Council. 	Children and families will know that new staff are aware of all the different services in Bury who may be able to help them	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
3.8	Establish a Social Work Academy across Children's and Adult Social Care: <ul style="list-style-type: none"> Define the career pathways Define L&D opportunities for Staff within Children's Services ASYSupport Phase 2 would include a wider approach to bring in other professionals Formal Induction process to be further developed Establish a workforce strategy Establish staffing sufficiency and stability with a clear data set to stabilise the workforce and reduce multiple changes in social workers for children and young people Develop our exit interview process with analysis to understand the reasons staff wish to leave, and feed this back into our cycle of learning, staff development and retention Develop an understanding of retention issues and implement an action plan to address these Establish a clear data set to understand workforce profiling 	8	PSW Children's & Adult Services	To be agreed once PSW appointed	<ul style="list-style-type: none"> Learning and Development Strategy launched 2021 ASYSupport launched in 2021 and includes monthly ASYE Forums Currently there is too much reliance on agency staffing. Exit interviews to be undertaken by WDL to understand themes / trends etc 	<p>Children and families will know that staff have good training that improves their work with children</p> <p>Children and families will experience a more consistent relationship with one practitioner.</p>	
3.9	Embed appraisals as an effective strategy to support and promote professional development – Aligned to the DfE Key Knowledge and skills framework	7 & 8	HR supported by PSW	January 2023		Children and families will know that their social workers operate within a learning culture where social workers understand their strengths and their areas of development, they will demonstrate the knowledge and skills as set out in the framework which outlines the requisites of social work practice	
3.10	Develop our response to the Health & Wellbeing of staff: <ul style="list-style-type: none"> employee assistance programme PSW Drop-in sessions Monthly ASYE Drop ins 	8	HR supported by PSW	September 2022	<ul style="list-style-type: none"> Corporate Employee Assistance Programme Launched in 2021. Voice of the workforce board launched Monthly ASYE Forum launched in August 2021 	Children and families will understand that everyone needs support sometimes even social workers. They will know that social workers have someone to listen to them which will in turn help social workers to listen to children	
3.11	Grow our own approach to Improving staff sufficiency by increasing the number of student placements and increasing the pool of practice educators by an enhanced offer	8	Children's HR Business Partner	March 2022	<ul style="list-style-type: none"> Request made by DCS to Children's HR uplift in payment 	Children and families will have a consistent and positive relationship with a skilled social worker	
3.12	Continue to strengthen the ASYE offer	8	PSW supported by Workforce Development Manager	Sept 2022	<ul style="list-style-type: none"> New offer launched in August 2021; will be reviewed and further developed including feedback from Voice of the Workforce Board Monthly ASYE Forums and Student forums take place and include training and reflection QA visit by Skills for Care 13/12/21 found that Bury are building a positive and supportive programme offering NQSWs a strong foundation 	Children and families will have an enduring relationship with a skilled social worker	

4. Improve Performance Management, Quality Assurance and Management Information Systems to develop and support good social work practice.

ID	Action	Links to what Ofsted found Needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
4.1	Know ourselves well - Establish a shared understanding about the quality of practice across Children's Services by refreshing the QA Framework Monthly performance meetings.	9	Executive Director	April 2022	<ul style="list-style-type: none"> EH & Social Care Performance Monthly management meetings are established From March 2022 the DCS will chair stock take / performance management meetings. Strategic leads will provide an analysis of the quality of practice for the service that they will be responsible for, using 	Children and families will know that the services that support them are well run and there are regular checks which ensure the work is of the highest standard, which is open to challenge.	

ID	Action	Links to what Ofsted found Needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
					data and audit activity to inform their analysis and identify areas for future priority within services.	Children and families will know that the work with their social worker has improved their life.	
4.2	<p>The Social Care element of the Quality Assurance Framework will support focused, ongoing improvement in social work practice, the effectiveness of work with families and the outcomes achieved for children and families</p> <ul style="list-style-type: none"> Review and refresh the current QA framework with a focus on getting the basics of social work practice right and delivering improved arrangements at all levels of the service with a focus on the child's lived experience Improve the auditing process, close the loop and use the knowledge to measure and improve practice, so we effectively evidence the impact of our work has on children and families – corner stones of SW practice Bring together the existing EH framework within the SC Framework 	9	Strategic Lead	Commenced in January 2022 – to be completed by March 2022	<ul style="list-style-type: none"> Initial moderation of 20 – 25 audits (home visits) – February / March 2022 Discussion with auditors regarding the moderation of cases Review of the current framework with staff Continue to review 10 MASH Decisions on a weekly basis Feedback to Management Decision regarding future requirements 	<p>Children and families will know that the services that support them are well run and there are regular checks which ensure the work is of the highest standard, which is open to challenge.</p> <p>Children and families will know that the work with their social worker has improved their life.</p>	
4.3	<p>Establish Improvement KPIs in line with the improvement notice with arrangements for detailed analysis to enable managers to understand the strengths and weaknesses of the service</p> <ul style="list-style-type: none"> KPIs that reflect the child's journey through services. Focused reporting Analysis of impact and outcomes 	1,2,3,4,5,6,7, 8 & 9	EDCS supported by Performance team.	April 2022	<ul style="list-style-type: none"> Discussions have commenced in terms of the higher-level analysis. Specific KPIs will be agreed by the Improvement Board following the approval of the Improvement Plan by Ofsted Phase 1 KPIs will be available for February Improvement Board. Further analysis to be developed Data in recent weeks 	<p>Children and families will know that the service knows itself and understands where things are working and where things could be better.</p> <p>Where things could be improved, children will know that action is taken to make things better and ensure children receive a better service.</p> <p>Children and families will know that the Service is accountable to the Improvement Board and Ofsted.</p>	
4.4	<p>Develop higher level analysis in respect of data trends and exceptions within Early Help and Children's Social Care:</p> <ul style="list-style-type: none"> Improve and clarify performance reporting, working with Strategic Leads to refine reporting. Providing both a clear strategic understanding of performance across the service as a whole and its component parts; and giving front-line managers the information, they need to support and challenge their teams 	1,4 & 9	Performance & Intelligence Manager	June 2022	<ul style="list-style-type: none"> System lead (DT) to meet with Team Managers and Service Managers to provide advice on interrogating the Data Internal Corporate Core are working up a data analysis on specific trends The EDCS has made a request to the DFE for resource to support this First iteration of the reporting has been presented to Improvement Board. 	<p>Children and families will know that the service knows itself and understands where things are working and where things could be better.</p> <p>Where things could be improved, children will know that action is taken to make things better and ensure children receive a better service.</p>	
4.5	<p>Reduce system complexity to enable a focus on purposeful social work practice, beginning at the front door and moving through the child's journey to permanence.</p> <ul style="list-style-type: none"> Review all MIS Forms in order to provide assurances that MIS Systems support effective practice with children & families throughout the child's journey through services. 	9	Information & System's Manager supported by Strategic Leads	January 2023	<ul style="list-style-type: none"> Staged approach being undertaken commencing with MASH and following the child's journey has commenced & the MASH forms have been reviewed Work ongoing with the Children's Data Team. Practice Guidance to be developed. 2nd stage will be to work through Help and Protection by April 2022 and following on with Children Looked after CIN Pathway to be opened during the assessment period to enable CIN Planning to take place at an earlier stage 	Children and families will know that they get the right help when it is needed; they understand what needs to change to keep them safe, and the plans they receive are all easy to understand	
4.6	Implement the 'go live' of the legal pathway within LCS including PLO and Pre-Proceedings (to support the reporting within LCS)	2,5,6,7 & 9	Information & System's Manager supported by Strategic Leads & Legal	October 2022		The child's journey through legal processes will be clearly recorded and understood. By the child, family and carers	

ID	Action	Links to what Ofsted found Needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
4.7	Work with Corporate Care Reporting Team to further enhance reporting on Early Help Activity	4,3,7 & 9	Information & System's Manager supported by Strategic Leads	July 2022	<ul style="list-style-type: none"> The workstream is in progress within Internal Corporate Core to develop data analysis on specific trends 	Analysis and data will identify when children and families require help and what kind of help will make a difference	
4.8	Review of all Tri-x standalone documents <ul style="list-style-type: none"> Ensure all documents are accessible and up today Particular updates required on the Practice Standards Further review needed of the transfer points 	9	ADSC supported by PSW	Subject to recruitment	<ul style="list-style-type: none"> Initial scoping work carried out 	Children and families will clearly understand what we are worried about, they will tell us that they clearly understand the plan of support, who is doing what how and when.	

IMPROVE QUALITY OF PRACTICE

5. Identify and effectively support children and families in need of help and protection

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
5.1	Ensure a timely recognition and response to risk at the front door – stage 1: <ul style="list-style-type: none"> Re-establish the MASH Steering Group Develop an Operational MASH Meeting Establish an Operating Protocol including triage, screening and decision making Bring all existing partners back to co-location Consistent approach to triaging requests for support Ensure the consistent application of thresholds and timely recognition to risk at the front door, escalating to CIN or stepping out to Early Help Ensuring correct pathways of support are in place and easily accessible, including links to housing and exploring the rights for children to become looked after where appropriate. Recruit to a Permanent MASH Social Work Team 	1,2,3,4,5,6,7 & 9	ADEH	April 2022	<ul style="list-style-type: none"> MASH Steering Group set up Oct 2021 MASH was reset with return to office in Oct 2021 Decision Making dip sampling tool developed and weekly auditing ongoing to monitor decision making; this is reported back within the monthly performance meetings. External moderation of dip sampling completed in Q3 to triangulate decision making. Weekly learning spaces implemented from November 2021. Rolling recruitment programme in place from January 2021 Steering group has met to start co-production of transformed MASH on January 2022 DS Rawlinson is reviewing Police pathways 	Children and families will know that when either they, their family or another professional they are working with ask for help, they get the help they need. Children and families are involved in decisions about children unless it would put the child in any danger. Families will feel that the front door responded quickly and gave families the help and support that was needed	
5.2	Further transformation of the front door model: <ul style="list-style-type: none"> Transformation of the MASH ensuring that front door arrangements evolve to become outward looking, preventative and retain safeguarding at the heart as part of a co-located partnership approach Re-define the MASH Governance and budget arrangements Include wider partners within the full co-location to enable improved quality of multi-agency information sharing including IDVA and Mental Health Strengthen the pathways in and out of MASH in response to missing, CSA, CEE and DA 	1,2,3,7 & 9	EDEH	July 2022	<ul style="list-style-type: none"> Steering group has met to start co-production of transformed MASH on 28 January 2022 Jo Rawlinson commenced in post on 21/02/22 as a 6-month secondment from GMP to work with EDCs scope out partnership development – MASH, CST and DA. Phased approach to re-establishing co-location MASH – Sept 2021 Contextual Safeguarding Team – WC 28/02/22 	Children and families will know that when either they, their family or another professional they are working with ask for help, they get the help they need. Children and families are involved in decisions about children, unless it would put the child in any danger. Families will feel that the front door responded quickly and gave families the help and support that was needed	
5.3	A relentless focus upon 'Getting the Basics Right' and deliver timely and effective response to children in need of help and protection to embed into practice the basics of social work practice:	1,2,3,4,5,6,7,8 & 9	ADSC supported by PSW & performance team	Subject to recruitment	<ul style="list-style-type: none"> Workforce Development Board established, TOR agreed and will evolve following recruitment of a PSW New Learning Offer launched which includes Specific Learning Sets established in January 2022 	Children and families will be more Purposeful and effective home visits Assessments holistic, whole family, with analysis which informs an accurate assessment of unmet need and harm able to understand and	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<p>Building on the work of the Practice standards - Creation of what does good look like practice guidance</p> <ul style="list-style-type: none"> Child impact chronology Genograms Strong Assessments which are regularly reviewed and are not overly optimistic in their analysis Develop safety plans SMART / Effective Planning at every stage, including risk assessments, clear timescales and contingencies. Develop more effective multi agency support working in partnership with families via S17 support. Improve the quality and timeliness of multi-agency strategy discussions Improve the quality of S47 enquiries Improve the quality of succinct case summaries CP planning Effectiveness of Core Groups in driving and enabling change Establish baseline performance measures Strategic Lead to hold regular team meetings focusing on the 'basics' Develop specific learning and development plan targeted at basic key practice improvement issues – <ul style="list-style-type: none"> Home visits assessments, plans, child impact chronologies 				<ul style="list-style-type: none"> 4 x Action Learning Workshops on the Quality of Home Visits - 01/02/22, 04/02/22, 15/02/22 and 28/02/22 4 x Action Learning Workshops on Effective Planning - 05/04/22, 19/04/22, 22/04/22 and 25/04/22 Audit of Strategy discussions and S. 47s planned by DS Rawlinson & SM Janice Barr and learning session to be delivered to the Teams – March 2022 2 Drop-in surgery sessions are taking place weekly within 3KP for social workers to ask for specific support A Plan of support / training has been developed for IRT which includes Assessment and Planning workshops 1-2-1 Sessions of support are being provided to all IRT social workers and Team Managers to support assessment planning Lunch Time Learning Sessions are proposed on <ul style="list-style-type: none"> The Harm Matrix Domestic Abuse Neglect 	<p>address the concerns and requirements of plans.</p> <p>Social work plans will be SMART easy to understand, with children and families contributing to how the plan can make a positive difference to their lives</p>	
5.4	<p>Continue to develop our Early Help support to children and Families, building on the TAS model to an integrated multi agency response within neighbourhoods / Locality Teams in line with the Family Hub agenda to ensure a consistent offer of early help across universal and targeted services:</p> <ul style="list-style-type: none"> Development of the Family Hubs utilising the spokes Bridging cultural differences Ensuring thresholds of support are well understood across the partnership including schools Align the inclusion clusters with the EH Localities Parenting Programmes Develop Clear EH Pathway of support for SEN Children 	4 & 9	ADEH	July 2022	<ul style="list-style-type: none"> Steering group to develop the Bury East Pilot is in place Network meeting held in February 2022 to start the co-production of universal and targeted services in Bury East. 	<p>Children and families know that they are supported at the right time by the right professionals who can most appropriately meet their needs.</p> <p>Children and families will know that there is support within their local communities and they are given chances to work together and make things better</p>	
5.5	<p>Further Develop restorative approaches to empower families in problem solving/safety planning and permanency planning:</p> <ul style="list-style-type: none"> Establish a Family Group Conferencing Service Offer within the Early Help Service – Family Rights Group Model of Family Conferencing. Improve the timeliness of and consideration of wider family capacity to care quality of assessments of parents and connected carers 	1,2,3,4,5,7,8 & 9	EDCS& ADEH	Jan 2023	<ul style="list-style-type: none"> Initial scoping of resource required undertaken. Posts to be established 	<p>Children and families will be empowered to engage in restorative relationships that seek to mutually agree solutions.</p> <p>Childrens voice will be heard.</p> <p>Families will see themselves as being part of the solution.</p>	
5.6	<p>Review the Procedures and Protocols for EHE to ensure prompt assessment of suitability of EHE & ensure mechanisms are in place for reintegration into school where EHE is not possible</p> <ul style="list-style-type: none"> To align EHE within the education directorate To develop an EHE register To ensure all suitable EHE cases are reviewed annually 	1 & 9	To be confirmed following restructure	September 2022	<ul style="list-style-type: none"> All EHE is recorded within LCS 	<p>To ensure that children are safeguarded, however families understand the elective home education process and are better supported with communication from the team in resources for them to be able to deliver the education they have elected to provide.</p>	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<ul style="list-style-type: none"> To increase the support in respect of curriculum access, school nurse access and informal forums to better support the EHE Offer 						
5.7	Review the Procedures and Protocols for CME including access to a greater number of agencies and ensuring a review point for those cases which are closed negatively <ul style="list-style-type: none"> To align CME within Admissions within the Education directorate 	1 & 9	To be confirmed following restructure	September 2022	<ul style="list-style-type: none"> DWP has been contacted and has been incorporated into the protocol for CME. All CME is recorded within LCS 	Schools will have greater rigour around the reporting of CME. Children are safeguarded better, and parents are held to account to ensure children have access to their education.	
5.8	Review the Procedures and Protocols for the use of alternative provision in Bury <ul style="list-style-type: none"> Audit the use of AP Ensure QA process for AP Review and revise our approach to AP across both Primary and Secondary Monitor all children not in full time education Review use of EOTAS within SEND 	9	Head of Inclusion Services.	December 2022	<ul style="list-style-type: none"> QA visits have been conducted focusing on safeguarding and attendance in AP 	Children and families have access to high quality regulated provision. Any unregulated provision is used sparingly and within clear safeguarding and SEND	
5.9	Develop a culture and practice of co-production across our multi agency partnership with children, young people and their families: <ul style="list-style-type: none"> Grow our culture, values and ways of working together in partnership. Establish an operational group including experts by experience Practice Improvement Team to deliver learning circles. Develop the voice of the child Effective engagement and communication with parents on child protection plans, including at core groups To link in with the Council Wide Communication and Engagement strategy setting out tools for co-production 	1,2,3,4,7 & 9	PSW	On appointment		Children and families will feel that they are listened to and that what they say ensures they get the right support to make their lives better. They will feel that their social worker and other professionals understands their difficulties / concerns and will know how their social worker can help them and keep them safe	
5.10	Strengthen evidence-based approaches to practice. Commission training for the use of motivational interviewing skills as an intervention to help children, young people and their families make positive changes in their lives	1,2,3,4,5,6,7 & 9	EDCS	October 2022	<ul style="list-style-type: none"> In-trac to be commissioned 	Children and families will benefit from receive support that support effective, in overcoming the ambivalence which keeps children, young people or their family members from making the desired changes in their lives.	
5.11	Establish an evidence-based model of practice - Develop the Hertfordshire Family Safeguarding Model building on Early Help and PSR via SLIP	1,2,4,5,6 & 9	EDCS & ADCS	Subject to DfE approval	<ul style="list-style-type: none"> Initial Scoping Meeting Thurs 17 Feb 2022 	Children and Families will receive restorative whole family approach as delivery of support services that enable change, that is evidence based.	
5.12	Develop and listen to the voice of the child <ul style="list-style-type: none"> Creative direct tools and approaches are used to understand the child's lived experience and wishes and feelings of children Monitor improvements within audits Expand our suite of tools 	3,4,5,7	ADCS supported by PSW & SL	More detailed work to commence on appointment of PSW	<ul style="list-style-type: none"> Recent audits and dip sampling are evidencing increased use of creative way of engaging children in direct work; quality of the work will be reviewed within the moderation of audits PDL to deliver workshops within services. Joint work has taken place with one of our special schools in respect of communication with children with additional needs, specifically those who are non-verbal to ensure consistent methods of communication are being used across the services 	Practitioners will use a variety of creative strategies to engage children in effective direct work, that results in an accurate reflection of the voice of the child. Children will know that their voice is heard, and their lived experience is understood and that both are central to informing decisions and plans.	
5.13	Improve the effectiveness of work within Pre-Proceedings. Work within Pre-Proceedings will reflect additional support to families and there will be evidence of permanency planning, with contingencies.	1,4,5,6,7 & 9	Jointly owned with Social Care and Legal	July	<ul style="list-style-type: none"> PLO Tracker in place; further systems to be developed with support from Business Support as this is currently a manual system. Monthly meetings are in place with cases being reviewed within Legal Gateway 	Children and families will know that where children have suffered significant harm and are on the edge of care that the support within the PLO Pre Proceedings arena is both a further	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
	<p>Develop a revised approach to safety planning within PLO, letters and meetings that reflects the Public Law Working Group Recommendations.</p> <ul style="list-style-type: none"> Establish PLO tracker Implement the recommendations from the PL working group in respect of PLO / Pre proceedings. Review of all PLO documents. Develop business support capacity to minute meetings and support the process. Ensure all viability work is carried out within the PLO Process LS will review and agree with CYP who attends these meetings (LS is recruiting interim legal officer support and consideration will be given to them attending and providing updates / feedback to the lawyer with conduct) Care Proceedings - LS will develop and agree with CYP a form of tracker to be shared with CYP via Microsoft Teams, to monitor progress, directions orders & timetabling, drift, delays and where there are risks as to costs in the event of additional hearing, applications for extensions and wasted costs orders. (this file will also be developed for use as an information sharing file/folder for new caselaw, guidance, standard advice/ legal tests etc). 		<p>Safeguarding SL (HD) Service Manager (JM)</p> <p>Safeguarding lawyer (KM)</p>		<ul style="list-style-type: none"> Cases in Proceedings for some time have all been reviewed with a clear plan in place; there are 7 children who require further work. All other cases are under 6 months. PLO timescales have been extended to 26 weeks – 37 children currently being tracked. Fortnightly meeting is being progressed with legal for oversight and progression of all cases in court or pre-proceedings. NWADCS – DfE Building Back Better programme to support a regional approach to practice improvement within PLO. Service plan to be drafted following completion of Essex S.A tool. All LAs to return their documentation to GM by 25 March & tool kit to be launched 31 March 2022 GM to provide training for TMs and Practice Leads, with further workshops. There are plans for buddy system and Peer review in October / November 2022. Workshops planned to include CAFCASS & the Judiciary. To include learning and development sessions for both legal services and children's services staff. 	<p>opportunity for change and will be clear about the proposed permanency plans.</p> <p>Families will understand that there will be a commitment to fully exploring the wider family's capacity to care for children.</p> <p>Children and families will fully understand why decisions were made and will feel that staff have been supportive and respectful.</p>	
5.14	<p>Review the process and remit of the Legal Gateway panel to reduce drift and delay for care planning for children</p> <ul style="list-style-type: none"> Meetings will be used by CYP to monitor the progress and experience of children as well as seeking legal advice and making decisions on future actions. CYP will schedule these and arrange the agenda so the lawyer is only required to attend where advice is required CYP and LS will review what matters remain on the LGW meetings and which require a separate legal planning meeting (LPM); the criteria will be agreed, as will attendees for LPMs Ensure appropriate business support to administer all aspects of Legal Gateway. 	1,4,5,6 & 9	ADCS	Upon recruitment of ADSC	<ul style="list-style-type: none"> Legal Gateway (LGW) meetings will continue to be attended by a lawyer on a rota basis and any matters referred to LS will be allocated by the Team Leader ADCS will chair the meetings when in post – until this time, the meetings will continue to be chaired by the Strategic Lead for the Front Door 	<p>Children and families will know that where children have suffered significant harm and are on the edge of care that permanency options and care planning decisions are carefully considered</p> <p>Children and families will fully understand why decisions were made and will feel that staff have been supportive and respectful.</p>	
5.15	<p>Improve the quality social work practice presented to the court, improve the LA reputation before the Court. Senior Lawyer to provide training for Social Workers working within the court arena - including:</p> <ul style="list-style-type: none"> Completing Social Work evidence templates Court directed assessments S7 and S7 reports giving evidence/cross examination 	1,4, 5 6 & 9	Children's Solicitor	Programme to commence March 2022	<ul style="list-style-type: none"> JB & HD have met with KM in legal to discuss joint bite sized learning sessions around completing Court Evidence and giving evidence. Initial training dates identified in March 2022 	<p>Children and families will agree that information provided to the court by social workers in writing or in verbal evidence is an accurate analysis of the lived experience of the child, and that there is a clear evidence-based rationale for recommendations made.</p> <p>Families will be fully informed of the plans for possible reunification and contingent plans for permanency</p>	
5.16	<p>There is robust challenge and a consistent approach to decisions around entry to care, by the ADSC assuming responsibility via – legal gateway meetings</p> <ul style="list-style-type: none"> LS will work to develop a consistent approach to advice following on from LGW meetings. This along with the name of the lawyer giving the advice will be provided to CYP to be entered onto the LGW outcome form produced by CYP following LGW meetings. 	1,5,6,9	ADCS upon recruitment	March 2022	<ul style="list-style-type: none"> DCS to lead on this pending recruitment to the ADCS post 	<p>Children and families know that all decisions around entry to care and the subsequent destination of children are carefully considered. Entry to care will be planned wherever possible to support matching of the child's needs with carers skills.</p>	

ID	Action	Links to what Ofsted Found Needs to Improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
5.17	<p>Develop our Adolescent Offer</p> <ul style="list-style-type: none"> Ensure there is holistic support to young people living independently via housing and Early Help Develop a specific offer to adolescents as part of the Family Offer Develop preventative work with adolescents to reduce numbers of teenagers entering care 	1,2,4,5,9	ADEH& ADCS	2023	<ul style="list-style-type: none"> Baseline activity to commence September 2022 – Consideration of age and entry to care. 	Children will know if they are living on the edge of care, they get the right help to ensure their needs are addressed in an effective and timely way, that as far as is consistent with their welfare, family relationships will be repaired and strengthened.	
5.18	<p>Ensure practice for Children with Disabilities is child focused, with a timely response to neglect and safeguarding concerns.</p> <ul style="list-style-type: none"> Increase the capacity of the team to reduce caseloads Deliver getting the basis right training QA of EHCPs Align the SEND Team with CWD Team Review all access to short breaks and review the focus of the CWD Team Establish robust pathways to a high needs panel with health, education and social care decision makers Review high needs placements regularly CWD will develop their skills in gathering the voice of young children (especially nonverbal) Offer advice and training to develop awareness of SEND throughout Social Care Ensure robust response to Safeguarding concerns / concerns of neglect within CWD 	1,2,3,5 & 9	Director of Education supported by Strategic Lead	Work to commence March 2022	<ul style="list-style-type: none"> Grown the team from 2.5 to 7 social workers in order to reduce caseloads to an acceptable level Permanent recruitment is about to commence. Team is now managed by an experienced Safeguarding TM 	<p>Children and families will know that the holistic needs of children are at the centre of support provided.</p> <p>Support will promote values of inclusivity and high aspiration for children.</p> <p>Support plans will be co-produced with parents.</p>	

6. Ensure purposeful and timely care planning that directs proportionate and effective interventions for children and improves their outcomes.

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
6.1	<p>Improve Permanence planning for Children. Ensure that the IRO's are driving improved outcomes for children via timely permanency planning</p> <ul style="list-style-type: none"> Implement the covid recovery plan and move to increased numbers of face-to-face visits Minimum requirement; mid-point visit consultation / visit prior to review mid-point Ensure that the plan addresses the holistic needs of children – health education, family time, celebrates achievements and is both hopeful and aspirational. Progressing timely Permanency Plans which document permanence plans with contingencies by the 2nd LAC review with Permanency Plans. Undertake focused activity in relation to children who are experiencing drift and delay. Oversight of final care plans. Review impact of escalation process. Increase participation – children chairing their reviews IRO Escalation tracker to be moved to LCS Agree practice priorities and establish a Service Plan, including the participation of children 	5,6,7 & 9	Service Manager Quality Assurance supported by Workforce Development	Plan to be established by April 2022	<ul style="list-style-type: none"> IRO development day 15th March 2022 - with a focus upon the New Permanence strategy and establishment of service plan to address the identified actions Post advertised for a 6-month contract for additional IRO – to reduce caseloads and promote stronger relationships between children and their IROS. Face to face home visits will re-commence from 1 March 2022 Initial CP conferences are taking place face to face and there will be a staggered approach to CLA reviews being held face to face from March 2022 	<p>Children and Young people will have a trusted relationship with their IRO, who will make sure that their voice is heard and influences their plans. Parents voice will also be heard. Children and families will understand their permanence plan, which will consider all aspects of their health and wellbeing.</p> <p>Children will not be subject to LA care for any longer than they need to be.</p>	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
6.2	<p>Improve Permanence of Children</p> <ul style="list-style-type: none"> Review the Permanency Strategy Establish a permanency panel to be chaired by ADCS Annual Permanency Week to take place to ensure all social workers are considering permanence at the earliest opportunity. Review the cohort of children who are LAC and who have not yet secured permanency: <ul style="list-style-type: none"> Develop stronger data analysis Formal review of plans via a Permanency Panel Ensure that updated assessments are informing plans. Assessments undertaken routinely in response to changes in circumstances, and at least annually for CIC Progress permanency via reunification, SGO or long-term matching. Ensure that all care plans include contingent plans, and that reunification is routinely considered. Practice Guidance around placement stability to be developed. Project Team to be set up to review the cohort of children subject to a full care order to progress permanence. 	5,6, 7 & 9	ADCS supported by Strategic Lead Corporate Parenting	September 2022	<ul style="list-style-type: none"> New Permanency Strategy launched in 2021 Additional resource has been agreed for 2 additional social workers to assist with permanence work (Court work, long term matching reports etc) Data set identifies a cohort of children where legal / emotional permanence has not been secured: <ul style="list-style-type: none"> 45 are placed with parents. 34 are subject to a full Care order with 32 children being placed with a parent for 6 months +. Active Plans are in place to discharge the CO for 12 of these children 	<p>Children will achieve permanence at the earliest possible opportunity, this will afford them the opportunity to feel loved, secure and have a sense of belonging to support them through childhood and beyond.</p> <p>Those children that are able to exit CLA will do so without any delays. Children will experience greater stability within placements</p>	
6.3	<p>Ensure the sufficiency of commissioned placements to meet identified need:</p> <ul style="list-style-type: none"> Develop a bid as part of a GM Consortium to the DfE Respite Innovation fund to enhance the universal services for Short Breaks Review the GM and Bury Sufficiency Strategies. Develop the sufficiency of placements for vulnerable children Joint Review of the Complex Care Panel with Health, Education and Social Care to consider therapeutic placements. <ul style="list-style-type: none"> review of processes Revised memorandum of understanding regarding funding TOR to be developed 	9	OCO	October 2022 (dependent on GM leading the review of the strategy)	<ul style="list-style-type: none"> Bury are an active member of the GM Commissioning Group and Placements North West. GM Sufficiency Strategy in place for children and young people in care. With a localised annex for sufficiency, which includes vulnerable children. The commissioning team have reviewed 23 high-cost packages to obtain an up-to-date profile of need and plan for each young person which addressed need and reduced the costs 	<p>Children will benefit from being carefully matched with carers / homes that effectively meet their holistic needs and thereby their outcomes. Children will maintain their local links to Bury.</p>	
6.4	<p>Increase our in-house fostering sufficiency to reduce reliance on residential and IFA placements</p> <ul style="list-style-type: none"> Review current budget for recruitment and marketing Review the overall structure within Fostering Develop a pilot EDT project to reduce the reliance on emergency residential placements when CYP are in crisis / left longer than necessary in police custody Review the role of Fostering Ambassadors Step up recruitment activity. 	5 & 9	Strategic Lead Corporate Parenting	September 2022	<ul style="list-style-type: none"> General Assessors in the Fostering Team have been separated Target of 12 new fostering home 21/22; likely to meet 8 this year with additional carers progressing to panel in April Monthly recruitment meetings to track progress and assessment allocation Review planned to review sufficiency progress in Sept 2022 Permanent fostering manager will oversee the QA and ability to take this forward Funding secured within budget and Pilot EDT project commenced in January 2022 for emergency placements to ensure children were not left in police stations, with a review / evaluation planned for March 2022. Digital marketing has the most successful in generating interest and enquiries in fostering, funding a digital campaign has been agreed and completed for Jan – Mar, this links to social media campaigns. Budget in Fostering has been identified to increase the recruitment activity. 	<p>Increase choice of placements within the Borough enabling children to retain their links with their family, friends and schools and to be cared for in family settings.</p>	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
					<ul style="list-style-type: none"> Greater Manchester, through working across 10 authorities has undertaken a sufficiency analysis of placement needs for children in care which is now maintained as a GM website. This brings together, for the first time, a sub-regional understanding and analysis of the placement types, needs and outcomes for looked after children. This information across the GM 10 will drive forward joint working and commissioning approaches to deliver the provision we need. This includes a shared approach to fostering recruitment, retention and utilisation and a GMCA Fostering Development Proposal was shared in March 2021 outlining proposals. 		
6.5	<p>Ensure the sufficiency of commissioned placements to meet identified need:</p> <ul style="list-style-type: none"> Develop a bid as part of a GM Consortium to the DfE Respite Innovation fund to enhance the universal services for Short Breaks Review the GM and Bury Sufficiency Strategies. Develop the sufficiency of placements for vulnerable children Joint Review of the Complex Care Panel with Health, Education and Social Care to consider therapeutic placements. <ul style="list-style-type: none"> review of processes Revised memorandum of understanding regarding funding TOR to be developed 	5 & 9	OCO	October 2022 (dependent on GM leading the review of the strategy)	<ul style="list-style-type: none"> Bury are an active member of the GM Commissioning Group and Placements North West. GM Sufficiency Strategy in place for children and young people in care. With a localised annex for sufficiency, which includes vulnerable children. The commissioning team have reviewed 23 high-cost packages to obtain an up-to-date profile of need and plan for each young person which addressed need and reduced the costs 	Children will benefit from being carefully matched with carers / homes that effectively meet their holistic needs and thereby their outcomes. Children will maintain their local links to Bury.	
6.6	<p>Reduce the delays for children and young people accessing further bespoke support:</p> <ul style="list-style-type: none"> CAMHS Develop a pathway of support for children in crisis / edge of care 	5 & 9	Strategic Lead – Corporate Parenting supported by Named LAC Nurse		<ul style="list-style-type: none"> Children looked after and care leavers are able to access social care CAMHS offer Following a 17-month vacancy – Principal Psychologist commenced her role in February 2022 to provide an offer to children in care and care leavers (part of care leaver offer). Service Level Agreement in place for referrals in to mainstream support Improve the waiting times following the Covid Delay 	Children receive the right support around health and wellbeing Carers receive additional targeted support improved placement stability	
6.7	<p>Improve permanence for children through reunification with parents or where that is not possible, through SGO or Matched long term to foster carers</p> <ul style="list-style-type: none"> Permanence data to be reviewed and data set developed within LCS. Review the TOR and remit of the Permanency panel to review cohort of children who have not achieved permanency. 	5 & 9	Strategic Lead Corporate Parenting	September 2022	<ul style="list-style-type: none"> Additional resource has been agreed for 2 additional social workers to assist with permanence work (Court work, long term matching reports etc) Latest data reflects 26% (12 children) ended care due to an SGO during the last 6 months Latest dip sampling of children PWP has highlighted there are 12 with active plans to revoke. <ul style="list-style-type: none"> 20 children and young people are placed in registered children's homes; these are being actively reviewed to determine step-down arrangements and plans are in place to ensure that for those in therapeutic placements, they have been presented to complex care panel to ensure there is health funding to meet their needs. 175 are in foster placements, of these... <ul style="list-style-type: none"> 60 are with relatives / friends (46 long-term, 14 <u>not</u> long-term). 	Children will achieve permanence at the earliest possible date, and they will feel settled and secure. Those children that are able to exit CLA will do so without any delays.	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
					<ul style="list-style-type: none"> 115 are living with mainstream foster carers not with relatives / friends-(72 long-term, 43 not long-term). Additional resource is currently being scoped with a project team to provide capacity progress the permanence plans for children who can exit the care system via the revocation of the care order or achieve an SGO, step down if appropriate from residential care into a family setting with targeted recruitment and profiling and long term matches in foster care placements. Data tracking is being reviewed to ensure that the Permanence Tracking is more efficient to ensure that appropriate children and young people are being reviewed in a timelier way. Latest data reflects 17% (8 children achieved permanence through adoption during the last 6 months) 		
6.8	Improve the quality and impact of PEPS <ul style="list-style-type: none"> Work to be done to ensure data is accurate The Virtual head will roll out training to schools and social care around good quality PEPS Review the assurance processes around PEPS Review the online EPEP to ensure this is fit for purpose To have appointed a SEND Specialist 	5 & 9	Virtual School Head Teacher	Sept 2022	<ul style="list-style-type: none"> Virtual School Action Plan in place to track and monitor progress Quality Assurance framework established Virtual school are active in meeting Heads and designated teachers to ensure shared understanding of PEPS. Proactive engagement with young people to ensure they are not NEET 	Children have a clear understanding of the different options available to them	
6.9	Develop the role of the Virtual Head to cover all children known to social care <ul style="list-style-type: none"> To ensure improved access to attendance data for all schools to better align the data of CP / CIN / LAC with education data. To develop a strategy for the expansion of the role To develop a communication and staff development strategy for the expansion of the role 	1,5 & 9	Virtual School Head Teacher	November 2022		Children have a clear understanding of the different options available to them The Virtual School will provide effective support to the vulnerabilities experienced by children and young people open to social care with a view to maximise opportunities to reach their potential in education and employment	

7. Develop a strategic and co-ordinated approach to providing support for care leavers to improve their outcomes

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
7.1	Review and develop our transition planning <ul style="list-style-type: none"> Ensure CASS are part of the transition review 	5 & 9	Bev Johnson	2023	<ul style="list-style-type: none"> Bev Johnson, Adult PSW is leading on a piece of work around transitions; this needs to be widened from CWD to CASS. 	Early identification that they meet the criteria for Adult or MH Services, with a timelier transition with children's & Adults services working collaboratively to ensure CL needs are met at the transition point.	

ID	Action	Links to what Ofsted found needs to improve	Accountable Person	Deadline	Progress	What it means for children & Families	Status & RAG
						Clearer relationships and pathways for referring care leavers back into services for updated assessments.	
7.2	<p>Improve access to suitable housing for care leavers as part of the care leaver offer</p> <ul style="list-style-type: none"> review and further develop the joint housing protocol Work in partnership with GM to implement the National House Project Identify a Housing Sustainment worker (grant funded by DfE). Consideration for affordable housing to be ringfenced to Care Leavers Increase our supported lodgings sufficiency to reduce reliance on semi-independent commissioned placements Housing Options Team to be engaged and take a leadership role in the development 	5 & 9	Strategic Lead Corporate Parenting	June 2022	<ul style="list-style-type: none"> Work has commenced Legal agreement has been signed off for the GMNH. Bury are collaborating with Rochdale and Oldham as part of the programme. A cohort of 6 YP are being identified for the programme – we will need to confirm tenancies with Housing or identify private tenancy arrangements; conference to take place 04/03/22 & further information will be available 	Planned moves into independent living for care leavers.	
7.3	<p>Develop with partners a wide range of options to ensure that care leavers get good opportunities for continuing education or employment</p> <ul style="list-style-type: none"> Develop the role of an EET worker specifically for care leavers (18+) Ensure pathways into internships and apprenticeships are clear and known Engage with employers including in the new Northern Gateway to provide internship / apprenticeship opportunities for CLs To contact procurement or commissioning to ensure that a social value in Bury Council is to offer Care Leavers an apprenticeship within Children's services 	5 & 9	Strategic Lead Corporate Parenting & Director of Education & Skills	Work to commence in Sept 2022	<ul style="list-style-type: none"> The Council are committed to ensure that all care leavers have access to the internet with the provision of Laptops and WIFI as part of the care leaver offer Care Leavers are a priority group within the User Participation and Skills Forum. EET strategy in place with monthly EET meetings chaired by the Service Manager for early intervention to divert NEET and actively move NEET to EET status. 5 Internship placements took place in summer 2021; this can be further developed for 2022. We retain good in touch figures with our care leavers: <ul style="list-style-type: none"> 97% of 17 and 18 year olds, 100% of 19 – 21-year-olds. 86 % of 18-year-olds & 92% of our 19–21-year-olds are deemed to be in suitable accommodation - we have a tenancy sustainment officer who has assisted care leavers with accommodation and avoiding homelessness which has provided some added resource and support to our care leavers. 56% of 17–18-year-olds and 58% of our 19–21-year-olds are EET. 	Care leavers will gain financial independence from meaningful employment and connected with the local community.	
7.4	Ensure as Corporate Parents, the Council and CCG offer high quality apprenticeships which are ringfenced to Care Leavers	5 & 9	Executive Directors	Jan 2023		Children will understand that as corporate parents the council has adopted 'family firm' approach to supporting our children and young people in achieving their potential.	

8. Appendix 1 – Let's Do it for Children Improvement Board – Terms of Reference

Terms of Reference: Bury Children and Young People Services Let's Do it for Children Improvement Board February 2022	
Purpose and Remit	<p>The Bury Let's Do It for Children Improvement Board is aspirational and is committed to supporting Children's Services in their aim of achieving a standard of services that are judged to be "GOOD" by Ofsted.</p> <p>The board will provide strategic oversight of the progress of Improvement in service delivery necessary to achieve improved outcomes for those children and families of Bury who require help or protection. It will provide challenge and rigour to the process whilst ensuring collaboration across the partnership to achieve and sustain continuous improvement of service delivery.</p> <p>The Independent Chair of the Board will oversee the effective functioning of the Board, providing appropriate external challenge and rigour to drive the delivery plan at pace and scale.</p>
Governance and Accountability	<p>The Bury Let's Do It for Children Improvement Board include will include representation from the Local Authority and its partners as identified by the Children Act 2004 (Section 10). It will have close links with the Corporate Parenting Board, Children's Partnership Board, and the Bury Integrated Safeguarding Partnership. (see appendix for governance structure)</p> <p>The Independent Chair will have separate briefing sessions with the DfE advisor, Cabinet member for Children's Services, the Chief Executive of Bury Council and Executive Director of Children and Young People.</p> <p>Minutes of meetings and any necessary reports will be made available to the Council's Cabinet and the Children's Scrutiny Committee.</p>
Objectives	<p>The objectives of the Let's Do it For Children Improvement Board are to ensure children get the right help at the right time by:</p> <ul style="list-style-type: none"> • Overseeing the implementation of the Let' Do it For Children Improvement Plan. • Ensure resources are secured to facilitate the required improvements in a timely and sustainable manner • Advising, supporting and respectfully challenging all agencies across the borough to secure sustainable improvements and high-level outcome focussed performance in children's and young people services • Agreeing joint improvement themes, create and maintain momentum to unblock issues, and to regularly review progress, value and impact • Providing assurances to Ofsted the DfE, the Chief Executive, Leader of the Council, elected members, partners and service users that progress is achieved at pace and maintained.

	<ul style="list-style-type: none"> • Using performance and quality data to assess the effectiveness of the services provided by Bury Council and Bury Integrated Safeguarding Partnership (BISP) for those children in need of help and protection. • Ensuring that improvement is informed by the views of front-line practitioners and the shadow workforce board • The views and experiences of children young people inform and influence the content of the Improvement Plan and measuring impact.
Meetings	<p>Meetings will be held for 1.5-2 hours on a monthly basis and will be facilitated by Bury Council. Where meetings cannot take place in person, Microsoft Teams will be used. Should you be unable to attend a meeting, deputies should be agreed with the Chair prior to the meeting</p> <p>Meeting papers will be made available 3 working days in advance of each meeting.</p>
Membership	<p>The Let's Do It for Children Improvement Board will include the DfE appointed advisor, members of the Council and representation of strategic decision makers from across the Partnership, in addition to representation from cross political party membership. Representatives may be invited as required.</p> <p>The chair of the board has responsibility for challenging members on pace and improvement. All members commit to remove all barriers to agreed activity, pace and performance and to deploy resources in line with decisions taken.</p> <p>Details of membership are detailed on the following page.</p>



Name	Title	Nominated Deputy	Organisation
Kathy Batt	Chair of BISP		Bury Integrated Safeguarding Partnership
Will Blandamer	Executive Director, One Commissioning Organisation	Lesley Jones	Bury Council / CCG
Isobel Booter	Director of Education and Skills		Bury Council
Sandra Bruce	AD Early Help and School Readiness / Children's Social Care		Bury Council
Linda Clegg	Independent Chair		Independent Chair
Jacqui Dennis	Monitoring Officer	Janet Witkowski	Bury Council
Sam Evans	Section 151 Officer	Paul Turney	Bury Council / CCG
Dr Cathy Fines	Chair of CCG		NHS Bury CCG
Charlotte Harker	DfE Case Lead	Kellie Knott – <i>DFE Advisor</i>	Department for Education
Chris Hill	District Superintendent	Detective Chief Inspector Chris Walker	GMP
Karen Johnston	Head of Communications		Bury Council
Lesley Jones	Director of PH	Will Blandamer	Bury Council
Cllr Jo Lancaster	Conservative Representative		Bury Council
Gary Law	Workforce Development Officer	Chris Davies / Kellie Oldfield	Bury Council
Geoff Little	Chief Exec & CCG Accountable Officer	Lynne Ridsdale	Bury Council & CCG
Cllr James Mason	Radcliffe First Leader		Bury Council
Sam McVeigh	Director of People and Inclusion	Simon Baguley	Bury Council
Cllr Eamonn O'Brien	Leader of the Council		Bury Council
Cllr Michael Powell	Liberal Democrat Leader		Bury Council
Jeanette Richards	Executive Director Children and Young People Services		Bury Council
Helen Smith	Strategic Performance and Intelligence Manager		Bury Council
Cllr Tamoor Tariq	Cabinet Member for Children & Young People / Skills		Bury Council
Kate Waterhouse	Chief Information Officer		Bury Council
Jane Whittam	Project Manager		Bury Council
TBC	Quality Assurance & Practice Improvement		Bury Council



9. **Appendix 2 – Let's Do it Strategy**

[Let's Do It! strategy - Bury Council](#)

DRAFT