OFSTED IMPROVEMENT PLAN

Improvement Number	Theme	Improvement	Actions Required - to include milestones	Evidence	Overall improvement outcome completion date	RAG	Lead	PI / AfI	Progress	Evidence	Specific task completion date	RAG
A1	**Improving Practice**	Review the number of cases held by all staff, including newly qualified staff, to ensure that caseloads are manageable and that staff have sufficient time to plan and action their work. Ensure that there is a sufficient number of suitably experienced and qualified staff to deal effectively with current demand.	1. Review the current recording and monitoring arrangements of caseloads for effectiveness				Karen Dolton					
			2. Task and finish Group to develop staff caseload reduction - Strategy - Plan			G			Membership identified. First meeting early November		4 .01.15	G
			3. Referral analysis work. Reasons for high referrals. Partners understanding an application of thresholds. Impact of existing earlier interventions and identification of gaps in interventions			G			Referral work partially completed to inform early help developments and address gaps in services.. Multi agency " deep dive" planned.			G
			4. Analyse alongside workforce data			G			Work completed on workforce data and being used to inform new social work model. Business case to increase capacity of team managers being developed			G
			5. Analysis of impact of reduced caseloads on universal services and outcomes for children Improved support, increased capacity and development of the skills and behaviours of staff			G			Work will be linked to task and finish groups			G

			support children safely and appropriately moving out of LAC			G				G
A2	**Improving Practice**	Ensure robust management oversight on the single assessment process, at both first tier and senior management level, to ensure that children and families are seen and risks evaluated in a timescale to meet need. Ensure timeliness in completing assessments by reviewing at set points to ensure that children are seen promptly, and that all work is recorded to an appropriate standard.	1. Implement new process for improved management oversight			G	Karen Dolton	Performance clinics being set up . Terms of Reference being agreed by 24.10.14 . Performance meetings booked until end of Dec 14 .Business cases being developed to propose additional investment in team managers, performance and case management. Weekly reporting in placeplace	24.12.14	G
			2. Dataset of performance targets with clear and realistic targets and timescales					Data set establsihed	31.10.14	G
			3. Data to include -If child seen and when -Anaylsis of quality work - Actions Required			G		spreadsheets set up in each locality to collect information on children seen within 7 days . Assessments out of timescales and raesons.To be linked to performance clinics.	31.10.14	G
			4. Identify support and development for managers			G		A spec has been written for seeking proposals from organisations who can work alongside the leadership team to carry out an in depth diagnostic of need and design and co-deliver a comprehensive programme to managers - to improvemanagement oversight and grip of social work practice, including compliance, at all levels - individual accountability, responsibility and appropriate escalation	to procurement by 24.10.14	G

2

Ref	Theme	Objective	Actions			Lead		Notes		
								- mitigation, management and reporting of risk - Understanding how to use data, systems, processes and intelligence to inform management practice - Performance management of individuals and teams - Setting the tone for the service - making the case - presenting issues with clarity and responsibility supported by evidence and analysis - effective partnership working		
A3	**Improving Practice**	Ensure that the allocated social worker attends case conferences, looked after children (LAC) reviews and other relevant meetings and provides a report that allows parents and carers and young people sufficient time to see, understand and comment on the report.	1. Review and revise • Procedures • Practice Guidance • Standards • Training 2. Deliver a comprehensive communications and training programme 3. Attendance and report data included in the performance management and QA framework 4. Develop a set of quality indicators			Karen Dolton				
A4	**Improving Practice**	Ensure that case records are up to date and accurately reflect decisions made and the reasons for those decisions.	1. Review and revise • Procedures • Practice Guidance • Standards • Training 2. Deliver a comprehensive communications, support and training			Karen Dolton		work with SIU to develop consistent reporting activity to give information to locality managers about performance		

			programme									
			3. Dataset of performance targets with clear and realistic targets and timescales									
			4. Monitor impact via the quality assurance programme									
			5. IRO/ Conference Chair to routinely record data									
A5	**Improving Services & Support for Looked after children**	Ensure that return interviews for children who go missing from care are conducted by an independent person in accordance with statutory guidance.	1. Commission Services to meet the statutory requirements of children and young people who go missing from home and care.(independent return interviews)	Service in place. All CYP MFH/C offered interview.Relevant data anlaysed and acted on to reduce risk - individual CYP and city wide themes and trends to improve strategic response	31.03.15	G	June Ackers		Service for MFH in place from 03.11.14. Need agreement with GMP on referral pathways		03.11.14	G
			2. Dataset of performance targets with clear and realistic targets and timescales	Set of KPI's - targets met		G			To be agreed w/c 03.11		07.11.14	G
			3. Dedicated Social Worker for children missing from care and home	Improved communication and partnership working to reduce risks to individual CYP and improved strategic response	31.12.14	G			Funding agreed. Recruitment pending		31.12.14	G
			4. With GMP commission. an independent multi agency review of CSE arrangements including links with missing from home and care and consultation / report back to MSCB	implement and evaluate impact of recommendations. MSCB to QA	30.06.15	G		PI	Sheila Taylor leading independent review of CSE. Report January 2015		31.01.15	G

			5. Return interviews to be held for all children who are missing from home or care	As 1	31.03.15	G		Arrangements in place but not fully embedded. Issues re data. Evaluation of services for MFH to inform future commission			G
A6	Improving Performance information and quality assurance	Strengthen the quality assurance process for reports to the adoption panel and the role of the adoption panel in quality assurance.	1. Analysis of the weaknesses in the current arrangements			G		Meeting with adoption panel.Request for key quality issues to inform a communication to staff. Criteria for feedback forms to be developed.		20.10.14	G
			2. Establish and implement a robust QA process within Children and Families for reports submitted to the adoption panel			G		Agreed process with Panel Chair. Joint communication from Karen Dolton and Russell Pilling			G
			3. Establish and implement a robust process that clearly articulates the role of adoption panel in the quality assurance of reports. The process will maintain the independence of panel and ensures full compliance with panels QA responsibilities			G	Russell Pilling	Agreement of pathway for issues/learning to be raised with Head of Safeguarding QA to be put in place w/b 20.10.14 Log of issues/learning to be maintained by Head of Safeguarding QA in order to track impact. ADM and panel adviser will also track individual case feedback provided by the Adoption panel to social workers, to start w/b 20.10.14.. The fostering and adoption steering group will aslo be an important forum to track QA issues and the responses we have received to issues raised. This will meet bi monthly, track progress and inform the performance reprot to PIB Issues/learning log and impact to be reported to PIB on a quarterly			G

						G		basis. First report to be completed November 2014		G
			4. Evaluation of impact on quality of reports and impact on delay			G		PIB on quaterly basis . First report Nov 14	Nov-14	G
B1	**Improving Practice**	Promote the importance of stable relationships for children and young people with their social workers	1. Provide a set of tools for social workers to use to help build up relationships with children and young people.			G	Karen Dolton	work progressing in developing social work model. Benchmarking and CBA to be completed	30.10.14	G
			2. PM and QA framework to include data on changes of social worker including escalation triggers							
			3. Improve workforce stability – acceleration of workforce strategy							
			4. Reduce caseloads and stabilise workforce to improve continuity of Social Worker for Children and Young People and increase amount of quality time between Children and their Social Worker							
			5. Placement opportunities for trainees in the scaled up CiN service							
			6. Evaluation of overall effectiveness of the impact of the workforce strategy to include review of learning from Grow your own strategy and collaboration with frontline							

B2	**Improving Practice**	Ensure that the quality of assessment and report writing and an understanding of the importance of accurate and timely recording is understood across the workforce, to ensure that decision making is based on all available information	1. Review and revise • Procedures • Practice Guidance • Standards • Training				Karen Dolton					
			2. Deliver a comprehensive communications, support and training programme									
			3. Dataset of performance targets with clear and realistic targets and timescales									
			4. Monitor impact via the quality assurance programme									
B3	**Improving Services & Support for Looked after children**	Prioritise the planning for young people needing transition planning to adult services, including children with complex needs, to ensure that it is carried out in a timescale that meets the needs of the young people and their carers	1. Accelerate the existing project on transition planning				Karen Dolton					
			2. Ensure the project incorporates the findings from the inspection									
			3. The outputs from the project include robust arrangements for • referral pathways • timeliness • Assessment of need • Effective working between children's and adults services • planning									
			4. Dataset of performance targets with clear and realistic targets and timescales									
			5. Monitor impact via the quality assurance programme									
B4	**Improving Services & Support for Looked after**	Make clear the expectations for all looked after children in	1. Commission Electronic PEP system to support improved quality and			G	Karen Dolton		E-PEP tender completed and contract signed 23rd May 2014.	Signed Contract and tender documents	23.05.14	G

children	respect of attainment, particularly at secondary level, in order to close the gap between their performance and that of all children locally and nationally, ensuring that all looked after children have up to date and high quality personal education plans (PEPs)	timeliness of PEPs for all school aged LAC.			G				
		2. Run E-PEP pilot during Autumn Term 2014.			G		Multi-agency PEP and E-PEP training delivered to schools, IROs and a few social workers 18th & 20th July. 19 Pilot schools identifed (9 Manchester, 10 Stockport). E-PEP set up for each LAC attending these schools. E-PEP briefings to schools and SWs 18th & 24th Sept. Schools and SWs beginning to use E-PEP system to complete PEPs as Autumn Term meetings are due. Continuing to review process. KEY AREAS: 1.Critical to success of E-PEP - To ensure all key data for each child is kept up to date by all practitioners on Micare and the one system in order to support the E-PEP system including (SCHOOL PLACEMENT, LAC STATUS, CURRENT SW, CURRENT TEAM MANAGER, IRO, LEAVING CAREWORKER) 2. To ensure all pilot schools and SWs are using E-PEP to complete PEPs for children in these schools. PEP 2 due in April. Development of ull roll out of E-PEPimplementation plan for all LAC to be informed by learning from Pilot. PEPs being quality assured by LAC education Team.	PEPs set up for children in pilot schools. PEPs in process of being completed.	PEP 2 of school year due April 2014. Pilot to run until January 15	G

3. Develop and implement new process for distribution of Pupil Premium for LAC linked raising their educational attainment and closing the gap with all pupils. School's plans for use and impact of pupil premium to be monitored through PEP QA by 4. LAC Ed Team. PP released on receipt of high quality PEP		G	New process agreed and placed on MCC website May 2014. Process sent to Manchester schools via circular letter 02.06.14. Sent to social work managers and Team leaders 02.06.14 from LAC Education Team. LAC Education team is now quality assuring PEPs as they are received. Majority of PEPs received have not been automatically approved with comments being returned to schools about missing information etc. Schools are amending and returning improved PEPs. QA findings so far being shared at network meetings with schools WB 20.10.14. Prompts for "What to include in a good PEP" have been collated and being shared with schools at these networks. Also to be sent to SWs, Team Managers,IROs and OOA Designated Teachers. IRO team meeting 07.10.14 discussed PEPs and effective use of PP. Currently exploring more capacity to support QA process. Importance of PEPs and PP Process also raised with Primary Heads October 2014, LAC education networks Sept 2014 and will be covered in Chairs of Governors' meetings November	Process document available on MCC Website. Circular letter.	Process finalised May 2014. PEP QA ongoing.	G

							G		2014.			G

B5	**Improving Services & Support for Looked after children**	Ensure a focus on ensuring that care leavers have sufficient opportunities to gain employment, education and training	1. Review the leaving care service									
			2. Re commission with specific emphasis on the ability, backed up by strong evidence, of delivering successful EET.									
			3. Refocus LA Connexions contract to increase the level of support to the care leavers service so they can more effectively support young people into EET.									
			4. Continue to progress work with employers to secure wide ranging work experience and apprenticeships for LAC and care leavers.									
			5. Virtual School Head for LAC to be invited to join the Youth Contract Steering Group to ensure all providers prioritise LAC and Care Leavers for EET opportunities and liaise effectively with schools especially re KS4.			G		Youth Contract meeting (now known as Manchester Youth EET Steering Group) on 13th October 2014. Outcome of Ofsted Inspection main item. MCC substantive member of group.		13.10.14	G
			6. Ensure through the CEIAG network that all school and college CEIAG leads are working with the Designated Teachers for LAC within their school/college to support positive transition between			G		Joint working between Designated Teachers and CIAG Leads at Vulnerable Children's Network raised meeting week beginning 20.10.14 and at first post 16 meeting 20.10.14			G

			KS4-5 and then into higher education, employment or training			G				G
B6	**Improving Services & Support for Looked after children**	Ensure learning and change as a result of children's feedback and complaints.	1. Include learning from childrens feedback and complaints in the new children and youth participation strategy			A		LAC Children and Young Peoples particpation strategy to be included in the overall LAC strategy	31.11.14	A
			2. Include in the new children and youth participation plan with suite of PI's			A		LAC Children and Young Peoples particpation strategy to be included in the overall LAC strategy	31.11.14	A
			3. System to collate and analyse feedback and identify learning and changes needed			G		LAC central inbox to be set up to include feedback from key sources such as " have your say " booklets; Children and young people views from visits, reviews, paperwork; Children and young peoples complaints supported by childrens rights officers.	Completed 31.10.14	G
			4. Implement and monitor			G		LAC central inbox to be set up to include feedback from key sources such as " have your say " booklets; Children and young people views from visits, reviews, paperwork; Children and young peoples complaints supported by childrens rights officers.	Completed31.10.14	G
			5. Evaluate impact			A		Central inbox set up and protocol designed		G
			6. Quarterly reports to Corporate parenting panel, C2CC, YPCOS, MSCB			A		Central inbox set up and protocol designed		G

B7	Improving partnership and Early Help	The local authority and its partners need to ensure that early help is targeted and coordinated effectively, so that families receive support when need is first identified and the number of referrals to children's social care is reduced as a result.	1. Strengthen the role of the Children's Board in providing the appropriate level of governance and strategic oversight to improve the implementation of Early Help Strategy			A	John Edwards	It has been agreed that the Childrens Board will become the Early Help Board and provide governance to the SRF partnerships. A monitoring framework is under development.		01/10/2014	G
			2. Review the role of SRF Children's Partnerships in developing the accountability of Early Help at a neighbourhood level			G	John Edwards	Terms of reference reviewed and discussed with partnership chairs. Agrrement to develop performance targets for each SRF. Revised terms of reference with performance targets completed and circulated 28/10/14	Revised terms of reference	28/10/2014	G
			3. Review the role of the Early Help Implementation Group to ensure it can effectively drive change across universal and targeted services			G	John Edwards	EHIG to adopt task and finish approach.	This has been agreed and task and finish groups set up.	17.10.14	G
			4. Develop a robust quality assurance system to ensure adherence to statutory requirements of MSCB			A	John Edwards	The Quality assurance will be developed through the leadership and governance workstream. Workstream lead identified and plan in place.		31.12.14	A
			5. Review and improve current system for administering MCAFs			A	John Edwards	Workstream lead identified for Early Help Project. Initial discussions based on recommendations of Internal Audit report. Currently recruiting partners to a Stakeholder group and developing terms of reference. Need to identify ICT system to support and this will require a seperate workstream once we have outlined the	Internal Audit Report.	31.03.15	A

						business requirements.		A
	6. Review and rebrand MCAF into an effective Early Help Assessment tool			A		Part of 5.		31.03.15	A
	7. Build on existing MCAF training to develop a suite of multi –agency Early Help training. This should be linked to the review of MSCB multi agency training.			G	John Edwards	Meeting has taken place with HROD and a plan is in place, current training has been reviewed and revised. Improved training to be delivered on the 19/11/2014.	Revised training programme and package agreed	30/10/2014	A
	8. Continue to develop content of FSD to meet needs of Early Help. Following upgrade, promote and relaunch FSD as the key tool to support the whole family approach to early intervention and prevention.			A	John Edwards	Approval given to upgrade to All Services Hub to support Early Help for adults as well as families. Strategy developed to improve and quality assure information around Early Help on existing FSD prior to upgrade. An enhanced directory will be in place by the 1st December 2014 to assist practitioners in accessing interventions. The complete software upgrade to be completed by 31/03/2014.	Sign off of order for upgrade sent to Open Objects. Approach agreed at Early Help Project Board on 15.10.14	15/10/2014	A
	9. Refresh MSCB Threshold document to ensure clarity around Early Help offer			A	Jane Booth	Multi-Agency task & finish group convened under the governance of Safeguarding Practice Improvement Group to refresh threshold document & MA referral form.	Refreshed threshold document & MA referral form.	30.11.14	A
	10. Develop ways to : a) support the step down process into Early Help and b) support families who require help but do not meet the thresholds for Social			A	John Edwards	Ensuring effective communication around the role of of the Early help Co-ordinators (EHC) and engagement with universal services and partners. This includes offering advice and support to partners	4 EHCs attached to SRF and additional EHC to be recruited. 2 EH support officers in place.	10/10/2014	A

		Care intervention					to increase confidence in undertaking Early Help assessments.				G
		11. Pilot EH input into DV Triage/MAPSH			G	John Edwards	EHC located in DV triage to support step down into Early Help.	Early Help cases (96 as of w/c 27/10/14) identified and allocated to Early Help Team. Micare Workflow set up	31.10.14	G
		12. Develop infrastructure to enable delivery of an effective information and advice service around early help.			A	John Edwards	Infrastructure developed building on model of SEND IAS. Capacity needs to be identified and recruited. Linking into the workstream for the Integrated Front Door	Model in place and training of EH staff has been identified and begun	01/09/2014	A
		13. Roll out the EYNDM and Integrated Care Pathway across the City			A	John Edwards	Early rollout operating successfully. Full rollout to newborns across the city planned for 01/04/2015			A
		14. Develop ways to improve our Early Help offer at key transition points			A	John Edwards	Is being considered as part of the improvement for administering MCAFs (see point 5). The use of MCAF for EHC plans will informand strengthen this area of work.			A
		15. Implement mechanisms to track MCAFs to closure			A		This is being considered as part of the MCAF workstream and ICT requirements		31.03.15	A
		16. Develop the links between MCAF and the Education, Health and Care Plan for children and young people with SEND			G	John Edwards	Completed and process published from 01/09/2014	MCAF is agreed referral for EHC plan	01.09.14	G

			17 Work with the SRF Children Partnership Leads to monitor levels of early help activity delivered through universal providers, including schools to ensure consistency			A	John Edwards	Links to 2 above. Refreshed the Terms of Reference, circulated and discussed with SRF Heads. Targets have been sent to Chairs for agreement, dashboard to be developed.	Refreshed terms of reference and performance targets sent to SRG chairs on 28/10/2014	28/10/2014	G
			18. Ensure that Early Help requirements are clearly stated in commissioning documentation and are part of the contract compliance.			A	John Edwards	Approach agreed by Project Board on 15 October 2014. Developing the links to commissioning		15/10/2014	G
			19. Promote proactive use and updating of FSD via contracts/contracted providers			A	John Edwards	Approach agreed by Project Board on 15 October 2014. This is to be followed up by information governance and is part of the FSD workstream.		15/10/2014	G
			20. Implement procedures to use Early Help intelligence to inform future commissioning plans			A	John Edwards	Audit of current Early Help provision and gaps is underway. Survey has been developed with schools and will be cascaded w/c 03/11/2014. Analysis of data will inform the commisioing.	Survey completed and sent to MSA	28/10/2014	R
			21. Develop and deliver a rolling programme of communications, which promote a common vision and understanding of Early Help within the workforce			A	John Edwards	Rolling programme of engagement is in place this includes improved training package.	Feedback fom engagement with partners is informing Early Help project workstreams and devleopment of the Early Help Offer.	31/10/2014	G

			22. Build capacity within our partners to ensure a more effective Early Help response			A		Survey developed will include idenitfying named Early Help coordinator in universal settings.	Voluntary Sector Event. Headteachers Reference Group has met twice. Stategic Leads sit on MCAF Steering Group led by health	28/10/2014	A
			23. Strengthen the role of Early Help Champions for all universal and targeted services.			A	John Edwards	Developing role of Early Help champions and enhanced training as part of the EH tools workstream.			A
			24. Develop a framework for measuring the impact of the Early Help strategy				Shirley woods Gallagher/Jill Meredith	Approach agreed by project board, will for part of Performance and research workstream			A
			25. Improve monitoring and reporting of Early Help Assessments			A	John Edwards	This is being considered as part of the MCAF workstream and ICT requirements			A
			26. Develop a framework of evidence-based interventions which partners, including schools, can use.			A	John Edwards	Currently Auditing interventions for inclusion in the framework		01/12/2014	A
			27. Evaluate the effectiveness of the EYNDM			A	John Edwards	Evaluation of Early Rollout ongoing			A
B8	**Improving partnership and Early Help**	The authority should seek to emulate its approach to and success with the troubled families programme through family intervention and the new children in need service, to ensure that	1. Establish integrated front door and MAPSH		1 .4.15	A		On track to deliver MASH by 1 December 1014		1.12.14	G
			2. Implement CiN teams in central and south localities			A	Karen Dolton	Specification for CIN roll out being prepared. Deadline is 7th November. HR have confirmed no capacity in Mpeople to enable internal recruitment.			
			3. Expand Troubled Families programme			A		TF2 programme being mapped toinclude wider cohort;p otential changes to FIP delivery			

		help and support for families who struggle is timely and effective.						in line with budget savings.			
			4. Identify those cohorts of children who have needs beyond CAF but not requiring a social work intervention			G		Analysis of a sample of cases has been completed to inform development of EH offer. CiN team agreed to roll out across City. Investment agreed			G
			5. Identify interventions with a proven track record of delivering sustained step down outcomes			A		Review of interventions underway as part of Tier 2 workstream			
			6. Interventions delivered in a timely way			A		This will be monitored via Complex Depedency Partnership Board.			
			7. Systems in place to monitor and evaluate impact at a individual case and strategic level			A		Tracking and monitoring in place by Research and Intelligence			
B9	**Improving Practice**	Review the capacity of the emergency duty service to ensure that it can offer a timely and appropriate response in line with demand.	1. Additional social work capacity at EDS			G	Karen Dolton	Additional resource for one social worker agreed			G
			2. Improved management oversight								
			3. Root cause analysis with GMP regarding numbers of PPO's								
			4. Reduce numbers of PPO's								
B10	**Improving partnership and Early Help**	Develop a shared protocol with the police for domestic violence notifications	1. Produce protocol 2. Establish multi agency team co located with a specific focus on triaging DV/DA referrals. 3. Monitor and evaluate impact of triage arrangements			G	Karen Dolton	Completed		Oct-14	G
			2. Establish multi agency team co located with a specific								

				focus on triaging DV/DA referrals.								
				3. Monitor and evaluate impact of triage arrangements								
B11	**Improving Services & Support for Looked after children**	Increase the participation of Looked after children including those placed outside the city, to ensure that their voices are heard and they are able to collectively influence decisions and policy.		1. Develop a new children and youth participation strategy			A	Karen Dolton		LAC Children and Young Peoples particpation strategy to be included in the overall LAC strategy		31.11.14	G
				2. Develop a new children and youth participation plan with suite of PI's			A			LAC Children and Young Peoples particpation strategy to be included in the overall LAC strategy		31.11.14	G
				3. Utilise existing resource to deliver C2CC 'offer' to all LAC placed in and out of the city to ensure effective reach and quality of offer to young people			A			Childrens rights Officers and engagement coordinator to hold consultation with LAC twice a year following analysis of feedback	Feedback will feed into event planned for 2015.	28.02.15	G
				4. Identify good practice in other Councils and build into practice			G			Lancashire LA visit completed. Cheshire East visit planned			G
				5. All LAC including those placed in OLA's have access to and inform on Children's Rights Service including Care to Change Council and sub groups			A			LAC central inbox to be set up to include feedback from key sources such as " have your say " booklets; Children and young people views from visits, reviews, paperwork; Children and young peoples complaints supported by childrens rights officers. LAC Children and Young Peoples participation to be included in the overall LAC Strategy			G
				6. Ensure voices of all LAC are collated through all channels including LAC reviews, PEP's, complaints, Pathway			A			Childrens rights Officers and engagement coordinator to hold consultation with LAC twice a year following analysis of feedback		21.02.14	A

			plans and applied at every level of decision making			G				G
			7. Evaluate impact			G	LAC central inbox to be set up to include feedback from key sources such as " have your say " booklets; Children and young people views from visits, reviews, paperwork; Children and young peoples complaints supported by childrens rights officers. LAC Children and Young Peoples participation to be included in the overall LAC Strategy	I	Completed 31.10.14	G
B12	**Improving Services & Support for Looked after children**	Monitor the progress of over-16s through the Virtual Head Teacher to improve engagement with higher education and outcomes for care leavers.	1. To put an information sharing protocol in place with Manchester Colleges immediately			A	Formal data sharing protocols for collection of data Exam results being developed with individual colleges and PRI. To date Loreto and Manchester College have signed and returned these. This will be picked up again at the meeting on 9th December. Xaverian have agreed to share key stage 5 data.	signed agreements held by PRI		A
			2. Commission a weekly post 16 attendance, progress and outcomes data collection service.			G	tender completed and contract signed 23rd May 2014.	tender documents and signed contract	23rd May 2014	G
			3. Provide Welfare Call with list of 2013/14 Year 12/13 LAC and college/training placements to be contacted weekly from September.			A	Initial list provided August 2014. List being updated following 20.10.14 meeting with post 16 providers.			A

		4. Confirm destinations of all 2013/14 Year 11s		A		Largely complete some destinations still to be finalised and confirmed.KEY AREAS: 1.Critical to success of E-PEP - To ensure all key data for each child is kept up to date by all practitioners on Micare and the one system in order to support the E-PEP system including (SCHOOL PLACEMENT, POST 16 provision, LAC STATUS, CURRENT SW, CURRENT TEAM MANAGER, IRO, LEAVING CAREWORKER) JJ working with Janice Schofield on this.	List held by LAC Education Team combining information from schools, Barnardos and Connexions.	week beginning 27.10.14	A
		5. Contact all colleges/training providers to be receiving Manchester LAC students/with existing M/cr LAC to advise them of weekly data collection		A		. Meeting on 20.10.14 main launch arrangements for data collection now being confirmed witgh each college.			A

	6. Contact Greater Manchester Colleges to arrange to meet and to inform them of weekly attendance/progress data collection. Also to encourage them to attend the Greater Manchester further and Higher Education forum meetings attended by Local Universities, colleges and LA staff.		G	Post 16 meeting took place at William Hulme Grammar School 20.10.14. Attendees included Manchester College, Salford College, Trafford College, Xaverian, Loreto Sixth Form, Parrswood, William Hulme, Connexions, a social worker, Welfare Call. Agreed that work will now take place to confirm names of all LAC attending each college. Additional colleges now being contacted Hopwood, Stockport,Wigan,Bolton, Thomas Aquinas, Bury, Oldham,Tameside and Cheadle and Marple. Arrangements now being establish for weekly data collection from colleges by Welfare Call. Welfare Call to alert Connexions if they are advised that a young person has been removed from a college roll so they can contact them. Concerns about attendance will be picked up before this point though so earlier interventioncan be put in place. Next meeting date set for 09.12.14.	minutes of meeting from 20.10.14	20.10.14	G
	7. LAC Education Team to monitor post 16 attendance and participation data fortnightly and alert social worker of any concerns arising and discuss action to be taken.		A	list to be completed before full data collection can be analysed.			A

B13	**Improving Services & Support for Looked after children**	Improve access to suitable accommodation for care leavers.	1. Increase placement choice: - within the City - for Sibling Groups				Karen Dolton				
			2. Increase supported and suitable accommodations options – "duty of sufficiency"								
			3. Establish a policy of not using B&B for under 16s.								
B14	**Improving Performance information and quality assurance**	Improve the effectiveness of the independent reviewing officer service, particularly in relation to listening to the views of children, the rigour of challenge that is given to care plans and the process of escalation where there are continuing concerns about practice and progress of plans.	1. Increase the capacity to effectively manage workloads		G	Russell Pilling		Business case for additional capacity based on reasonable caseloads produced	20.101.14	G
			2. Identify what works to increase capacity e.g. different ways of working - use of ICT		A			Additional use of tablet technology to be integral part of business case		A
			3. Benchmark against other IRO services nationally		A			" what good looks like " document based on national standards . Benchmarking has been incorporated into business case.	17.10.14	A
			4. Set up task and finish group to • review the escalation procedure • via case audit analyse practice/compliance and what needs to be done to improve		A			the task and finish group re PM and quality assurance framework will incorporate revised guidance and monitoring arrangements for escalation and audit . Health check report of current system report to IB executive 27.10.14. First meeting of task and finish group 15.10. 14. Draft PMF to be considered 15.11.14 and revised early December	Dec-14	A

B15	**Improving Services & Support for Looked after children**	Prioritise and develop the recruitment of adopters to reduce further the mismatch of carers available to children waiting, particularly to meet the needs of Black ethnic minority children.	1. New placement for adoption strategy in place			A		we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services			A
			2. New placement for adoption plan in place			A	Karen Dolton	we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services			A
			3. Strategy and plan to include specific action to accelerate the availability of placements for BME children			A		we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services			A

							A					A
			4. The outcome of the current options appraisal to determine the strategy				A		we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services				A
			5. Dataset of performance targets with clear and realistic targets and timescales				A		we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services				A
B16	**Improving Services & Support for Looked after children**	Develop foster to adopt and concurrent in-house provision and increase the use of voluntary adoption agencies.	1. The outcome of the current options appraisal will determine the fostering and adoption strategy including fostering to adopt				A	Karen Dolton	we are in consultation with a VAA and have been testing the market with IFA's with a view to collaborating with them to drive forward the service and improve placement choices. We have also been in consultation with another LA who will work with us to support the transformation of the fostering and adoption services				A

B17	**Improving Performance information and quality assurance**	Undertake a quality assurance audit of supervision and ensure that there is sufficient management oversight on all cases, and that social work staff are receiving appropriate support, including time for reflection and help in achieving timescales and planning progression.	1. QA audit of supervision			G	Russell Pilling	Task and finish group will review audit tools and specific audit of supervision records , cross referencing sign off all points of management ovesight throughout the childs journey. This will inlcude two quality focus groups to consider both team member and Social Worker responses to support, reflection , planning and timescales as part of system mapping . The qualitative and quantative findings will inform recommendations.		G
			2. Review • Guidance • Standards • Training and development for all staff			G G G		Liaise with Micare to produce report on management sign off points. .Complete audit . Complete report with findings and recommendations to Improvement Board executive	31.10.14 15.11.14 8.12.14	G G G
			3. Revise and implement			G		Following agreement from IB	2014/15	G
			4. Re-audit			G			01.03.15	G
			5. Develop monitoring reports for supervision covering both social care practice and compliance with guidance and policy (e.g. recording of actions on MiCare)			G		To be incorporated into IB executive report	8.12.14	G
B18	**Improving Performance information and quality assurance**	Improve the collation, accuracy and reporting of a range of performance				G	Russell Pilling	First meeting of task and finish group held Draft PMF to be considered 15.11.14 and revsied early December	15.10.14 Dec 14	G

| | | information to ensure that the most up to date data is available across children's social care and is used to drive service improvements across all areas. | 2. Identify the suite of performance information required for managers/boards to support effective scrutiny and actions required | | | G | | | health check report of current system to IB executive | | 27.10.14 | G |
| | | | 3.. Reports to relevant boards. | | | G | | | Revised PMF framewotk to IB executive for approval and sign off | | 8.2.14 | G |

Children's multi-agency Improvement Plan on a page

1) Early Help Strategy

Launch of a coordinated Early help strategy in line with the MSCB "multi-agency levels of need" across the partnership with clear governance, strategic oversight and quality assurance.

2) Front Door and MAPSH

MAPSH- a Multi-Agency Public Services Hub will see workers from key partners responsible for safeguarding co-located and providing intelligence based integrated assessment and Triage. The Manchester MAPSH will begin its operations from 1st December 2014.

3) Complex Dependency

Ensuring that the right services and support is given in the right way at the right time to support families who place multiple and repeated demands on public services

4) Child Protection

Ensuring that the cohort of children reaching this threshold is understood, managed and quality assured across the partnership through ongoing and robust data. To increase Social Work capacity with robust workforce development, clear governance, managerial oversight and quality assurance.

5) LAC

To ensure consistency for children and young people, reduce caseloads and stabilise the SW workforce with robust development, clear governance, managerial oversight and quality assurance. CSE and Missing from home is a priority. Procedures, practice guidance, standards and training must be reviewed by the partnership and actions to increase educational attainment must be taken.

6) Permanence and leaving care

It is essential that the quality assurance process is strengthened around the function of the adoption panel, prioritise planning for transition to adult services across the partnership and build on educational and employment opportunities and consider options around placement choices particularly for BME children.

7) Leadership, Management and Governance

It is essential that a robust performance management and quality assurance framework is embedded into practice, effective supervision and management oversight provided and a leadership and management programme specifically designed and implemented for Social Work practitioners.

8) LSCB

The Board must assure itself that there is a robust understanding of the weakness in service delivery and to quality assured against the performance framework. The Board will be re-structured and the business plan reviewed to ensure full engagement and alignment across the partnership. The TOR, membership and training programme will be reviewed.

Local Authority, Health, GMP, Education, Broader Spectrum of partners