

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

Desired outcome	Action	Original timescale	Revised timescale	Accountable Officer	Milestones			KPIs
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 the need for repeat contacts	a) Development sessions with MASSH Managers and partners to consider family history and the experiences of children consistently when making decisions	Nov-25		MASSH Strategic Partnership Board	Oct-25	Learning sessions to take place	Complete	
	b) Ensure MASSH Strategic & Operational Boards drive forward effective partnership working within the MASSH that improves our response to children and families	Jul-25		MASSH Strategic Partnership Board			On track	
	c) Quarterly thematic audit to review impact and to be considered as part of multi-agency audit cycle	Jul-25		MASSH Strategic Partnership Board	Quarterly	Quarterly audits	Complete	
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	Jan-26		BSCP & MASSH Strategic Partnership Board		Regular meetings of the Neglect Sub-Group	In progress	
	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	Jan-26		BSCP supported by PSW		Update GCP template on system to GCP2		
					Jul-26	Create GCP2 awareness video for partners		
	c) Deliver neglect training as a core part of induction for social workers and other relevant practitioners	Nov-25		PSW - or BSCP?	Quarterly	Quarterly training	On track	239 staff mandated to attend, 64% (153) attended as of July 2026
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	Oct-25		Head of Family Safeguarding	Oct-25	Introduce Challenge to Care meetings	Complete	
					Nov-25	Introduction of senior management oversight points: Service Manager review CPP at 8.5 months & 14 months, HoS CPP over 18 months	Complete	
	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	Mar-26		Head of Family Safeguarding	Mar-26	Weekly meetings	Complete	
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	Apr-26		Head of Early Help & Head of Family Safeguarding	Apr-26	Regular training	On track	Quality of plans through audit
1.5 All children are supported to access their educational entitlement in line with the 5 pillars of the Education and Inclusion Strategy:	a) Launch Education & Inclusion Strategy to ensure a shared understanding and vision with schools and clarity of expectation in relation to inclusion and safeguarding	Nov-25		Director of Early Years, Education & Skills	Nov-25	Launch Strategy	Complete	
					Sep-26	Establish Exec Group	Complete	
					Sep-26	First meeting	On track	
	b) Launch the refreshed Graduated Approach and Communities of Practice to ensure greater collaboration and opportunities for shared learning and build capacity	Nov-25		Head of SEND	Sep-25	Launch event	Complete	
					Mar-27	Expansion into EAH	On track	SEND Reforms Plan
	c) Develop Education Systems (e.g. Eyes/Power BI) to remove manual processes and provide real time attendance and exclusions data	Mar-26	Oct-26	Director of Early Years, Education & Skills	Sep-26	Review and link datasets	Delayed	

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	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	Dec-25	Jul-26	School Attendance Exclusions Community Education Manager	Dec-25	Review EHE Protocol	Complete	
					Half-termly	Half-termly audits of EHE casework	In progress	QA report?
						Training to CSC practitioners	Complete	
	e) Ensure robust procedures in place to return CYP to full-time education with a focus on more vulnerable cohorts	Feb-26	Jul-26	School Attendance Exclusions Community Education Manager & Virtual		Review CME Protocol	Complete	
						Embed CME Panels	Complete	
						Introduction of broader suit of KPIs	Complete	
					Quarterly	Quarterly audits of CME practice	In progress	QA report?
	f) Strengthen the support for children with a social worker through enhanced Virtual School engagement	Jul-26		Virtual School Head		Introduce Virtual School Advisory Teacher (Early Years)	Complete	
						Develop toolkit/pathway to address Barriers to Education		
	g) Strengthen the support for children in care through enhanced Virtual School (VS) engagement	Jul-26		Virtual School Head		Fortnightly Assurance Board, including HoS from CSC	Delayed	Affected by absence of Virtual School HT; back on track from Aug 2026
						Include Virtual School in the placement sign-off process (PF4)	Complete	
1.6 Wider community and professionals recognise Private Fostering arrangements which results in children who live in Private Fostering arrangements feeling safe and well supported	a) Bi-Annual targeted awareness raising to promote recognition of Private Fostering and understanding of roles and responsibilities	Jan-26		BSCP supported by Head of Family Safeguarding	Oct-25	Agree plan with BSCP	Complete	3 as of July 2026
					Nov-25	Private Fostering Week	Complete	
					May-26	Refresh promotional materials	Complete	
	b) Provide a timely, effective and compliant response for children living in Private Fostering arrangements (evident through dip sampling/audit) ensuring that their needs are being met	Dec-25		Head of Family Safeguarding	Aug-25	Reeview Private Fostering audit tool	Complete	
					Quarterly	Quarterly audits	On track	
					May-26	Training to CSC practitioners within Family Safeguarding	Complete	
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	Mar-26		Executive Director CYP & Executive Director, Health and Adult Care (and Deputy Place Lead -	Mar-26	Chesham Fold Best Start Family Hub opening	Complete	
					Oct-26	Re-brand Children's Centres to Best Start Family Hubs	On track	
					Aug-26	Opening of our first Live Well Centre	Complete	
					Jun-26	Submit Best Start Family Hub Delivery Plan	Complete	
	b) Develop delivery plan for implementation of the social care reforms	Dec-25		Delegated Safeguarding Partners	Dec-25	Submit delivery plan to DfE	Complete	
	c) Appoint a lead officer to support the development of and implementation of the social care reforms	Nov-25	Mar-26	Director of CSC & EH	Mar-26	Appoint a lead officer (Practice Lead) to support the delivery of the reforms plan	Complete	
	d) Restructure services in line with reforms	Dec-26	Mar-27	Delegated Safeguarding Partners	Mar-27	See FFP Implementation Plan	In progress	

Action added after submission