

# Children's Services Improvement Plan



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## 1. Introduction

In Bury, it is our aspiration that **all children and young people 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.**

To achieve this, we want to ensure that our services for children are delivering high quality support and intervention, ensuring that we provide the right help, at the right time to keep families together wherever possible. We remain committed to our ongoing journey of improvement, following our Improvement Plan (2022-2025) progress was recognised by Ofsted in our 2025 ILACS inspection: *“far more children are receiving services that are making a positive difference to their lives and helping to ensure that they are safe and well cared for than was found at the time of the last inspection. Leaders have taken an incremental and persistent approach to improvement by establishing effective multi-agency partnerships. Improved services and better outcomes for children are now a priority for the council, and significant investment has strengthened workforce capacity to meet need and has ensured that appropriately focused services are available to support children and families.”*

Those inspection outcomes were:

- The impact of leaders on social work practice with children and families - Good
- The experiences and progress of children who need help and protection - Requires improvement to be good
- The experiences and progress of children in care - Requires improvement to be good
- The experiences and progress of care leavers - Requires improvement to be good
- Overall effectiveness - Requires improvement to be good

Five recommendations were made:

1. The quality of plans and contingency planning for children, including timescales for action. (Outcome 3, National Framework)
2. The effectiveness of supervision and management oversight in addressing drift or delay for children. (Enabler 2, National Framework)
3. The impact and effectiveness of child protection conference chairs' and IROs' escalations. (Enabler 3, National Framework)
4. The quality of effectiveness of direct work with children, including life-story work, to gather children's views and understanding of why they are in care. (Principle 2, National Framework)
5. The consistency of decisions by the local authority designated officer (LADO) and the extent to which those decisions are evidenced. (Outcome 3, National Framework)

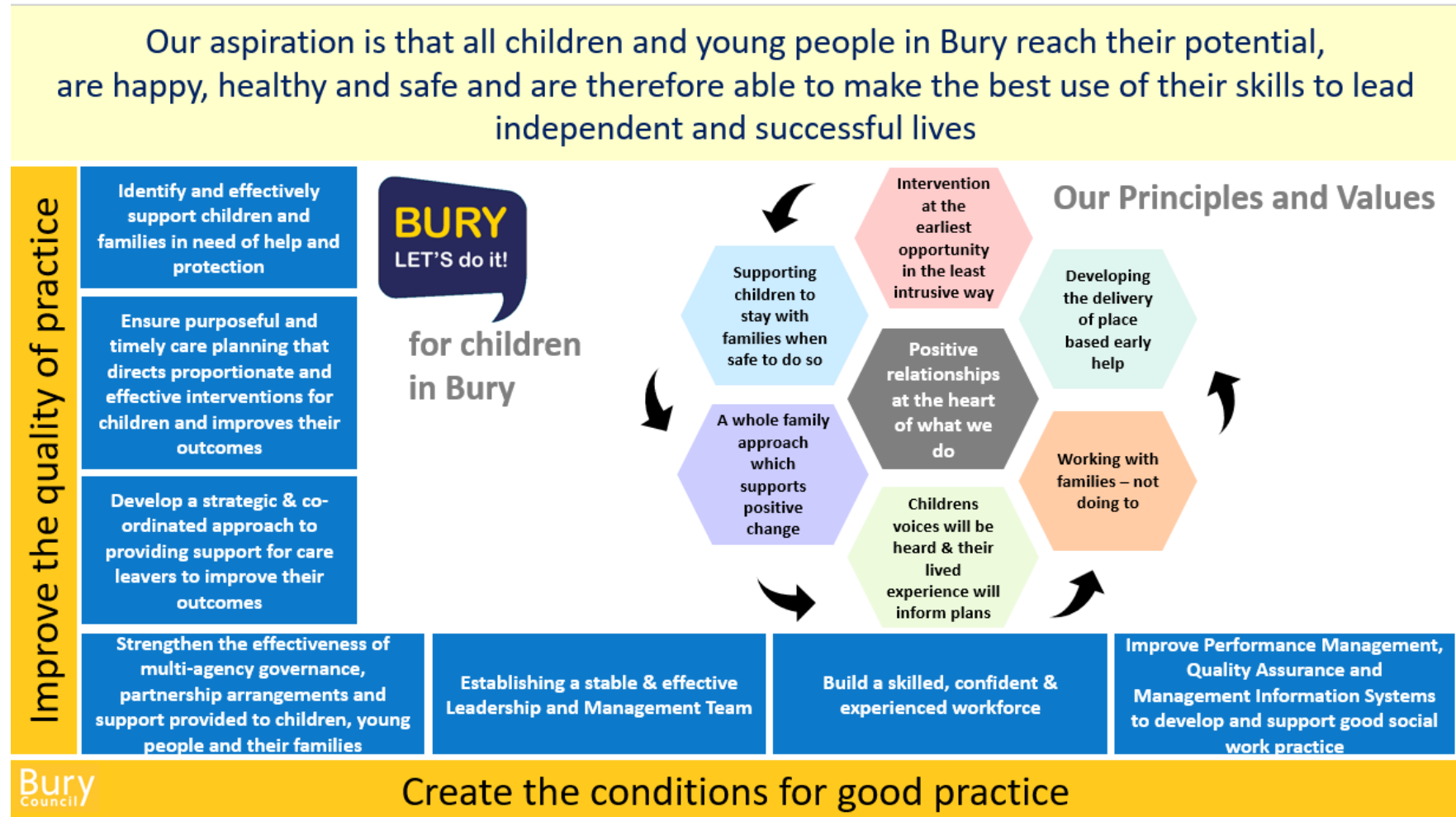
This Improvement Plan sets out our refreshed priorities to ensure we continue with our improvement. However, it sits as part of wider transformation plans as we adapt and respond to the changes ahead including the Children's Wellbeing and Schools Bill and the Schools White Paper.

We remain 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 - Bury Council](#).

Bury has entered a new phase in its improvement of children's services. The overall message from our recent inspection was clear – we have made progress on our journey, and we are making a positive difference in the lives of children and families, but we are not yet doing it as consistently as we would wish.

The focus of our next phase needs to be on delivering a consistently good service to children and families. We recognise that establishing a more permanent workforce is critical to this aim and we are making positive strides, with agency staff now down to 18%. Robust and regular managerial oversight and coaching of staff is the second pillar of consistency and we have taken steps over the past year to deliver against this challenge: increasing managerial capacity, decreasing managerial spans of control and recruiting more permanent managers. With these preconditions, we believe that a further step-change in the quality of practice will be achieved over the next 18 months, with stronger practice embedding more widely and becoming typical of Bury's services for children and families.

## 2. Vision



### 3. Bury Commitments

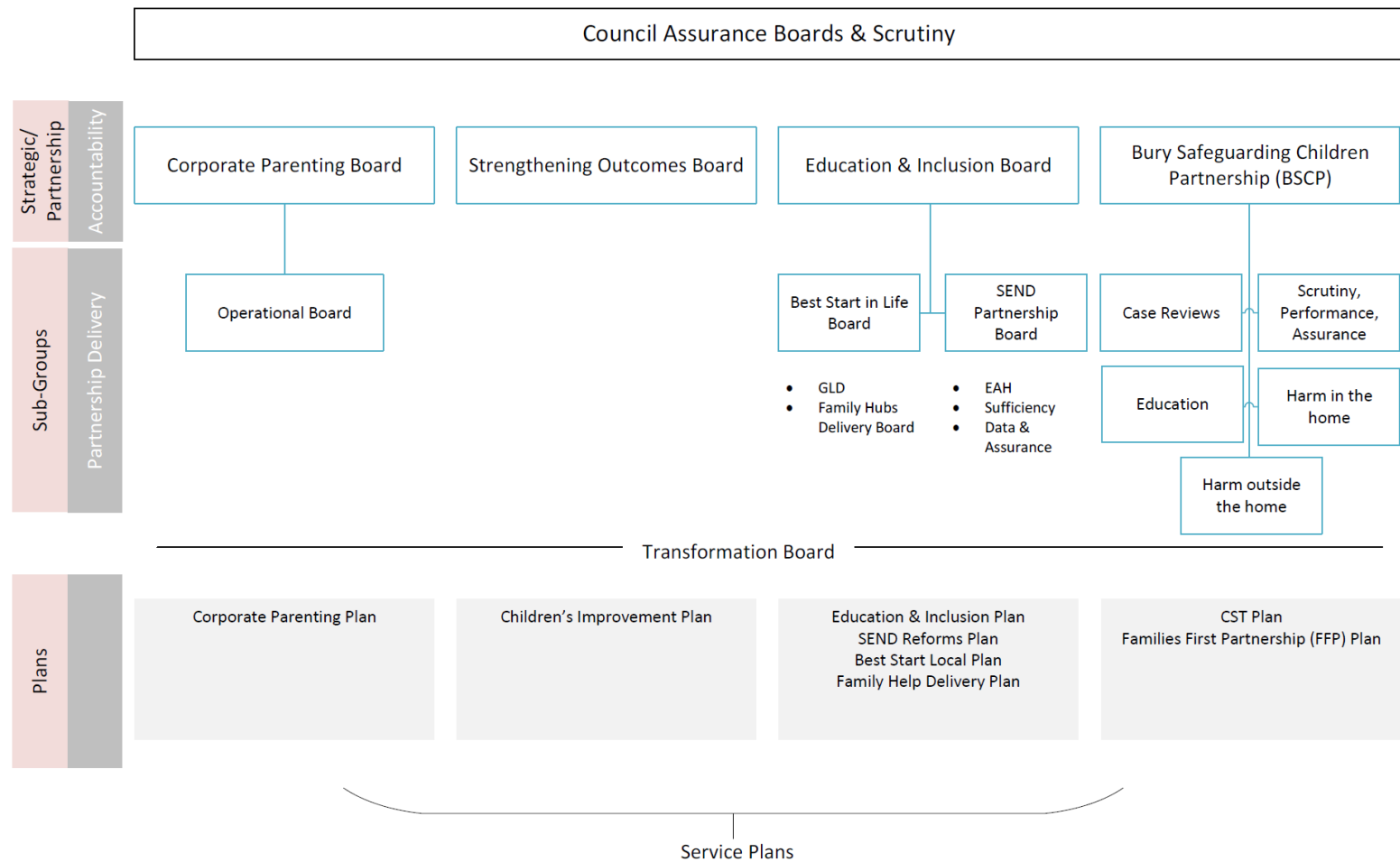
The Bury Commitments represent the cornerstones of good social work practice and have been the foundation for our improvement journey to date. They set out those areas of practice that will have the greatest impact on practice and outcomes for children and families.

| Relationships                                                                                                                                                                                                                                                                                                                                                                           | Impact Chronology                                                                                                                                                                                                                                                                                                                    | Assessment                                                                                                                                                                                                                                                                                                                                                     | Voice                                                                                                                                                                                                                                                                                                                                                       | Plan                                                                                                                                                                                                                                                                                                                                                                                    | Driving progress                                                                                                                                                                                                                                                                                                                                            |
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| <p><b>Practice is about doing with, not doing to</b></p> <p>We are committed to unconditional positive regard and respect for families. We will develop trusted relationships with our children, young people and their families to support change. Families are the experts of their own lives and we need to empower them through our practice, using a strengths based approach.</p> | <p><b>Understand our childrens' journey in life</b></p> <p>All children and young people will have an updated impact chronology. This will consider the impact of key events on childrens' lived experience and development, and will help us better understand their journey and events that may have shaped lived experiences.</p> | <p><b>Purposeful, analytical &amp; timely</b></p> <p>Every child and family will have a transparent, research informed assessment. This will be proportionate, triangulated and analytical. It will inform the most appropriate support needed and build on the strengths of the family, enabling children and young people to reach their full potential.</p> | <p><b>Capturing the daily lived experience</b></p> <p>We will complete at least one piece of direct work as part of every assessment and plan, and to inform every review. The voice of our children is essential to understand lived experience and what they would like to happen. All our recording will be informed by the child's voice and views.</p> | <p><b>Co-produced, child friendly, outcome focused</b></p> <p>All of our children and young people will have an up-to-date, well understood plan that supports positive change. This plan will be jointly owned by the family and the multi-agency group. Plans will be regularly reviewed in line with our practice standards and will show the progress that families are making.</p> | <p><b>Management footprint &amp; reflective supervision</b></p> <p>Every practitioner will receive effective, timely and reflective supervision. The focus will be on the progress and impact of the intervention and planning, as well as the growth of the practitioner. Supervision will demonstrate our rationale for decisions made with families.</p> |

**Permanence from day one for every child and young person**

4. Transformation Oversight and Accountability

The following illustration shows the links between the key transformation and improvement plans and our governance arrangements, including key strategic Boards and existing Council assurance mechanisms. This is not a traditional structure chart showing flows of formal accountability between groups, but to visualise the eco-system that sits around the plans.



## 5. Action Plan

The RAG rating will always take into account the impact of the activity:

|        | Action/Impact                                                                                                                                                           |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Green  | Action on track (or completed)/delivering improved outcomes                                                                                                             |
| Yellow | Actions have been delayed but progress is now being made                                                                                                                |
| Amber  | Actions have been delayed, realistic plans in place to recover but still not progressing at the required pace/Some positive impact but variable – not consistently good |
| Red    | Action not on track, risk to implementation/No impact or very limited impact                                                                                            |
| Grey   | Action not started yet, no risk to implementation anticipated/Too early to measure impact                                                                               |

## IMPROVE THE QUALITY OF PRACTICE

### Priority 1: Identify and effective support children and families in need of help and protection

| Desired outcome                                                                                                                                                                  | Action                                                                                                                                                 | Accountable Officer               | Timescales    | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                     | Impact RAG |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1.1 MASSH partners consistently share information that enables us to have a full understanding of family history that supports effective decision making for children and avoids | a) Development sessions with MASSH Managers and partners to consider family history and the experiences of children consistently when making decisions | MASSH Strategic Partnership Board | November 2025 | Bury Commitments assessment training is ongoing, all MASSH managers have attended. Consideration of family history is a core component of this training. Learning sessions with managers and MASSH partners took place in October, to ensure family history is consistently taken into account when making decisions for children and families. |            |

| Desired outcome                                                                                                                                                                         | Action                                                                                                                                                                                                       | Accountable Officer                      | Timescales                   | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Impact RAG |
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| the need for repeat contacts                                                                                                                                                            |                                                                                                                                                                                                              |                                          |                              | We are now seeing better chronologies informing decision making. Development sessions with managers have taken place and work within the team is ongoing through monthly service level Teaching Tuesday and learning from audit sessions                                                                                                                                                                                                                                                     |            |
|                                                                                                                                                                                         | b) Ensure MASSH Strategic & Operational Boards drive forward effective partnership working within the MASSH that improves our response to children and families                                              | MASSH Strategic Partnership Board        | July 2025                    | Both Strategic and Operational Boards are in place, meeting quarterly and monthly respectively.<br><br>Partners are represented, with daily Police presence and regular Health presence.                                                                                                                                                                                                                                                                                                     |            |
|                                                                                                                                                                                         | c) Quarterly thematic audit to review impact and to be considered as part of multi-agency audit cycle                                                                                                        | MASSH Strategic Partnership Board        | July 2025                    | Quarterly audits are well embedded and consider the quality of assessments and family history. Audit activity consistently considers whether family history has been taken. In recent dip sampling activity, 96% of those sampled had clear evidence of family history.                                                                                                                                                                                                                      |            |
| 1.2 Appropriate identification of the different forms of neglect and improved recognition of the impact of cumulative harm upon CYP supports timely and effective planning for children | a) Partners are consistently considering the neglect strategy when sharing concerns about neglect via contacts which ensures they are clearly setting out their worries in relation to the impact of neglect | BSCP & MASSH Strategic Partnership Board | January 2026<br><br>May 2026 | Neglect is one of the agreed priorities for our Bury Safeguarding Children Partnership (BSCP). There have been issues with membership and attendance in relation to the Neglect sub-group, which has been escalated to the BSCP and meetings have been scheduled.<br><br>We have seen a significant increase of referrals where the primary reason is neglect. We continue to work with partners including through the MASSH Strategic and Operational Board to ensure a robust response and |            |

| Desired outcome | Action                                                                                                                                                           | Accountable Officer   | Timescales    | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                 |                                                                                                                                                                  |                       |               | decision making at the front door, and increased use of Early Help support.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
|                 | b) Embed use of Graded Care Profile 2 to support understanding about the root cause of neglect, consideration of cumulative harm and parental capacity to change | BSCP supported by PSW | January 2026  | <p>We are seeing increased use of GCP2 generally and we are seeking to embed use of the tool at different stages of children's journey, for example child protection conferences, step up from early help (and step down). We are seeing them more consistently at Legal Gateway panel.</p> <p>The GCP template on the system is the original GCP1 and we are looking to have this updated to GCP2 which will improve visibility by allowing us to report on numbers.</p> <p>GCP2 is less used by partners. We have created a GCP2 awareness video for the BSCP to distribute who will then ensure partners are booked onto training; the video will be finalised in July. The training will ensure clarity to partners in relation to the key points in a child's journey that we would expect to see GCP2 when neglect is an issue.</p> |            |
|                 | c) Deliver neglect training as a core part of induction for social workers and other relevant practitioners                                                      | PSW                   | November 2025 | <p>Neglect training programme is in place and a core part of the GCP2 training, and a mandatory part of our social work induction and training programme.</p> <p>BSCP training is delivered quarterly (January, April, September &amp; December). There have</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |

| Desired outcome                                                                                                                                                                                     | Action                                                                                                                     | Accountable Officer         | Timescales   | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Impact RAG |
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|                                                                                                                                                                                                     |                                                                                                                            |                             |              | <p>been 5 sessions since the beginning of 2026, with 65 attendees in total and approximately 50% of those social care and 25% from across the partnership.</p> <p>We have 239 current staff who are mandated to attend, of this 64% (153) have attended.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |
| 1.3 Effective work within Pre-Proceedings ensures timely interventions with families that are focused on a dynamic understanding of the child's lived experience and reduces escalation of concerns | a) Ensure robust management oversight identifies children who needs to be supported within pre-proceedings in a timely way | Head of Family Safeguarding | October 2025 | <p>Challenge to care meetings were introduced in October which take place in advance of any discussion at Legal Gateway.</p> <p>Mid-point meetings are now taking place more consistently, reviewing progress and providing challenge in respect of ongoing pre-proceedings. A final meeting continues to take place to review impact of pre-proceedings and consider the next steps including ensuring timely presentation at Legal Gateway where needed.</p> <p>We have introduced a Service Manager review point at 8.5 months and 14 months for children subject to child protection plans, to consider whether we are working effectively at CP or consideration of pre-proceedings is required. HoS reviews any CP plans over 18 months on a quarterly basis.</p> <p>We are seeing lengthy CP plans reduced, and quicker decisions to escalate to proceedings.</p> |            |

| Desired outcome                                                                                                   | Action                                                                                                                                                                                                                                              | Accountable Officer                              | Timescales | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Impact RAG |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                                                                                                                   |                                                                                                                                                                                                                                                     |                                                  |            | Any delays in this are purposeful. We are also seeing a reduction in children going to LGW and are sending the right cases.                                                                                                                                                                                                                                                                                                                                                                                                          |            |
|                                                                                                                   | b) Embed PLO Impact Board to monitor the lived experience of those children in proceedings and pre-proceedings, to ensure that interventions are impactful, and timely decisions are made with active consideration of the child's lived experience | Head of Family Safeguarding                      | March 2026 | <p>Board embedded - first meeting held in May 2025, meets weekly with a different team focus each time ensuring that all children are reviewed 4-weekly (or more frequently as and when required).</p> <p>Board is providing challenge and oversight for children in proceedings and pre-proceedings to ensure that timescales are met and actions are progressed. Though we have not eliminated delays, we are tracking and challenging them consistently. Compared to other GM LAs, we are timelier in this space.</p>             |            |
| 1.4 Young people benefit from robust, consistent and holistic planning that promotes stronger and timely outcomes | a) Plans for children and young people are SMART and focused on reducing risk, addressing unmet needs and promoting positive outcomes including emotional wellbeing                                                                                 | Head of Early Help & Head of Family Safeguarding | April 2026 | <p>Quality of planning for children is a Bury Commitment and mandatory training is routinely delivered across all Family Safeguarding teams. In the last 3 months, 44% of plans in Family Safeguarding have been judged good, 50% require improvement and 6% were judged inadequate compared to 73% requiring improvement and 27% inadequate a year ago.</p> <p>As part of our efforts for continued improvement, shifting the focus from requires improvement to good, a more targeted approach with practitioners and managers</p> |            |

| Desired outcome                                                                                                                                                                                                                                                                                                                               | Action                                                                                                                                                                 | Accountable Officer                         | Timescales    | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Impact RAG |
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|                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                        |                                             |               | (including CP Chairs) is being implemented as part of our QA Framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |            |
| 1.5 All children are supported to access their educational entitlement in line with the 5 pillars of the Education and Inclusion Strategy: <ul style="list-style-type: none"> <li>• Inclusive</li> <li>• Safe</li> <li>• Effective and high attaining</li> <li>• Collaborative and connected</li> <li>• Sufficient and sustainable</li> </ul> | a) Launch Education & Inclusion Strategy to ensure a shared understanding and vision with schools and clarity of expectation in relation to inclusion and safeguarding | Director of Early Years, Education & Skills | November 2025 | <p>Strategy was launched in November 2025 with a dedicated launch event which was well attended by schools. A Delivery Plan is in place with an Education Board that will include stakeholders across health, social care and the school sector to be established. The first meeting will take place in September 2026.</p> <p>An Executive Group has been established which will review the detailed highlight reports from the workstream leads, and will decide what needs to be presented at Board for more detailed challenge and oversight.</p>  |            |
|                                                                                                                                                                                                                                                                                                                                               | b) Launch the refreshed Graduated Approach and Communities of Practice to ensure greater collaboration and opportunities for shared learning and build capacity        | Head of SEND                                | November 2025 | <p>Launch took place September 2025, established the 5 neighbourhoods. Autumn Term network and COPs are now in place with a toolkit and integrated support offer in place to support successful implementation. Parent groups and drop-in dates have been agreed. School engagement is high, with over 90% regularly attending network meetings. Positive feedback is regularly received from professionals who value the advice, guidance and support. This will form the foundation of our Experts at Hand as part of the national SEND reforms.</p> |            |

| Desired outcome | Action                                                                                                                                                                                                                                                  | Accountable Officer                                      | Timescales   | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Impact RAG |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                 | c) Develop Education Systems (e.g. Eyes/Power BI) to remove manual processes and provide real time attendance and exclusions data                                                                                                                       | Director of Early Years, Education & Skills              | October 2026 | <p>There is a great deal of work to be done to improve our internal management information systems, to ensure different datasets are linked and can be used to identify children and young people who require appropriate targeted interventions and monitoring the impact of universal support. This has been escalated to the Executive Director, Strategy &amp; Transformation and agreed as a priority for Autumn term 2026.</p> <p>This is also a priority within GM, and we are working in partnership GM partners. By working alongside GM partners, we aim to develop a sustainable data solution that provides real-time attendance and exclusions intelligence, supports statutory responsibilities and enables a more proactive, data-led approach to improving outcomes for children and young people.</p> |            |
|                 | d) Strengthen EHE assurance protocol and reporting to ensure we have oversight of the quality of EHE children receive and their outcomes, linked to issue of School Attendance Orders (SAOs) if appropriate through Children Not In School (CNIS) panel | School Attendance Exclusions Community Education Manager | July 2026    | All notifications of Elective Home Education (EHE) continue to be screened through the Multi-Agency Safeguarding Support Hub (MASSH), ensuring safeguarding information is considered at the earliest opportunity and that appropriate multi-agency oversight is in place. Multi-agency discussions are convened where concerns are identified to ensure risks are assessed and managed effectively.                                                                                                                                                                                                                                                                                                                                                                                                                   |            |

| Desired outcome | Action | Accountable Officer | Timescales | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                 |        |                     |            | <p>Robust quality assurance arrangements have been embedded, including half-termly audits of EHE casework. These audits provide assurance that statutory EHE processes and School Attendance Order (SAO) procedures are being applied consistently and appropriately, with decision-making evidenced within children's records.</p> <p>Awareness and understanding of EHE responsibilities across the wider children's workforce has improved through targeted training delivered to Children's Social Care practitioners via Teaching Tuesdays, supported by access to EHE guidance and 7-Minute Briefings published through the Bury Safeguarding Children Partnership (BSCP).</p> <p>Practitioner challenge and scrutiny have strengthened suitability assessments undertaken by the Local Authority. As a result, there is clear evidence of improved identification of unsuitable educational provision. Where education is not deemed suitable, School Attendance Orders are issued promptly, enabling children to return to school and reducing the risk of educational neglect. Annual reviews continue to provide ongoing oversight of the education being received by children educated otherwise than at school, supporting the identification of emerging</p> |            |

| Desired outcome | Action                                                                                                            | Accountable Officer                                                            | Timescales | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact RAG |
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|                 |                                                                                                                   |                                                                                |            | <p>safeguarding concerns and helping to ensure children remain visible to services.</p> <p>Attendance and Inclusion staff have completed additional professional development relating to elective home education, unregistered settings, educational neglect, isolation and wider safeguarding risks. Training compliance is monitored through attendance registers, providing assurance that frontline practitioners have the knowledge and skills required to fulfil their statutory responsibilities.</p> <p>The Children Not in School (CNIS) Panel provides a strengthened governance route for reviewing complex cases, monitoring outcomes and considering escalation through School Attendance Orders where appropriate, ensuring that children's educational entitlement and welfare remain at the centre of decision-making.</p> |            |
|                 | e) Ensure robust procedures in place to return CYP to full-time education with a focus on more vulnerable cohorts | School Attendance Exclusions Community Education Manager & Virtual School Head | July 2026  | Multi-agency Children Missing Education (CME) Panels are now fully embedded, bringing together colleagues from Education, SEND, Children's Social Care and Health to review cases and coordinate timely reintegration planning for vulnerable children and young people. Particular focus is given to those with complex SEND needs, Children in Care, children who have experienced exclusion, and                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |

| Desired outcome | Action | Accountable Officer | Timescales | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Impact RAG |
|-----------------|--------|---------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                 |        |                     |            | <p>those with medical or emotional barriers to attendance.</p> <p>The strengthened multi-agency approach has improved oversight of children not accessing full-time education, ensuring barriers are identified earlier and that responsibility for actions is clearly allocated and monitored. Reintegration plans are reviewed regularly, enabling services to respond quickly when progress is not being made and reducing the risk of children becoming invisible to services.</p> <p>To further strengthen early identification and intervention, CME awareness and statutory responsibilities have been promoted through the Children's Services Teaching Tuesdays programme. Training has been delivered to social care practitioners and partner professionals to increase understanding of CME processes, safeguarding risks associated with children missing education, and the importance of timely referrals. This has improved practitioner confidence and reinforced shared accountability for identifying and supporting children who may be out of education.</p> <p>A broader suite of Key Performance Indicators (KPIs) has been introduced to strengthen performance monitoring. Measures include</p> |            |

| Desired outcome | Action                                                                                                 | Accountable Officer | Timescales     | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Impact RAG |
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|                 |                                                                                                        |                     |                | <p>successful reintegration within agreed timescales, attendance following reintegration, duration out of education.</p> <p>Quarterly audits of CME practice provide additional assurance that statutory duties are being fulfilled and that children receive appropriate educational support. Audit findings are reported through senior leadership governance arrangements and safeguarding partnerships, strengthening accountability and promoting continuous improvement. Through the refreshed Education &amp; Inclusion Strategy, engagement with schools has increased to strengthen challenge around children who are not accessing full-time education. This includes greater scrutiny of reduced timetables, children receiving alternative provision and the appropriateness of support arrangements in place. As a result, schools are being supported and challenged to promote earlier intervention, maintain educational engagement and secure a return to full-time education wherever possible.</p> |            |
|                 | f) Strengthen the support for children with a social worker through enhanced Virtual School engagement | Virtual School Head | September 2026 | <p>Key areas for improvement identified during the inspection were early years, attendance and previously looked after children.</p> <p>A stronger Early Years Partnership is now in place, through a Virtual School Advisory Teacher.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |            |

| Desired outcome | Action                                                 | Accountable Officer | Timescales     | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Impact RAG |
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|                 |                                                        |                     |                | <p>A new toolkit/pathway is being developed across Children's Services (requiring CSC representation) to address Barriers to Education (previously EBSNA), which has VS involvement.</p> <p>There has been attendance at Teaching Tuesdays to raise awareness of processes, issues and strategies and we will ensure this is repeated on a half-termly basis, focusing on the different areas of education e.g. SEND, Attendance, EHE, CME, Admissions and Alternative Provision.</p> <p>Previously Looked After Children (PLAC) and Kinship Care Advisor has developed different training packages to deliver in a variety of fora and rolled out. Resources to support the educational needs of PLAC have also been developed and disseminated, and advice and guidance provided to schools, adoption social workers, carers etc. regarding over 30 children. There is now also a training offer for school staff, alongside a consultancy offer where the VS advisor for PLAC and Kinship care goes out to education settings to help strengthen their practice.</p> |            |
|                 | g) Strengthen the support for children in care through | Virtual School Head | September 2026 | A fortnightly Assurance Board meets to review children and young people where there are                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |

| Desired outcome                       | Action                                                         | Accountable Officer | Timescales   | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Impact RAG |
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|                                       | enhanced Virtual School (VS) engagement                        |                     |              | <p>concerns including in relation to attendance, attainment, PEP completion or part-time timetables. This includes HoS from CSC and ensures a shared approach to addressed concerns.</p> <p>The frequency of meetings has been affected by the long-term absence of the Virtual School Headteacher but these will be back on track from August 2026.</p> <p>These meetings have had a positive impact eg 99% PEP completion as a result (summer term) with 69% good or better – representing a 10pc increase on Autumn term.</p> <p>The Virtual School is now part of the placement decision making process where their views are included on the formal sign-off (PF4).</p> <p>There is a robust training offer, communicated to schools and social workers alike. Social worker attendance is not as strong, however if there are any concerns around poorer quality PEPs the Virtual School contact the relevant HoS so this can be addressed. Virtual School will track gaps in attendance and escalate to HoS to drive a more targeted approach to training.</p> |            |
| 1.6 Wider community and professionals | a) Bi-Annual targeted awareness raising to promote recognition | BSCP supported by   | January 2026 | Discussed at Bury Safeguarding Children Partnership in October where a plan was                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |

| Desired outcome                                                                                                                               | Action                                                                                                                           | Accountable Officer         | Timescales    | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Impact RAG |
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| recognise Private Fostering arrangements which results in children who live in Private Fostering arrangements feeling safe and well supported | of Private Fostering and understanding of roles and responsibilities                                                             | Head of Family Safeguarding |               | <p>agreed in relation to wider raising awareness activity.</p> <p>Information was shared during Private Fostering Week in November 2025. BSCP website includes information about Private Fostering.</p> <p>The Head of Service has developed refreshed promotional materials which were distributed in May. Training sessions have been delivered – online multi-agency sessions via the BSCP with targeted sessions for social workers and DSLs. Two online training sessions are scheduled for September led by the BSCP with a focus on health practitioners and hospital staff.</p> <p>There are 3 children formally identified as privately fostered in Bury (July 2026), which indicates that not all privately fostered children are being identified.</p> <p>The Head of Service is part of a North West Private Fostering Development Group, to help improve practice in this area and share best practice.</p> |            |
|                                                                                                                                               | b) Provide a timely, effective and compliant response for children living in Private Fostering arrangements (evident through dip | Head of Family Safeguarding | December 2025 | In August the Head of Service refreshed our Private Fostering (PF) audit tool and reviewed the children who were living in private fostering arrangements at that point in time; the audit is now completed quarterly. Audits have                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |

| Desired outcome                                                                                                                                                                                                          | Action                                                                                                                                 | Accountable Officer                                                                                        | Timescales    | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact RAG |
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|                                                                                                                                                                                                                          | sampling/audit) ensuring that their needs are being met                                                                                |                                                                                                            |               | <p>identified that there are delays in completing Private Fostering (PF) assessments and identification of PF arrangements.</p> <p>Training within Family Safeguarding service took place in May and further training will be delivered later in the year for other services.</p>                                                                                                                                                                                                                                                                                                                                                |            |
| 1.7 Children's social care reforms transform services to children and families in Bury, ensuring they receive the right help and support at the right time within their own communities and avoid escalation of concerns | a) Develop network of Family Hubs which is integrated into the place-based neighbourhood approach and supports delivery of the reforms | Executive Director CYP & Executive Director, Health and Adult Care (and Deputy Place Lead - NHS GM (Bury)) | March 2026    | <p>Chesham Fold Best Start Family Hub opened in March, located in one of our most deprived areas. This is in addition to East Bury Family Hub, Brandlesholme Children's Centre, Whitefield Children's Centre and Radcliffe Children's Centre which will be re-branded as Best Start Family Hubs in October.</p> <p>Our first Live Well Centre is soft launching in July 2026 with an official opening on 16<sup>th</sup> August.</p> <p>Best Start Family Hub Delivery Plan has been submitted to the DfE which will be overseen by the Best Start Board, with the Family Hub sub-group leading on the operational delivery.</p> |            |
|                                                                                                                                                                                                                          | b) Develop delivery plan for implementation of the social care reforms                                                                 | Delegated Safeguarding Partners                                                                            | December 2025 | Outline delivery plan submitted June 2025; part 2 of the delivery plan was submitted 18 <sup>th</sup> December following a series of meetings and workshops with partners. Project support allocated, project plan in place and Programme Board established January 2026.                                                                                                                                                                                                                                                                                                                                                        |            |

| Desired outcome | Action                                                                                                | Accountable Officer             | Timescales | Evidence of impact/Progress                                                                                                                                                                                                                                                                                                                            | Impact RAG |
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|                 | c) Appoint a lead officer to support the development of and implementation of the social care reforms | Director of CSC & EH            | March 2026 | Following a number of delays – internal approval processes, several rounds of recruitment due to suitable candidates – we have successfully appointed an experienced Practice Lead in March 2026.                                                                                                                                                      |            |
|                 | d) Restructure services in line with reforms                                                          | Delegated Safeguarding Partners | March 2027 | As the development of the reforms plan progresses, we will need to consider how the structure of services will need to change to deliver quality services. Our HR Business Partner (as workstream lead) is a member of our Programme Board and working closely with our Practice Lead to ensure HR timelines and our implementation plans are in sync. |            |

Priority 2: Ensure purposeful and timely care planning that directs proportionate and effective interventions for children and improves their outcomes

| <b>Desired Impact</b>                                                                                                  | <b>Action</b>                                                                                      | <b>Accountable Officer</b>                              | <b>Timescales</b>           | <b>Progress</b>                                                                                                                                                                                                                                                                                                                                                                                         | <b>Impact RAG</b> |
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| 2.1 Young people benefit from robust, consistent and holistic care planning that promotes stronger and timely outcomes | a) Plans for children are SMART and capture all aspects of children's wellbeing and support needs, | Head of Corporate Parenting & Head of Safeguarding Unit | March 2026<br><br>July 2026 | The Head of Service and Team Managers carried out dip sampling including plans at the beginning of the year. This reinforced our understanding that some practitioners are doing this well and we saw good examples of care planning. The lower quality plans corresponded to a small number of practitioners, some performance plans are underway with additional training being delivered to support. |                   |

| Desired Impact                                                                                                                                                                                                                                | Action                                                                                                                                                                                                                            | Accountable Officer                                                | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                   |                                                                    |               | <p>Plans remain variable - some do it well, but time pressures can be an issue for those who would otherwise do them well. There has been gaps in reduced Team Manager capacity in this area with long term absence of managers in this area since January 2026 which is a potential factor in terms of signing off plans which do not meet our standards.</p> <p>Our audits of practice relating to children in care show 29% of plans are judged good and 71% require improvement, based on the last 3 months of audits (improvement since 20%/80% reported in previous update).</p> |            |
| 2.2 Children in our care, including asylum seeking children, have their emotional health and wellbeing needs met. Their history of likely trauma and the potential impact of this is understood by their PA and is captured in care planning. | a) Hold a practitioner learning event that supports practitioners to reflect on practice relating to unaccompanied asylum-seeking children, ensuring there is appropriate advice and guidance for both practitioners and children | Corporate Parenting Board supported by Head of Corporate Parenting | February 2026 | <p>February's Service Meeting was a thematic session focusing on the needs of UASC and included a reflection on practice and how we can ensure that guidance and advice is appropriate for our UASC.</p> <p>There is a weekly UASC group at the Hub which provides opportunity for discussion and sharing of worries, and access to services.</p> <p>In June 2025 we consulted with a group of unaccompanied asylum-seeking children to understand how we can improve their experiences in Bury.</p>                                                                                   |            |

| Desired Impact | Action                                                                                                                  | Accountable Officer                                                | Timescales                           | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Impact RAG |
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|                |                                                                                                                         |                                                                    | June 2026                            | <p>The BeeBot platform will be highly beneficial for unaccompanied asylum-seeking children as it provides seamless translation support. Some delays to this platform launch mean we are now due to go live in July 2026. While the platform is initially focused on the care leavers offer, we will further develop the UASC content and ensure user profiles capture UASC status so that we can monitor their usage to identify areas of interest. We will work with the monthly UASC group at the Hub to further develop the local offer to ensure it meets their needs.</p> <p>All UASC are discussed at Legal Gateway and includes a focus on their emotional wellbeing and any support required.</p> |            |
|                | b) Develop in-house emotional health and wellbeing service for cared for and care experienced children and young people | Head of Corporate Parenting supported by Corporate Parenting Board | <p>January 2026</p> <p>July 2026</p> | <p>Recruitment of social workers was originally planned for January however due to delays in onboarding the Clinical Psychologist, social worker recruitment was delayed to ensure co-ordinated start dates.</p> <p>The service will launch on 13th July with the Clinical Psychologist and 1 social worker in post (out to advert on the second social worker post). In addition, Pennine Care have recruited a Senior Mental Health practitioner (0.6FTE) and Assistant Psychologist (0.8FTE) who are currently being onboarded. Young people will</p>                                                                                                                                                  |            |

| Desired Impact                                                                                                                                                | Action                                                                                                                                  | Accountable Officer | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact RAG |
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|                                                                                                                                                               |                                                                                                                                         |                     | July 2026     | <p>have access to Pennine Mental Health support through the team, which includes SALT.</p> <p>There is a weekly meeting between Service Managers from Family Safeguarding, CASS &amp; Health to ensure that initial health assessments, review health assessments and SDQs are being completed in a timely way. The Director of CSC &amp; EH is going to Chair from July onwards to ensure this is prioritised appropriately.</p> <p>We know that completion of SDQs is an issue for children out of area, as other health providers are not commissioned to collate as part of the Review Health Assessment.</p> <p>A review of SDQs will be completed in July to identify themes.</p> |            |
| 2.3 Children are supported in a timely and age-appropriate way to understand their life story, family relationships and what led to them coming into our care | a) Commission training in relation to direct work skills and techniques, to be delivered to practitioners, managers, IROs and CP chairs | PSW                 | May 2026      | Research in Practice were commissioned to deliver training focused on direct work techniques and life story work in April & May 2026, with 50 practitioners from Family Safeguarding and CASS service along with the Workforce Development Team, to enable us to facilitate wider training across the department as part of our Training by Role matrix.                                                                                                                                                                                                                                                                                                                                |            |
|                                                                                                                                                               | b) Develop practice standards on expectations of what good direct work looks like,                                                      | PSW                 | November 2025 | Tools and examples of Direct Work are continually added to our Sharepoint site for staff to access. Training on the Commitments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |

| Desired Impact                                                                                                                                                          | Action                                                                                                                                                                                                                                                                            | Accountable Officer                                                     | Timescales                  | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Impact RAG |
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|                                                                                                                                                                         | supported by a range of suitable tools and exemplars of good practice                                                                                                                                                                                                             |                                                                         | July 2026                   | includes a session on direct work including as part of assessment.<br><br>A Practice Standard focused on Direct Work is going to SMT for approval in July.                                                                                                                                                                                                                                                                                                                          |            |
|                                                                                                                                                                         | c) Commission and implement a digital solution to improve the recording of life story work                                                                                                                                                                                        | CYP Improvement Manager                                                 | March 2026<br><br>June 2026 | A task and finish group was convened to consider the options, and a number of providers were considered.<br><br>An Op Dec has been approved in June 2026 confirming intention to procure Virtual Memory Box as the preferred solution. The contract is being reviewed by IG to ensure compliance and appropriately secure. (July 2026)                                                                                                                                              |            |
| 2.4 Children in Care (CiC) make improved academic progress (in line with National CLA data or better) and their school attendance improves to be consistently above 90% | a) Introduce real-time attendance monitoring for CiC via Power BI dashboards to improve overall attendance, with a particular focus on secondary school-aged children, to at least 90% in the Statutory School Age (SSA) cohort and reduce rates of persistent and severe absence | Virtual School Head Teacher supported by Head of Performance & Delivery | September 2026              | Real time attendance monitoring is in place for children who are looked after through Welfare Call. Fortnightly tracking meetings are in place within the Virtual School to monitor this attendance.<br><br>We are able to access real time data for our SSA cared for children, however, will need to re-procure this service for September 2026, and this has yet to be linked to PowerBI dashboards.<br><br>Delays due to Virtual HT absence, need to prioritise for Autumn term |            |

| Desired Impact | Action                                                                                                                                                                                                                                                                                                                                              | Accountable Officer                         | Timescales     | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Impact RAG |
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|                |                                                                                                                                                                                                                                                                                                                                                     |                                             |                | An Attendance & Inclusion adviser was recruited and commenced in post in January to provide additional capacity to focus on effective tracking of identified cohorts – including CIN and CP (who are not included in Welfare Call) - and provide direct support and intervention.                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
|                | b) Strengthen oversight of the educational progress of our looked after children through the Education Strategic Oversight Group                                                                                                                                                                                                                    | Director of Early Years, Education & Skills | September 2026 | A more robust process will be implemented in the Autumn term with a SOG focused meeting taking place through CYP XELT meetings, linked to Education & Inclusion Delivery Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |
|                | c) Reduce the number and rates of suspension within the statutory school aged cohort to be in line with the national level for children in care through attendance and support at reintegration meetings and preventative training - Trauma informed practitioner diploma, whole school and training for senior leaders, identification of and SEND | Virtual School Head Teacher                 | July 2026      | <p>We have trained over 100 school staff on the Diploma in Trauma Informed Practice and there is focused work taking place with schools where there is evidence of less inclusive practice. From the autumn term this will be more closely linked with the Education &amp; Inclusion Strategy and targeting schools.</p> <p>Virtual school advisors attend re-integration meetings after suspensions, to support the young person back into school, whether in or out of borough, offering challenge and support to prevent further suspensions.</p> <p>Our Virtual School Headteacher is in discussion with Virtual School Headteachers in other local authorities to enable joint challenge</p> |            |

| Desired Impact | Action                                                                  | Accountable Officer         | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Impact RAG |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
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|                |                                                                         |                             |            | <p>to children and young people placed out of area.</p> <p>Suspension rates are lower this academic year compared to last academic year – at the end of last academic year there were 141 suspensions/253 days lost, this year there have been 127 suspensions/205 days lost.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
|                | d) Strengthen quality of PEPs to deliver improved outcomes for children | Virtual School Head Teacher | March 2026 | <p>New PEP handbooks produced for September 2026, EYFS and school aged children’s versions complete and post-16 is scheduled for completion in August 2026 – this has been delayed due to delay in recruitment of a post-16 advisor.</p> <p>New PEP format introduced in September 2025 allows for more in-depth reporting regarding SEND, AP and Part-Time Timetables (PTTT), in addition to standardised attainment and progress criteria.</p> <p>The proportion of PEPs RAG rated green or gold is increasing each term:</p> <table><tr><td></td><td>Autumn</td><td>Spring</td><td>Summer</td></tr><tr><td>Completion</td><td>98%</td><td>99%</td><td></td></tr><tr><td>Gold</td><td>18%</td><td>30%</td><td>24%</td></tr><tr><td>Green</td><td>41%</td><td>39%</td><td>54%</td></tr><tr><td>Amber</td><td>29%</td><td>13%</td><td>17%</td></tr><tr><td>Red</td><td>4%</td><td>2%</td><td>1%</td></tr></table> |            |  | Autumn | Spring | Summer | Completion | 98% | 99% |  | Gold | 18% | 30% | 24% | Green | 41% | 39% | 54% | Amber | 29% | 13% | 17% | Red | 4% | 2% |
|                | Autumn                                                                  | Spring                      | Summer     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
| Completion     | 98%                                                                     | 99%                         |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
| Gold           | 18%                                                                     | 30%                         | 24%        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
| Green          | 41%                                                                     | 39%                         | 54%        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
| Amber          | 29%                                                                     | 13%                         | 17%        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |
| Red            | 4%                                                                      | 2%                          | 1%         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |  |        |        |        |            |     |     |  |      |     |     |     |       |     |     |     |       |     |     |     |     |    |    |

| Desired Impact                                                                                                                                                                                    | Action                                                                                                                                                                                                                                                 | Accountable Officer                                 | Timescales                           | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Impact RAG |
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|                                                                                                                                                                                                   | e) Strengthen the Quality Assurance process to ensure that targets on Personal Education Plans (PEPs) are SMART and enable progress to be made through new moderation arrangements shared with Designated Teachers and Social Workers through training | Virtual School Headteacher                          | September 2025<br><br>September 2026 | Half-termly audits are taking place, with a new moderation approach to the session to improve consistency of audit and a shared view as to what a good PEP looks like. This has been shared with Designated Teachers and Social Workers.<br><br>Plans to extend inclusion of partners to the QA process have been paused due to potential GDPR issues, these will be explored further in the Autumn term and we will explore how other LA Virtual Schools have approached this. |            |
| 2.5 Children in our care and care experienced young people have a wider range of home options available to them, that support them to maintain critical connections to their family and community | a) Increase the number of fostering households within Bury for Bury children                                                                                                                                                                           | Director of CSC & EH                                | July 2026                            | We currently have 8 foster care households in assessment (June 2026), with 3 approvals since the beginning of the year. Our current number of fostering households in Bury is 61 (mainstream) and 49 (kinship carers). We are recruiting to Step Forward carers and are being assisted by Reconnect.<br><br>The end-to-end GM Fostering Hub to be up and running by the end of September and we are fully engaged in planning.                                                  |            |
|                                                                                                                                                                                                   | b) Develop our commissioning relationships with Independent Fostering Agencies (IFAs) particularly those who deliver fostering services in Bury                                                                                                        | Director of CSC & EH supported by Head of Strategy, | July 2026                            | Recruitment into the Commissioning Team continues. In addition, the council is contracting with an external consultant to accelerate development of the commissioning team and to consider how to improve our procurement of homes for children in care.                                                                                                                                                                                                                        |            |

| Desired Impact                                                                                                                                                            | Action                                                                                                                                 | Accountable Officer                                 | Timescales   | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Impact RAG |
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|                                                                                                                                                                           |                                                                                                                                        | Assurance & Reform                                  |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
|                                                                                                                                                                           | c) Establish two Children's Homes in Bury, to include short break provision, to strengthen care planning and sufficiency               | Director of CSC & EH                                | October 2026 | Council have agreed funding and discussions are ongoing with a local provider. There is no confirmed decision.                                                                                                                                                                                                                                                                                                                                                                                  |            |
|                                                                                                                                                                           | d) Develop supporting lodgings offer to ensure there is the required range of homes to meet the needs of our children and young people | Director of CSC & EH                                | January 2026 | <p>Application submitted November 2024 but multiple delays in registration, linked to backlogs within Ofsted due to new legislation and DBS requirements. Providers are in place, but we cannot use them for young people under the age of 18 without the Ofsted registration.</p> <p>Re-submitted application January 2026 – this has been rejected April 2026 due to the form being submitted over 12 months ago, and an ask to complete their new form. This was completed in July 2026.</p> |            |
| <p>2.6 Transitional safeguarding arrangements ensure that there is seamless protection for young people as they move into adulthood</p> <p><i>See also action 3.4</i></p> | a) Work with Adult Social Care & partners to implement the GM approach to transitional safeguarding                                    | Director of CSC & EH, Director of Adult Social Care | April 2026   | We are working with Adult Social Care and partners to establish our Transitional Safeguarding approach. A Partnership meeting took place in April 2026 supported by GM CST; it was agreed that 2 areas will be tested: Joint complex safeguarding – subgroup and a task & finish group re planning to test a new approach in neighbourhoods. We attended the GM Transitional Safeguarding event on the 17 June and presented our experiment approach.                                           |            |

Priority 3: Ensure a strategic and co-ordinated approach to providing support for care leavers to improve their outcomes

| Desired Impact                                                                                                                                                                         | Action                                                                                                                                                                                                                                  | Accountable Officer                                                                                     | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Impact RAG |
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| 3.1 Young people benefit from robust, consistent and holistic pathway planning that promotes stronger and timely outcomes.                                                             | a) Ensure Personal Advisers (PAs) are driving plans, ensuring partner agencies are actively involved in developing/contributing to pathway plans for our care experienced young people to promote optimal outcomes for our young people | Corporate Parenting Board supported by Head of Corporate Parenting & Head of Safeguarding Unit          | June 2026  | <p>Following audit activity led by the HoS, an external consultant will run training sessions with PAs to improve quality of pathway plans ensuring that they are actively seeking the input from relevant professionals as part of the pathway planning process.</p> <p>Pathway plans remain variable however there is greater challenge from managers, and the new Team Manager will be coaching individuals to improve the quality of plans. There has been an independent audit in June which recognises an improvement in the quality of pathway plans compared to 12 months prior. Training with PAs is being arranged, most likely for August.</p> |            |
| 3.2 There is a good understanding of young people's health histories which enables professionals to ensure the right support is in place, and it is considered within pathway planning | a) Ensure that CYP are in receipt of their health histories at 18 years of age and that Health needs are addressed within effective planning, recognising care leavers right to decide who their information is shared with.            | Associate Director for Nursing, Quality and Safeguarding Corporate Parenting Board supported by Head of | March 2026 | <p>In touch case proforma completed by PAs following each visit has been updated to ensure there is a focused discussion around health.</p> <p>Discussions are underway as to the timing of the discussions around health histories. They are currently up to date for all young people who have turned 18 and work is ongoing to ensure that these remain timely, where RHAs fall close to their 18<sup>th</sup> birthday they are being completed at the same time.</p>                                                                                                                                                                                 |            |

| Desired Impact                                                                                                                           | Action                                                                                                                                          | Accountable Officer         | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Impact RAG |
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|                                                                                                                                          |                                                                                                                                                 | Corporate Parenting         |               | There is a need to ensure the pathway plans reference the health passport which will be incorporated in the training referenced above, and Team Managers are aware to check this as part of the approval of pathway plans.                                                                                                                                                                                                                                               |            |
| 3.3 Young people have appropriate access to health services that meet their needs                                                        | a) Review and raise awareness of pathways to access specialist mental health services for our care leavers                                      | Corporate Parenting Board   | March 2026    | <p>Operational Manager at PCFT has signposted to online training for practitioners working with young people at risk of mental health concerns, which has been shared with PAs. There is a variety of modules available, and PAs are starting with those most relevant to their roles.</p> <p>The Beebot app will support improved information around pathways. We will work with young people over summer to develop the app in response to their needs and wishes.</p> |            |
| 3.4 Risks to care experienced young people are understood and plans to safeguard and protect them are in place to reflect changing needs | a) Ensure that each care leaver has an updated safety plan that reflects their current needs to ensure risks are fully understood and addressed | Head of Corporate Parenting | November 2025 | The Safety Plan used within the looked after service is now being used within leaving care where there are increased risks – this includes consideration of frequency of visits and levels of support. Where a young person visits The Hub and there are clear risks, the staff on duty are able to update the safety plan. They are also completed as part of our Critical Case Briefing process.                                                                       |            |
|                                                                                                                                          | b) Protocol to be agreed between CASS, Next Chapter and Complex Safeguarding Teams to ensure that the needs of care experienced young people    | Head of Corporate Parenting | March 2026    | Protocol has been developed and is in place. Currently there are 9 care experienced young people receiving direct support from the Complex Safeguarding Team.                                                                                                                                                                                                                                                                                                            |            |

| Desired Impact                                                                                              | Action                                                                                                                     | Accountable Officer                                     | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Impact RAG |
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|                                                                                                             | at risk of exploitation and missing are met                                                                                |                                                         | May 2026      | <p>Weekly consultations are held by CST team for CASS and Next Chapter, to discuss concerns and understand whether further support is needed from CST.</p> <p>The CASS Service Manager and CST Team Manager are working with the teams to ensure practitioners are using the weekly consultations when concerns emerge.</p>                                                                                                                                                                                                                                                                                                                                                                |            |
| 3.5 Children and young people are well supported to access education, employment and training opportunities | a) Personal Advisers to understand themes and blockers to securing opportunities                                           | Head of Corporate Parenting supported by Head of Skills | July 2026     | <p>Our Care Leavers task &amp; finish group continues to meet monthly to consider any general issues in relation to NEET, understanding system blockers and work out a way forward. This group includes the Next Chapter team managers, Skills team, and Virtual School. Next Chapter Managers share this learning through PA supervisions and team meetings. The action has been completed but will remain RAG rated as amber until the impact of our work is felt and our EET performance indicator improves.</p> <p>EET is currently 53%. For those young people who are classed as 'NEET – Other', the main issues relate to substance misuse, mental health and family influence.</p> |            |
|                                                                                                             | b) Implementation of the EET/NEET Plan on a Page (POP) to support young people who have turned 18 up to the end of Year 13 | Virtual School Headteacher                              | December 2025 | This is now in place, and our Post-18 Lead is using it with the full cohort of young people this year. Feedback from colleges is positive and it is providing a better insight re. achievements and support needed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |

| Desired Impact | Action                                                                                                       | Accountable Officer        | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Impact RAG |
|----------------|--------------------------------------------------------------------------------------------------------------|----------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                |                                                                                                              |                            |            | <p>Training developed and delivered to Personal Advisors to run the EET POPs, established Post 16 monthly meeting, tracked. NEET figures have decreased overall for Care Leavers to 48% but the VS cohort NEET is currently 18%.</p> <p>In place, all trained, support from EET Lead.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
|                | c) Virtual School Post-16 EET Lead to support EET through direct work with, and support to, our young people | Virtual School Headteacher | July 2026  | <p>Post-16 EET Lead continues to work with our young people and provide support e.g. taking to University visits further afield, college interviews, buying specialist clothing for courses &amp; job interviews.</p> <p>We are exploring options to increase support capacity, with a view to employment commencing in September. In the meantime, the Post-16 EET Lead is receiving support from other colleagues, particularly around young people with SEND.</p> <p>Targeted work with our unaccompanied asylum seeking children, ensuring that they have access to English language courses to then enable access to further EET opportunities. In December, we also provided laptops and educational resources to support language and numeracy skills.</p> <p>Post 16 EET Lead re-evaluated to reflect needs of the cohort and duties being undertaken - now Post 16 Advisor. Approval to recruit to an additional 2 Year FT advisor to support transition to post 16 and additional opportunities to be sought. Only</p> |            |

| Desired Impact | Action                                                                                                            | Accountable Officer                                     | Timescales                 | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact RAG |
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|                |                                                                                                                   |                                                         |                            | MD in post still needs other post advertising and recruiting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
|                | d) Ensure robust tracking and oversight of our care experienced young people who are not currently engaged in EET | Head of Skills supported by Head of Corporate Parenting | September 2026             | <p>Tracker in place with structured discussion of care experienced young people taking place through EET Panels, chaired by Head of Corporate Parenting and attended by Personal Advisers to agree next steps and share opportunities.</p> <p>Since Easter 2026, weekly EET tracking meetings have been established, also chaired by the Head of Service for Corporate Parenting, providing strengthened strategic oversight and a consistent forum for reviewing EET/NEET status, barriers, and actions across both Next Chapter teams. This ensures clearer accountability, escalates risks more quickly, and maintains a shared focus on improving EET outcomes for care experienced young people.</p> <p>More robust Power BI EET/NEET reporting is now in place, providing improved clarity, consistency, and the ability to track cohort-level progress over time.</p> <p>Work continues to embed clear EET/NEET recording standards, aligned with DfE definitions and Greater Manchester practice.</p> |            |
|                | e) Working with colleges and employers to ensure a range of opportunities for our young                           | Head of Skills                                          | September 2025 – July 2026 | Systems to support improved pathways into education, employment and training for care leavers continue to strengthen.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |

| Desired Impact | Action                                               | Accountable Officer | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Impact RAG |
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|                | people and ensuring a pathway into the world of work |                     |            | <p>A Care Leaver EET Task and Finish Group meets monthly to coordinate activity across the local authority, colleges and employers, maintaining oversight of opportunities and ensuring a steady pipeline of courses, placements and employment routes for care leavers.</p> <p>There is now a more consistent programme of opportunities and short courses available to care leavers, funded through LA Grant and Inactivity Trailblazer funding. This includes a successful horticulture programme, with three young people currently participating, alongside a range of targeted employability and confidence-building courses accessible to the wider cohort.</p> <p>A recent Meet the Manager event has taken place, with positive feedback from young people. Further work will be undertaken to review the format and delivery of future events to maximise accessibility and engagement for as many care leavers as possible.</p> <p>EET outcomes have improved through a combination of a steady stream of opportunities, improved and more responsive recording, and increased oversight of NEET young people through refreshed forums and tracking arrangements. As a result, EET levels for care leavers are now in line with national averages (approximately 54–55%),</p> |            |

| Desired Impact                                                                                        | Action                                                                           | Accountable Officer                  | Timescales         | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Impact RAG |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                                                                                                       |                                                                                  |                                      |                    | representing a sustained improvement from earlier in the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |
| 3.6 Care experienced young people feel safe and live in suitable accommodation that meets their needs | a) Develop options for Bury to deliver supported accommodation services in-house | Head of Strategy, Assurance & Reform | April 2026         | <p>Tendering for Young People's Accommodation and Support Services in 3 lots:</p> <ul style="list-style-type: none"> <li>Lot 1 – 40 self-contained units of accommodation in blocks with shared communal space for 18 to 25 year olds, with 6 to 9 follow on outreach support – this commenced 2<sup>nd</sup> February and has been through mobilisation period</li> <li>Lot 2 – 20 units of Ofsted registered mixed accommodation, with 6 to 9 months follow-on outreach support for young families aged 16 to 25 years old</li> <li>Lot 3 – Ofsted registered Accommodation and Support Service – 9 units for children aged 16 to 18 years – did not have any bidders in original process however Adult colleagues helped to identify 2 sites in Prestwich with great transport links, shops and green space – building works are now in progress and properties ready to be expected in late May/early June, aligning well with completion of tender.</li> </ul> <p>We are also exploring opportunities with Barnardo's GAP housing for an additional 4 highly supported, supported accommodation homes for older children currently in residential care.</p> |            |
|                                                                                                       | b) Develop further housing options for care leavers                              | Head of Strategy,                    | Ongoing up to 2030 | As part of the council's approval of housing developments, we are ringfencing a small number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |

| Desired Impact | Action | Accountable Officer | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact RAG |
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|                |        | Assurance & Reform  |            | of properties in suitable developments for care experienced young adults – a total of 50 units by the end of 2030, across 10 separate developments spread around the borough; and 30 units by the end of 2028. Timescales on some projects have slipped slightly.<br>We are also working with a registered social housing provider to develop a wider range of available accommodation (14 units) for post-18 UASC care leavers with no final decision on immigration status. |            |

## CREATE THE CONDITIONS FOR GOOD PRACTICE

### Priority 4: Ensure effective multi-agency governance, partnership arrangements and support for children, young people and their families

| Desired Impact                                                                                                                                              | Action                                                                                                                        | Accountable Officer    | Timescales   | Progress                                                                                                                                                                                                                                                                                      | Impact RAG |
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| 4.1 Effective governance arrangements support the delivery of transformation programmes of children's services, resulting in improved outcomes for children | a) Develop Strengthening Outcomes Board to ensure a multi-agency approach to improving outcomes for children and young people | Exec Director CYP      | October 2025 | A new Strengthening Outcomes Board was established in August with the first meeting taking place in October. The Board replaces the Improvement Board and will ensure a partnership approach to support the refreshed Improvement Plan. Terms of Reference have been agreed.                  |            |
|                                                                                                                                                             | b) Review Corporate Parenting Board governance (including sub-group arrangements) to support delivery of Improvement Plan     | Executive Director CYP | October 2025 | The CPB Operational Board oversees delivery of the Corporate Parenting Plan, replacing the three task & finish groups which previously existed. Operational Board meets monthly and reports to the CPB Board, with Operational Board highlight reports shared. The Corporate Parenting Action |            |

| Desired Impact                                                                                                                     | Action                                                                                                                                                                                                                                                                                                                        | Accountable Officer                         | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                                                                                                                                    |                                                                                                                                                                                                                                                                                                                               |                                             |               | Plan has been refreshed to align with this Improvement Plan.                                                                                                                                                                                                                                                                                                                                                           |            |
|                                                                                                                                    | c) Consider the Family Safeguarding Strategic Partnership Board in relation to the reforms                                                                                                                                                                                                                                    | Executive Director CYP                      | December 2025 | The Family Safeguarding Partnership was reviewed and its remit extended to include the reforms in October 2025. A subsequent review has seen the strategic partnership oversight and accountability for implementation moved to the BSCP (June 2026). This is supported by a Families First Partnership Programme Board which meets monthly.                                                                           |            |
|                                                                                                                                    | d) Ensure effective links with Bury Safeguarding Children Partnership (BSCP) around shared priorities: understanding and improving the impact of our collective response to: <ul style="list-style-type: none"> <li>domestic abuse</li> <li>sexual abuse</li> <li>neglect</li> <li>voice and influence of children</li> </ul> | Executive Director CYP                      | July 2026     | BSCP priorities are an integral part of our Learning & Development Plan. We have consistent representation at BSCP Board and the thematic sub-groups.                                                                                                                                                                                                                                                                  |            |
| 4.2 Effective governance arrangements in place to ensure we deliver on the agreed outcomes of the Education and Inclusion Strategy | a) Establish Education Board to monitor delivery on pillars set out in the strategy                                                                                                                                                                                                                                           | Director of Early Years, Education & Skills | March 2026    | <p>Education Board will include stakeholders across health, social care and the school sector to be established. The first meeting was delayed due to local area SEND inspection followed by SEND Reforms activity but will take place in September 2026.</p> <p>An Executive Group has been established which will review the detailed highlight reports from the workstream leads, and will decide what needs to</p> |            |

| Desired Impact | Action                                                                               | Accountable Officer                         | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                  | Impact RAG |
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|                |                                                                                      |                                             |               | be presented at Board for more detailed challenge and oversight.                                                                                                                                                                                                                                                                                                                                          |            |
|                | b) Establish Education Sub-Group of the Bury Children Safeguarding Partnership Board | Director of Early Years, Education & Skills | December 2025 | <p>Key stakeholders to include Director of Education (Chair), Education sector representatives (to include school senior leaders and designated safeguarding leads), virtual school head, SEND lead, Early Years lead, Family Hub lead.</p> <p>Group has been established and had its first meeting in January 2026 (to meet termly), with strong attendance across school system and wider partners.</p> |            |

**Priority 5: Ensure a stable and effective leadership and management team that enables good social work practice to flourish**

| Desired Impact                                                                                                    | Action                                                                                                                                                       | Accountable Officer                                | Timescale    | Progress                                                                                                                                                                                                                                                                                              | Impact RAG |
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| 5.1 Team Managers are delivering regular, reflective, good quality supervision which is driving improved outcomes | a) Heads of Service and Service Managers to routinely observe supervisions to ensure management oversight is consistently ensuring progress against the plan | Director of CSC & EH supported by Heads of Service | January 2026 | Heads of Service will undertake monthly observations of their Service Managers, who will do the same of their Team Managers, with a clear focus on the impact of managers on practice. Director of CSC & EH will routinely observe Heads of Service to ensure observations of managers at all levels. |            |
|                                                                                                                   |                                                                                                                                                              |                                                    | July 2026    | Some observations have been completed by Heads of Service, a template has been developed to enable learning to be shared and understood more widely. This will be reported in via the QA forum.                                                                                                       |            |

| Desired Impact                                      | Action                                                                                                                                                        | Accountable Officer                                       | Timescale                      | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Impact RAG |
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| 5.2 Managers at all levels are driving progress for |                                                                                                                                                               |                                                           |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |
|                                                     | b) Improve recording of supervision through implementation of Magic Notes, to ensure it is reflective, captures review of plans, addresses any drift or delay | Director of CSC & EH supported by CYP Improvement Manager | October 2025<br><br>April 2026 | <p>Supervisions are now supported by Magic Notes templates following full procurement of the system. There is greater evidence of focus on plans and reflection within supervision. We need to ensure this is used consistently across all managers.</p> <p>We are keeping all Magic Notes use under review through dip sampling activity as well as through our core audit programme. In April it was agreed that HoS and Service Managers should regularly be dip sampling to review use of AI.</p> <p>From April we also amended the audit toolkit to capture the impact of the use of AI (MagicNotes) on recording and this data will be available mid-July once Power BI reports amended.</p> |            |
|                                                     | c) Commission external training with Research in Practice to deliver supervision training to managers                                                         | PSW                                                       | March 2026<br><br>July 2026    | Initial planning meeting took place with Research in Practice in January. Subsequent to this we had discussions with managers and decided to explore developing our own management training programme, which supervision would be part of. A programme has been drafted and discussed in our monthly Extended Manager Meeting (EMM) in April; following feedback this has been reviewed and is planned to be finalised at the next EMM (July 2026). We will then commission delivery through a number of external providers.                                                                                                                                                                       |            |
| 5.2 Managers at all levels are driving progress for | a) Heads of Service to ensure a detailed, granular                                                                                                            | Heads of Service                                          | April 2026                     | Heads of Service understand the strengths and areas for development for their managers, informed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |

| Desired Impact                                                                                                 | Action                                                                                                                                                                                                                          | Accountable Officer                                | Timescale                           | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Impact RAG |
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| children and can evidence their impact in the quality of practice and support offered to children and families | understanding of skills and experience of their management team and how individual managers can be supported to drive the quality of practice                                                                                   |                                                    |                                     | <p>by direct line sight of practice in overseeing decisions, panels, performance and audit. This has informed the annual Employee Reviews which were completed April to June 2026.</p> <p>This knowledge is being used to co-produce a management development programme via Extended Managers Meeting (see action below).</p>                                                                                                                                                                                                               |            |
|                                                                                                                | b) Implement a Learning & Development Plan that drives a high challenge, high support culture and holds the line on quality of practice, reduces variability and lifts the quality of practice in their areas of responsibility | Director of CSC & EH supported by Heads of Service | <p>June 2026</p> <p>August 2026</p> | <p>Annual Learning &amp; Development has been reviewed and is linked to organisational, service and partnership priorities. Mandatory training and induction by role matrix is in place.</p> <p>This will be updated following the EMM discussion referenced above, alongside a review of all completed Employee Reviews which are being completed June/July.</p> <p>The Workforce Board has been reviewed and as part of a refreshed agenda will focus on identified training needs, at an individual level but also team and service.</p> |            |
|                                                                                                                | c) Closing the loop between observation of inconsistent practice and training to be strengthened, so that where inconsistent practice is seen this will require additional learning and development                             | Director of CSC & EH supported by Heads of Service | March 2026                          | The QA framework has been reviewed and updated to reflect that, where practice is judged as either inadequate or requires improvement through audit, the practitioner and their manager will be directed back through relevant training.                                                                                                                                                                                                                                                                                                    |            |

| Desired Impact | Action                                                                                                                                                                                                                                                                        | Accountable Officer                                | Timescale     | Progress                                                                                                                                                                                                                                                                                                                                                                                                                     | Impact RAG |
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|                | opportunities being delivered to individual managers                                                                                                                                                                                                                          |                                                    | June 2026     | <p>This will be kept under review in the monthly QA Forum, and there is a QA-led Teaching Tuesday session each month to share learning.</p> <p>Each service is holding a closing the loop session each month to bring in practitioners for discussion on their audit, to ensure those reflective discussions are taking place.</p>                                                                                           |            |
|                | d) Managers to provide their oversight of practice at key panels chaired by HoS/SMs to ensure line of sight into the quality of management oversight                                                                                                                          | Director of CSC & EH supported by Heads of Service | December 2025 | <p>Panels continue to take place and ensure oversight as to quality of practice, for example Legal Gateway Panel, Challenge to Care meetings, Permanence Panel, Residential Panel, Joint Housing Panel. These are well established with improved attendance however there is more to do to ensure presentation at panel is consistently providing strong evidence of managerial oversight and driving improved practice.</p> |            |
|                | <p>e) Develop the existing weekly performance architecture around Team Managers to ensure reports provided have a stronger focus on the quality of practice, in addition to key performance indicators.</p> <p>Weekly performance meetings chaired by the Head of Service</p> | Heads of Service                                   | October 2025  | <p>Reports are completed weekly, focusing on key performance indicators. Heads of Service lead on weekly performance meetings within the service. These then feed into our senior oversight meetings including Performance &amp; QA SMT (led by Director of CSC and EH) and our DCS Performance &amp; Outcomes meeting (chaired by DCS).</p>                                                                                 |            |

Priority 6: Ensure a skilled, confident & experienced workforce

| Desired Impact                                                                                                                           | Action                                                                                             | Accountable Officer  | Timescales | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Impact RAG |
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| 6.1 Children and young people can build trusting relationships with practitioners who work collaboratively and with openness and honesty | a) Increase the proportion of permanent staff within the workforce (aim for 10% true vacancy rate) | Director of CSC & EH | July 2026  | <p>We continue to get a strong level of interest in posts in Bury.</p> <p>In June 2026 we had 19 of 22 (86.3%) of Team Managers being permanent and we are currently onboarding 2. At points in the year, we have had over 94% permanent.</p> <p>Over the past year, we have been more successful recruiting permanent social workers, and this has improved the stability of the workforce and decreased changes of social worker - currently, 65% of children open to the service for longer than 6 months have had the same social worker for 6 months or longer. We have achieved increased workforce stability over the last year, in June 2026 14.3% of posts were covered by agency workers (up from 55% 2 years ago), with a true vacancy rate (allowing for agency workers covering full-time post holders absent currently for maternity leave or long-term sickness) of 11%.</p> <p>We have struggled to recruit skilled and experienced IRO's which has impacted on their ability to retain a tight grip on practice and planning for children. IRO posts have now been through a job evaluation process and are gradings are now consistent with the Team Manager gradings which</p> |            |

| Desired Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action                                                                                                                                                                             | Accountable Officer                                | Timescales                     | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Impact RAG |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                    |                                                    |                                | will support more effective recruitment strategies and approaches going forward.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
| <p>6.2 Quality of practice with children and families is consistently of a high standard, and drives improved outcomes</p> <p>This will ensure trusting relationships between children/young people and practitioners, impact chronologies consistently in place which inform timely and holistic assessments, outcomes focused plans, impactful management supervision &amp; oversight and a clear voice of children and young people which is heard and influences plans.</p> | a) Review our delivery approach to the Bury Commitments and the impact this is having on the quality of practice, including the quality of plans and contingency planning          | PSW supported by Heads of Service                  | December 2025<br><br>July 2026 | <p>We have had a targeted approach in our delivery to areas of service where we have identified issues, including through performance and audit. This includes specialist training, reflective learning sessions and team reflective discussions.</p> <p>Following discussion at Workforce Board It has been agreed to change delivery to focus on a child's journey/case study, with clearer alignment to systems to improve recording of practice. Refreshed training materials will be reviewed by SMT before re-launch, and will need to consider the Families First Partnership Programme.</p> <p>Audits are showing improving practice to RI/Good judgements.</p> |            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | b) Review practice guidance – including planning - to ensure guidance reflects our learning from audit and external scrutiny and is explicit in relation to key areas of practice. | Director of CSC & EH                               | May 2026                       | Review of all practice standards is ongoing and will be completed by the end of August 2026. This is taking longer than expected as we are needing to ensure any updates reflect the FFPP expectations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | c) Closing the loop between observation of inconsistent practice and training to be strengthened, so that where inconsistent practice is seen                                      | Director of CSC & EH supported by Heads of Service | March 2026                     | The QA framework has been reviewed and updated to reflect that, where practice is judged as either inadequate or requires improvement through audit, the practitioner and their manager will be directed back through relevant training.                                                                                                                                                                                                                                                                                                                                                                                                                                |            |

| Desired Impact                                                                                                                                   | Action                                                                                                                       | Accountable Officer                                | Timescales                         | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                                                                                                                                                  | this will require additional learning and development opportunities being delivered to individual practitioners              |                                                    |                                    | <p>This will be kept under review in the monthly QA Forum, and there is a QA-led Teaching Tuesday session each month to share learning.</p> <p>Each service is holding a closing the loop session each month to bring in practitioners for discussion on their audit, to ensure those reflective discussions are taking place.</p>                                                                                                                     |            |
| 6.3 Bury practitioners and managers have a clear induction pathway to support them in delivering high-quality services for children and families | a) Implement a Social Work Academy approach around our learning & development                                                | Director of CSC & EH supported by PSW              | <p>April 2026</p> <p>July 2026</p> | Content has been pulled together by our Workforce Development Team, and we have explored how other local authorities have approached this. We are keen to harness the functionality of our BeebotAI platform to host this, we have scoped out our requirements with the provider and are awaiting a formal quotation for decision.                                                                                                                     |            |
|                                                                                                                                                  | b) Increase our scrutiny of compliance with training as set out within the mandatory Training by Role Matrix                 | Director of CSC & EH supported by Heads of Service | December 2025                      | <p>We now utilise EventBrite to allow practitioners to book onto training. This also allows WFD team to track attendance clearly, which informs discussion at SMT monthly.</p> <p>We also share information on upcoming training (including BSCP) through Teaching Tuesdays and weekly email reminders to ensure managers are able to ensure attendance. It is also reviewed at Workforce Board. However, attendance at training remains an issue.</p> |            |
|                                                                                                                                                  | c) All new to Bury practitioners will have their work sampled after their first month in Bury, so we can ensure a consistent | Director of CSC & EH supported by                  | May 2026                           | This will be incorporated into our induction checklists at the one-month review point.                                                                                                                                                                                                                                                                                                                                                                 |            |

| Desired Impact                                                                                      | Action                                                                                                                                                      | Accountable Officer                                | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact RAG |
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|                                                                                                     | strengths-based approach to all of our work                                                                                                                 | Heads of Service                                   |               | In the interim, this will be reviewed at the monthly QA forum to agree who will dip sample each new member practitioner.                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| 6.4 Evidence-based approaches to practice are strengthened through use of motivational interviewing | a) Ensure all practitioners and managers are trained in motivational interviewing, as a cornerstone of our Family Safeguarding model                        | PSW & WFD team                                     | February 2026 | In December and January, 5 bespoke MI training sessions took place targeting the Family Safeguarding service, on a team-based approach to training. This worked well and was replicated from January to March with a specific focus on FS and CwD service. All teams will be covered regardless of whether they have completed MI training previously. MI is now within the Training by Role matrix, offered quarterly.<br><br>This will be rolled out more widely to support the Families First Partnership Programme implementation. |            |
|                                                                                                     | b) Dedicated training for Managers and Heads of Service to ensure that they are modelling motivational interviewing in every conversation and every meeting | Director of CSC & EH supported by Heads of Service | December 2025 | Training delivered to all managers in a dedicated EMM session in November 2025.<br><br>Action is complete, more to do to monitor impact.                                                                                                                                                                                                                                                                                                                                                                                               |            |
|                                                                                                     | c) Seek evidence of impact of motivational interviewing key principles through QA and feedback from our children and families                               | PSW                                                | June 2026     | Audit toolkit amended in October 2025 to better capture evidence of MI within the children's records and further amended Spring 2026.<br><br>19% of audits in the last 3 months show clear evidence of use of MI. Feedback from staff is that                                                                                                                                                                                                                                                                                          |            |

| Desired Impact | Action | Accountable Officer | Timescales | Progress                                                                                              | Impact RAG |
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|                |        |                     |            | this is a recording issue; there is more work to do to understand how this is and should be recorded. |            |

**Priority 7: Ensure effective Performance Management, Quality Assurance and Management Information Systems that support good social work practice**

| Desired Impact                                                                                                    | Action                                                                                                                                         | Accountable Officer               | Timescales    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Impact RAG |
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| 7.1 IROs & CP Chairs are driving improved outcomes for children through timely care and child protection planning | a) Review the impact of the CP/IRO escalation protocol through weekly reporting mechanisms linked to escalations, timescales & practice themes | PSW supported by Heads of Service | December 2025 | <p>Escalation protocol is embedded in IRO/CP Chair practice.</p> <p>Weekly escalation reports are reviewed with Heads of Service, giving clear line-of-sight to themes, timeliness and outcomes for children.</p> <p>Outcomes of escalations are tracked and fed back into weekly performance clinics so IROs/CP Chairs can evidence challenge and resolution. Themes are escalated through Performance &amp; QA meetings to drive service-wide improvement.</p> |            |
|                                                                                                                   | b) Complete self-evaluation for IROs and CP Chairs to support understanding of future development plans                                        | Director of CSC & EH              | November 2025 | <p>Self-evaluation completed with all permanent IROs and CP Chairs (Oct).</p> <p>Impact so far:</p> <ul style="list-style-type: none"> <li>Identified development priorities and strengthened consistency in challenge and decision-making.</li> <li>Feedback directly shaped the service L&amp;D plan (e.g., legal learning sessions now in place).</li> </ul>                                                                                                  |            |

| Desired Impact | Action                                                                                                                                                     | Accountable Officer                    | Timescales                 | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Impact RAG |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                |                                                                                                                                                            |                                        |                            | Next step is to revisit the self-evaluation at agreed intervals to evidence impact on timeliness, quality of plans and escalation themes.                                                                                                                                                                                                                                                                                                                                                                                                                           |            |
|                | c) Deliver learning, development and mentoring to IROs to strengthen their understanding of their roles and responsibilities in line with the IRO handbook | Director of CSC & EH supported by SLIP | October 2025 to March 2026 | <p>Warrington support under SLIP was delivered in March and focused on strengthening IRO impact, IRO understanding of role within the organisation and importance of scrutiny and challenge.</p> <p>Measure of impact will be improved quality of IRO challenge, reduced drift, and better timeliness of key decisions (tracked via audit/escalation themes).</p> <p>Warrington delivered safe uncertainty and defensible decision making training in July as the final element of the SLIP support plan.</p>                                                       |            |
|                | d) Deliver learning, development and mentoring to CP Chairs following observations of practice                                                             | Director of CSC & EH supported by SLIP | October 2025 to March 2026 | <p>Warrington carried out observations of CP conferences in March, alongside some dip sampling of records. A Team Manager is now in post who will take the learning forward into development of the CP Chairs.</p> <p>Measure of impact will be improved conference quality, clearer actions for partners, and better timeliness/quality of minutes and plans (tracked via QA and performance reporting).</p> <p>Warrington delivered safe uncertainty and defensible decision making training delivered in July as the final element of the SLIP support plan.</p> |            |

| Desired Impact                                                                                                                                                             | Action                                                                                                                                                  | Accountable Officer                    | Timescales                    | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Impact RAG |
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|                                                                                                                                                                            | e) Review performance management arrangements to support continuous development and improvement eg mid-point reviews, timeliness of minute distribution | PSW                                    | November 2025                 | <p>Performance management arrangements for IROs/CP Chairs are being strengthened to support continuous improvement.</p> <p>Reports track mid-point reviews and support timely follow-up where drift is identified.</p> <p>Weekly tracker meetings monitor CLA reviews and CP conferences, with a specific focus on timely minute distribution and resolving any delays.</p> <p>This has resulted in improved oversight and timeliness, enabling IROs/CP Chairs to evidence how their challenge is driving progress for children.</p> |            |
| 7.2 Management of allegations are consistently managed by the LADO, working to agreed processes to ensure consistency in approach and supporting effective decision making | a) Strengthen quality assurance mechanisms in relation to practice and performance of the LADO, including observations and quarterly reports            | Director CSC & EH                      | March 2026                    | <p>We have recruited a new full-time permanent LADO (to work alongside the existing LADO), to strengthen focus on the application and consistency of LADO threshold and practice.</p> <p>The Head of Service has observed a number of meetings in December/January and is setting up a more formal schedule to ensure these are routinely observed. Dip sampling will also be completed on a monthly basis.</p>                                                                                                                      |            |
|                                                                                                                                                                            | b) Implement the new LADO workspace in LCS to ensure clear rationale is evident                                                                         | DDaT Business Partner supported by CYP | January 2026<br><br>July 2026 | A custom designed LADO workflow has been developed, implementation was slightly delayed due to unexpected issues arising from server migrations but went live at the end of June 2026.                                                                                                                                                                                                                                                                                                                                               |            |

| Desired Impact                                                                 | Action                                                                                                                                                                                                | Accountable Officer                                        | Timescales                                          | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact RAG |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|                                                                                |                                                                                                                                                                                                       | Improvement Manager                                        | August 2026                                         | Some further amendments have been identified, these will be reviewed by SMT in July.<br><br>Dip sampling planned for July/August.                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |
| 7.3 MI Systems support social workers in delivering high quality interventions | a) Implement MagicNotes and explore other innovative opportunities to ensure managers (including IROs & CP Chairs) have the right tools for the job, enabling the conditions for effective management | Heads of Service supported by PSW & WFD                    | Magic Notes – November 2025 to March 2026 (ongoing) | MagicNotes procurement completed in October and implementation plan is moving at pace, with delivery of additional templates so far including strategy meetings, visits, CLA review meetings, core groups, CIN meetings and fostering panel. We are on with development of ICPC/RCPC templates and Family Safeguarding Group Supervision. All new templates are monitored through targeted dip sampling and this will be supported through additional HoS/Service Manager sampling.                                                                                           |            |
|                                                                                | b) Ensure LCS supports good quality practice through delivery of the CYP LCS Development Plan                                                                                                         | DDaT Business Partner supported by CYP Improvement Manager | September 2025 to March 2026                        | Our LCS Development Plan has been refreshed in line with current development priorities however progress was initially slower than anticipated due to challenges around resourcing. Additional capacity was secured in November 2025 and meetings with all Heads of Service took place to gather priorities for development. The plan has been reviewed and prioritised by the Director of CSC & EH to provide a clear plan and this will be monitored through SMT every month, to ensure all are sighted on progress and decisions around changes are not made in isolation. |            |
|                                                                                | c) Migrate performance reporting to Power BI to ensure that managers can drill down into                                                                                                              | Head of Performance & Delivery supported by                | January 2026                                        | While there has been some development in recent months, progress has been impeded due to a lack of dedicated capacity to drive this forward.                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |

| Desired Impact | Action                                                                                                                                                                                                                                 | Accountable Officer                  | Timescales             | Progress                                                                                                                                                                                                                                                                                                  | Impact RAG |
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|                | service and team data on a self-serve basis.                                                                                                                                                                                           | Head of Strategy, Assurance & Reform | June 2026              | We are exploring the external expertise that is available to move this forward – the scale of the task is growing in light of the requirements around quarterly reporting in relation to both FFP and the SEND reforms. Candidates are being reviewed and an Op Dec will be drafted for approval in July. |            |
|                | Note related digital improvement actions elsewhere in plan: <ul style="list-style-type: none"> <li>• EHE (action 1.4)</li> <li>• CME (action 1.5)</li> <li>• Educational progress (action 2.4)</li> <li>• LADO (action 7.2)</li> </ul> | See individual actions               | See individual actions |                                                                                                                                                                                                                                                                                                           |            |