Notice of Children’s Services Overview and Scrutiny Committee

Date: Wednesday, 31 July 2019 at 6.00 pm
Venue: Committee Suite, Civic Centre, Poole BH15 2RU

Membership:

Chairman:
Cllr R Burton

Vice Chairman:
Cllr L Lewis

Cllr J Bagwell  Cllr N C Geary  Cllr L Northover
Cllr M F Brooke  Cllr P R A Hall  Cllr S Phillips
Cllr E Coope  Cllr J Kelly  Cllr M White

Parent Governor Co-opted Representatives:
Peter Martin
Vacancy

Diocesan Co-Opted Representatives
To be appointed

All Members of the Children’s Services Overview and Scrutiny Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to attend.

If you would like any further information on the items to be considered at the meeting please contact: Louise Smith, Tel.: 01202633036 or email louise.smith@bcpcouncil.gov.uk

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpcouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpcouncil.gov.uk

GRAHAM FARRANT
CHIEF EXECUTIVE

23 July 2019
<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Apologies</td>
<td>To receive any apologies for absence from Councillors.</td>
</tr>
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</table>
| **2.** Substitute Members | To receive information on any changes in the membership of the Committee.  
Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications. |
| **3.** Declarations of Interests | Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests. Declarations received will be reported at the meeting. |
| **4.** Confirmation of Minutes | To confirm and sign as a correct record the minutes of the meeting held on 26 June 2019.  
a) Action Sheet | To note and comment as required on the action sheet which tracks decisions, actions and outcomes arising from previous Committee meetings. |
| **5.** Public Issues | To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link: [https://democracy.bcpcouncil.gov.uk/documents/s2305/Public%20Items%20Meeting%20Procedure%20Rules.pdf](https://democracy.bcpcouncil.gov.uk/documents/s2305/Public%20Items%20Meeting%20Procedure%20Rules.pdf)  
The deadline for the submission of public questions is Wednesday 24 July 2019.  
The deadline for the submission of a statement is 12.00 noon, Tuesday 30 July 2019.  
The deadline for the submission of a petition is 12.00 noon, Tuesday 30 July 2019. |
| **6.** The BCP Children’s Services Outcomes Self Assessment |  
| |
To consider a report outlining the BCP Children’s Services Outcomes Self-Assessment following the presentation considered by the Committee at its meeting in June.

7. **Appointment of Co-Opted Members to Children's Services Overview and Scrutiny Committee**
   To consider a report on Co-opted Member involvement in the Children’s Services Overview and Scrutiny Committee.

8. **Children's Services Forward Plan**
   To consider and amend the Committee’s Forward Plan as appropriate.

9. **Dates of Future Meetings**
   To note the future meeting dates and locations for the Committee as follows:

   - Tuesday 10 September 2019 – Council Chamber, Christchurch Civic Offices
   - Tuesday 26 November 2019 – Committee Suite, Poole Civic Centre
   - Tuesday 28 January 2020 – HMS Phoebe, Bournemouth Town Hall
   - Tuesday 10 March 2020 – Council Chamber, Christchurch Civic Offices

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.
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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CHILDREN’S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the Meeting held on 26 June 2019 at 7.15 pm


Also in attendance: Cllr S Moore

Councillor M Brooke opened the Children’s Services Overview and Scrutiny Committee and presided over the meeting until the conclusion of Agenda Item 4 – Election of Chairman.

1. Apologies

Apologies were received from Councillor J Bagwell.

2. Substitute Members

Councillor D Butt substituted for Councillor J Bagwell.

3. Declarations of Interest

As this was the first meeting of the Committee, Members felt it was appropriate to provide detail of positions within local schools’ governance as follows:

Councillor M Brooke – Broadstone First School Governor
Councillor N Geary – Highcliffe School Academy Trust Director
Councillor P Hall – Twynham School Governor
Councillor J Kelly – Bournemouth Collegiate Governor and Vice Chair of the Academy Advisory Committee for Tregonwell Academy
Councillor S Moore – advised that, following legal advice, she was in the process of resigning from her Director role on the TEACH Trust and was becoming a Member instead.

There were no declarations of disclosable pecuniary interests.

4. Election of Chairman

RESOLVED that Councillor Richard Burton be elected Chairman of the Children’s Services Overview and Scrutiny Committee until the first meeting of the Municipal Year 2020/21.

5. Election of Vice-Chairman
RESOLVED that Councillor Lisa Lewis be elected Vice Chairman of Children’s Overview and Scrutiny Committee until the first meeting of the Municipal Year 2020/2021.

6. Public Speaking

No public questions had been received.

7. Co-opted Members

The Overview and Scrutiny Specialist provided a verbal update to the Committee on its co-opted member requirements in accordance with its Constitution – this currently required two church representatives and two parent governor representatives.

It was highlighted that consideration should be given to an Academy representative and that previously the Borough of Poole had Members of the Youth Parliament co-opted to its Children and Young People’s Overview and Scrutiny Committee. A written report would be provided to the next meeting for consideration.

8. Approval of Youth Justice Plan 2019/20

The Portfolio Holder for Children’s Services introduced the item and the Manager of the Dorset Combined Youth Offending Service (YOS) presented the Report.

The Committee was advised that the Report appended the Youth Justice Plan for 2019/2020. There was a statutory requirement to publish an Annual Youth Justice Plan which must provide specified information about the provision of youth justice services.

The Committee was requested to endorse the Youth Justice Plan for 2019/2020 to Cabinet to recommend to full Council.

The Committee discussed the Youth Justice Plan and comments were made, including:

- In response to a query regarding how the YOS was managing with reductions in funding, the Committee was advised that, to increase its resilience, the YOS merged pan Dorset in 2015. It was highlighted that the Crime and Disorder Act 1998 stipulated that the YOS must include certain staff posts, which the YOS met plus some additional posts however, overall a reduction in staff had been necessary
- The issue of an increase in first time offenders was discussed and the Committee was advised that this was a complex area as the YOS would not normally start working with offenders until they were in the system. The Service worked closely with the Police on individuals to improve outcomes, this included the need to sometimes use diversion tactics
and the use of a restorative justice approach to enable fewer formal outcomes for low level offending.

- In response to a query about how BCP Council and its Councillors could help the Service, the Committee was advised by being actively involved within the local community, monitoring and reporting on problem and vulnerable children and being aware of issues such as Child Sexual Exploitation and County Lines. The importance of an integrated approach was highlighted.

- With regards to CAMHS, the Committee was advised that the YOS had nurses seconded to its team, which meant that access to it could be brokered quicker than if being referred by another service.

- The Committee agreed that it would be beneficial to receive an update report on the three key performance indicators every six months to enable it to monitor YOS’ progress.

- The work of the Speech and Language Therapist was highlighted, and it was noted how beneficial this addition to the team had been. Work was being undertaken with the local Justice system, how the Police and court settings communicate with youth offenders and to give understanding and insight into the possible reasons for the youth offenders behaviour in the different settings.

- In response to a query regarding the quarterly finance reports and providing value for money, the Committee was advised that the YOS’ aim was to ensure it uses its budget effectively to ensure improvements were being seen in the young people it dealt with as opposed to achieving a balanced budget.

- It was noted that a few issues had been identified within the report writing which could be rectified to make it easier to understand.

The Corporate Director for Children’s Services concluded by thanking the Committee for its helpful feedback. The Committee was advised that this would be fed back to the Youth Justice Board and it was noted that an update Report would be brought back to this Committee in six months regarding the key performance indicators.

RECOMMENDED:

That the Children’s Services Overview and Scrutiny Committee endorsed the Youth Justice Plan for 2019/2020 so that Cabinet can recommend its approval to full Council.

Voting: For - Unanimous

9. Children's Services Self-Assessment and Improvement Plan

After receiving some of a detailed presentation, the Committee decided to defer this item to its next meeting in order to fully consider the detail prior to Committee.
10. Future Meeting Dates

RESOLVED:

That the next Committee be held on 31st July at Poole Civic Centre; to alternate between the three main BCP Council civic Offices for the Committee meetings and to agree the following updated dates:

- 10th September 2019
- 26th November 2019
- 28th January 2020
- 10th March 2020

The meeting ended at 9.15 pm.

CHAIRMAN
**Minute number** | **Item** | **Action*** | **Benefit** | **Outcome (where recommendations are made to other bodies)**
---|---|---|---|---
| | | *Items remain until action completed. | |

**Actions arising from Board meeting: 26 June 2019**

<p>| 8 | Approval of Youth Justice Plan 2019/20 – | Decision Made: That the Children's Services Overview and Scrutiny Committee endorsed the Youth Justice Plan for 2019/2020 so that Cabinet can recommend its approval to full Council. ✓ Actioned – Decision presented to Cabinet meeting on 12 July. In relation to this item, the Committee also requested snapshot updates of entrance numbers to the Youth Offending Services, noting that the next figures would be available in August, to be received six monthly. ✓ Actioned – Request captured on Committee Forward Plan | To enable O&amp;S views to be taken into account by Cabinet when making decisions. To enable the Committee to maintain oversight of this issue. | The Cabinet noted the endorsement of the Youth Justice Plan by O&amp;S. |
| 9 | Children's Services Self-Assessment and Improvement Plan | Decision Made: That the self-assessment and improvement plan be returned to the next meeting of the Committee for further detailed scrutiny. This to be supplied in report format, with the inclusion of the associated implementation plan and detail to be highlighted using a risk lens. The Committee | To enable O&amp;S to sufficiently consider the information contained in the children's services self-assessment and improvement plan and | N/A |</p>
<table>
<thead>
<tr>
<th>Minute number</th>
<th>Item</th>
<th>Action*</th>
<th>Benefit</th>
<th>Outcome (where recommendations are made to other bodies)</th>
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<td>*Items remain until action completed.</td>
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<td></td>
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<td>also discussed the benefits of benchmarking information being included where possible.</td>
<td>provide effective scrutiny.</td>
<td>N/A</td>
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<td>✓ Actioned – item included on the next agenda.</td>
<td>To enable the Committee to maintain oversight of this issue.</td>
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<td>In relation to this item, the Committee also requested information on children in care and child sexual exploitation. The Executive Director also undertook to provide information on how the council had effected change in relation to those figures. To be received six monthly.</td>
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<td></td>
<td>✓ Actioned – Request captured on Committee Forward Plan</td>
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<td>10</td>
<td>Future meeting dates</td>
<td>Decision Made:</td>
<td>N/A – housekeeping decision</td>
<td>N/A</td>
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<td></td>
<td>That the next Committee be held on 31st July at Poole Civic Centre; to alternate between the three main BCP Council civic Offices for the Committee meetings and to agree the following updated dates for Committee meetings:</td>
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<td></td>
<td>• 10th September 2019</td>
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<td>• 26th November 2019</td>
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<td>• 28th January 2020</td>
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<td>• 10th March 2020</td>
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<td>The Committee also agreed that no training or work programming session was required prior to the July meeting of the Committee.</td>
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<td>✓ Actioned – updated dates and venues provided to</td>
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<tr>
<td>Minute number</td>
<td>Item</td>
<td>Action*</td>
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<td>*Items remain until action completed.</td>
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<td>relevant officers and councillors and on the council website.</td>
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Children’s Services
OVERVIEW AND SCRUTINY

<table>
<thead>
<tr>
<th>Report subject</th>
<th>BCP Children’s Outcomes Self – Assessment June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting date</td>
<td>31 July 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>In line with best practice expectations, BCP Council has produced a self-assessment of its current performance in delivering Children’s Services. This will guide and inform service and practice improvement activity.</td>
</tr>
<tr>
<td>Recommendations</td>
<td>Overview and Scrutiny is requested to receive and scrutinise the Self-Assessment of BCP Children’s baseline performance with the performance and improvement plan.</td>
</tr>
<tr>
<td>Reason for recommendations</td>
<td>In order for O&amp;S to have early oversight of the baseline performance of BCP Council Childrens’ Services in meeting the needs of Children, Young People and their families.</td>
</tr>
<tr>
<td>Portfolio Holder(s):</td>
<td>Councillor Sandra Moore, Portfolio Holder for Children and Families</td>
</tr>
<tr>
<td>Corporate Director:</td>
<td>Judith Ramsden, Corporate Director, Childrens Services</td>
</tr>
</tbody>
</table>
| Contributors: | Neil Goddard, Service Director, Quality and Assurance  
| | Rachel Gravett, Children’s Commissioner  
| | Kevin Jones, Interim Service Director Children’s Social Care  
| | Sharon Buckby, Interim Service Director Family and Inclusion  
| | Vicky Wales, Service Director Family and Inclusion |
| Wards: | Authority wide |
| Classification for Decision | For information |

**Background**

1. The Ofsted Inspections of Local Authority Children’s Services (ILACS) Framework requests each Local Authority (LA) to produce an annual self-evaluation of social work practice.
2. Best practice dictates that an up to date self-assessment underpins the improvement activity of a department. The self-assessment should answer three key questions:

(a) What do you know about the quality and impact of social work practice in your local authority?
(b) How do you know it?
(c) What are your plans for the next 12 months to maintain or improve practice?

3. As a new Local Authority, BCP does not have previous self-assessments to build upon, and indeed detailed performance management processes are being finalised in the Summer 2019. The need to understand performance and thus target improvement activity has been prioritised across Children’s Services. The self-assessments of the preceding councils, along with their inspection outcomes, inform this work but the objective was to create a BCP baseline self-assessment.

4. The self-assessment attached at Appendix 1 is based on data for the first 80 days of BCP Council, 1st April 2019 to 22 June 2019. Where necessary, this has been supplemented with data from the preceding councils to give a 6 or 12-month picture of performance. It was essential that this data was compiled at this early stage to ensure a clear and consolidated understanding of the outcomes the new council is delivering for children, young people and their families.

5. Reference is also made to the quality assurance work that has already been undertaken and is ongoing. This includes a peer review of Multi Agency Safeguarding Hub (MASH) and assessment services that was undertaken by officers from the Department for Education funded Partner in Practice, North Tyneside Council. The outcomes of internal audits of practice, complaints and compliments and early feedback from social work staff and young people are also included.

6. The educational outcomes included are necessarily historic as data relating to the most recent cohorts has not yet been published. However, all schools in BCP have been included and this is the first-time, data in this format has been produced. A Learning Partnership Board has been established in BCP, it is a representative body of educational and training leaders across the area. The objective of the board is to drive up educational standards through peer to peer support, the identification of best practice and cooperative working to address wider issues and achievement gaps for disadvantaged groups. The Council is a key partner in this board and will be sharing area wide and benchmarking data to inform its work in to the future.
Self-Assessment Outcome

7. The detailed self-assessment includes data and analysis relating to current performance. This highlights areas of strong performance as well as those areas where targeted improvement is required.

8. A detailed improvement plan has been drafted and is attached at Appendix 2. This considers the outcomes of the self-assessment, as well as other performance management and service development activities such as the Peer Review of MASH and Assessment and ongoing audit activity.

9. Based on this analysis, an improvement plan is being developed that will drive performance to be at least good. This will focus on 4 key areas of improvement:

   (a) **Leadership and Management**
      ✓ Leaders and managers are confident ambitious and influential in changing the lives of children, young people and families including children in care and children who have left care.

   (b) **Quality of Practice, Management oversight and supervision**
      ✓ The local authority can demonstrate evidence of practice that is informed and sustainably improved by feedback, research and intelligence about the quality of services.

   (c) **Workforce Development**
      ✓ Careful monitoring of workloads and oversight of the impact of wider systems on working conditions for practitioners ensures they have the capacity to develop meaningful relationships with children and families. The impact of system change is well managed with a sustained focus on children.

   (d) **Effective, strong, collaborative and strategic partnerships**
      ✓ Professional relationships are mature and well developed. Accountabilities are embedded and result in confident regular evaluation and improvement in the quality of help care and protection.
10. The delivery of this plan will lead improvement activity over the short to medium term. Clear priorities have been established meaning activity over the next 3-6 months will be concentrated on:

(a) The launch of a consultation on the future structure of children’s services management and the design of children’s social care;

(b) The establishment of robust performance information and quality assurance for BCP in order to make evidence-based decisions to inform and deliver improvement activity and impact;

(c) The implementation of recommendations from current audit activity and the self-assessment include the following activity:

   i. The review and improvement of the children’s front door services which include MASH and Assessment

   ii. A review of Early Help Services including youth services, consideration of what services are needed to support Adolescents at Risk and Alternative Provision; and

   iii. Prioritised focus on key practice areas.

11. Performance management will continue to underpin the ongoing work to develop and implement the new Children’s Services for BCP. The self-assessment has been key in bringing this work together at an early stage and providing a basis for improvement activity. In order to be sure that the best outcomes are delivered this will be ongoing activity that will remain under constant review. The next iteration of the self-assessment will be completed in the Autumn to inform the Ofsted engagement conversation and this will highlight the progress that has been made from the baseline set out in the attached, and also the revised priority areas for the next stage of the improvement journey.

Summary of financial implications
12. There are no financial implications arising as a result of this report

Summary of legal implications
13. There are no legal implications arising as a result of this report

Summary of human resources implications
14. There are no Human Resources implications.

Summary of environmental impact
15. There are no environmental impact implications.
Summary of public health implications
16. There are no public health implications.

Summary of equality implications
17. There are no specific equalities act implications.

Summary of risk assessment
18. There are no specific risk implications.

Background papers

Appendices
Appendix 1 BCP Childrens Outcomes Self -Assessment June 2019
Appendix 2 BCP Children’s Social Care Priority Improvement Plan
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BCP Children’s Outcomes
Self –Assessment
June 2019

Judith Ramsden
Corporate Director - Children’s Services
Local Context

Children and Young People in BCP
74,894 aged 0-17 years
42,824 aged 18-25 years

Children Facts 0-17 years
- 51.5% male, 48.5% female
- 10.5% are eligible for free school meals
- 27.8% are living in poverty after housing costs
- 12.2% have SEN Support
- 2.5% have an EHCP
- 13.2% are Black and Minority Ethnic
- 12.6% have English as an additional language

Young People Facts 18-25 years
- 50.7% male, 49.3% female
- 0.8% have an EHCP
- 14.8% are Black and Minority Ethnic

Education
- 65 Primary Schools
- 24 Secondary Schools
- 5 Special Schools
- 17 Sixth Form Centres
- 1 Further Education College
- 3 Universities
BCP Safeguarding Activity

Latest Category of Abuse for Child Protection Plans

- Neglect: 0
- Physical: 27
- Sexual: 27
- Emotional: 124
- Multiple: 36

Legal Status for Current Children in Care

- Interim Care Order: 1
- Full Care Order: 58
- Placement Order Granted: 114
- Accommodated under Section 20: 33
- Emergency Protection Order: 272

- 6,720 contacts to MASH in the last 6 months
- 2,445 children currently open to social care
- 478 children in care currently
- 229 hospital admissions due to self-harm (under 18s)\(^1\)
- 1500 contacts progressed to referrals to social care in the last 6 months
- 377 children were living in a private fostering arrangement in the last year\(^1\)
- 334 young people with care experience
- 30 Unaccompanied Asylum Seeking Children currently in care

There are 26 children with a care order who are placed with parents or other with parental responsibility.

\(^1\) Taken from Annex A data 20 June 2019
### Overall effectiveness
**Requires improvement**

- The impact of leaders on social work practice with children and families
  - Inadequate

- The experiences and progress of children who need help and protection
  - Requires improvement

- The experiences and progress of children in care and young people with care experience
  - Requires improvement

### Children’s services in Poole
**Require improvement**

- Children who need help and protection
  - Requires improvement

- Children in Care and achieving permanence
  - Requires improvement

- Adoption performance
  - Good

- Experiences and progress of young people with care experience
  - Good

- Leadership, management and governance
  - Requires improvement
Between April and June 2019

- Service Director Management – Clear line of sight
- Peer Review – Front Door/Assessment and Practice Model
- New combined BCP data pack
- Launch of new Childrens Services Structure
- Whole staff forum event
- Performance Board Implemented
- Launch of the Learning Partnership Board

Planned implementation for July to September 2019

- New Quality Assurance Framework
- Draft Children in Care Strategy
- BCP Workforce Strategy Board
- SEND Strategy
- CSE Strategy
- Develop Strategic Partnership Board for SEND
### Strengths

<table>
<thead>
<tr>
<th>A system with <strong>resilience and core strength</strong> which enabled BCP to ‘cross the line’ on 01 April 2019 without ‘falling over’</th>
<th>Staff <strong>positive about the future</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff <strong>passionate</strong> about achieving better outcomes for children, young people and families</td>
<td>Examples of <strong>strong assessments</strong> with the <strong>voice of the child at the centre</strong></td>
</tr>
<tr>
<td><strong>Early Help</strong> committed to providing help and support to vulnerable families with a clear <strong>Commitment</strong> to the MASH across the partnership</td>
<td>A <strong>strong, clear commitment</strong> to the implementation of <strong>Signs of Safety</strong> from staff and partners</td>
</tr>
<tr>
<td>Staff <strong>committed</strong> to the success of the Local Government Review</td>
<td>Examples of <strong>safe decision-making</strong> on cases observed</td>
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### Recommendations

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<tr>
<th>Agree strategic intent, communicate it effectively and increase the visibility of the Senior Team</th>
<th>New senior management team being established. Focus on development and communication of new strategic priorities DCS - Whole service events/Visits to teams</th>
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<tbody>
<tr>
<td>Immediately adopt one case management system on an interim basis within the MASH to record activity relating to Contacts and Referrals</td>
<td>CMB signed off the decision to immediately move to a single system in MASH</td>
</tr>
<tr>
<td>Make a decision on the adoption of a single case management system for Children’s Social Care and Early Help – the system chosen should be configurable to or offer alignment with the Signs of Safety Model of practice</td>
<td>CMB have now Signed off a full options appraisal to identify the route to get to one SoS compliant system</td>
</tr>
<tr>
<td>Immediately change the operating model within the MASH to address identified vulnerabilities within the current model</td>
<td>Improvement plan in place, North Tyneside Peer Review supporting changes required</td>
</tr>
<tr>
<td>Urgently review and implement a consistent approach to consent and thresholds</td>
<td>Improvement plan in place, North Tyneside Peer Review supporting changes required</td>
</tr>
<tr>
<td>Increase the pace of implementation of Signs of Safety</td>
<td>SoS implementation plan reviewed</td>
</tr>
<tr>
<td>Across the partnership, re-define relationships in light of opportunities presented by the LGR and the new Multi-Agency Safeguarding children Arrangements</td>
<td>Childrens Services Strategic Partnership Plans being put in place and the reforming of LSCB</td>
</tr>
<tr>
<td>Explore the co-location of MASH with the Assessment Teams including an EH decision maker in MASH</td>
<td>Feasibility underway</td>
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What do we know about the quality and impact of social work practice in our local authority and how do we know it?

What are our plans for the next 12 months to maintain or improve practice?
Social Care Performance Summary

**Repeat Referrals**
- 21% of referrals in the last 6 months were repeats (22% nationally)

**Children in Care**
- 478 children in care
- Rate of 64 per 10,000 population (64 nationally)

**Missing & CSE**
- 115 went missing in May
- 122 at risk of CSE

**Child Protection Plans**
- 214 plans
- Rate of 29 per 10,000 population (45 nationally)

**Care Leavers**
- In touch with 83% aged 19-21 (88% nationally)

**Adoption**
- 39 children were adopted in 2018/19, 21% of all children leaving care
Performance: Front Door Services

In the last 6 months there have been 6,720 contacts to the MASH (although Christchurch contacts are only included from 1 April). 87% of those received in May had a decision within 24 hours. 29% of contacts became referrals.

In the last 6 months there were 1,500 referrals to BCP (including Christchurch from 1 April). This gives a rate of 401 which is below national, regional and Good/Outstanding authorities. The recent Peer Review found that the thresholds within the front door were inconsistently applied across the two teams but that the threshold to progress to a social worker assessment was too low. A new MASH Operating Model is currently being developed, which plans to redress this balance by working more effectively with Early Help. This has been informed by the recent Peer Review by North Tyneside.

During the period, 21% of referrals were repeats. This is in line with national, regional and Good/Outstanding authorities.

In the last 6 months there have been 1,683 assessments completed (although Christchurch assessments are only included from 1 April). 73% of these were completed within 45 days, which is too low for families and below national, regional and Good/Outstanding authorities.
During the last 6 months there have been 511 Section 47 enquiries, a rate of 136 per 10,000 population. This is lower than national, regional and Good/Outstanding comparators. 46% of Section 47s resulted in an Initial Child Protection Conference.

186 ICPCs were held in the last 6 months, of which 88% were within 15 days of the Section 47, which is better than national, regional and Good/Outstanding authorities. Multi-agency attendance at child protection conferences has been challenged through the LSCB, achieving an increased contribution from partners.

At June 2019 there are 214 Child Protection Plans open across BCP, a rate of 29 per 10,000 population. This is lower than national, regional and Good/Outstanding authorities. Through its legacy local authorities, BCP has explored the reasons for this and found no indication, from a range of quality assurance activity, that risk is not being well-managed on a multi-agency basis.

Of the new Child protection Plans (CPPs) starting in the last 6 months (although Christchurch data is only included from April 2019), 21% were repeat CPPs, which is a little above the national and Good/Outstanding average (19% and 20% respectively). A consistent approach is being worked towards across BCP to learn from repeat CPPs.

In May 2019 91.4% of CPP visits were undertaken within 20 days.
At June 2019 there are 478 children in care, a rate of 64 per 10,000 population. This is in line with the national average but higher than regional and Good/Outstanding comparators.

35% of children in care are placed outside of the local authority, better than national, regional and Good/Outstanding authorities.

Short term stability: 8% of children in care have had 3 or more placements in the last year, better than national, regional and Good/Outstanding authorities.

Long term stability: 57% of children who have been in care for at least 2.5 years have been in the same placements for 2 years. This is lower than the national, regional and Good/Outstanding average. BCPs ambition is to increase placement and accommodation provision across the locality to ensure the availability of a wide range of local foster care, supported lodgings and suitable accommodation to meet need.

The timeliness of Initial Health Assessments is a key priority for improvement. In Quarter 4 of 2018/19, 58% of initial health assessments were on time in Bournemouth, and 47% in Poole. During the same period, 92% of review health assessments in Bournemouth and 89% in Poole were on time.
BCP is currently in touch with 87% of 17-18 year olds with care experience (lower than national, regional and Good/Outstanding authorities) and 83% of those aged 19-21 (lower than national, regional and Good/Outstanding authorities).

77% of those aged 17-18 are in suitable accommodation (lower than national, regional and Good/Outstanding authorities) and 67% are in education, employment or training (higher than national and regional and in line with Good/Outstanding authorities).

67% of those aged 19-21 are in suitable accommodation (lower than national, regional and Good/Outstanding authorities) and 58% are in education, employment or training (higher than national, regional and Good/Outstanding authorities).
In the year to date there have been 354 missing episodes. In May 2019 there were 115 missing children. Of those, 24% went missing on more than one occasion. 30% of children who went missing in May went missing from their care placement (35 children). Of those that went missing in May, 32 were known to be at risk of CSE.

77% of all missing episodes in May had a return home interview completed, although only 21% of these were undertaken within 72 hours.

At May 2019, 122 children across BCP are known to be at risk of CSE. 16 (13%) are at significant risk. 36 of the children identified as at risk are children in care. In May 2019, of the 4 children whose risk changed, for 3 it was reduced.

We are on track to launch a strategic approach in partnership with Police, Health and Dorset Council in Summer 2019.
The rate of first time entrants in Poole and Bournemouth has stayed relatively stable, although remains above the regional and national averages. Reviews have shown that youth justice disposals are used appropriately but consideration is being given to additional diversion options for low-level and early offending. 94 children in BCP are currently being worked with by the YOS. 2 young people from BCP have received custodial sentences in the last 12 months, and are the only young people in BCP currently in custody. In both cases the sentence reflected the seriousness and persistence of the offending. Custodial sentencing rates remain very low across the combined Dorset YOS area. Local young people in the justice system are less likely to reoffend than the regional and national averages. Local young people who reoffended in the most recent period in the pan-Dorset Youth Offending Service area committed an average of 3.57 offences, compared to a regional average of 4.15 offences and 4.13 nationally.

In April and May 2019 there have been 29 occasions where young people have been held overnight in police custody and unable to be discharged due to being held under PACE. There have been no occasions where the police requested alternative accommodation that could not be provided, and there have been no occasions of a young person staying at a police station overnight for reasons other than arrest.

Local young people in the justice system are less likely to reoffend than the regional and national averages. Local young people who reoffended in the most recent period in the pan-Dorset Youth Offending Service area committed an average of 3.57 offences, compared to a regional average of 4.15 offences and 4.13 nationally.
Performance: Adoption

Adoption scorecards are updated annually on a rolling 3-year basis. Therefore the data shown in the graphs below is the most recent available.

The Regional Adoption Agency for BCP and Dorset: Aspire, launched in July 2017.

39 children were adopted in Bournemouth and Poole in 2018/19, equating to 21% of all children who left care in the year. A further 20 (11%) were subject to Special Guardianship Orders.

The average time from entering care to placement with prospective adopters in 2015-18 was 445 days in Bournemouth and 476 in Poole, both better than the national average.

The average time between court authority and a decision to match in 2015-18 was 156 days in Bournemouth and 149 days in Poole, again both better than the national average.
## Focussed Practice Evaluation of MASH and Assessment Teams

**Learning from Baseline Audits June 2019**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Areas for Development</th>
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<tbody>
<tr>
<td><strong>MASH</strong></td>
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<tr>
<td>Decision-making was appropriate and the seriousness of the referral recognised.</td>
<td>Ensure the voice of the child and the lived experiences of the child are fully included in the information capturing processes.</td>
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<tr>
<td>Strong management oversight and clarity around decision making</td>
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<tr>
<td><strong>Assessment</strong></td>
<td></td>
</tr>
<tr>
<td>Parents were effectively involved in the assessment process.</td>
<td>Inconsistency between different teams (based in Poole and Bournemouth).</td>
</tr>
<tr>
<td>Effective recording of relevant information.</td>
<td>Lack of managerial oversight and the recording of decision-making from supervision.</td>
</tr>
<tr>
<td>The child’s voice and lived experience is strong within most assessments.</td>
<td>Signs of Safety methodology not successful in building the clarity for parents and families around what actions and outcomes are to be expected.</td>
</tr>
<tr>
<td></td>
<td>Planning the outcomes for the child when transferring to another team.</td>
</tr>
<tr>
<td></td>
<td>Contingency planning.</td>
</tr>
</tbody>
</table>
Performance: Complaints and Compliments

### Complaints

<table>
<thead>
<tr>
<th>Complainants</th>
<th>STAGE 1</th>
<th>STAGE 2</th>
<th>STAGE 3</th>
<th>LGSCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bournemouth</td>
<td>46</td>
<td>4</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Poole</td>
<td>62</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage outcomes for those complaints upheld wholly or in part</th>
<th>Bournemouth</th>
<th>Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td>28% 100% N/A 50%</td>
<td>42% 75% 100% 100%</td>
<td></td>
</tr>
</tbody>
</table>

Main themes from the complaints were:
- Standard of service received
- Communication including verbal and written
- Perceived attitude/behaviour
- Disputing decisions
- Content of reports

Compliments received:
- Bournemouth 135
- Poole 123

Both councils have received more compliments than complaints.

Key service learning from complaints:
- Policy and procedural changes to Supported Lodgings processes and for when a child does not meet the threshold for disability services.
- Assessment processes regarding the inclusion and taking into account the views of family members.
- Specific risk area identified for possible data breaches.
- The arrangements for and the attendance in meetings.
- Professional use of language and using correct terminology.

There were 197 LADO referrals in 2018/19.

There has been no whistleblowing to date in BCP, a whistleblowing policy is in place.

Themes from compliments include direct work, supports offered and reports/presentations.
Workforce

What is positive about the workforce planning....... 

High stability of SW and Early help workforce

BCP is part of the Step Up to SW programme, a national programme and partnership with local university. 2020 will be our third successful Step Up cohort with 12 places allocated from DfE. BCP have been successful in recruiting 14 Step Up Graduates so far.

We currently support 20 newly qualified social workers on our Assisted and Supported Year in employment (ASYE) programme across the service. 10 of these will complete in Sept 19, and we have recently recruited 8 Newly Qualified Social Worker’s due to start the programme in Sept 19.

There are currently 22 agency social workers and 8.6 FTE social work vacancies. This is an agency rate of 13%, which is below national and regional rate and a vacancy rate of 5%, which is lower than national and regional averages

What is impacting on workforce morale....... 

There are currently variable caseloads, between 12 and 30 depending on the teams (Assessment being the team currently with the highest caseloads).

Impact of IT and two systems.

Number of AYSE with no coherent programme to support them.

Change period.

Differential terms and conditions.
Early feedback from Social Workers

<table>
<thead>
<tr>
<th>What our SW tell us is working well .....</th>
<th>What do we need to improve for SW staff .....</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The welfare of the children and families we work with is at the heart of everything we do</td>
<td>• Clear and honest communication and consultation about change – for my voice to be heard</td>
</tr>
<tr>
<td>• Good focus on learning and development opportunities for staff</td>
<td>• Staff with practice wisdom and local knowledge being able to influence decisions</td>
</tr>
<tr>
<td>• The championing of best practice and what is working well by PSW</td>
<td>• One IT / Case management system</td>
</tr>
<tr>
<td>• Work is child centred</td>
<td>• Sufficient experienced staff to nurture the high number of newly qualified social workers</td>
</tr>
<tr>
<td>• Attachment work and relationship based work becoming central to what we do</td>
<td>• Greater stability at leadership level – want people to come, stay, and be part of the BCP family</td>
</tr>
<tr>
<td>• We are excited by the SoS model</td>
<td>• Leadership that is approachable, understanding of the pressures, able to see families not numbers</td>
</tr>
<tr>
<td>• Supportive teams and colleagues</td>
<td>• Improved mobile working arrangements</td>
</tr>
<tr>
<td></td>
<td>• Harmonised salaries and conditions</td>
</tr>
<tr>
<td></td>
<td>• Re MASH operating model - It feels soul-destroying – it makes you feel like you are not doing your job</td>
</tr>
<tr>
<td></td>
<td>• We’re really trying hard every day – but we need answers on some of our concerns</td>
</tr>
<tr>
<td></td>
<td>• We need clarity about next steps</td>
</tr>
</tbody>
</table>

What we are doing?
Whole Staff events / Corporate Staff Survey / Visits to teams by Senior Management /Chief Exec Roadshows and Blogs encouraging feedback
Feedback & Participation of Children in Care and Young People with Care Experience

It's important you take the opportunity to go to your review, because you don't say what you think of how you feel how will people know how to help you?

I think it should be mandatory when you come into care to set up goals and aims... and then you have a choice to attend.

It's always easier to cope with changes if you have some choices to make about what is happening. C aged 16 yrs.

Pathways service is important as it prepares you to be independent, they treat you more like adults which is nice and respect your opinion, my worker has helped me a lot.

It's important that you live with people who you trust, you are happier and feel like you fit in.

Care is hard enough in itself, so getting the support from a family member would help.

Good social workers can give you the right help/support you need.

What children and young people have said ....

Examples of how feedback has been achieved to date for preceding councils:

- Corporate Parenting Board
- Children in Care Council
- Care Leaver Forums
- Presentations
- Workshops
- Training- Foster Carer/SW
- Recruitment

What's happening to encourage feedback and participation ....

- Residential camps will be held in July 2019 and August 2019 to create and develop the new BCP Children In Care Council, Young people with Care Experience (YPCE) Forum and the BCP pledge to CIC and YPCE.

- We will launch Mind of My Own across BCP to encourage feedback and offer children in care and Children with Care Experience another means to express their views and opinions.

- Holiday activities, Taster Days, Weekly Youth Clubs
Contents

• The Learning Partnership
• Educational Attainment
• Early Years
• Primary Phase KS1 & 2
• Secondary Stage KS4
• Secondary Stage KS5 Post 16
• SEN/D
• Youth Justice First Time Entrant/Custodial Sentences /Re Offending
The Learning Partnership – Est. Sept 2018

• Is an alliance of all leaders in education, training and skill development for ages 0-19 (25 for SEND) which provides direction and governance to the education community of BCP.

Its mission is:

“To bring together representatives of everyone involved in education, training and skills to focus on driving up achievement for all by fostering collaboration and holding each other to account.”

Highlights of the work to date:

• Created a BCP data set of educational outcomes
• Created links to the Sub-Regional Education Board
• Set up an In Year Fair Access Working Group for implementing new processes from September 2019
• Discussed trends and process for Elective Home Education
• Will ensure all children and young people have access to a quality education pathway which prepares them for the next stage in their life.

• That BCP educational outcomes are some of the highest nationally.

• BCP develops an educational offer that meets the needs of all children and young people and therefore has the right balance of academic and vocational, including apprenticeships.

• Knows itself well, shares good practice, challenges itself to improve and learns from national and world practice.

• Has a sector led approach to improvement.

• Attracts the highest quality staff to work in education.

• Is where there are excellent education research opportunities which impact on educational outcomes.

• Works with other strategic groups such as the Local Enterprise Partnership (LEP) to ensure the links between education and skills and the local economy are built, and our children and young people have the right skills to equip them for adulthood and the world of work.
Key Outcomes - Learning Improvements

Key Stage 4 Priorities for Improvement

• Progress by Pupil Premium students, particularly boys and SEND.
• Less narrow curriculum offer.
• Mathematics in Christchurch.

Key Stage 5 Priorities for Improvement

• Extended technical and applied offer.
• Improvement in Bournemouth and Poole college provision (currently rated as Requires Improvement).
• Combining the 3 existing skills and provider networks to create an accurate picture of the gaps in skills provision in the area.
Education Attainment in BCP 2018

Early Years Foundation Stage
74.3%
Good Level of Development
(71.5% nationally)

Key Stage 1
67.3%
Expected standard
(65.3% nationally)

Key Stage 4
Attainment 8
50.4
(46.5 English state-funded)

Phonics
92.5%
Expected standard at end of Key Stage 1
(91.9% nationally)

Key Stage 2
63.7%
Expected standard
RWM
(64.4% nationally)

Key Stage 4
Progress 8
+0.18
(-0.02 English state funded)
Across BCP there are 379 Ofsted registered early years providers. This includes both group settings and childminders.

99.5% of providers inspected by Ofsted are judged to be Good or Outstanding.

In 2018, 74.3% of children in BCP achieved a good level of development at the Early Years Foundation Stage, which was better than the national average. The disadvantaged gap was lower than the national average at 15.7 percentage points, but the gender gap was a little bigger than the national average at 14.3 percentage points.

**Key Areas for Development**

- Improve EYFSP outcomes for children in Christchurch to at least national levels, while maintaining the current high standards demonstrated in Bournemouth and Poole.

- Develop Christchurch setting leaders knowledge and awareness of available support and BCP processes, so that appropriate timely safeguarding and SEND referrals are made.
Key Stage 1
Reading, Writing & Maths (RWM) at the Expected Standard is higher than national at 67.3% (England 65.3%)
Mathematics is a strength including with disadvantaged pupils at 63.5% (England 62.8%)
Phonics sees 83.8% of pupils meeting Expected Standard (82.5% England)

Key Stage 2
RWM at greater depth is a strength for BCP pupils with 12.5% achieving it, compared to 9.8% (England). Disadvantaged BCP pupils too do better on this measure with 5% achieving it compared to 4.4% (England)

RWM Attainment BCP 63.7% is below national of 64.4%
Attainment in BCP is high & above national average

Attainment 8 score of 50.4 (national 46.5)
Progress 8 score of +0.18 (national -0.02)
For all the main attainment and progress indicators at the end of Key Stage 4 in 2018, the gap between BCP disadvantaged pupils and national “all other” pupils is smaller than the gap between national disadvantaged and national “all other” pupils

EBacc participation is high & growing
EBacc entry has 44.5% of pupils entered-above national (38.5%) and the average point score per pupil is also high at 4.4 rather than 4.1 nationally.

Progress in BCP is high & above national
Average Progress 8 is better at +0.18; compared to -0.06 (SW) & -0.02 (England)

Priorities for improvement
Progress by Pupil Premium students, particularly boys & SEND
Less narrow curriculum offer
Mathematics in Christchurch
Outcomes A Level strengths
• Students perform in line with average national standard at A Level (C+).

Academic Subject Progress.
• All students in BCP perform in line with national standard (C+) regardless of gender.

Areas for development
• Technical and applied students perform on average one grade higher than their A Level equivalent, including those who are disadvantaged – the issue is that not enough of these are on offer.
• Apprenticeship provision was recognised as ‘Good’ at B&P College in the recent inspection but overall they were rated as RI.
• BCP has 3 different previous skills & provider networks that need to be combined for an accurate picture of the gaps in skills provision in the area. That work is underway with partners in Dorset and the LEP.
Performance: Education Inclusion

Children Missing Education
Between 1 September 2018 and 24 May 2019 a total of 579 children were followed up as CME. Data is not available for the Christchurch area prior to 1 April 2019 but since this date 6 referrals have been made for Christchurch pupils in respect of CME. There are currently 39 children involving 32 families where investigations have not been completed and where there is pending/ongoing CME action.

Children Missing Out On Education (CMOE)
As at end May 2019 there were 477 children across BCP (1% of the school age population) who are not accessing education in the normal manner and are therefore recorded as Children Missing Out On Education. The process for collecting and recording data for Children Missing Out On Education currently differs across BCP however this will be brought together as a single process through the Alternative Provision review.

Elective Home Education
As at the 31 May 2019 there were 494 children (1% of the school age population) registered as being Electively Home Educated in BCP.

Fair Access Panels
Fair Access Panels are currently in operation across BCP and since 1 April 2019, 2 primary age and 73 secondary age children have been considered in accordance with the relevant Fair Access Panel. A revised In Year Fair Access Protocol is in the process of being agreed for the whole BCP area for implementation from 1 September 2019.

Not in Education, Employment or Training
BCP is in the 4th quintile for NEETs and Not Knowns, at 5.9% in March 2019. This reflects 203 young people who are NEET and 175 young people whose destination has not been successfully tracked to date.
Performance: Children in Care Education

Current Year Attendance information (September 2018 to June 2019):

<table>
<thead>
<tr>
<th>Attendance Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Overall attendance</td>
<td>90.41%</td>
</tr>
<tr>
<td>Authorised absence</td>
<td>5.57%</td>
</tr>
<tr>
<td>Unauthorised absence</td>
<td>3.04%</td>
</tr>
<tr>
<td>Persistent absence</td>
<td>23.8%</td>
</tr>
</tbody>
</table>

22.38% of Children in Care have an EHCP
38.11% of Children in Care have SEN Support

35 Children in Care are identified as missing out on education, of which 24 are on part time timetables and 5 are sectioned or detained in hospital/secure accommodation.

11 Children in Care are not on roll. 4 of these have an EHCP and 3 have SEN Support.

In the school year to date there have been 46 Children in Care excluded from school. 48% of these are at Key Stage 3 and 39% at Key Stage 4.

Attendance rates decline from Year 7 (92.6%) to lows in years 9 (86.2%) 10 (86.6%) and 11 (85.9%).

Children in Care Attainment 2018

**EYFSP**
46.15% Good Level of Development (compared to an average of 74.3% in BCP)

**Key Stage 1**
72.73% Expected or better Reading
36.36% Expected or better Writing
63.64% Expected or better Maths (compared to 65.3% RWM overall in BCP)

**Key Stage 2**
96.32 Average Test Score Reading
41.67% Expected or better Writing
97.24 Average Test Score Maths (compared to 64% RWM overall in BCP)

**Key Stage 4**
16.25 Attainment 8 (compared to 50.4 overall in BCP)
-1.28 Progress 8 (compared to +0.18 overall in BCP)

(BCP except EYFSP which is B&P only)
**SEND Strategic Partnership** has established three overarching outcomes, measures for which will be developed:

- Children and Young People with SEND will experience inclusion in every aspect of their life
- Children and Young People with SEND will achieve their full potential
- Children and Young People with SEND and their families will be partners in developing provision and services

**We have:**

- 2241 EHCPs (rate of 190.4 per 10,000 0-25s, compared to 183.3 nationally)
- 38% go to panel in two weeks (no comparator information available)
- 74% are assessed within 20 weeks (compared to 64.9% nationally)
- Attainment for children with SEN at GLD, KS1, KS2, KS4 are in line with national averages, but progress between KS1 and 2 and at KS4 is inconsistent across BCP and as such below national

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Challenges</th>
<th>Areas for Development 2019 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>All specialist provision is rated good or outstanding</td>
<td>Rising demand for EHCPs</td>
<td>One SEND system operating across BCP moving towards a multiagency integrated team</td>
</tr>
<tr>
<td>Graduated response toolkit for 0-5, school and post 16 is in place</td>
<td>Permanent Exclusions</td>
<td>Preparation for adulthood pathway</td>
</tr>
<tr>
<td>Last Year overall EYFSP results for SEND pupils in BCP were in – line or above national</td>
<td>Educational achievement of LAC identified with SEND</td>
<td>Joint Commissioning</td>
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</table>
Improvement Plan

• Consolidation and change
  Harmonise case loads
  Accommodation
  Restructure
  Harmonise ways of working
  Review and create model for early help

• Leadership and Management
  ICS
  Performance and outcomes culture
  Practice Model
  Supervision and management oversight
  Strategic commissioning
  Commission and create model of support and intervention for adolescents at risk

• Workforce development
  Recruitment and retention of students, ASYE, social workers
  Formal support and development model for ASYE
  Strategic learning and development programme

• Partnership Working
  Ambition for children
  Strategic leadership of children’s agenda, Health and Wellbeing Board and Community Safety Partnership
  SEND
  Health entitlement of children in care and care leavers
  Adolescents at risk
  New Safeguarding Arrangements
  MASH, CSE
  Learning Partnership - Inclusion agenda, Apprentices
  Improvement of Education Outcomes

• Quality Assurance and Improve practice Standards - risk and need assessment, robustness of plans outcomes focussed work:
  MASH
  Assessment
  Permanence and Care Leavers
  Education outcomes and the disadvantaged difference
  Transition
  Missing children, CSE and CCE and learning from Dorset JTAI
For more information

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BCP Children’s Social Care

BCP
Priority Improvement Plan

In BCP Children’s Services, we believe that children thrive when they live within their families; when they are safe, healthy and connected to their local communities and can access schools and learning. We recognise that everyone across BCP Children’s Services supports the expectation that all families can do well and that most are able to do this without additional support.

For those children and families who do need our support along the child’s journey, we come together across the services to blend our support in a wrap-around response. Using the expertise of our partners and the broad targeted skills in our Early Help services, we can provide the help needed at the right time by the best people.

For the small number of children in our communities who need protection or care away from their family, we will provide robust, timely and effective interventions across the multi-agency network to prevent further harm, to help families make safe and timely changes or to seek permanent alternative care if this cannot happen in the shortest timeframe.

BCP became a new council on 1 April 2019 with the coming together of Bournemouth, Poole and Christchurch. This is the start of a very new and exciting journey, and there is much to do. Since the 1st of April, we have created a new Directorate Team and are on the cusp of launching a new service delivery structure across the continuum of need. We have quickly determined the need to move to a single ICS and combined MASH with integrated Early Help colleagues and have held whole staff events to share and capture workforce views as we form our vision and direction.

We know through children services inspections in 2016, 2017 and 2018 that whilst there were some areas of good, the previous three Councils’ Children’s Services overall needed to improve. Some improvements have already been made but there is more work to do. This plan brings together the improvements from the previous councils that needed further work and new priorities and improvements that BCP Children’s Services want to make.

<table>
<thead>
<tr>
<th>Leadership and Management</th>
<th>How we will do this?</th>
<th>Lead Director</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. There is a clear shared child centred vision in place across the local authority and partner organisations. This is demonstrated in a co-owned children and young people’s plan and joint commissioning plan.</td>
<td>Corporate Director</td>
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<tr>
<td></td>
<td>2. Consolidation and change plan for the delivery and governance of services</td>
<td>Service Director</td>
</tr>
<tr>
<td></td>
<td>3. Deliver a fit for purpose ICS system in line with procurement framework</td>
<td>Service Director</td>
</tr>
<tr>
<td></td>
<td>4. Performance and quality assurance reports are regularly considered in the new Quality, Performance and Impact Board, Children’s Overview and Scrutiny and this is will be used to drive improvement.</td>
<td>Public Health and Corporate Director</td>
</tr>
<tr>
<td></td>
<td>5. The JSNA underpins the development of children’s services impacts on service delivery and commissioning of provision across the local authority, enabling an awareness of the local community and the identification of vulnerable groups.</td>
<td>Corporate Director</td>
</tr>
<tr>
<td></td>
<td>6. The Corporate Parenting Board is established and provides strategic oversight alongside a corporate sense of responsibility for children in care and care experienced young people, articulated in a Council wide Strategy. The CIC Council and young people with care experience are key partners on the Board and champions children and the improvement agenda with the Board.</td>
<td>Corporate Director</td>
</tr>
</tbody>
</table>
### Create the right environment within which effective work can be delivered which improves outcomes.

<table>
<thead>
<tr>
<th>How we will do this?</th>
<th>Lead Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Clear strategic leadership in place across the partnership via the new LSCP. The learning hub demonstrates the impact of the coordination and collaboration of service delivery on the outcomes of children and families.</td>
<td>Corporate Director</td>
</tr>
<tr>
<td>8. There is an accurate self-assessment in place with an improvement plan. The local authority is seeking to explore how well we know ourselves through a series of LGA peer reviews including, Virtual School, SEND and Youth Justice.</td>
<td>Service Directors</td>
</tr>
<tr>
<td>9. The strategic leadership in the authority support the opportunity to improve outcomes for children through innovation and partnership - through the Innovation Bid and partners in practice.</td>
<td>Service Directors</td>
</tr>
<tr>
<td>10. There is clear partnership governance, leadership and local arrangements in place to meet the SEND Code of Practice with the HWB. The SEND strategy is developed in collaboration with partners, adopted and is delivering through a joint commissioning plan and the SEND Transformation Group.</td>
<td>Corporate Director</td>
</tr>
<tr>
<td>11. Staff have opportunities to engage with strategic leaders to shape services, through six-monthly staff forums, as a minimum.</td>
<td>Service Directors</td>
</tr>
</tbody>
</table>

### Quality of Practice, Management oversight and supervision:

- Corporate Director and Lead members to be well informed of the quality of practice and challenges in local area.
- Across BCP, performance management and monitoring will ensure all leaders and managers are systematically updated, understand their service and are accountable for the response, delivery and improvement.
- The local authority can demonstrate evidence of practice that is informed and sustainably improved by feedback, research and intelligence about the quality of services.
- Throughout the child’s journey, Management decision making, accountability and oversight is evident to ensure that effective and timely planning, support and decision-making takes place for all children.
- Staff receive regular, reflective, enhancing, quality supervision, with appropriate learning.

<table>
<thead>
<tr>
<th>How we will do this?</th>
<th>Lead Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Develop and adopt a BCP wide Quality Assurance and Performance Framework. Quarterly reports from audit activity demonstrates the quality of frontline practice across SEND, Early Help and children’s social care.</td>
<td>Service Director</td>
</tr>
<tr>
<td>13. The monthly Quality, Performance and Impact Board, established and led by the Corporate Director, provides the Corporate Director and senior leadership team with clear line of sight into frontline practice and supports practice improvement.</td>
<td>Corporate Director</td>
</tr>
<tr>
<td>14. Accurate data set is established. Monthly data is presented to the Children’s Directorate Management Board, the Quality, Performance and Impact Board and Overview and Scrutiny in a regular pattern.</td>
<td>Service Director</td>
</tr>
<tr>
<td>15. We promote an openness to learning and engage in peer review. Learning from peer reviews is implemented and monitored to ensure that lessons have landed. Reports and detail is shared and worked through with the Portfolio Holder and CEO.</td>
<td>Service Director</td>
</tr>
<tr>
<td>16. Service user feedback is regularly collected through casework, evidence of lived experience of children in case auditing and focus groups. This intelligence is used to inform service delivery and strategic developments.</td>
<td>Service Director</td>
</tr>
<tr>
<td>17. Co-production of a suite of standards to support the consistency and understanding of what ‘good management oversight means’ i.e. supervisions policy, etc</td>
<td>Service Director</td>
</tr>
<tr>
<td>18. Develop and implement a leadership and management development programme.</td>
<td>Service Director</td>
</tr>
<tr>
<td>19. Focus on key aspects of the services where improvements are needed to deliver impact - MASH, adolescents</td>
<td>Service Director</td>
</tr>
<tr>
<td>Create the right environment within which effective work can be delivered which improves outcomes</td>
<td>How we will do this?</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>critical challenge and opportunities for reflection.</td>
<td>services, Early Help and permanence.</td>
</tr>
</tbody>
</table>

**Workforce Development**

There is sufficient suitably qualified and accredited staff in place to deliver high quality services to children and their families. There is effective organisational support for the training and development of staff leaders in an environment where good social work can flourish.

- 20. Develop and adopt a BCP workforce development strategy with clear professional development routes linked to a retention and recruitment strategy that continues to show a low rate of agency staff and low turnover of staff.
- 21. Implement a Signs of Safety practice model across the children’s workforce, including partner organisations. The emphasis is on building relationships and strengthening the quality of relationships to improve outcomes, promoting the principle that children are better placed to stay within their families or reunite with their families or family network unless they are at significant risk.
- 22. Restructure the service to deliver a ‘good’ span of control and appropriate case loads to enable good social work and early help to be delivered.
- 23. Champion group supervision models and a learning culture.

**Effective, strong collaborative strategic partnership**

Professional relationships are mature and well developed. Accountabilities are embedded and result in confident regular evaluation and improvement in the quality of help care and protection.

- 24. To be developed with partners in the Autumn of 2019. Focus to include:
  - I. Launch of pan Dorset CE strategy
  - II. Work with the CSP and LSCP to make effective use of resources, maximising the partnerships
  - III. Propose that the HWB adopt the governance of the SEND strategy
  - IV. Create a development space for the system leaders for children’s services to ensure a collaborative approach to the development of services for adolescents, the early help system and alternative provision.
# CHILDREN’S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

<table>
<thead>
<tr>
<th>Report subject</th>
<th>Children’s Services Overview and Scrutiny Committee Co-opted Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting date</td>
<td>31 July 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>The purpose of this report is for the Committee to review the statutory and co-opted membership on the Children’s Services Scrutiny Committee.</td>
</tr>
<tr>
<td>Recommendations</td>
<td>It is RECOMMENDED that:</td>
</tr>
<tr>
<td></td>
<td>a. The Committee notes the current arrangements for the appointment of statutory co-opted Members to the committee including representatives from the Church of England and Roman Catholic Diocese and parent governor representatives from maintained schools in the borough.</td>
</tr>
<tr>
<td></td>
<td>b. The Committee considers the options for the appointment of a non-statutory Academy co-opted representative; and the involvement of other external people in the Committee’s work, as outlined in paragraphs 11-18 below.</td>
</tr>
<tr>
<td>Reason for recommendations</td>
<td>To ensure that the Committee is constituted in accordance with the School Standards and Framework Act 1998, Parent Governor Representatives (England) Regulations 2001 and the Local Government Act (LGA) 2000. To also ensure that the Committee has considered the most appropriate means of engaging with external people with subject matter expertise in the work of the Committee</td>
</tr>
<tr>
<td>Portfolio Holder(s):</td>
<td>Portfolio Holder for Children’s Services</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Corporate Director</td>
<td>Judith Ramsden,</td>
</tr>
<tr>
<td>Contributors</td>
<td>Claire Johnston, Democratic Services</td>
</tr>
<tr>
<td></td>
<td>Lindsay Marshall, Overview and Scrutiny Specialist</td>
</tr>
<tr>
<td>Wards</td>
<td>All</td>
</tr>
<tr>
<td>Classification</td>
<td>For Decision and Information</td>
</tr>
</tbody>
</table>

**Background**

1. As the functions and duties of the Children’s Services Overview and Scrutiny Committee include making decisions in relation to the Council’s education responsibilities the BCP Council constitution makes provision for the inclusion of two church and two parent governor representatives as voting members in addition to the Councillors. The constitution also allows for the Committee to co-opt one representative from the Academy Trusts within the local authority area, to attend meetings and vote on matters relating to education.

**Church Representatives**

2. Paragraph 7 of Schedule A1, of the Local Government Act 2000 makes provision for overview and scrutiny committees to have church representatives. The Council must have a Church of England co-opted member on its overview and scrutiny committee whose functions relate wholly or partly to education if the Council maintains one or more Church of England Schools. Similarly, the Council must have a Roman Catholic representative on its Overview and Scrutiny Committee if the same conditions apply in relation to Roman Catholic Schools.

3. The Church of England representative must be nominated by the Diocesan Board of Education for any Church of England diocese which falls wholly or partly in the area covered by BCP Council. The Roman Catholic representative must be a nominated by the bishop of any Roman Catholic Diocese which falls wholly or partly in BCP Council.

4. Both the Diocese of Winchester and the Diocese of Salisbury for the Church of England have been asked to put forward a joint nomination for their representative. The Bishops for the Diocese of Plymouth and the Diocese of Portsmouth have been asked to put forward a joint nomination for their representative. We have yet to receive details of the nominees for either diocese. However once received they will be included within the Committee Membership.

5. There is no term of office for church representatives. However, it is good practice to seek confirmation from the constituent nominating bodies for their representatives every four years. This period aligns with both the term of office for elected Councillors and the term of office for governor representatives.
Parent Governor Representatives

6. Schedule A1 to the Local Government Act 2000 sets out in paragraph 8 the power for the Secretary of State to make regulations requiring local authorities to have representatives of parent governors at maintained schools included as co-opted Members on overview and scrutiny committees dealing with matters relating to education. The Secretary of State has made the Parent Governor Representatives (England) Regulations 2001.

7. These regulations state that the Council shall appoint at least two, but not more than five, parent governor representatives to any overview and scrutiny committee that has functions which relate wholly or partly to any education functions which are the responsibility of the Council's executive.

8. The Regulations specify the process for electing representatives. The Council’s Governor Services undertook the nomination process for the parent governor representatives. It should be noted that due to the number of academies, the percentage of maintained schools in the borough is relatively low and therefore there is a relatively limited number of parent governors eligible to stand. By the closing date for nominations stipulated by Governor Services only one nomination had been received. Therefore in accordance with the regulations the nomination received for Peter Martin is now appointed as one of the Parent Governor Representatives.

9. The other Parent Governor co-opted member position remains vacant. The process for conducting the nomination and election process will be carried out again within one year of the original vacancy and again thereafter at 6 monthly intervals whilst the position remains unfilled.

10. Parent governor membership shall extend to a maximum period of four years and no less than two years. These co-opted education representatives are entitled to vote on any item relating to education.

Academy Co-Opted Representative

11. The BCP Constitution also makes provision for the Children’s Services Overview and Scrutiny Committee to co-opt one representative from the Academy Trusts within the local authority area, to attend meetings and vote on matters relating to education. Section 9FA(4) of the Local Government Act 2000 provides that an overview and scrutiny committee of a local authority may include persons who are not members of the authority. This is the power used to appoint an academy representative as a co-opted member if the Committee wish to do so.

12. As stated above the majority of schools within the BCP Council area are academies. Each academy or group of academies is governed by an academy trust. Most academy trusts are local organisations, but some cover a wider
geographical area. It is proposed that if the Committee choose to proceed with the appointment of an academy co-opted representative, nominations would be sought from the governing bodies of academies by Governor Services utilising the same process that is in operation for the appointment of the parent governor representatives.

13. The appointment of an academy representative would allow for wider representation rather than restricting participation on educational issues to just the representative from the maintained schools sector and allow for a wider level of engagement. The Committee are asked to consider whether they wish to appointment an Academy Trust Co-Opted Representative.

Involvement of others, external to the Council in Overview and Scrutiny

14. In addition to the co-opted membership described above, Article 6 of the Council’s Constitution says the following about the involvement of other people, external to the council, in O&S Committees:

15. In addition to the Councillors elected to the Committee, members of the public can be invited to attend and contribute to meetings as required to provide insight to a matter under discussion. This may include but is not limited to subject experts with relevant specialist knowledge or expertise, representatives of stakeholder groups or service users. These attendees will not have voting rights.

16. Accordingly, the Committee may involve others in its work if it chooses to do so. The Borough of Poole Council previously included two Youth Parliament representatives on its Committee. Youth Parliament representatives are able to consult with other members of the Youth Parliament on specific issues and provide views to the Committee. Other councils co-opt non-voting teacher representatives to provide insight and expertise to discussions relating to education. To comply with the Constitution, any such person invited to regularly attend the Committee would not be a formal co-opted member or have voting rights.

17. An alternative way to involve others in the work of the Committee is the flexible use of subject experts according to topics selected on the Committee’s Forward Plan. This could include anyone with relevant specialist knowledge or expertise, representatives of stakeholder groups or service users, who can bring insight to an issue under review or discussion and may take the form of an invitation to a Committee meeting to give evidence or views, or their inclusion in a working group commissioned to review a specific issue. Involvement of external representatives in this way would be determined on an ad hoc basis. The Council’s constitution requires that the involvement of external subject experts must be considered at the time that O&S work is commissioned.
18. All meetings of the Committee are public meetings and any person external to the council with expertise or insight to provide can be encouraged to attend meetings of the Committee without requiring formal invitation from the Committee.

19. The Committee is asked to consider its views in relation to the options for the involvement of others in its work as outlined in paragraphs 14 to 17 above.

Summary of financial implications

20. The remuneration and allowances provided to co-opted members of the Children’s Services Overview and Scrutiny Panel is included within the Members Scheme of Allowances as outlined in the Constitution. There are no additional financial implications arising from this report. The costs of nominations and an election would be covered from within existing budgets.

Summary of legal implication

21. There are no legal implications arising from this report. The Committee is required by legislation to appoint the statutory co-opted Members as outlined above.

Summary of human resources implications

22. None

Summary of environmental impact

23. Not applicable

Summary of public health implications

24. Not applicable

Summary of equality implications

25. Each of the Co-opted appointments are open to all who qualify. The appointments for the church representatives are made by the diocese and BCP Council has no involvement with this process. If a ballot was required for a parent governor representative or academy trust representative this would be conducted in accordance with the relevant legislation.

Summary of risk assessment

26. The Council is at risk of challenge if it does not appoint statutory co-opted members to be compliant with relevant legislation.

Background papers

BCP Council Constitution
Local Government Act 2000
Parent Governor Representative Regulations 2001
(Published Works)
Appendices
None.
CHILDREN’S SERVICES
OVERVIEW AND SCRUTINY COMMITTEE

<table>
<thead>
<tr>
<th>Report subject</th>
<th>Forward Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting date</td>
<td>31 July 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>The Chairman and Vice Chairman of the Children’s Services Overview and Scrutiny (O&amp;S) Committee have worked with Officers to identify early priority areas of work for the Committee. The possible scrutiny engagement in these topics is yet to be scoped, in accordance with the requirements of the Council’s Constitution, in the Committee’s proposed Forward Plan. The proposed Forward Plan is attached at Appendix A. The Committee is asked to consider the proposals contained in the Forward Plan and approve or amend the contents.</td>
</tr>
<tr>
<td>Recommendations</td>
<td>It is RECOMMENDED that the Overview and Scrutiny Committee amend as appropriate and then approve the Forward Plan attached at Appendix A to this report.</td>
</tr>
<tr>
<td>Reason for recommendations</td>
<td>The Council’s Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda.</td>
</tr>
<tr>
<td>Portfolio Holder(s):</td>
<td>Councillor Sandra Moore, Portfolio Holder Children’s Services</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Corporate Director</td>
<td>Judith Ramsden, Corporate Director Children’s Services</td>
</tr>
<tr>
<td>Contributors</td>
<td>Lindsay Marshall, Overview and Scrutiny Specialist</td>
</tr>
<tr>
<td>Wards</td>
<td>N/A</td>
</tr>
<tr>
<td>Classification</td>
<td>For Decision</td>
</tr>
</tbody>
</table>

**Background**

1. All Overview and Scrutiny (O&S) bodies are required by the Constitution to consider work priorities and set these out in a Forward Plan. When approved, this should be published with each agenda.

2. The Constitution requires that the Forward Plan of O&S bodies shall consist of work aligned to the principles of the function. The Bournemouth, Christchurch and Poole O&S function is based upon six principles:
   1. Contributes to sound decision making in a timely way by holding decision makers to account as a ‘critical friend’.
   2. A member led and owned function – seeks to continuously improve through self-reflection and development.
   3. Enables the voice and concerns of the public to be heard and reflected in the Council’s decision-making process.
   4. Engages in decision making and policy development at an appropriate time to be able to have influence.
   5. Contributes to and reflects the vision and priorities of the council.
   6. Agile – able to respond to changing and emerging priorities at the right time with flexible working methods.

3. The O&S Committees may take suggestions from a variety of sources to form their forward plans. This may include suggestions from members of the public, Officers of the Council, Portfolio Holders, the Cabinet and Council, members of the Committee, and other Councillors who are not on the Committee. Pending further Committee-wide discussions on scrutiny work priorities, the attached draft Forward Plan provides an outline of suggested initial priorities for the Committee. These priorities have been proposed by the Chair and Vice-Chair, following consultation with Officers.

4. The Constitution requires that all suggestions for O&S work will be accompanied by detail outlining the background to the issue suggested, the proposed method of undertaking the work and likely timescale associated, and the anticipated outcome and value to be added by the work proposed. No item of work shall join
the forward plan of any O&S Committee without an assessment of this information.

Summary of financial implications
5. When establishing a Forward Plan, the Constitution requires the Overview and Scrutiny Committee to take into account the resources, including Councillor availability, Officer and financial resources, available to support their proposals.

6. To ensure sufficient resource availability across all O&S bodies, Officer advice is that, in addition to Committee items, one additional item of scrutiny inquiry work may be commissioned by an Overview and Scrutiny Committee at any one time. This may take the form of a working group or task and finish group, for example. Bodies commissioned by the Overview and Scrutiny Committees may have conferred upon them the power to act on behalf of the parent Committee in considering issues within the remit of the parent Committee and making recommendations directly to Portfolio Holders, Cabinet, Council or other bodies or people within the Council or externally as appropriate.

Summary of legal implications
7. The Council’s Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda.

Summary of human resources implications
8. N/A to this decision

Summary of environmental impact
9. N/A to this decision

Summary of public health implications
10. N/A to this decision

Summary of equality implications
11. Any member of the public may make suggestions for Overview and Scrutiny work. Further detail on this process is included with Part 4 of the Council’s Constitution.

Summary of risk assessment
12. N/A to this decision.

Background papers
None

Appendices
Appendix A – Children’s Services O&S Committee Forward Plan
The following forward plan items are suggested as early priorities to the Children’s Services O&S Committee by the Chairman and Vice Chairman, following consultation with officers.

<table>
<thead>
<tr>
<th>Subject and background</th>
<th>Anticipated benefits and value to be added by O&amp;S engagement</th>
<th>How will the scrutiny be done?</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meeting date – 31 July 2019</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1</strong> Children's Services Self-Assessment and Improvement Plan</td>
<td>To enable O&amp;S to sufficiently consider the information contained in the children’s services self-assessment and improvement plan and provide effective scrutiny.</td>
<td>Committee report</td>
<td>Judith Ramsden, Executive Director Children’s Services</td>
</tr>
<tr>
<td></td>
<td>The Committee will receive a report on the above matter, deferred from the June 2019 meeting to enable a report to be drafting including the associated implementation plan, detail highlighted with a risk lens and benchmarking data where available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2</strong> Committee Co-opted Representatives</td>
<td>Councillors will be aware of statutory co opted member requirements for education related scrutiny bodies and able to consider options for local choice co-option matters.</td>
<td>Report to Committee</td>
<td>Claire Johnston, Democratic Services Officer</td>
</tr>
<tr>
<td></td>
<td>The Committee will receive a report on the statutory co-opted membership of the Committee and providing options for consideration regarding local choice co-opted membership options.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subject and background</td>
<td>Anticipated benefits and value to be added by O&amp;S engagement</td>
<td>How will the scrutiny be done?</td>
<td>Lead Officer</td>
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<tr>
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<tr>
<td><strong>Meeting date – 10 September 2019</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3 Peer Review of BCP Safeguarding and Associated Development Plan</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Slide Deck</td>
<td>Kevin Jones, Children’s Social Care Services</td>
</tr>
<tr>
<td>4 New Children’s Services Safeguarding Partnership Arrangements</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Slide Deck</td>
<td>Neil Goddard</td>
</tr>
<tr>
<td>5 Social Care Workforce: Recruitment and Retention Planning</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Report to Committee</td>
<td>Sharon Buckby</td>
</tr>
<tr>
<td><strong>Meeting date – 26 November 2019</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Family Support Strategy (Early Help, Youth)</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>TBC</td>
<td>Sharon Buckby</td>
</tr>
</tbody>
</table>

**Commissioned Work**

Work commissioned by the Committee (for example task and finish groups and working groups) is listed below:

Note – to provide sufficient resource for effective scrutiny, one item of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work.
### Update Items

The following items of information have been requested as updates to the Committee.

The Committee may wish to receive these in an alternative to format to Committee updates (e.g. by emailed briefing note outside of the Committee) to reserve capacity in Committee meetings for items of value-added scrutiny.

<table>
<thead>
<tr>
<th></th>
<th>Subject and background</th>
<th>Anticipated benefits and value to be added by O&amp;S engagement</th>
<th>How will the scrutiny be done?</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>TBC</td>
<td></td>
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</tr>
</tbody>
</table>

#### 8 Children in Care

- To receive updated information at regular intervals on this matter, including how the council has effected positive change in relation to these figures.
- To enable the Committee to maintain oversight of this issue and target scrutiny as required.
- To be received six monthly. Format of receipt TBC.

#### 9 Child Sexual Exploitation

- To receive updated information at regular intervals on this matter, including how the council has effected positive change in relation to these figures.
- To enable the Committee to maintain oversight of this issue and target scrutiny as required.
- To be received six monthly. Format of receipt TBC.
<table>
<thead>
<tr>
<th>Subject and background</th>
<th>Anticipated benefits and value to be added by O&amp;S engagement</th>
<th>How will the scrutiny be done?</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 <strong>Youth Offending Services – entrance numbers</strong>&lt;br&gt;To receive snapshot updates of entrance numbers to the Youth Offending Services.</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>To be received six monthly, noting that the next figures would be available in August 2019. Format of receipt TBC</td>
<td>TBC</td>
</tr>
</tbody>
</table>