

Notice of Children's Services Overview and Scrutiny Committee



Date: Tuesday, 26 November 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 M F Brooke
Cllr E Coope

Cllr N C Geary
Cllr P R A Hall
Cllr J Kelly

Cllr L Northover
Cllr S Phillips
Cllr M White

Parent Governor Co-opted Representatives

Peter Martin and Simon Welch

Diocesan Co-Opted Representatives

Mark Saxby

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 (01202 633036) 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

18 November 2019



Available online and
on the Mod.gov app



AGENDA

Items to be considered while the meeting is open to the public

1. Apologies

To receive any apologies for absence from Councillors.

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 and the Council's Code of Conduct regarding Disclosable Pecuniary Interests.

Councillors are also required to disclose any other interests where a Councillor is a member of an external body or organisation where that membership involves a position of control or significant influence, including bodies to which the Council has made the appointment in line with the Council's Code of Conduct.

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 Tuesday 10 September 2019.

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.bcpccouncil.gov.uk/documents/s2305/Public%20Items%20-%20Meeting%20Procedure%20Rules.pdf>

The deadline for the submission of public questions is Tuesday 19 November 2019.

The deadline for the submission of a statement is 12.00 noon, Monday 25 November 2019.

The deadline for the submission of a petition is 12.00 noon, Monday 25 November 2019.

6. BCP's Children's Services Self-Assessment Quarter 2 October 2019	15 - 62
To consider and scrutinise the Self-Assessment of BCP's Children's Services baseline performance.	
7. Children's Social Care Workforce	63 - 68
To receive an update on the progress of the implementation of Children's Services Social Care restructure.	
8. BCP's Response to Child Exploitation (an update)	69 - 74
To receive a report which provides the Committee with an update on recent and proposed arrangements to support children and young people at risk of exploitation.	
9. Update on the development of the BCP Front Door Services following the Peer Review	75 - 78
To consider a report which sets out the headline development plan for the committee the output of joint work to re design the front door services of the Local Authority, which will make the services more effective and impactful and be a better model for front line staff to work within.	
10. BCP Corporate Parenting Strategy	79 - 108
To receive an update on the BCP Corporate Parenting Strategy recently considered by Cabinet.	
11. Forward Plan	109 - 112
To consider and amend the Committee's Forward Plan as appropriate.	
12. Dates of Future Meetings	
To note the future meeting dates and locations for the Committee as follows:	
<ul style="list-style-type: none"> • 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 10 September 2019 at 6.00 pm

Present:-

Cllr R Burton – Chairman

Present: Cllr J Bagwell, Cllr M F Brooke, Cllr E Coope, Cllr P R A Hall,
Cllr J Kelly, Cllr M White, Cllr R Lawton and Cllr P Hilliard (Substitute)

Also in
attendance: Cllr S Moore

21. Apologies

Apologies for absence were received from Councillors Geary, Lewis and Phillips and Parent Governor Representative, Peter Martin. Councillor Northover was absent.

22. Substitute Members

Councillor Hilliard substituted from Councillor Geary and Councillor Lawton substituted for Councillor Phillips.

23. Declarations of Interests

None.

24. Confirmation of Minutes

RESOLVED that the Minutes of the Children's Overview and Scrutiny Committee held on 31 July 2019, having been previously circulated, be signed by the Chairman and confirmed as a correct record.

25. Action Sheet

The Committee was advised that the email regarding the Barrack Road Pupil Referral Unit would be circulated shortly.

A Councillor thanked Officers for the acronym sheet circulated at the Committee.

26. Public Issues

No public items had been received.

27. Children and Young People's Participation

The Interim Service Director, Inclusion and Family Services, advised that the purpose of the report was to enable the Committee to consider proposals relating to how the voice of children and young people can be represented on the Children's Services Overview and Scrutiny Committee. This would only be for an interim period pending the establishment of a long term BCP Council model for the participation of children and young people.

In response to a query, the Committee was advised that it was hoped that children and young people's representatives would be joining the meetings from the November Committee and that they would be representative from across the whole conurbation.

It was noted that young people and the Youth Participation Worker were present to observe and they were welcomed.

RESOLVED THAT the Committee supported the proposals outlined in Paragraph 2.1 of the Report for interim arrangements for young people's attendance and engagement at Committee meetings.

28. BCP Council Corporate Safeguarding Strategy

The Corporate Director for Children's Social Care introduced the Report and advised that the BCP Council Corporate Safeguarding Strategy set out how the Council would deliver its safeguarding duties; the accountabilities of individual officers and Councillors; the training and development standards across the Council and how the delivery of the framework would be monitored.

The Committee discussed the Report and comments were made, including:

- A Councillor expressed concern that the Strategy would only be available on the Council's website and that a proportion of the Council's residents may not use or have access to the internet. It was requested that consideration be given on how to share the Strategy with a wider audience
- There were discussions regarding the DBS checks and the Committee generally supported the requirement for anyone from the Council who had contact with children or vulnerable adults to be checked
- In response to a query about BCP Council's procurement of businesses and services, the Committee was advised that

safeguarding measures requirements would form part of any relevant contract, which would then be monitored

- In response to a query regarding secondary school children attending businesses for work experience, the Corporate Director advised that it was the responsibility of the Headteacher and School to ensure they were placing students in a safe environment
- A Councillor felt that all Councillors should be enhanced DBS checked as they had access to and dealt with the most vulnerable members of the community
- In response to a query, the Corporate Director advised that she would investigate the cost of a DBS check and the renewal frequency and circulate the information to the Committee
- The Chairman requested consideration be given as to how best to engage all Councillors in awareness of the Safeguarding Strategy and their responsibilities
- In response to a query, the Corporate Director advised that female genital mutilation would be classed as extreme physical abuse. A Councillor felt that, due to its severity, a separate category may be more appropriate.
- With reference to Appendix 1, a Councillor thought the definition of children and young people's age should be extended to include, if considered vulnerable, up to 25 years old.
- The following errors were highlighted at Paragraph 3.2 – it should read “has a responsibility...” instead of “have a....” and in Appendix 1 it should read “sexual abuse by family / people in authority / other young people” instead of “sexual abuse by family people in authority / other young people”

The Corporate Director thanked the Committee for its comments and observations and advised that these would be provided to Cabinet when the Safeguarding Strategy was before it for consideration.

RECOMMENDED that Cabinet consider and note the Children's Overview and Scrutiny Committee's comments when considering the BCP Council Corporate Safeguarding Strategy.

29. Peer Review of BCP Front Door

The Interim Service Director, Children and Young People's Social Care (CYPSC) started by introducing Jane White, the new Service Director for CYPSC and advised the Committee that she would be taking over the role in a couple of weeks.

The Interim Service Director presented the Report and it was noted that BCP Council were invited to join the Partners in Practice program funded by the Department of Education to support a review and offer development support to BCP regarding the front door services – Multi Agency Assessment Hub (MASH) and Assessment teams within Children's Social Care. The review identified strengths and areas for improvement. An

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE
10 September 2019

action plan had been developed and approved by the Department for Education (DfE). This review had been of great assistance in the development of the new BCP Council Services.

The Committee discussed the report and comments were made, including:

- A Councillor agreed that this was a very useful and helpful project and was pleased to see the strengths identified and how the Service was aware of the areas that required improvement prior to this exercise
- In response to a query regarding how the improvements/systems implementations were being addressed, the Committee was advised that an update would be brought to the next meeting
- In response to a query whether a visit to North Tyneside Council would be beneficial, the Committee was advised that some of the team visited there two weeks ago and that a further visit was being planned which would also include other agencies such as the Police, Clinical Commissioning Group (CCG) together with Senior Officers
- In response to a query regarding timescales, the Committee was advised that work began as soon as North Tyneside had left and some actions were completed immediately, others within a two week timescale and some were still being worked on. The update to Committee would show the timescales which would enable the Committee to measure the implementation
- The Corporate Director advised that the intention to bring a new data set of key indicators to the Committee for consideration would include areas such as the timeliness of front door decision making and staff moral
- In response to a query about the two case management systems, the Committee was advised that the two being used were 'Mosaic' and 'Care Director'. It was advised that both were legacy systems and that Dorset Council currently used Mosaic. Both systems were relatively new but staff in both MASH and the assessment teams were trained and able to use both until a decision was made on which system to use moving forward
- The Committee was advised of the Signs of Safety methodology which was being used by staff. It was a technique developed in Australia and was being adopted by many Councils across the United Kingdom and the world. The Committee was advised that a briefing would be arranged for it to understand how the principles and applications.

RESOLVED that the Report be noted, and an update provided to the next Committee meeting.

30. Pan-Dorset Safeguarding Children Partnership

The Service Director for Quality and Commissioning advised that the Children and Social Work Act 2017 replaced the Local Safeguarding Children's Board (LSCB) with new local safeguarding arrangements, led by

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE
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three safeguarding partners: local authorities, police and clinical commissioning groups. A Pan-Dorset Safeguarding Children's Partnership had been created to meet this requirement locally.

In finalising its work, the outgoing Bournemouth and Poole LSCB produced its final annual report which would inform the work of the new partnership.

The new body had worked with all partners to develop a plan for delivery of this work including emerging priority areas. The new Partnership was formally established in August 2019 with BCP Council being one of the statutory safeguarding partners.

The Committee discussed the reports and comments were made, including:

- A Councillor requested that the Dorset LSCB Annual Report 2018/19 be circulated to the Committee because that would include the data relating to Christchurch
- A Councillor stated that at pages 16-17 of the report, the trend given was inaccurate as a trend should be over a 3-year period, not on a yearly basis. The Committee was advised that this was not a Council report but that the report authors would be made aware
- A Councillor expressed concern about the reduction on 'return home interviews' being completed within a prescribed timescale, the Corporate Director advised that she was also concerned and would ensure close monitoring took place
- The Committee was advised that the 2 Safeguarding headlines diagrams on page 12 of the appendix provided a good baseline and highlighted the differences across Bournemouth and Poole
- In response to a query regarding the Portfolio Holder's duties within the new partnership, the Corporate Director for Children's Services clarified that the legal duty of the new partnership was shared across the Local Authority, local Police and the Clinical Commissioning Group with no specific role defined for the statutory lead Councillor
- It was noted that consideration would need to be given on how the partnership would feedback to the lead Councillor and Children's Services Overview and Scrutiny Committee as well as how it would engage with local agencies such as schools

The Corporate Director concluded by advising that the partnership aimed to bring the safeguarding community together by keeping a high profile, being held to account and improving system outcomes for children and young people in the area.

RESOLVED that the Children's Overview and Scrutiny Committee:
(a) Noted the Annual Report of the LSCB 2018/19; and
Noted the new Pan-Dorset Safeguarding Children Partnership arrangements

31. The Workforce Strategy for Children's Services

The Interim Service Director, Inclusion and Family Services presented the Report.

It was highlighted that the impact of leaders, both political and Officers was key in supporting a stable and confident workforce, in an environment where effective social work could occur.

Effective social work and early help systems and services improved the life chances of the most vulnerable children within the BCP locality. Critical to this was that the local authority workforce was sufficient, suitably qualified and supported to deliver high quality services to children and their families.

It was advised that the market was challenging, which was linked to the national shortage of qualified social workers, the difficulty of the role, the volume of need in a community and how effectively this was owned across the whole system, together with how competitive the regional market was.

The Committee considered the report and comments were made, including:

- The term 'Real vacancy personnel' was clarified as vacant posts which were currently not covered and was acute in some teams. Reasons for these vacant posts included maternity leaves and staff off on long term sickness
- In response to a query regarding the Assessed and Supported Year in Employment (ASYE), the Committee was advised a new approach was being used to help retain social workers which meant continuing this support from 1 Year post graduate
- It was highlighted that the service was bringing the previous local authority teams together and that the plan was to strengthen, develop and invest in the staff to ensure good retention.

RESOLVED that the report be noted.

32. Forward Plan

The Portfolio Holder for Children's Services advised the Committee the Family Support Strategy (Early Help, Youth) which was currently scheduled for the November Committee needed to be considered sooner. It was therefore proposed that a task and finish group of Committee Members be arranged to consider it in October. The Committee agreed to this proposal and the Interim Service Director, Inclusion and Family Services advised that an email with further information would be sent out soon.

The Chairman advised the Committee that there had been some additions to the Forward Plan for the November meeting and that it would be circulated to them by email for further consideration. He requested Committee Members considered the updates and advised of any concerns

or topics which they felt should be added to the Forward Plan for consideration by the Committee.

In response to a request that County Lines and Knife Crime within schools be added to the Forward Plan, the Corporate Director advised that these would be added to the November agenda.

RESOLVED that a Task and Finish Group be established to consider Family Support Strategy (Early Help, Youth).

33. Dates of Future Meetings

The dates and venues of future meeting dates were noted.

The meeting ended at 7.10 pm

CHAIRMAN

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ACTION SHEET – BOURNEMOUTH, CHRISTCHURCH AND POOLE CHILDREN’S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome (where recommendations are made to other bodies)
Actions arising from Committee meeting: 10 September 2019				
7	BCP Council Corporate Safeguarding Strategy	Decision Made: That further information regarding DBS checks be circulated to all Councillors Actioned – email sent on 18 September	To enable Councillors to have more in-depth information.	N/A
8	Peer Review of BCP Front door	Decision Made: To add a Peer Review update to the November meeting Actioned – add to Forward Plan at request of Corporate Director	To enable Councillors to monitor progress	N/A
		Arrange a briefing on Signs of Safety Methodology Action – to be added to the briefing schedule once arranged	To enable Councillors to have more in-depth information.	N/A
9	Pan-Dorset Safeguarding Children Partnership	Decision Made: To circulate the Dorset LSCB's 2018/19 Annual report to the Committee for information Action – LS emailed JA to request copy to circulate	To enable Councillors to consider the content	N/A

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome (where recommendations are made to other bodies)
11	Forward Plan	<p>Decision Made:</p> <p>Add County Lines and Knife Crime in schools to the November Committee meeting</p> <p>Actioned – added to Forward plan</p> <p>Decision Made:</p> <p>Circulate an updated Forward Plan to Committee for consideration on any items it wishes to add</p> <p>Actioned – to be circulated once Officers completed</p> <p>Decision Made:</p> <p>To arrange a task and finish group in October to consider the Family Support Strategy</p> <p>Actioned – Second meeting arranged for 19 November 2019.</p>	To enable work planning	

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY



Report subject	BCP Children's Services Self – Assessment Qtr. 2 October 2019
Meeting date	26 November 2019
Status	Public Report
Executive summary	In line with best practice expectations, BCP Council has produced an updated Qtr. 2 self-assessment of its current performance in delivering Children's Services. This will guide and inform service and practice improvement activity.
Recommendations	Overview and Scrutiny is requested to receive and scrutinise the Self-Assessment of BCP Children's baseline performance with the associated development and improvement plan.
Reason for recommendations	For O&S to have oversight of the performance of BCP Council Childrens' Services in meeting the needs of Children, Young People and their families.
Portfolio Holder(s):	Councillor Sandra Moore, Portfolio Holder for Children and Families
Corporate Director:	Judith Ramsden, Corporate Director, Childrens Services
Contributors:	Neil Goddard, Service Director, Quality and Commissioning Rachel Gravett, Children's Commissioner Jane White, Service Director Children's Social Care Sharon Buckby, Interim Service Director Inclusion and Family Services Julian Radcliffe, Service Director Inclusion and Family Services
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. The self-assessment attached at **Appendix 1** is based on Quarter 2 Performance data up to 30th September 2019. Where necessary, this has been supplemented with data from the preceding councils to give a 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.
4. 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. This does not include information resulting from the recent Ofsted focused visit on Planning and Achieving Permanence.
5. A Learning Partnership Board has been established in BCP that is a representative body of educational and training leaders across the area. The board's objective 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. All schools in BCP have been included; data is for 2019.

Self-Assessment Outcome

6. The detailed self-assessment includes data and analysis relating to current performance. This highlights area of strong performance as well as those areas where targeted improvement is required.
7. A detailed Children's Services Development and Improvement Plan (DIP) 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.
8. The plan will focus on key areas of development and improvement

I. 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.

II. Quality of Practice, Management oversight

The local authority can demonstrate evidence of practice that is informed and sustainably improved by feedback, research and intelligence about the quality of services.

9. A key focus of the improvement agenda is to support the development of effective, strong, collaborative and strategic partnerships.
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 6 months will be concentrated on:
 - (a) The embedding of the new Children's Services structure with a system leadership approach.
 - (b) Further development of a robust performance information and quality assurance for BCP to make evidence-based decisions to inform and deliver improvement activity and impact;
 - (c) The Implementation of recommendations from current audit activity
 - (d) The continued improvement of the children's front door services which include MASH and Assessment
 - (e) The development and or implementation of the following strategies ;

- a. Family Support and Young People's Strategy and services designed to meet the need, including Adolescents at Risk
- b. BCP Sufficiency Strategy – covering the whole spectrum of children's services and SEN school places
- c. BCP Joint SEND Commissioning Strategy
- d. Place based CE Strategy

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 New Year (2020) to inform the Ofsted annual engagement conversation and will include outcomes from the Ofsted focused visit in October 2019 on Planning and Achieving Permanence. 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 Qtr. 2 October 2019

Appendix 2 BCP Children's Social Care Development and Improvement Plan

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**BCP Children's Outcomes
Self –Assessment
Quarter 2 - October 2019**

**Judith Ramsden
Corporate Director - Children's Services**

Local Context

Children and Young People in BCP

75,300 aged 0-17 years

41,641 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

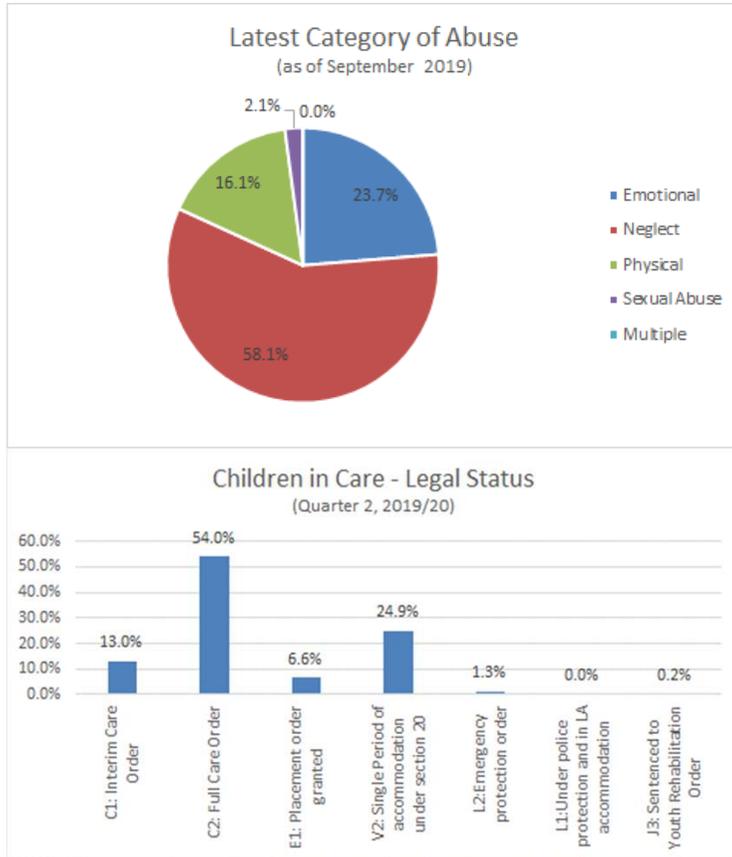
50.7% male, 49.3% female
0.8% have an EHCP
14.8% are Black and Minority Ethnic

Education

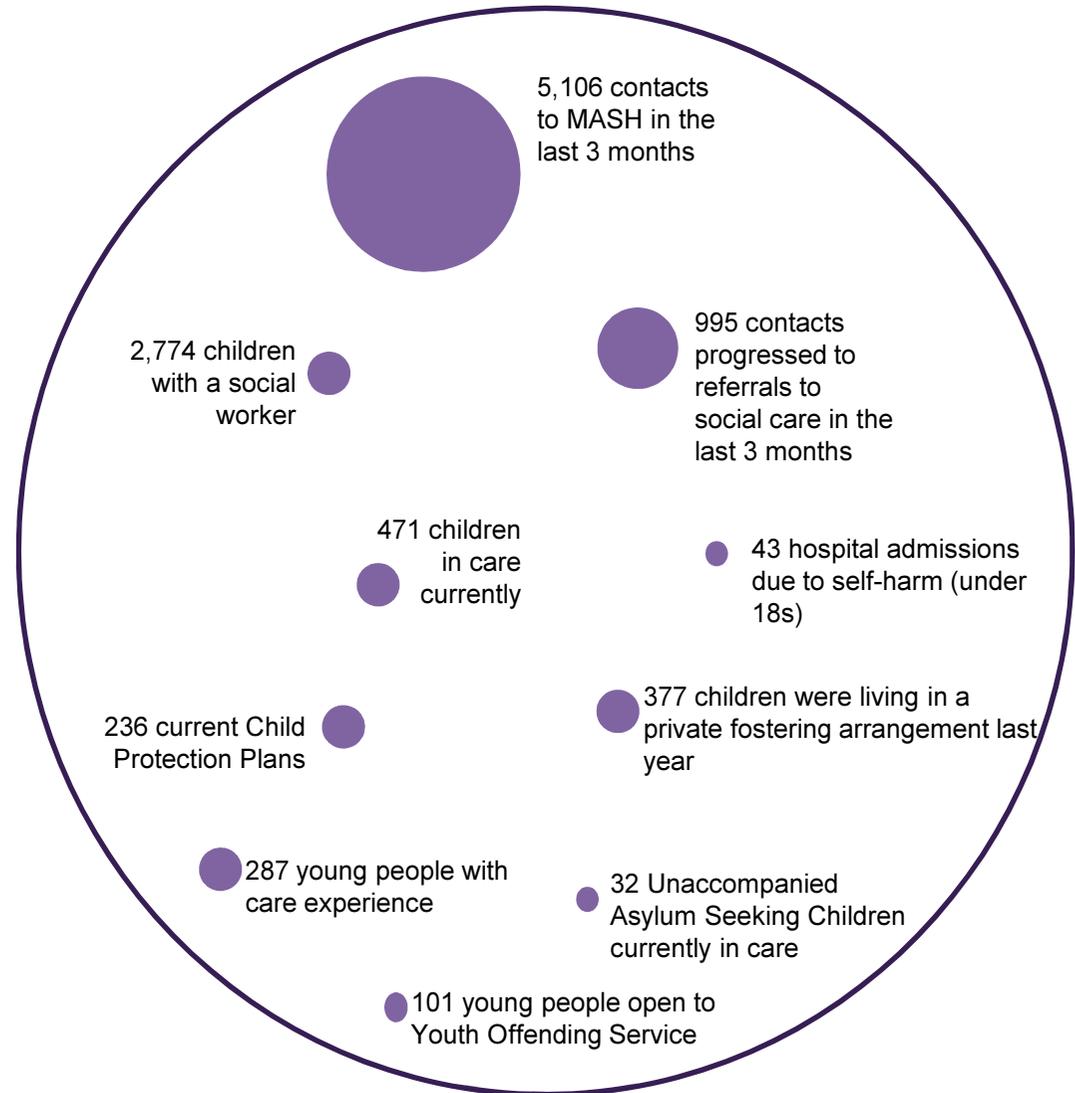
373 Early Years Providers
65 Primary Schools
24 Secondary Schools
5 Special Schools
17 Sixth Form Centres
1 Further Education College
3 Universities

BCP Safeguarding Activity

23



There are 28 children with a care order who are placed with parents or other with parental responsibility.



¹ Taken from Quarter 2 Children's Services Performance Report

Ofsted Judgement Grades

Bournemouth & Poole Councils

Bournemouth Borough Council
ILAC - July 2018

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

Borough of Poole
SIF – Sept 2017

Overall Effectiveness
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

Children Services Development and Improvement Plan Progress to date

(April 2019 – March 2020)

Achievements

April 2019 – September 2019

Peer Review – Front Door/Assessment, DfE sponsored improvement plan **DIP 7**

New Quality Impact and Performance Board established, with new combined BCP data pack **DIP 2**

New Quality Assurance Framework **DIP 10**

New Workforce Development Strategy and training plan **DIP 9**

BCP Corporate Parenting Board ,Strategy and Development plan **DIP 4**

Established HWB priorities and governance of SEND agenda **DIP 6**

Delivered restructure of Childrens Social Care **DIP 9**

Planned priorities for

October 2019 to March 2020

Peer Review – Front Door/Assessment , DfE sponsored improvement plan **DIP 7**

BCP Sufficiency strategy – covering the whole spectrum of children's services and SEN school places **DIP 4**

BCP Joint SEND Commissioning Strategy **DIP 6**

SEND whole service restructure **DIP 6**

Place based CE Strategy with a BCP Missing and CE working protocol **DIP 15**

Family Support and Young People's Strategy and services designed to meet the need **DIP 15**

Alternative Provision Review **DIP 15**

CYP / Commissioning Strategy **DIP 1**

ICS System decision and planned procurement work **DIP 3**

Quality Assurance and Learning Framework

Quality Assurance Activity and Learning, Q1 and Q2

Type	Theme	Areas for Development	Action
Baseline audits	MASH, Assessment, Child Protection, Children in Need, Children in Care & Care Experienced young people, Children who are Disabled.	SMART assessments and plans Management oversight Permanence plans Signs of Safety Chronology and genograms	Develop CP Dev & Imp Plan Commission RiP TRAINING
Thematic Evaluation	Repeat child protection plans.	Step-down and contingency procedures.	Develop Step Across protocol
Mix: October Compliance and small sample qualitative analysis (12)	Children in Care & Care Experienced young people	Management oversight Visiting frequency Supervision Recording professional judgements Assessments to inform Permanency Planning Permanency Planning/quality of care plans Options for permanence (p/ments) IRO improvement needed Improve sufficiency	<i>Live action following audit</i> Refresh CP Dev & Imp Plan For practice wide issues develop action and learning plan, to be presented at Nov 2019 Whole Staff Event and QIPB Dec 2019 (Owner JA)
Safeguarding Partnership	Safeguarding disabled children	Use of Advocacy Inconsistency of Services	Will inform SEN/D improvement of services

Quality Assurance and Learning Framework

From the 12 cases selected for audit ;

Overall 8 were good, 2 were requires improvement, 2 were inadequate.

Strongest area is in VOICE of child

Areas of concern are around record keeping and evidence of management oversight.

27

	12 cases where audit findings can be supported:	Good	RI	Inad
1.	Case recording	8	4	
2.	Assessments	9	2	1
3.	Planning	9	2	1
4.	Voice	11	1	
5.	Outcomes	9	2	1
6.	Management oversight	8	3	1

Overall	8	2	2
Overall – last 10 into care	6	0	2
Overall – 8-11 months into care	2	2	0

Peer Review May & Sept 2019 - Update North Tyneside - Partners in Practice

BCP Front Door services (MASH and Assessment) and Signs of Safety practice model.

Progress to Date

- New Senior Management Team established.
- Restructure completed for children's social care.
- Appointed an Early Help Decision Maker within MASH.
- Single case management system now being used in the MASH for all new contacts/referrals (Mosaic).
- Full options appraisal underway to determine single case management system for all of children's social care, being completed in November 2019.
- Reviewed the Signs of Safety implementation plan.

Next Steps

- Continuing support from North Tyneside Partner in Practice.
- Focus on development and implementation of new model, with clear lines of communication established.
- Embedding the Early Help Decision Maker into the MASH.
- Agree a single case-management system across children's social care.
- Development of a Children's Services Strategic Partnership; ensuring key partners are part of the project board to assist in the design and implementation of the new service.
- Relocation of Assessment Team in November 2019 to be co-located. Secure additional office space for MASH to also move to the same location in the MASH.

Children's Social Care

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
18%
of referrals in the last
quarter were repeats
(22% nationally)

Children in Care
471
Rate of 63 per
10,000 population
(64 nationally)

Missing & CE
246
went missing in Quarter 2
147
at risk of CE

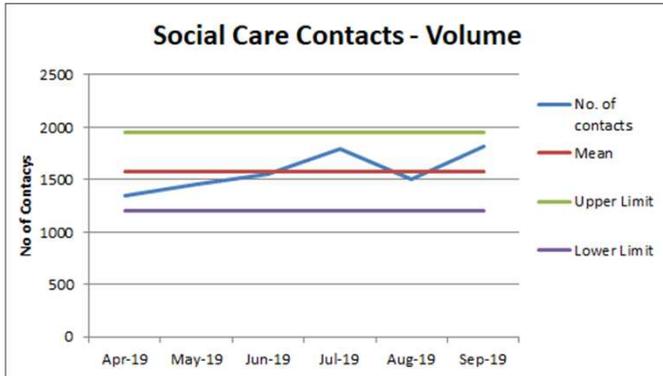
Child Protection Plans
236
Rate of 31 per 10,000
population
(45 nationally)

Care Leavers
In touch with 86%
(88% nationally aged
19-21)

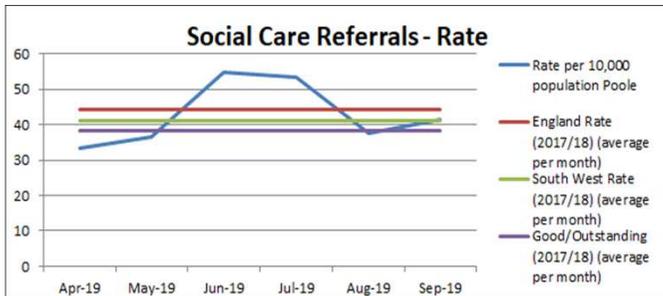
Adoption
6
Were adopted in
Quarter 2, 11% of all
children leaving care

Performance: Front Door Services

31

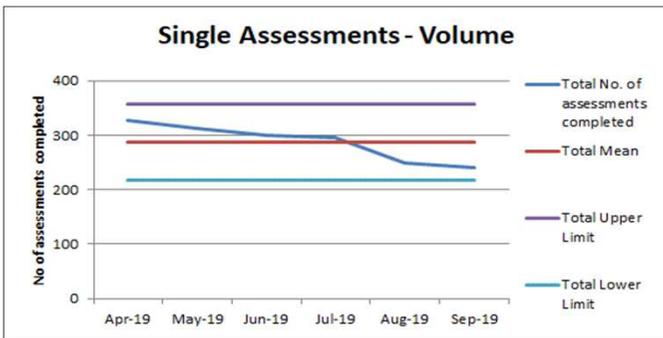


In the last quarter there have been 5,106 contacts to the MASH, 82% of which had a decision within 24 hours. 26% of contacts became referrals.



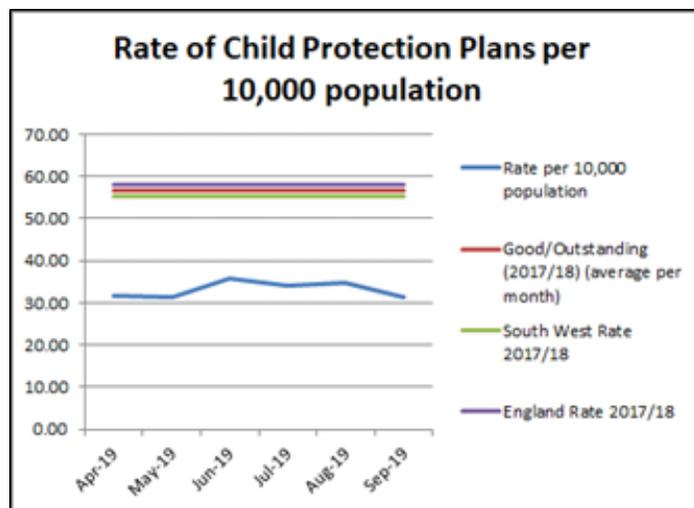
In the last quarter there were 995 referrals to BCP. This gives a rate of 132.1 which is above national, regional and Good/Outstanding authorities. However, this rise has been largely attributed to an increase in private fostering notifications in June and July for foreign language students. The recent 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, 18% of referrals were repeats. This is better than national, regional and Good/Outstanding authorities.



In the last quarter there have been 786 assessments completed. 66% of these were completed within 45 days, which is too low for families and below national, regional and Good/Outstanding authorities. Performance reflects some challenges with capacity from one of the predecessor councils, and as assessments are completed out of timescales performance figures dropped. The service has continued to address and make a positive difference in October. Capacity in the teams is greatly improved through the restructure and increasing equity in staffing across the assessment teams. **An improvement plan has been in place and progressing, and there is a high level of management oversight in relation to ensuring that progress is made and the new Service Director owns this. (DIP 17)**

Performance: Children in need of help and protection



During Quarter 2 there have been 283 Section 47 enquiries, a rate of 37.6 per 10,000 population. This is lower than national, regional and Good/Outstanding comparators. 40% of Section 47s resulted in an Initial Child Protection Conference.

87 ICPCs were held in Quarter 2, of which 77% were within 15 days of the Section 47, which is in line with national and regional, but below Good/Outstanding authorities. Multi-agency attendance at child protection conferences has been challenged through the Safeguarding Children Partnership, achieving an increased contribution from partners.

At September 2019 there are 236 Child Protection Plans open across BCP, a rate of 31.3 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.

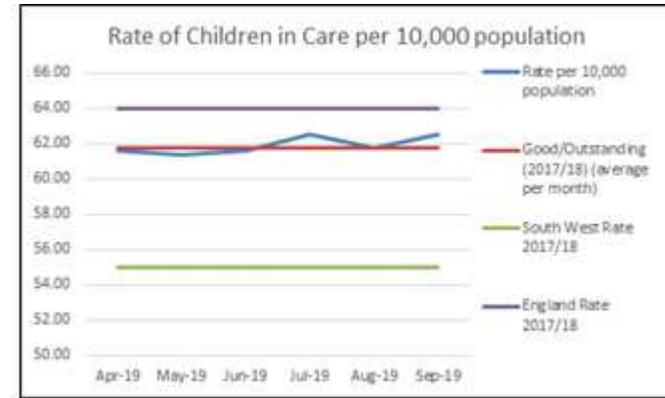
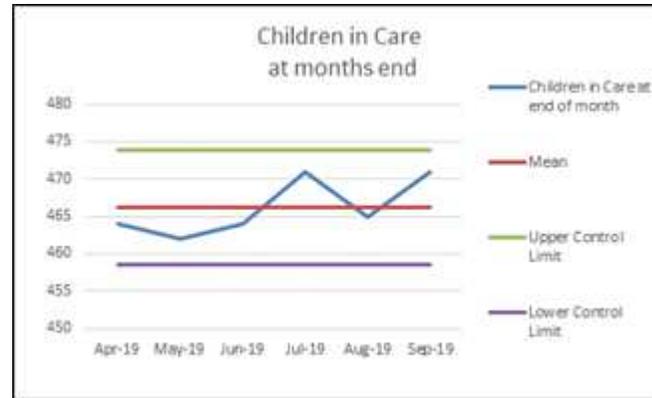
Of the new Child protection Plans (CPPs) starting in the quarter, 18% were repeat CPPs, which is a little better than the national and Good/Outstanding average (19% and 20% respectively). A consistent approach is being worked towards across BCP to learn from repeat CPPs.

In Quarter 2, 94% of CPP visits were undertaken within 20 days. 91% of CPP Reviews were on time.

Qualitative audits with a lens on help and protection will be completed within the next quarter in order to support the a new Development and Improvement plan aligned to the IRO and CP Chairs Implementation Plan (DIP15)

Performance: Children in Care

At September 2019 there are 471 children in care, a rate of 63 per 10,000 population. This is above the South West and Good/Outstanding average, but below the England average of 64.



Only 15% of children in care are placed over 20 miles from home, better than national, regional and Good/Outstanding authorities.

Short term stability: 6% 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: 63% 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 1 of 2019/20, only 29% of initial health assessments were on time. During the same period, 92% of review health assessments were on time. Data for Quarter 2 is awaited.

A Corporate Parenting Strategy, and a Sufficiency Strategy have been launched with the supporting Development and Improvement Plan being implemented to deliver improved outcomes for Children in Care (DIP 4)

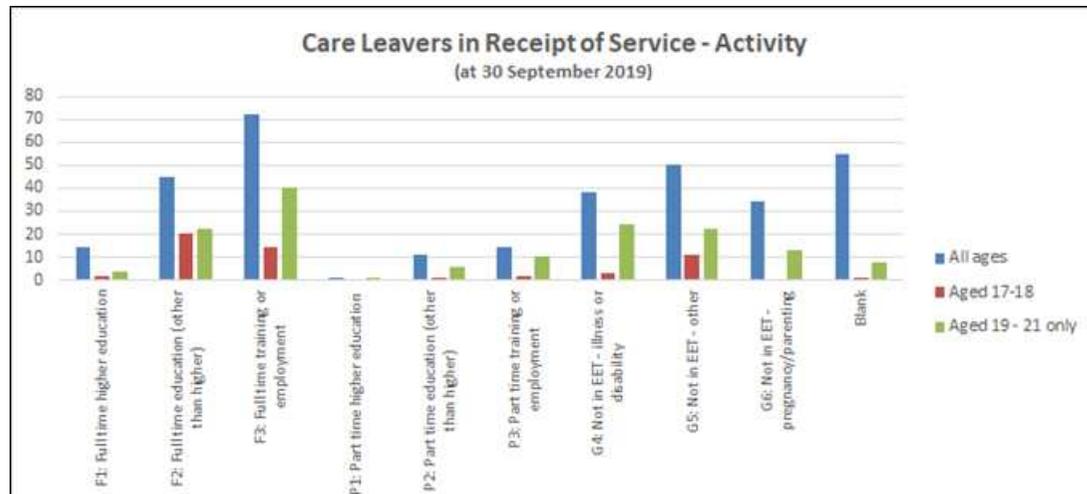
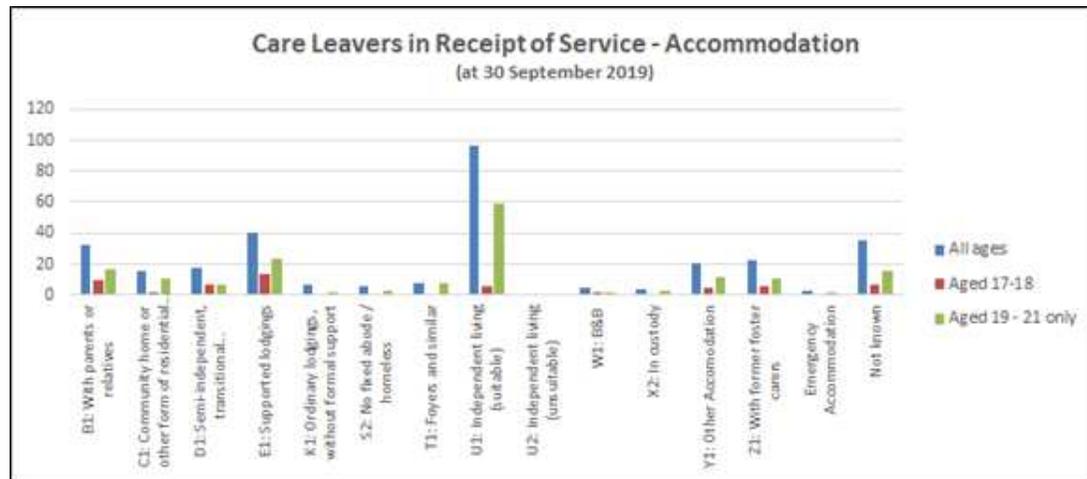
Performance: Care Experienced Young People

BCP is currently in touch with 86% of care experienced young people (lower than national, regional and Good/Outstanding authorities).

98% of those aged 17-18 are in suitable accommodation (better than national, regional and Good/Outstanding authorities) and 72% are in education, employment or training (better than national, regional and Good/Outstanding authorities).

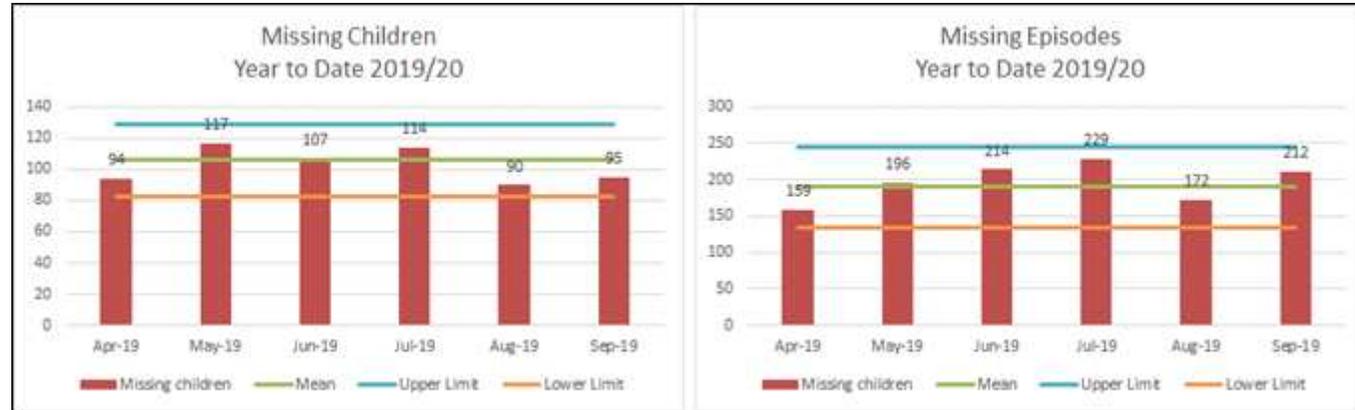
97% of those aged 19-21 are in suitable accommodation (better than national, regional and Good/Outstanding authorities) and 59% are in education, employment or training (better than national, regional and Good/Outstanding authorities).

A Corporate Parenting Strategy, and a Sufficiency Strategy developed and endorsed by the CPB with the supporting Development and Improvement Plan being implemented to deliver improved outcomes for Care Experienced Young people (DIP 4)



Performance: Missing children & exploitation

In Quarter 2 there were 613 missing episodes involving 246 children. Of those, 37% went missing on more than one occasion. Of those that went missing in Quarter 2, 36 were known to be at risk of exploitation.

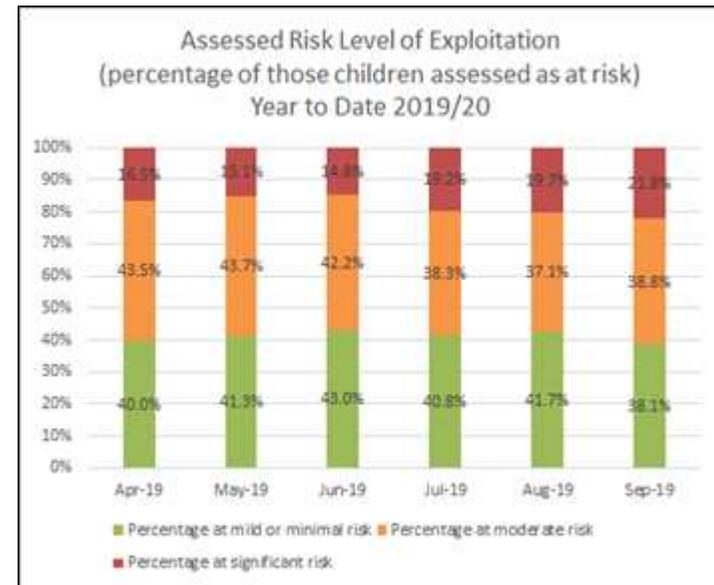


84% of all missing episodes in Quarter 2 that required a return home interview had one completed. However, only 52% of these were within 3 days of the child returning home.

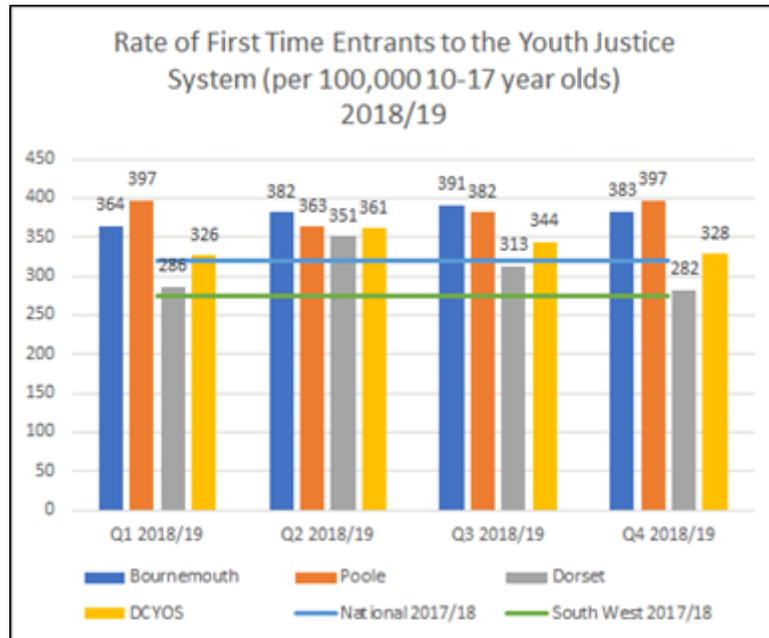
At the end of Quarter 2, 147 children across BCP are known to be at risk of exploitation. 32 (22%) are at significant risk. 47 of the children identified as at risk are children in care.

These figures include the new Risk Assessment Tool for criminal exploitation, which was rolled out in August 2019.

We are on track to adopt a Pan Dorset CE high level strategy by Dec 2019 and a separate place based CE Strategy in operational teams in Jan 2020. A protocol is being launched in Nov 2019 to embed a single consistent approach to Missing and Exploitation. The new protocol will deliver timely and consistent response to missing episodes (DIP 1&15).



Performance: Youth Justice System



During Quarter 4 2018/19 (the most recent data available), the Dorset Combined Youth Offending Service area had a rate of First Time Entrants to the Youth Justice System of 328. This was above the national and South West averages. This is attributed to high rates in Bournemouth and Poole. Diversion options are currently being considered by the YOS with partners. The data for Quarter 1 will not be available until later in the year.

2 young people from BCP have received custodial sentences in the last 12 months. 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 courts have confidence in community sentencing options proposed by the YOS.

Local young people in the justice system are slightly more likely to reoffend than the regional and national averages. During Quarter 1 the reoffending rate in the pan-Dorset YOS area, the rate of reoffending was 40.2, compared to 38.1 nationally and 33.7 in the South West.

The YOS board are concerned and currently reviewing the high volume of young people being held overnight in police custody under PACE.

In Quarter 2 there were 64 occasions where young people have been held overnight in police custody and unable to be discharged due to being held under PACE. These occurrences are of concern and are currently being reviewed as a KLOE by the YOS Board .

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.

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, and reflects data from 2015-2018, and thus the previous local authorities.

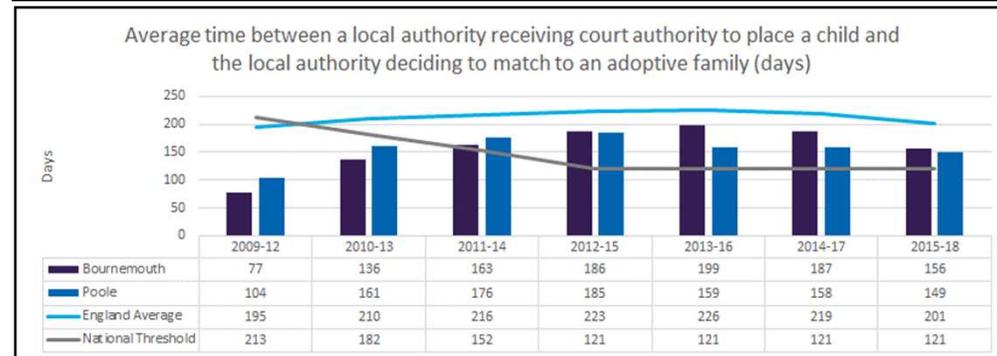
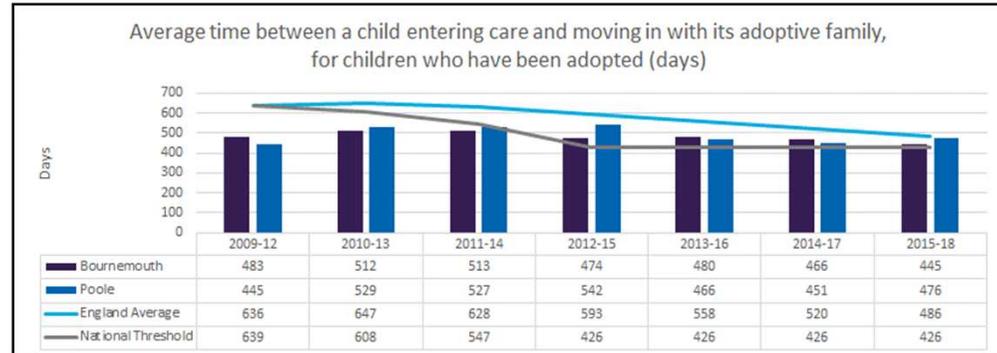
The Regional Adoption Agency for BCP and Dorset: Aspire, launched in July 2017.

In the year to date, 9 children were adopted in BCP (11% of all children leaving care). A further 11 were subject to a Special Guardianship Order (13% of all children leaving care).

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.



Performance: Complaints and Compliments

Complaints and Compliments	STAGE 1	STAGE 2	STAGE 3	TOTAL	LGSCO
Complainants April to September 2019/20 CSCS	40	5	3	48	4
Percentage outcomes for those complaints upheld wholly or in part	58%	68%	60%		25%
Compliments				112	

Compliments

Compliments are received from children and young people, parents, family members and other professionals both inside and outside of the council. Themes from compliments include direct work, supports offered and reports/presentations.

38

Key learning themes from the complaints were:

- Lack of involvement/being kept informed/listened to
- Communication including verbal and written
- Perceived attitude/behaviour
- Practise Issues
- Disputed Decision

Key service learning from complaints:

- Bespoke workshops to explore the effects and impact from thoughtless or incorrect comments in reports will be designed and led by the Workforce Development Team.
- Specific risk area identified for possible data breaches and relevant staff have been informed and advised on how to mitigate that risk, through TMs for individual teams re Mosaic issues and through Corporate data breach training
- Staff have been advised regarding the good practice in communicating with service users around financial support. Advice given to specific team for changes to be made re retracting financial information in Private Applications for SGO.
- Team Managers have been tasked to focus in their team meetings on the professional use of language and the use of correct terminology.

Workforce

Workforce Development Strategy developed and in place

- Restructure for social care delivered
- New and permanent management team in place
- Stability of social work staff and therefore good continuity of SW with CiC (avg 3 per child) ; new prog of support for ASYE Nov 19
- Permanence training with RIP commissioned as result of base line audits in summer 19, to begin Jan 20
- New role of case progression manager created and in place
- Extend FGC model as a right to all children and their families
- Training and Development is place

TEAM (exc TMs &ATMs)	PERM SW FTE (L3 to AYSE)	AGENCY (SWs)	VACANCY (SWs)
OOHS	3.3	1	-0.7
MASH	11.5	3.5	-1.5
Assessment 1	6	4	-3
Assessment 2	6.8	5	-2.2
C&FF Team 1	6.6	0	-0.4
C&FF Team 2	7	0	0
C&FF Team 3	6.6	0	-0.4
C&FF Team 4	6.8	0	-0.2
C&FF Team 5	7	0	0
C&FF Team 6	6.6	1	-0.4
C&FF Team 7	6	3	-1
C&FF Team 8 (ex Dorset team)	1	3	-6
CSE	2	0	0
Private Fostering	5	0	-1
CIC 1	8	1	-0.5
CIC 2	8.6	0	-0.4
CEYP 1 care leaver team	5.1	0	0.1
CEYP 2 care leaver team	5.6	1	-0.4
Fostering and Supp Lodging	10.6	1	-2.9
Disability –SW team	8.7	2	-2.3
TOTAL	128.8	25.5 (19.8%)	-23.2 (18.0%)

Workforce

What is working well?

Good stability of SW and Early help workforce overall

Agency SW 13%, which is slightly above Good/Outstanding authorities at 12% (but below national and regional rate), and a vacancy rate of 13.5%, which is lower than the national and regional average .Work need to secure a more permanent workforce.

Inherited 11 SW vacancies from Dorset which equates to 47% of the current vacancies (Current vacancy rate 15.2% , without Dorset would have been 7.1%)

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 a current cohort of 18 newly qualified social workers on our Assessed and Supported Year in Employment (ASYE) programme across the service, including 7 Step Up graduates, with a further 4 due to complete their ASYE by January 2020.

Following feedback from our NQSW's a new ASYE programme has been designed and recruited too, to have Practice Consultant experienced social workers to support and co-work children's plans ,in line with best proactive

What is impacting on workforce morale ?

There are currently variable caseloads, between 10 and 45 depending on the teams (Assessment being the team currently with the highest caseloads).

Impact of two ICS systems

Change period

Differential terms and conditions

Feedback from BCP staff

(direct from SW and includes Children's element of Corporate survey results)

Working well:

- Pleased to be invited to consultation around teams and the new structure
- Enjoyed meeting new colleagues from previous LA's
- They like the flexibility in working location BCP has enabled
- Less 'hand offs' for children, enabling them to use SoS better
- They like Consultant SW arrangement
- Positive change noted between peer review of Front Door and follow up visit by PiP

To Improve :

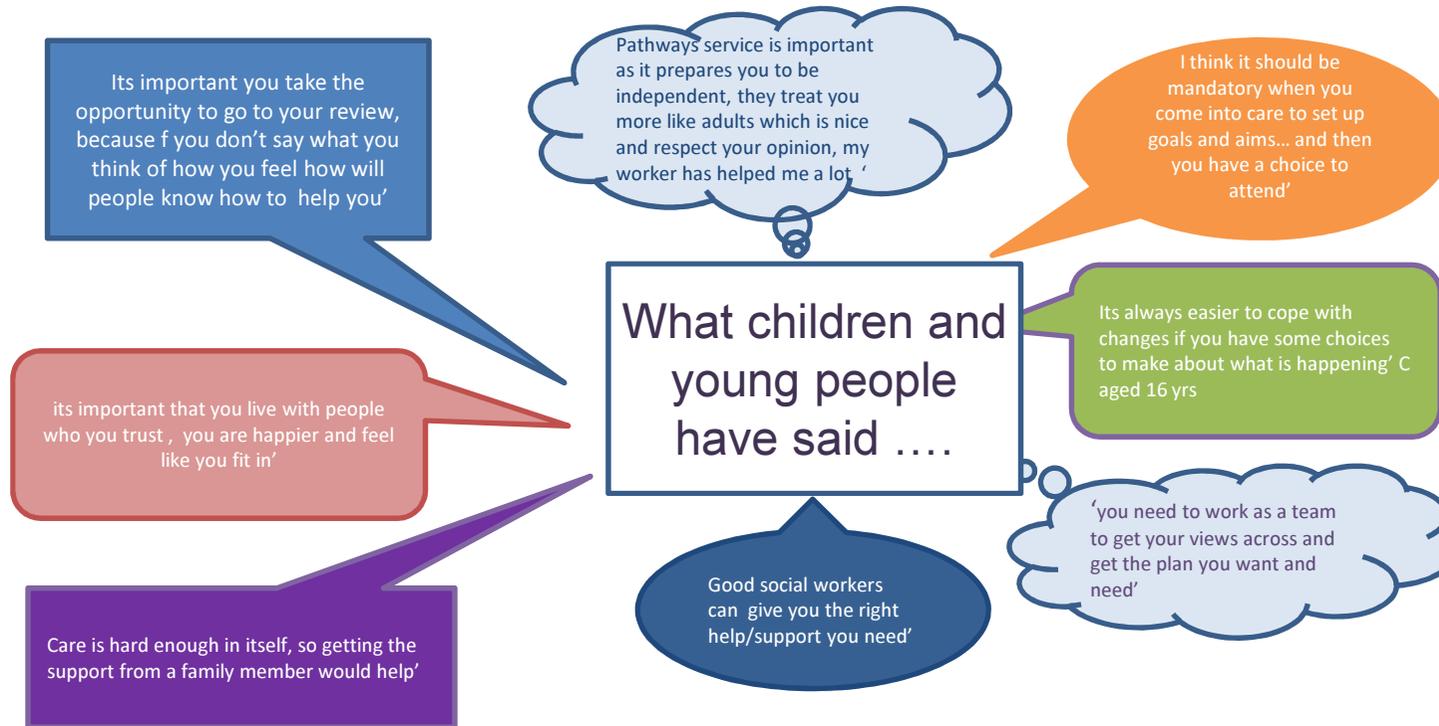
- Case loads in some teams
- Communication around changes for e.g. restructure could have been better
- 2 ICS systems is difficult
- Location of teams needs attention
- Building confidence that its OK to challenge and be part of decision making

What we are doing ?

Whole Staff events / Corporate Staff Survey completed/ Visits to teams by Senior Management /Chief Exec Roadshows and blogs encouraging feedback /Survey Monkey in Nov 2019

Feedback & Participation of Children in Care and Young People with Care Experience

42



What's been happening to encourage feedback and participation ... (DIP 21)

Residential camps were 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 Mind of My Own across BCP relaunch planned to encourage feedback and offer children in care and Children with Care Experience another means to express their views and opinions.

Unite and Insight –

Part of the CPB ,and developing The Pledge through this

Piloting Video recording - Appreciative Enquiry Interviews of YP for feedback and support SW learning

Education and Special Educational Needs

Education in BCP

31
Children in care
missing out on
education
(12%)

8%
Not in Education,
Employment or
Training, or
unknown

Key Stage 2 2019
66.6% (provisional)
Expected standard
RWM
(64.9% nationally -
provisional)

87%
EHCPs assessed in
20 weeks
(65% nationally)

Early Year
Foundation Stage
2019
73.8%
Good Level of
Development
(71.8% nationally
2019)

Key Stage 4 2019
Progress 8
+0.20 (provisional)
(-0.02 English state
funded provisional)

Performance: Children in Care Education

Access to Good Education

Current Academic Year To Date
(September 2019 – July 2020):

- In the Academic Year to date the overall attendance is 92.2%.
- 24% of Children in Care have an EHCP
- 31% of Children in Care have SEN Support
- 31 Children in Care are identified as missing out on education, of which 15 are on part time provision.
- 15 of the children missing out on education have an EHCP.
- 15 Children in Care are not on roll.
- In the school year to date 10 Virtual School pupils have had at least 1 fixed term exclusions, totalling 45 sessions. 10 schools have excluded children in care so far this year, 7 of which are in BCP.
- 91% of PEP Reviews have been booked for the Autumn term, as of half term 39% have been completed.
- Shift for PEP process ownership to be taken by schools

DIP 4

Children in Care Attainment 2019

EYFP 50% Good Level of Development (compared to 56% last year)

Key Stage 1 29% Expected or better Reading
23% Expected or better Writing
35% Expected or better Maths
(compared to 73%, 64% and 64% respectively last year)

Key Stage 2 34% Expected or better RWM
(compared to 16% last year)
2.35 Reading Progress (-5.01 last yr)
-1.87 Writing Progress (-0.86 last yr)
-0.71 Maths Progress (-1.96 last yr)

Key Stage 4 16.39 Attainment 8 (compared to 13.95 last year)
-1.55 Progress 8 (compared to +1.29 last year)

DIP 4

Special Educational Needs & Disability

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:

- 2396 EHCPs (rate of 204.8 per 10,000 0-25s, compared to 183.3 nationally)
- 43.5% go to panel in two weeks (no comparator information available)
- 86.8% are assessed within 20 weeks (compared to 64.9% nationally)
- Overall, attainment for children with SEN at EYFSP, Phonics, KS1 and for attainment and progress at KS4 is in line or above national averages. Although 2019 saw increases in performance at KS2, both attainment and progress at this key stage, for children with SEN, is still below national. It should be noted that there are disparities when comparing performance against national between children with an EHCP and those on SEN support, most noticeably in EYFSP, KS2 attainment and KS4.

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Strengths	Challenges	Areas for Development 2019 - 2020
All specialist provision is rated good or outstanding	Rising demand for EHCPs and placement sufficiency	One SEND system operating across BCP moving towards a multiagency integrated team
Graduate response toolkit for 0-5, school and post 16 is in place	Permanent Exclusions	Preparation for adulthood pathway
Last Year overall EYFSP results for SEND pupils in BCP were in – line or above national	Educational achievement of LAC identified with SEND	Joint Commissioning Strategy informed by JSNA and Joint Self Assessment
	Restructure of SEND services	Implement the graduated response toolkit across BCP within an effective moderation system
	Engagement and participation and ensuring feedback informs development	Consistency of attainment and achievement across BCP
DIP 6		Send Inclusion Strategy

Special Educational Needs & Disability

**Over the Summer of 2019 a survey was carried out with parents/carers of Children and Young People with a disability:
(160 surveys returned)**

Results Summary

- 38% of parent /carers felt their needs were met ,however another 38% thought their child's needs were not being met .
 - 49% of respondents considered the Statutory Assessment Process went well, but 33% shared their concerns.
 - An average of 56% of parents/carers considered the staff knowledgeable regarding SEND and efforts were made to listen to the young person, however 19% did not feel this was the case.
 - 59% of respondents considered the EHCP reflected their child or young person's needs but 18% responded they did not support this view.
- SEMH and Behaviour Difficulties –There is not sufficient provision for children with these presenting needs. This feedback is shaping the SEND restructure and moving towards a relationship based model.
 - POET (Personal Outcomes Evaluation Tool) is implemented across the whole of BCP from Autumn 2019 as part of the wider consultation and engagement programme with Parents, Carers ,Children and Young People

Education Inclusion

Children Missing Education

Between 1 September 2018 and 24 May 2019 a total of 579 children were followed up as CME. As at the start of June 2019 there were 39 children involving 32 families where investigations have not been completed and where there is pending/ongoing CME action. Data for the Christchurch area was only available from 1 April 2019 when Christchurch pupils who became CME were tracked in the same way as other BCP pupils.

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 has brought together as a single process for all BCP Schools from the Autumn Term 2019. The first return from Schools was requested by 18 October and this is currently being checked and collated.

Elective Home Education

As at the 25 October 2019 there were 458 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. A single In Year Fair Access Protocol for all BCP secondary schools has been in place since September 2019 and 25 secondary age children have been considered in accordance with this protocol. A revised In Year Fair Access Protocol is in the process of being developed for all BCP primary schools for implementation from 1 January 2020 and pending the single protocol being implemented the legacy primary protocols remain in operation. Since September 1 primary panel has been held and 1 primary aged child was considered under the relevant protocol.

Not in Education, Employment or Training

Bournemouth was in the 4th quintile for NEETs and Not Knowns in 2018/19 (Poole in 1st). At August 2019, the rate was 7.7% in BCP – 548 young people who were not in education, employment or training or whose status was not known.

The Learning Partnership – Est. Sept 2018

What is The Learning Partnership

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
- Trends and improved process for Elective Home Education

Key Outcomes - Learning Partnership

Will ensure all children and young people have access to a quality education pathway which prepares them for the next stage in their life.

Has a sector led approach to improvement.

That BCP educational outcomes are some of the highest nationally.

Attracts the highest quality staff to work in education.

BCP develops an educational offer that meets needs of all C&YP and has the right balance of academic and vocational opportunities, including apprenticeships

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

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

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.

Education Outcomes

Attainment 2019

- 99.5% early years providers rated Good or Outstanding.
- 73.9% of children in BCP achieved a good level of development in Early Years Foundation Stage (71.8% nationally).
- Key Stage 1: Reading Writing Maths at the Expected Standard 66.0% (64.9% nationally). 81.9% of pupils met Expected Standard in Phonics (81.9% nationally).
- Key Stage 2: Reading Writing Maths 66.6% (64.9% nationally, provisional).
- Key Stage 4: Attainment 8 score of 49.6 (46.7 nationally), Progress 8 score of +0.20 (-0.02 nationally), Ebacc entry at 44.8% (39.7% nationally). Provisional.
- Key Stage 5: Performance in line with average national standard at A Level (C+).

Key Areas for Development

Early Years: 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.

Primary: Improve Reading in KS1 and KS2 for all pupils to support access to a high quality curriculum. Narrowing the gap in reading and writing between all pupils and disadvantaged boys and those with SEND or who are looked after.

Key Stage 4: Progress by Pupil Premium students, particularly boys and SEND, less narrow curriculum offer, mathematics in Christchurch.

Key Stage 5: 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.

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Appendix 1: Permanence Scorecard

Volume *As at 30 October 2019	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Number of children in care (and rate)	471 (62.6)	64.0	55.0	61.0
Number of unaccompanied asylum seeking children (and percentage)	32 (7%)	6%	5%	11%
Number of children in care placed with parents (and percentage)	28 (6%)	6%	3%	6%
Number of children in private fostering arrangements	52*	n/a	n/a	n/a
Number of children in care with a Placement Order (and percentage)	31 (7%)	7%	8%	7%
Number of children currently awaiting adoption (and percentage)	23 (5%)	n/a	n/a	n/a
Number of children in care at significant risk of exploitation	10	n/a	n/a	n/a
Number of children in Care placed who live with family and friends	95* (20.3%)	n/a	n/a	n/a
Performance **Q1, Q2 awaited	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Percentage of visits to children in care on time	91%	n/a	n/a	n/a
Percentage of reviews for children in care on time	90%	n/a	n/a	n/a
Percentage of reviews that children in care participated in	85%	n/a	n/a	n/a
Percentage of children in care placed 20+ miles from home	15%	19%	26%	20%
Percentage of children in care with 3 or more placement moves in the last 12 months	6%	10%	12%	11%
Percentage of children in care with long-term stability	63%	70%	68%	69%
Timeliness of Initial Health Assessments	29%**	n/a	n/a	n/a
Timeliness of Review Health Assessments	90%	n/a	n/a	n/a
Change in friends and family carers in the last 12 months	28% increase	n/a	n/a	n/a

Permanence Scorecard cont.

Outcomes	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Number of children in care who are missing out on education (and percentage)	31 ** (12%)	n/a	n/a	n/a
Number of children in care who have had fixed term exclusions in the school year	10**	n/a	n/a	n/a
Number of children in care who are permanently excluded in the school year	0**	n/a	n/a	n/a
Percentage of children in care with a plan for permanency	77%*	n/a	n/a	n/a
Percentage of children leaving care due to adoption	11% (YTD)	13%	14%	12%
Percentage of children leaving care due to Special Guardianship Order	13% (YTD)	11%	14%	13%
Percentage of children who left care due to reunification	20% (YTD)	26%	28%	27%
Percentage of care experienced young people who remain with their foster carers at 19 or 20 ('Staying Put')	41%*	26%	n/a	n/a
Average number of social workers for each child in care (experimental statistics)	3*	n/a	n/a	n/a

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Outcomes continued	2015-2018 Scorecard POOLE	2015-2018 Scorecard BMTH	Last 12 months BCP	England Average
A1: Average time between a child entering care and moving in with its adoptive family (days)	476	445	329	486
A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	149	156	147	201
A3: Children who wait less than 14 months between entering care and moving in with their adoptive family (number and %)	55%	64%	94%	56%



Children's Services Development Improvement Plan (DIP) 2019/2020

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NOTES

- Action plan owned by CDMB
- Updated monthly via Rachel Gravett meetings with Service Directors
- Presented monthly at CDMB for updates and via QPIB. Version date 14-11-19

Leadership and Management

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
	<p>Create the right environment within which effective work can be delivered which improves outcomes.</p> <p>The leadership of the council, including the CEO, Lead Member and the DCS recognise and prioritise the needs of children and this is reflected in corporate decision-making with action and active attendance at key committees and boards.</p> <p>The CEO and lead member are well informed and hold the DCS to account for quality of practice and challenges in the local area.</p> <p>Healthy relationships with partners provide an effective context for social workers and practitioners to effectively work with children and families</p> <p>The Local Authority is an active, strong corporate parent.</p> <p>The LA demonstrates a learning culture. It has a track record of responding effectively and quickly to areas of development service deficiencies or new demands and shows.</p> <p>The LA workforce is sufficient, suitably qualified and accredited to deliver high quality services to children and their families.</p>					
56	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 joint commissioning plan.	NG	April 2020		<p>Engagement and visibility – twice yearly whole service events began June 2019.</p> <p>Practice fortnight piloted October 2019.</p> <p>Create strategic partnership forum for system leaders January 2020.</p> <p>Strengthen CSP – propose and develop place based CE strategy January 2020.</p> <p>Learning Partnership in place and commission system leadership/board development for Spring Term 2019/20.</p> <p>Developing a SEND Joint Commissioning Strategy by January 2020.</p> <p>HWB own the system wide agenda – SEND- July 2019.</p> <p>Change and harmonisation:</p> <ul style="list-style-type: none"> ▪ Council wide work including Pay & Rewards recommendations Autumn 2019; Asset Management Strategy (location of teams) ▪ Bring all teams into one BCP design: CSC completed; SEND by Feb 2020; EH by April 2020
	2	Performance and quality assurance reports are regularly considered in the new Quality,	NG	Nov 2020		<p>Accountability cycle in place, QPIB in place (April 2019) and reports are on the forward plan for O&S June 2019</p> <p>QA framework Children's Service</p>

RAG RATING – [BLANK] -Not yet started **BLUE** -Completed **Red** - Needs escalating or intervention for a resolution **AMBER** – Issue but it is manageable **GREEN** – On track -no problems

	Performance and Impact Board (QIPB), Children's Overview and Scrutiny and this is will be used to drive improvement.				<p>Corporate KPI data set and exception report in place August 2019.</p> <p>Performance scorecard developed for Corporate Parenting Board Oct 2019.</p> <p>M.I. reports available to SMs and TMs, weekly: April 2019.</p> <p>New School Performance Board for BCP established Sept 2019.</p> <p>Continue to align M.I. reporting – ongoing.</p>	<p>Performance Framework</p> <p>BCP School Performance Board agenda</p>
3	The Corporate Parenting Board provides strategic oversight leadership and delivery. The LA is an active and strong corporate parent. The CiC Council and young people with care experience are key partners on the Board.	JR/JW	Jan 2020		<p>Corporate Parenting Board established Sept 2019.</p> <p>BCP CiC and care experienced young people groups established Summer 2019.</p> <p>Corporate Parenting Strategy developed, will be endorsed by Cabinet Nov 2019.</p> <p>Corporate Parenting & Sufficiency Development Plan created Oct 2019</p> <p>Virtual School Strategic Partnership Board operational Oct 2019.</p> <p>Improve commissioning strategies and sufficiency of places.</p>	<p>Corporate Parenting Strategy</p> <p>Corporate Parenting & Sufficiency Development Plan</p>
3	The strategic leadership in the authority support the opportunity to improve outcomes for children through innovation, evidenced based approaches and in partnership.	JW / NG / JulianR	Ongoing		<p>Partnership endorsed by DfE August 2019 with Partners In Practice – NT.</p> <p>Application to DfE Innovation Programme early 2019 – was shortlisted, not successful because LA 'too new', however new adolescents' strategy is inspired by the Innovation Programme 'no wrong door' model.</p> <p>Application to Research in Practice on CE will be submitted Autumn 2019.</p> <p>BCP Corporate Strategy with strong focus on children and young people – October 2019.</p>	
5	The SEND strategy is developed in collaboration with partners, adopted and is delivering through a joint commissioning plan and the SEND Transformation Group	SB	Dec 2019		<p>SEND is now part of the HWB Agenda. Planning underway for SEND strategy, joint action plan and joint commissioning strategy.</p> <ul style="list-style-type: none"> ▪ Peer Review commissioned with LGA by the HWB January 2020. Development workshop on peer review scope for HWB Nov 2019. ▪ SEND Transformation Group operational, development workshops for key themes is underway (Sept – Oct 2019) ▪ Self Assessment will be completed by December 2019 	SEND Transformation Partnership ToR
6	Learning through Peer Challenge and partnerships.	All	Jan 2020 Feb 2020		<p>HWB commissioned LGA per challenge SEND, agreeing scope with HWB in development session in 28/11/19, challenge will occur 3rd week January 2020.</p> <p>Virtual School peer review secured with National Association of Virtual schools, to be conducted on 6 & 7 Feb 2020.</p> <p>National best practice such as membership of Research in Practice, engagement with the</p>	

					expert organisations on CE as part of the new strategy, National Association of Virtual School Heads, and work with Bournemouth University on Step Up to Social Work and key research projects - Ongoing	
7	Communication is proactive, targeted and effective to ensure all stakeholders have a clear, shared understanding of self assessment, priorities and direction of travel.	NG	Apr 2020		<p>Communication Strategy for the Council launched September 2019 – staff survey conducted Autumn 2019.</p> <p>Practice fortnight launched- Oct 2019 .</p> <p>Whole Services events planned through the year twice yearly (achieved 2019), Children's Services Team and Service Manager meetings bi-monthly, extended leadership forum.</p> <p>TM & SM review all new policies and procedures through the Children's Services Team and Service Manager meetings. Bi-monthly from Sept 2019</p> <p>Over 450 staff engaged in the Early Help and Adolescent review, to help shape the new Early Help Strategy between July 2019 – September 2019 .</p> <p>Pilot a new children's services comms model via survey monkey agreed November QIPB.</p> <p>Visits to teams have been taking place to gather some staff feedback following the restructure in the last couple of weeks. Sept onwards for new Service Directors</p> <p>Regular newsletters to schools from Sept 2019 and developing a school's extranet by Jan 2020.</p>	
8	Develop and adopt a BCP workforce development strategy with clear professional development routes linked to a retention and recruitment strategy that continues to deliver a low rate of agency staff and low turnover of staff.	NG	Nov 2019		<p>WFD Strategy Signed off – 16/10/19. Action plan and training plan developed October 2019.</p> <p>Next phase: career development by April 2020</p> <p>Implementing a Signs of Safety practice model across the children's workforce, including partner organisations. New Implementation Board – November 2019: to review/refresh implementation and embedding strategy</p> <p>Need to develop and implement appropriate staff wellbeing initiatives that support staff welfare including management of stress and developing resilience (tba)</p> <p>Focussed development and improvement plans on areas of practice for example front door, permanency and SEND improvement plan by Jan 2020</p> <p>Restructure the children's social care service to deliver a 'good' span of control and appropriate caseloads to enable good social work and early help to be delivered by Oct 2019</p>	<p>Workforce Development Strategy</p> <p>Workforce Development Delivery Plan</p>

Quality of Practice, Management Oversight

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
	<p>CEO, Corporate Director and Lead members to be well informed of the quality of practice and challenges in local area.</p> <p>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.</p> <p>The local authority can demonstrate evidence of practice that is informed and sustainably improved by feedback and intelligence about the quality of services.</p> <p>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.</p> <p>Staff receive regular, reflective, enhancing, quality supervision, with appropriate learning, critical challenge and opportunities for reflection.</p>					
9	Develop and adopt a BCP wide Quality Assurance and Learning Framework.	NG	April 2020	GREEN	<p>QA framework complete and launched (Sept 2019). Audit activity scheduled from May 2019 .</p> <p>QIPB established, chaired by DCS. (May 2019)</p> <p>Self assessment updated quarterly and shared with Lead Members, O&S and CEO.(July 2019)</p> <p>Coaching of managers on ‘what good audit activity is’ scheduled 7 & 8 November.</p> <p>Practice fortnight piloted October 2019.</p>	Quality Assurance Framework Document
10	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.	NG	Jan 2020	AMBER	<p>Accountability cycle established June 2019.</p> <p>Created one BCP management report, monthly and quarterly – complete May 2019.</p> <p>Data quality issues addressed. Format for reporting finalised for majority of services Autumn 2019.</p> <p>Corporate KPI data set established and reporting in place August 2019.</p> <p>Permanency score card developed, will be presented at Corporate Parenting Board December 2019.</p> <p>Virtual School reporting framework developed Sept 2019.</p> <p>SEND reporting framework developed – final January 2020.</p>	Children’s Services performance management framework (see action 2)

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RAG RATING – [BLANK] -Not yet started **BLUE** -Completed **Red** - Needs escalating or intervention for a resolution **AMBER** – Issue but it is manageable **GREEN** – On track -no problems

Quality of Practice, Management Oversight

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
11	Service user feedback and engagement is embedded in service improvement.	All	March 2020	AMBER	<p>Audit work being planned to deliver intelligence that will drive service improvement.</p> <p>Survey on SEND delivered Summer 2019. To be replaced in the Autumn by POET. Co-production focus group established for SEND. Development work required to engage the voice of the child for SEND.</p> <p>Children's Services wide participation strategy to be developed by April 2020.</p> <p>CiC and care experienced young people engagement established and underpinned the development of the Corporate Parenting Strategy Summer 2019.</p> <p>Next phase to be developed for April 2020.</p>	
12	Co-production of a suite of standards to support the consistency and understanding of what 'good' looks like i.e. supervisions policy, etc	JW JulianR	Jan 2020	GREEN	<p>Supervision policy developed and launched October 2019.</p> <p>Workforce Development Strategy developed and launched Oct 2019.</p> <p>Practice Standards to be co-produced at whole service event on 7& 8 November 2019.</p>	<p>Supervision Policy</p> <p>Workforce Development Strategy (see action 9)</p>
13	Develop and implement a leadership and management development programme.	JR	March 2020	GREEN	<p>Senior (CEO, CD, SD) service leaders leadership development programme in train. Beginning October 2019.</p> <p>SM and TM development programme to be commissioned by Spring 2020.</p>	
14	Focus on key aspects of practice where improvements are needed to deliver impact for children.	JW / Julian R / NG	Dec 2019 January 2020	GREEN	<p>Improvement needed re provision and response for complex adolescents. Develop adolescent services /no wrong door 2019-2020 ; review AP provision.</p> <p>Improve response to Missing/CE – protocol launch November 2019 to ensure timely and consistent responses. BCP – CSP and SCP agree to place based CE plan to be developed, October '19 and to be in place February '20.</p> <p>Improvement needed re Permanency planning CIC; Development Plan developed as result of audit Autumn 2019, supported by Ofsted focussed visit November '19. To be implemented.</p> <p>Improvement needed consistent approach to EH, interface with CSC, delivery of right help right time. New Service Managers in place, review of Early Help underway including, new EH pathway, new EH assessment and QA framework to ensure consistency, impactful casework.</p>	<p>Front Door Action Plan</p> <p>DRAFT BCP Protocol Missing & CE</p>

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Quality of Practice, Management Oversight

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
			March 2020		<p>Improving our response to vulnerable learners through implementing a new Children Missing Out on Education Panel, In Year Fair Access and a managed moves protocol.</p> <p>Improve SEND offer and system. Self Assessment, joint commissioning plan, improvement plan to be completed by January '20. LGA Peer Review scheduled January '20.</p> <p>Next focus: Help and Protection; Care Leavers once service restructured; front door; IRO; Virtual School, Early Help/adolescents. Plans to be developed January 2020.</p> <p>Ensure all policies and procedures are fit for purpose by March 2020.</p>	

Key

In order of reference in the DIP

QPIB	Quality, Performance and Impact Board, for DCS, Service Directors and SMs. Terms of reference includes monthly and quarterly data, quality assurance and learning.
Learning Partnership	Partnership bringing together partners from across the education sector in BCP including primary and secondary schools, mainstream and special, and Bournemouth & Poole College.
School Performance Board	Chaired by the DCS, ensures there is sufficient monitoring and intervention in place to improve standards in identified schools.
Virtual School Strategic Partnership Board	Senior representation from across the system including the LA, Early Years settings, schools further and higher education and the CCG. The Board provides accountability, high support and high challenge to the Virtual School.
Corporate Strategy	Council wide strategy setting out BCP Council's values, priorities and objectives.
POET	The Personal Outcomes Evaluation Toolkit (POET) survey, used to understand and benchmark the experience of families.
CSP	Community Safety Partnership
SCP	Pan Dorset Safeguarding Partnership

RAG RATING – [BLANK] -Not yet started **BLUE** -Completed **Red** - Needs escalating or intervention for a resolution **AMBER** – Issue but it is manageable **GREEN** – On track -no problems

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Children's Services

OVERVIEW AND SCRUTINY



Report subject	Children's Social Care Workforce Report
Meeting date	26 November 2019
Status	Public Report
Executive summary	This report provides an update on the progress to implementing the Children's Social Care restructure and a snapshot of the current workforce profile for Children's social Care
Recommendations	Elected members are asked to note the report and be assured about the current workforce position and recruitment and retention activity.
Reason for recommendations	Elected members need to have sight on the capacity of the children's social care workforce to meet their statutory duties and support the recruitment and retention of staff.
Portfolio Holder(s):	Cllr Sandra Moore: Portfolio Holder for Children and Families
Corporate Director:	Judith Ramsden: Corporate Director for Children's Services
Contributors:	Sharon Buckby, Interim Service Director Jane White, Service Director Children's Social Care Services Sally Sandcraft, YOS
Wards:	All BCP wards
Classification for Decision	For information

1. Background

- 1.1. As noted in the September 2019 Committee paper, the context within which a workforce is operating is key. BCP children's social work services are working to create a simpler model which enables more effective relationships with families to be supported. The model will enable effective and impactful work with children and families, we consulted with staff on the model in June 2019.

- 1.2. After a period of consultation, we moved forward with the new structure, with recruitment commencing on 27th August and going live on 1 November. (Appendix 1)
- 1.3. The MASH and Assessment Service Manager moved into post immediately on his appointment, on the 13th September, with the full management team in post by 14th October 2019.
- 1.4. During October 2019 we instigated a phased implementation moving staff into the new structure enabling teams to settle, thereby ensuring the needs of children are effectively managed.
- 1.5. The new structure is now operational.

2. Details

- 2.1. Recruiting and retaining good social workers and an early help workforce is the bedrock of a good authority. More importantly the consistency in those workers is the main factor that families point to in being able to build relationships and supporting families to change.
- 2.2. There are currently 152 FTE SW posts and a vacancy rate of 23.2 FTE (15.2%). Off-setting this vacancy rate we currently employ 25.5 FTE agency SW. This is an agency rate of 13%, which is slightly above Good/Outstanding authorities at 12% (but below national and regional rate), and a vacancy rate of 13.5%, which is lower than the national and regional average.
- 2.3. Our current pressure points in staffing includes maternity leave or about to go on maternity leave, and some long-term sickness. Additionally, there are higher number of agency workers due to the creation of a new team for Christchurch as no Social Workers TUPE across from Dorset Council.

Summary of Social Worker Workforce Profile: New Structure 30.10.19

CSC /CHAD	% Rate
Permanent Vacancies (SW)	13.5%
Agency Workers (SW)	13%
Sickness Absence - lost working days (of total permanent staff in post) 01.10.18 to 30.09.19	4.5%
Turnover Rate	16%
Current Maternity Absence of qualified staff	9%

- 2.4. There is a monthly cycle of recruitment, involving both national advertising and national agencies support in searching for high calibre candidates. Selection panels meet every month, including a panel of young people in Care. Candidates are tested, interviewed and qualification checked at the monthly recruitment event, and final offers made, once verification of qualifications, security clearance and references has been undertaken. Currently we have 25 vacancies, the next recruitment event is

happening over two half days on 26 & 29 November. We have 3 candidates looking for full time social work roles, who have applied through the agencies, these candidates have already been to the next recruitment event, we also anticipate, from registered interest, another 2 – 4 suitable candidates from the live national advert that closes mid-November. On average we are securing between 3 and 4 strong candidates per month through this new campaign.

- 2.5. Now that the restructure is complete we will be developing a stronger image and brand in the market place.
- 2.6. As noted in the September committee report the factors affecting recruitment and retention are:
 - a) salary
 - b) support to progress and develop
 - c) the number of children that an individual social worker is asked to work with at any given time
 - d) the effectiveness and ease of case work recording management systems
 - e) how the wider system operates and supports children, as well as how supported they are by the line managers and senior leaders
- 2.7. In line with the key factors identified above, we have launched the new Workforce Development Strategy and the new training and development programme is underway.
- 2.8. In October he delivered one of the workstreams from his programme. We have recruited new consultant social workers to support our newly qualified social workers, thereby implementing our new three-year development programme.
- 2.9. The range of individual children allocated to Social Workers ranges from 7 – 25, with higher caseloads experienced in the Assessment teams. The assessment teams are a current priority area of focus.

Summary of financial implications

3. None at this stage in the development. We aim to refocus resources to support our ASYE cohort. There will be financial considerations regarding the procurement of the care management system for BCP in the future.

Summary of legal implications

4. None.

Summary of human resources implications

5. None.

Summary of environmental impact

6. None.

Summary of public health implications

7. None.

Summary of equality implications

8. Equality and diversity are key areas of training and development in the children's social care and early help workforce. Of consideration is how we deliver a collaborative approach with families. This is to ensure that we gain a thorough understanding of the lived experience of children; to understand that good is not defined by a narrow perception of family life; and to support families to build on their strengths and understand why we have identified risks to children's safety.

Summary of risk assessment

9. Risk assessments have been undertaken in respect of the management of two social care management recording systems. This is reviewed as part of the Systems Board. Actions have been taken to ensure that managers have clear line of sight and can approve decisions.

10. The caseloads of social workers are kept in view of the senior team to ensure the right balance – work needs to occur in the Assessment teams to address the high caseloads.

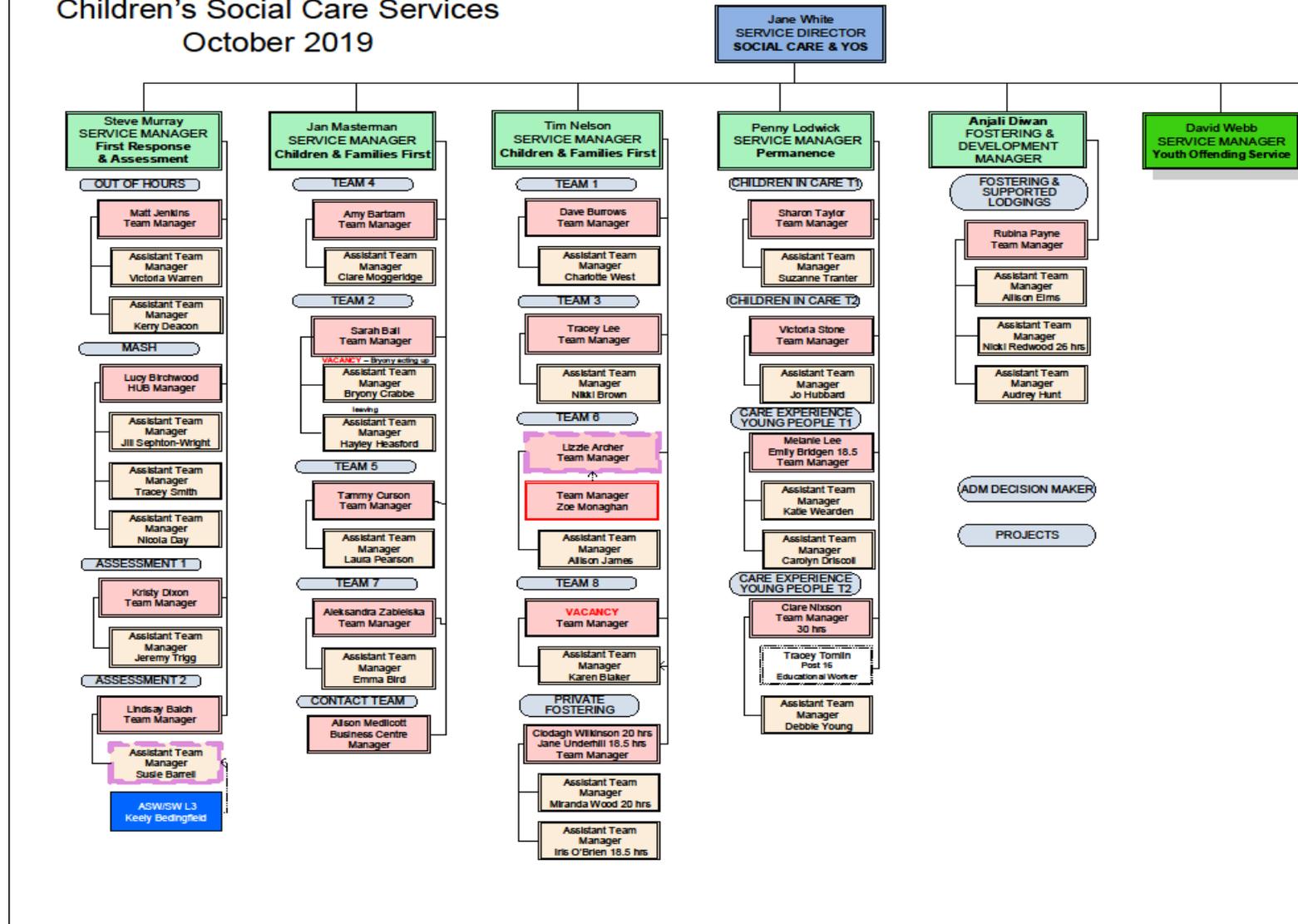
Background papers

None

Appendices

Appendix 1: Children's Social Care Structure Chart

Children's Social Care Services October 2019



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**CHILDREN’S SERVICES OVERVIEW AND
SCRUTINY COMMITTEE**



Report subject	BCP’s Response to Child Exploitation (an update)
Meeting date	26 November 2019
Status	Public Report
Executive summary	The purpose of this report is to provide Members with an update on recent and proposed arrangements to support children and young people at risk of exploitation.
Recommendations	<p>It is RECOMMENDED that:</p> <ol style="list-style-type: none"> 1. Members note the content of this report 2. Officers provide a future update on the proposals outlined in this report
Reason for recommendations	The issue of child exploitation is a core and significant component of activity and focus required of BCP Council, the Pan Dorset Childrens Safeguarding Partnership and the BCP Community Safety Partnership and the wider community of citizens and professional partners.

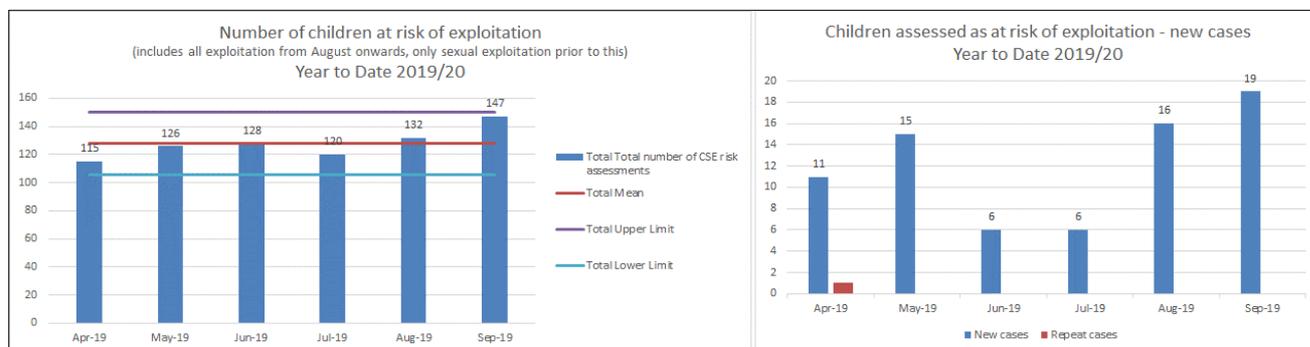
Portfolio Holder(s):	Councillor Moore, Children and Families
Corporate Director	Judith Ramsden, Corporate Director, Children's Services
Contributors	J. Radcliffe, J. White, V. Whild, G. Griffiths
Wards	
Classification	Update and Information

Background

1. Child Exploitation (CE) is a term with a broad definition. It includes (but is not limited to) child sexual exploitation (CSE) and child criminal exploitation both of which bring risks exacerbated by episodes, where a child is reported as missing. This means when a child is missing, they can be at greater risk of exploitation and this could be evidence that they are being groomed or exploited.

Child Exploitation in BCP: An Overview

2. At the end of Quarter 2, 147 children known to children's services were assessed as being at risk of child exploitation. These figures can include any form of child exploitation, sexual and/or criminal.



3. At the end of Quarter 2, all of the 147 children were identified as being at risk of CSE. The majority were assessed as mild or minimal risk. 32 of these (21.8%) were identified as being at significant risk. The post August increase is linked to the use of a new Child Exploitation risk assessment tool being applied to all new referrals leading to better identification.
4. In quarter 2 there were 36 children identified as at risk of CSE who were also reported missing. As a group, these children were reported missing a total of 310 times.

Children reported missing

5. There were 613 missing episodes reported in Quarter 2. These episodes

involved a total of 246 children.



- Of the 246 children that were reported missing in Quarter 2, 156 (63.4%) were reported missing once. 36 were known to be at risk of exploitation.

Children in Care

- 98 children in care have gone missing in the last 12 months. Of the 48 children in care who went missing more than once in the period November 2018 – April 2019, 28 have seen a reduction in their missing episodes in the last 6 months (58%).

BCP's Response to Child Exploitation

- Following LGR and the creation of Bournemouth, Christchurch and Poole (BCP) Council, there was a clear and stated need to develop a single approach to the issue of CE. This is required to ensure a consistent approach to understanding and responding to this area of vulnerability and the associated risks. This is particularly true (but not limited to) children, who go missing and/ or are at risk of child sexual exploitation (CSE).

- Specific actions to address this include:

- Agreement from the Dorset LSCB to develop an overarching Pan Dorset Child Exploitation strategy. This was agreed in Spring 2019. As part of this agreement BCP have now confirmed the need to develop a local placed-based strategy and delivery plan, that will ensure local arrangements are aligned to local need. This arose from BCP self-assessment in this area. This local strategy and delivery plan will be in place in January '20.

- The development of a BCP wide working protocol This will ensure clarity and consistency on the role and contribution for relevant professionals in responding to issues of children reported missing. (November '19).

As part of these arrangements a daily report of children reported missing will be shared with relevant service managers within Children's Services

(November '19). This frequency of reporting and subsequent follow up, is seen as key in mitigating risk.

In addition, new CE risk assessment tools have been added into the ICS system (complete) and Multi Agency Child Exploitation Meetings regarding children are already in place (complete).

A 0.5 fte post funded by the PCC has been recruited to and now sits in the CE team. This post provides additional capacity to support return home interviews (RHIs), direct casework for children at risk of CE and support for schools.

- (c) A schedule of service redesign to reshape BCP's single approach to multiagency, early help and support for children, young people and families (September '19 - ongoing).
- (d) The development of a new Adolescent Service and wider Youth Support offer. This will include a tactical, intelligence led, multi-agency group adopting a proactive and assertive approach to identifying and supporting vulnerable young people at risk of exploitation (including groups of young people) in the community (September '19 - ongoing).
- (e) A Peer Review in Q1 of the BCP multi-agency support hubs (MASHs) led to the introduction of a single BCP MASH. This allows for whole system understanding /response to risk and the need to involve either statutory services i.e. Children's Social Work or non-statutory services i.e. Early Help. This model has been developed in partnership with North Tyneside Council.
- (f) A commitment to introducing a 'No Wrong Door' model for children both on the edge of care or in care. This approach is informed by work undertaken by N. Yorks., having been evaluated by Loughborough University and showing very positive outcomes.

The model prioritises permanency in the family/ community setting using a hub model, characterised by: intensive and enduring single keyworker arrangements; integrated multi-agency support and flexible, local accommodation options (September '19 - April '20).
- (g) A commitment to securing a strategic partner for BCP in reviewing and developing their approach to CE. An application is being made to Research in Practice (RiP).

Taken together, these strategic actions represent significant steps to develop the right framework and design of services for children at risk of exploitation within our communities.

County Lines and Schools (the use of knives and substance misuse in schools)

10. The Pan Dorset (LSCB) Strategy 2018-2020 refers to the following:

County Lines Operation Voltage is Dorset Police's overarching strategy in response to the threat posed by County Lines and Dangerous Drug Networks that are operating across Dorset. Along with other information Dorset Police intelligence units retain information relating to children that have been exploited

or at risk of exploitation from these drug networks. A total of 26 young people aged between 13 -16 have been identified as being involved with these networks, the majority of which have been involved in the supply of controlled drugs for these groups.

11. In addition, the Joint Targeted Area Inspection (Dorset) 2018 noted the response to County Lines (both potential and actual) being under developed apart from the Police Service.
12. Dorset Police have recently published a Problem Profile for Knife Crime for the period July '18 – December '18, which references 408 knife related crimes. While Young people aged 13-17 years are over-represented in both the possession of a knife and the use of knives to threaten or cause injury, possession of a knife/ weapon is not currently recorded as primary reason for school exclusion.
13. Within BCP, there is no systematic LA recording of data related to county lines or a national dataset that would enable comparison with other areas.
14. BCP school exclusions defined as related to drug and alcohol misuse are detailed below:

	2014/5	2015/6	2016/7	2017/8	2018/9
Permanent exclusions	4	3	6	14	23
FT Exclusions	68	118	69	115	120

While this shows an increase in both fixed term and permanent exclusions in this area between 2014 and 2019 – this reflects a similar increase in the use of exclusions across BCP more generally.

15. Where there are incidences that might be associated with these areas of concern, schools are able to secure information, advice and support from the following services and teams:
 - BCP Child Exploitation Team (this team will be moving across to Inclusion and Family Services as part of the redesign of Early Help and will form part of a broader Adolescent Service offer)
 - Safe Schools & Communities Team
 - Drug and Alcohol Team
 - Youth Services / Early Help
 - Youth Offending Service

Summary of financial implications

16. A costed business case is being prepared to support the future implementation of the 'No Wrong Door' proposal. This will be available with effect from December '19.

Summary of legal implications

17. Not applicable.

Summary of human resources implications

18. Not applicable.

Summary of environmental impact

19. Not applicable.

Summary of public health implications

20. Not applicable.

Summary of equality implications

21. Children at risk of/or experiencing CE are vulnerable to poorer outcomes and face many inequalities in a range of areas, including health and wellbeing, education and this can last into adulthood. The initiatives in this paper are designed to address these inequalities and promote better outcomes.

Summary of risk assessment

22. Not applicable.

Background papers

BCP Children's Services Report, Quarter 2 (2019-2020)

Pan Dorset LSCB Child Exploitation Strategy (2018-2020)

Dorset Police. Knife Problem Profile Infographic (July '18 – December '18)

Appendices

There are no appendices to this report.

Children's Services Overview and Scrutiny Committee



Report subject	Update on the development of the BCP Front Door Services following the Peer review
Meeting date	26 November 2019
Status	Public Report
Executive summary	<p>BCP Council were invited to join the Partners in Practice program funded by Department of Education to support a review and offer development support to BCP regarding the front door services which includes the MASH. The review identified strengths and areas for considered improvement. An action plan has been developed and approved by the Dept. for Education (DfE). This review has been of great assistance in the development of the new BCP Council services.</p> <p>This report sets out the headline development plan for the committee the output of joint work to re design the front door services of the Local Authority, which will make the services more effective and impactful and be a better model for front line staff to work within.</p> <p>Data for the timeliness of work in the front door system is set out in an aligned report for the committee entitled, the Q2 self-assessment.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>To note the report and invite an update on the delivery of the development plan at the 28 January 2020 committee meeting.</p>
Reason for recommendations	<p>It is important that the O&S Committee has information on the effectiveness of the Local Authority Front Door arrangements within which the Multi Agency Safeguarding Hub is located. This report seeks to make visible to the committee the information about the Front Door and Development Plan.</p>

Portfolio Holder(s):	Sandra Moore, Portfolio Holder for Children and Families
Corporate Director	Judith Ramsden, Corporate Director
Contributors	Jane White, Service Director, Children's Social Care & Youth Offending Services
Wards	All BCP Council Wards
Classification	For Information

Background

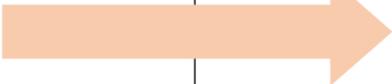
1. As a result of the last Ofsted inspection of Bournemouth Council Children's Services in July 2018, the Department for Education offered support via the Partners in Practice Scheme (PIP) which was subsequently agreed to and joined by Poole Council due to the advent of new BCP Council. The agreement was to review and suggest improvements in Local Authority front door services, include the Multi-Agency Safeguarding Hub (MASH).
2. A review of the MASH and Assessment Services was undertaken 31 May 2019. North Tyneside revisited BCP Council MASH and Assessment Teams on 16 July 2019 to agree the key areas where a partnership would assist BCP and partner agencies to improve the MASH arrangement. The working between the two LA's has been positive for staff and managers involved.
3. DfE signed off the headline plan of joint work attached in August 2019.
4. The committee was briefed on the findings of the peer review and headline next steps in the September 2019.

Update Position

5. Please refer to the workforce paper for the associated update on the children's social care restructure in relation to the front door services.
6. The restructure work has delivered on one of the areas identified to improve in the peer review, namely to co-location and embedding of the early help decision making within the front door services, and co-location of the 2 Assessment Teams.
7. The Front door services development plan, please see the [Appendix 1: BCP Implementation Pan for the front door services now called the 'first response team'](#).
8. Partnership work is key in building a fit for purpose MASH which the Local Authority is a key player. This work continues to be a priority over the next few months.

BCP - Front Door Implementation Plan

Timely, shared decisions ensuring the right response at the earliest opportunity for children and young people in Bournemouth, Christchurch and Poole

Workstream	Objective	Lead	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Governance and Change	Ensuring the right governance, culture, and resources are in place to ensure successful delivery	Judith Ramsden						
Process and Service Changes	Increasing the efficiency and effectiveness of the current service operations and processes	Project Manager						
Systems - Configuration	System workflow to support efficient processes and high-quality practice	Systems Improvement Manager						
Systems - Single System	A single case management system for early help and social care across BCP that supports efficient processes and robust decision-making	Systems Improvement Manager						
Accommodation	Ensuring the right working space to accommodate all aspects of the redesigned front door and support the new processes and ways of working	Project Manager						
Practice Framework	Multi-agency skills, knowledge and expertise to make the right, shared decisions	Steve Murray						

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CABINET



Report subject	BCP Corporate Parenting Strategy
Meeting date	13 November 2019
Status	Public Report
Executive summary	<p>The council works hard and in partnership with others to support the minority of families who need support in the community to care for their children within their family and family network. For some children this is not possible and they become children in our care.</p> <p>Every councillor and officer within a council has a statutory responsibility to make good decisions for children in our care and care experienced young people (also known as care leavers) as a parent would for their own child, in this context councillors are Corporate Parents.</p> <p>The corporate parenting strategy has been created through the newly established BCP Corporate Parenting Board in consultation with our children in care and care experienced young people. It sets out our ambition for our children in care and care experienced young people, and how this will be achieved.</p> <p>The Corporate Parenting and Sufficiency Strategy Development Plan will make the ambition in the strategy a reality.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>(i) Notes how the strategy was developed in partnership and the feedback received from Children’s Overview & Scrutiny Committee</p> <p>(ii) Recommends the final corporate parenting strategy for adoption by Council</p>
Reason for recommendations	<p>To agree BCPs shared partnership ambition for our children in care and care experienced young people, in line with the BCP Corporate Plan.</p> <p>To support BCP Council in meeting its legal responsibilities in</p>

regard to our children in care and care experience young people.

Portfolio Holder(s):	Sandra Moore, Portfolio Holder for Children and Families
Corporate Director	Judith Ramsden, Corporate Director - Children's Services
Contributors	Claire Webb, Senior Policy Officer
Wards	All wards
Classification	For decision

Background

1. Every councillor and officer within a council has a responsibility to act for children in care and care experienced young people (also known as care leavers) as a parent would for their own child. This is known as being Corporate Parents. It is one of the most important roles that BCP Council has.
2. The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences. Under the Children Act 2004, local authorities have a duty to promote cooperation between 'relevant partners', including the police, the NHS and education providers, while those partners have a duty to cooperate with the local authority in turn. Statutory guidance sets out the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services.
3. BCP has a recently established Corporate Parenting Board ("the Board") to support the council in meeting its statutory duties and achieving the very best outcomes for our children in care and care experienced young people. The Board chaired by Cllr Moore has a membership made up of children in care and care experienced young people, foster carers, health professional leads, education partners, Councillors and BCP officers from housing and children's services. Part of the Board's purpose is to develop and deliver the Corporate Parenting Strategy and champion the needs and high aspirations for our children in care and care experienced young people.
4. Strategies and policies for children in care, care experienced young people and corporate parenting were already in place for Bournemouth, Christchurch (via Dorset County Council) and Poole. BCP has chosen to create a new corporate parenting strategy as a priority so that we have the new Council's ambition and commitment for all our children in care and care experienced young people to have a *brighter future* articulated. This report explains how the strategy has been developed and provides an overview of what BCP Council is being asked to adopt. The full strategy is appended.

Developing the strategy

5. To support the Board in developing the strategy the existing strategies were reviewed and the following information was analysed:
 - a. Issues identified by children in care and care experienced young people from the preceding authorities and the newly forming BCP children in care council and care leaver forums;
 - b. Local performance data on outcomes and service delivery; and
 - c. National research and practice from 'outstanding' areas.

6. At its first meeting the Board held a workshop session to:
 - a. Articulate partners ambition for our children in care and care experienced young people
 - b. Review key issues identified by children in care and care experienced young people and other analysis, and from these identify priorities and what partners should commit to do about those priorities

7. These outputs were used to draft the strategy which the Board reviewed and developed further in October 2019. BCP's new forums for both children in care and care experienced young people are creating pledges, which will set out what our children and young people can expect from us. They will be considered by the Board at its February 2020 meeting, and then onwards to Cabinet and Council. The agreed pledges will be included in this strategy.

8. The Chair and Vice Chair of the Children's Overview and Scrutiny Committee, sit on the Board; they invited feedback on the draft strategy from Members of Children's Overview and Scrutiny Committee via email as there was no scheduled meeting of the Committee within the required timescales. The feedback received did not propose any changes.

Overview of the draft strategy

9. The strategy sets out the mission of BCP Council working with partners, which is to create brighter futures for our children in care and care experienced young people, ensuring they are happy, healthy and feel secure, and that we have high aspirations for them to be the best that they can be. It reflects the high aspirations that we have and what can be achieved by working with partners. It is an aspirational strategy, which will be delivered through the development of a

delivery plan and by championing this work across the whole Council and with the wider community of partners across BCP who can make a difference to the lives of our children and young people.

10. Central to the strategy are 9 principles, set out below. The principles underpin everything we will do and explain how the collective ambitions for children and young people will be made real, the governance section sets out how partners will ensure the strategy is delivered:

- I. The views, needs and priorities of children, young people and their carers inform everything that we do
- II. Children and young people are best cared for wherever possible within their birth or extended family
- III. Where children and young people can't live with parents or extended family and require local authority care, we strive to provide the best carers to provide a safe, stable and caring home
- IV. Our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity
- V. Our children and young people will have positive and stable relationships with those who care for them and support them
- VI. Our children and young people will have good physical and emotional health and wellbeing
- VII. We all have high expectations and aspirations for our children in care and care experienced young people
- VIII. Our parenting responsibility extends beyond when a young person leaves care, including being corporate grandparents when they are young parents
- IX. We will further develop how we work with children, young people, their families and carers

Summary of financial implications

11. No direct impact as a result of the strategy, any financial impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of legal implications

12. No direct legal impacts arising from this strategy, it will however support the Council in meeting its legal responsibilities towards children in care and care experienced young people.

Summary of human resources implications

13. No direct impact as a result of the strategy, any human resource impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of environmental impact

14. No direct environmental impacts arising from this strategy, any environmental impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of public health implications

15. No direct impact as a result of the strategy, however public health may be involved in the delivery plan/associated work to implement the strategy.

Summary of equality implications

16. A full equality impact assessment has been carried out and is available on the Council's website. No actual or potential negative outcomes from the strategy have been identified. Analysis and research carried out to inform the development of the Corporate Parenting strategy and the equality impact assessment has highlighted many additional challenges which children in care and care experienced young people face compared to their peers, which the strategy will seek to address. These include (see the full assessment for all details):
 - a. Support/entitlements change at age 18, and at age 25 their entitlement to support as care leavers ceases. Each young person is an individual with different circumstances, strengths and needs; the ability of each young person to cope at these 'cut off points' will therefore vary. The strategy aims to positively impact this through the commitment to parenting responsibility extending beyond when a young person leaves care, and support to be prepared for independence.
 - b. Children in care and care experience young people typically have poorer emotional wellbeing and health. The strategy aims to positively impact this through the commitment to ensure that children in care and care experienced young people have good physical and emotional health and wellbeing.
 - c. A number of care experienced young people go on to become young parents; similar to many young parents they may need additional support, especially where they do not have a support network through family and friends. The strategy aims to positively impact this through the commitment to be good corporate grandparents; to support our care experienced young people if they become young parents; and to support

our 'grandchildren' to ensure they have a bright future and a good start in life, to help mitigate generational inequality.

Summary of risk assessment

17. There are no direct risks created by the strategy, risks will be assessed through the delivery plan/associated work to implement the strategy. The absence of a corporate parenting strategy potentially risks the Council being less effective in its role as a Corporate Parent and poor child level outcomes. It also risks the consequential impacts of not being a strong corporate parent, which include a risk of a reduction in foster carers (lower numbers recruited and a loss of existing foster carers), the loss of local care and financial impacts.

Background papers

The equality impact assessment is published on the Council's website.

Appendices

Appendix A - BCP corporate parenting strategy.

Appendix B – Permanence Scorecard

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CORPORATE PARENTING STRATEGY BRIGHTER FUTURES FOR OUR CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE



Date agreed: Agreed at Corporate Parenting Board 14 October 2019
Will be presented at BCP Cabinet on 13 November 2019

Renewal date: November 2021

Replaces for BCP: Bournemouth Council Care Leavers Strategy 2016-20; Dorset Country Council
World at their feet strategy; Poole Corporate Parenting Strategy

Our Mission

We will be the best corporate parents and grandparents so that our children in care and care experienced young people have bright futures: we care about you, we have high aspirations for you, we never give up and are determined to achieve the best for you.

1. For many children and young people, living within their own family achieves the best outcomes for them, and we will do everything that we can to keep families together. Where this isn't possible children and young people can live with foster carers, in residential care homes and other carers. When this happens, we are then their corporate parents or grandparents, supporting care experienced young people as young parents, and we are passionate about our responsibility to be better than the best to help them thrive. We will never give up and are committed to ensuring our children in care and care experienced young people are happy, healthy and feel secure, and we have high aspirations for them to be the best that they can be.
2. Each child and young person is unique, with their own personal aspirations and talents that we will nurture, champion and celebrate. All children and young people need and deserve stable and permanent forever families, education and care, to give them security, stability, love and a strong sense of identify and belonging throughout their childhood and beyond into adulthood. It provides the building blocks for bright futures and for children to achieve fulfilled lives as adults. Securing this is at the core of all our work with children, young people and their families; ensuring that everything we do is a step towards enabling young people to achieve their full potential.
3. Being a corporate parent is one of the most important responsibilities that the Council has. We believe that this responsibility falls on everyone who has an impact on the lives of our children and young people, whether you work in a school or college, the council, for the police, health, voluntary and community sector and our wider partners in the business community. We are excited about what we can achieve together, working together through the Corporate Parenting Board, alongside children and young people, we will be the best corporate parents and grandparents for every single child and young person in our care.
4. This strategy is driven by what is important to children in care and care experienced young people, and they are empowered to hold us to account on how well we are doing. We will ensure that we deliver this strategy through our detailed delivery plan and by championing this work across the whole Council and with the wider community of partners across BCP who can make a difference to the lives of our children and young people.

What is important to children in care and care experienced young people

5. Our children and young people have told us the issues that are important for them are:

That their views and wishes are listened to and they are involved in the decisions being made about them

Staying connected with their families and having stable relationships with those supporting them

Having a choice over where will be their home, so they feel safe, settled and a sense of belonging where they live

Suitable housing that meet their needed and the best support to develop independence

Their emotional health and wellbeing, as well as their physical health is looked after

That we create a shared language which respects and values their care journeys and views

Below are some quotes from our children and young people, parents and carers.

Need to focus on emotional development for young people not just practical independence.....Feels we ask a lot of young people and need to be more nurturing.

Need consistency of social workers

Love and hugs and having someone you can trust are really important to me.

It is important for us to know who we are, where we come from and to understand why we are being looked after away from home

My foster carer has been a big part of my life. She has made me the person I am today...thanks to her and all the support around me, I left school with 7 GCSES. She is like my respectful pushy parent!

From the point where I was told that this would be my permanent place I felt settled, I felt wanted, and I felt part of the family.

Being healthy means having a good social life and spending time with people who make me happy.



My supported lodgings carer helped me to develop my skills - without this placement I wouldn't be where I am today with my independence skills

We often feel it is our fault when we come into care and we feel rejected. This can make it more difficult for us fit in which can affect how stable we feel. We need to know that it's not our fault

We want to be involved in meetings and decisions to do with changes in our lives, especially around permanency

The support offered [for young people] is good, but they often need more around getting in to work or extra education

A good corporate parent needs to be flexible, nurturing and willing to do anything a normal parent would do

I can't think of anyone else that I would rather have my daughter be cared for (parent of a child in foster care)

Our Care Pledges

6. It is important that all our children in care and care experienced young people know what they can expect from us. Our Pledge for children in our care, and our Pledge and Local Offer for our care experienced young people, will make this clear. The pledges will be our promises to our children and young people, and will be co-produced with Unite our Children in Care Council and Insight our Care Leavers Forum.
7. As the new BCP area has been formed, children in care and care experienced young people from across BCP have come together and have formed single forums to represent both children in care and care experienced young people. Over the Autumn they worked to create pledges for both groups which will be added to this strategy, their work has shaped this strategy. We will use the pledges to judge how successful we are in delivering this strategy. Appendix 1 sets out the pledges made by Bournemouth, Dorset and Poole Councils to all our children in care (these are the councils that were in place before Bournemouth, Christchurch and Poole 'BCP' Council was created).

How we will achieve our ambitions

8. We have nine corporate parenting principles, which our children and young people helped to shape. We know that these principles underpin our ability to be the best corporate parents and grandparents, so that our children in care and care experienced young people are happy, healthy, feel secure, and are best that they can be. They drive everything that we do. Our principles are also informed by the relevant legislation and best practice (for more information please see the end of this document).
9. This strategy will drive our work and other key strategies/plans across the whole Council and key partner agencies, including:
 - BCP's Placements Sufficiency Strategy
 - BCP's Virtual School Plan
 - BCP's Health & Wellbeing Strategy
 - BCP's Housing Strategy
 - Pan Dorset Safeguarding Children Partnership Plan
10. The Corporate Parenting Board will have a Corporate Parenting and Sufficiency Strategy Delivery Plan which will focus BCP Council's and partner's collective efforts to enable us to deliver on the principles and pledges set out in this strategy and for our children and young people.
11. We will judge our success in delivering this strategy against the pledges and qualitative evaluation of improved outcomes for children and young people, through formal reporting to the Corporate Parenting Board and being held to account by our Children in Care Council and Care Experienced young people.

Our corporate parenting principles

1. The views, needs and priorities of children, young people and their carers inform everything that we do

We will share decision making with children in care, care experienced young people and those close to them, whenever we can.

We will help children and young people to understand what is happening to them and why.

Individual children and young people will have access to independent advocates; support to be able to challenge service providers; and volunteer mentors and independent visitors.

We will actively support the forums for children care and care experienced young people to work with us to shape services and drive improvements, as part of this they sit on the Corporate Parenting Board. We want to improve and will learn from the experiences of children, young people and those close to them.

Every child and young person is unique, with different views, needs and priorities. The route to achieving a forever family and a sense of belonging for each child will be different and we will tailor our services and support to meet their different needs and priorities, ensuring they are inclusive.

2. Children and young people are best cared for wherever possible within their birth or extended family

For many children and young people living within their own family achieves the best outcomes for them.

We will focus on strengths, abilities & potential to support families to create safe solutions to challenges and recover quickly from difficulties, with long term support networks, to keep families together. We know that some teenagers face additional and complex challenges and we will develop services and new approaches to support them.

Wherever possible we are committed to getting children and young people back into their families, securing a safe return home or to a family member with the right preparation and support.

There will always be times when children are unable to be cared for at home and that is when we step in, making every effort to find extended family and friends carers at the earliest opportunity, where this is what the child wants and is their best interests.

We will explore and establish options at the earliest opportunity so that children and young people get the stable and permanent homes, education and care that they need without delays.

3. Where children and young people cannot live with parents or extended family and require local authority care, we strive to provide the best carers to provide a safe, stable and loving home

If children cannot live with their birth parents or extended family, we will secure a permanent safe, stable and loving home for them, with stability of education; to ensure all their needs are met through their childhood and beyond. We will do this within the timescales that are best for the child.

We will ensure that we have sufficient local carers with the skills and experience to care for children and young people; to build secure relationships, provide consistent and predictable emotional warmth and nurture that children need, creating a healing connection and sense of belonging.

We will provide high quality support to all our foster carers, special guardians, family and friends carers, supported lodgings providers and adoptive parents, as they become carers and once they are looking after a child or young person.

We believe family settings are best for most children and young people, in exceptional circumstances where this is not possible residential settings will be used.

4. Our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity

For our children and young people to thrive, it is important that they have a strong sense of identity and self-esteem; many different things make up who we are.

We strive to keep children together with their brothers and sisters unless this is not right for them and we will keep children and young people in touch with their family, friends and community, including if they are placed away from home. We will ensure our children and young people have quality family time.

We will support children and young people to develop their own identity and have positive self-esteem by helping them to understand their background and life experiences; explore their ethnicity and heritage, culture, religion, disability and sexuality. We will encourage new experiences, hobbies and interests; and create opportunities to meet other children and young people in similar circumstances so they know they are not on their own.

We will collect and value information about the lives of our children and young people so that they can access it in the future to help them understand who they are and their lived experiences, to support their sense of resilience, courage and sense of family.

5. Our children and young people will have positive and stable relationships with those who care for them and support them

It is important that our children and young people have lasting relationships with those close to them, and we know this helps them to do better.

We will work with children and young people to identify adults who can provide essential support and lifelong trusting relationship which provides continued support as our young people leave care and throughout their lives

We will work with partners to ensure we are all planning for and creating positive and stable relationships for children in care, including through changes of support, home and education.

6. Our children and young people will have good physical and emotional health and wellbeing

Our children in care and care experienced young people deserve access to the best support and health services, at an early stage at the time when they need them, for good emotional and physical health.

We will ensure that care and pathway planning will always consider, monitor and track physical and mental health issues and needs. All children and young people will be registered with a GP, dentist and optician; have access to appropriate sexual health services; be supported to understand the importance and entitlement to timely and responsive health assessments; and they will be up to date with all their recommended immunisations.

We will work across partners to ensure our children and young people including those with a disability, who need specialist support and health care, receive them and at the time that they need it. Young people will be at the heart of planning for their transition to adult services, to support them in independence.

We will promote access to children and adolescent mental health services, advocate that care experienced young people can access suitable adult mental health services and that there is early support to prevent things and feelings getting worse.

We will ensure that all staff that support our children and young people, and those in the wider BCP community, better understand their emotional health and wellbeing needs, and how to support them. Through enabling our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity, we will support their good emotional health and wellbeing.

7. We all have high expectations and aspirations for our children in care and care experienced young people

We are highly aspirational for our children and care experienced young people. We will encourage them to think big, and we champion their potential and celebrate their successes.

We will work hard to get the balance right between inspiring and challenging our children and young people to be the best that they can be and working at their pace, around their individual aspirations and targets.

As corporate parents we will stand with our children and young people through thick and thin, and keep them safe.

We will support our children and young people through significant milestones such as the move from primary to secondary school, so it is as positive an experience as it can be. We will ensure that as 2, 3 and 4 year olds our children achieve the best possible start to their education.

Our children in care and care experienced young people will receive the best support, education and health services (for good emotional and physical health) and positive opportunities, such as school trips and hobbies, so they can achieve and 'think big' for their futures.

It is especially important that our children and young people have stability in their local school, receive the right support and attend regularly. We will work towards a more inclusive culture, with the ultimate aim of no permanent exclusions for our children in care or care experienced young people.

All of our children in care and care experienced young people will have opportunities for work experience, training, college, university and employment; and we will encourage them to have big aspirations and ensure they have the specialist equipment they need to make the most of those opportunities, including being IT enabled and empowered.

We will identify the specific needs of children and young people to tailor support and services, including bespoke, holistic packages of support that enable children and young people to take healthy risks and ensure they are safe.

8. Our parenting responsibility extends beyond when a young person leaves care, including being corporate grandparents when they are young parents

Like any good parent we want to still be there to support our care experienced young people, keeping them as close as we can.

We will ensure young people have a stable and secure home; and will support a return to family if that's the right thing for them.

If our young people leave care we will keep in touch with them, continue to support them living independently, navigate new challenges ahead, and celebrate their successes.

We will ensure young people are prepared to thrive as independent adults, with the skills and support network that they need, and opening doors for them and encouraging them to be ambitious and think big.

Young people will have a choice over the right accommodation that meets their needs. We will work to prevent homelessness and for young people to have security of tenure.

We are determined and persistent in encouraging care experienced young people to access all our services up to age 25; and ensure that young people know what services are on offer. We will ensure that information on services and support is easily accessible and that entitlements are transparent.

We will work with and support our young people to make the best decisions about becoming parents, when the time is right for them. If they choose to become young parents we will ensure our support is extended to our 'grandchildren'.

9. We will further develop how we work with children, young people, their families and carers

We will develop robust and relationship based models of working with children, young people and their families. These ways of working with extend across services which support families to stay together and across our social care services.

Central to how we work is understanding the lived experience of the child or young person.

Our way of working will value individuality and diversity, and be based on best practice. We will be thoughtful and humble, and be open to learning.

Each family has its own strengths, and we will work together with families to build on these. We believe that through building resilience, individuals and families can change.

Good communication based on language that is clear to all will be central to providing effective support, intervention and protection to and for children.

12. We will make sure we deliver this strategy by:

- Listening to and working with Unite (the forum for children in care), Insight (the forum for care experienced young people) and children and young people on the edge of care
- Working together through the Corporate Parenting Board, recorded through its delivery plan
- Effective scrutiny from Members in Overview and Scrutiny

13. Our Corporate Parenting Board has clear oversight of all our work for children in care and care experienced young people. The Board has representatives Unite (the forum for children in care) and Insight (the forum for care experienced young people), foster carers, Councillors, BCP Children’s Services and Housing officers, the Clinical Commissioning Group, and the BCP Learning Partnership.

14. The Boards purpose is to:

- Listen to, learn from and act on what our children in care and care experienced young people tell us
- Drive high aspirations and expectations for our children in care and care experienced young people, championing their individual needs and aspirations, and celebrating their successes
- Focus on the importance of every single child and young person
- Provide a regular forum for elected members, children in care and care experienced young people, key officers and partners to work together to improve outcomes, realising the potential of what we can achieve together
- Take collective responsibility and hold each other to account where outcomes are not good enough
- Develop, deliver, monitor and review the corporate parenting strategy

The Board is driven by the priorities of our children in care and care experienced young people, reporting back to Unite and Insight on the impact of the Board’s work. The Board will receive and scrutinises regular performance data and reports on: issues raised directly by the children and young people, the best practice elsewhere, key indicators and outcomes for children in care and care experienced young people. Through partners, actions are agreed to improve outcomes and escalate issues where required.

We will judge our success in delivering this strategy against the pledges and being held to account by our Children in Care Council and Care Leavers Forum.

15. The Local Government Association (LGA) has published a resource pack <https://www.local.gov.uk/corporate-parenting-resource-pack>, or search 'corporate parenting resource pack' on the LGA website, which is useful guide for councillors and officers new to Corporate Parenting, or find out more.
 16. The Government has produced statutory guidance is for local partners (as defined in section 10 of the Children Act 2004) and others who contribute to services provided to looked-after children and care leavers <https://www.gov.uk/government/publications/applying-corporate-parenting-principles-to-looked-after-children-and-care-leavers> or search for 'Applying corporate parenting principles to looked-after children and care leavers'. It provides more information about corporate parenting and explains the 7 principles which set out our responsibility as corporate parents to facilitate, as far as possible, secure, nurturing, and positive experiences for children in care and care experienced young people, enabling positive outcomes for them.
-

Appendix 1



**Bournemouth Borough Council
Pledge to CiC and Care Leavers**

<p>WE PROMISE</p> <p>to help you keep in touch with your family and friends, if it is safe to do so</p> 	<p>WE PROMISE</p> <p>to help you get the best education possible</p> 	<p>WE PROMISE</p> <p>to listen to you and involve you in making decisions about your care</p> 	<p>WE PROMISE</p> <p>to help you feel safe, settled and feel a sense of belonging where you live</p> 
<p>WE PROMISE</p> <p>to support you to develop and keep a healthy lifestyle, and help you manage your feelings</p> 	<p>WE PROMISE</p> <p>to help you learn how to save and spend your money wisely</p> 	<p>WE PROMISE</p> <p>to help you develop the skills you need to build your future beyond care</p> 	<p>WE PROMISE</p> <p>that your social worker will be on your side and never give up on you</p> 

Living your life

We promise to do our best to ensure that:

- You have a secure and stable home;
- You are given lots of warning about changes;
- You get an amount of pocket money that is right for your age and is discussed at your Review to make sure it increases as you get older;
- You can meet other children and young people in care if You want to and you will receive an invitation to Dorset Kidz at least once a year when you are aged 8 or older;
- You are not made to feel different from your friends and peers;

Staying safe

We promise to do our best to ensure that:

- You can keep in regular contact with family members if you want to and if it is safe;
- If you are living outside of Dorset we will help you live your life as normally as possible and work with you to help you keep in contact with the people who are important to you;
- You can return to live with a member of your birth family if you want to and if it is safe;
- If you have a particular need because, for example, you are disabled or living away from your home area, we will provide extra things so you can have the same opportunities as everyone else.
- You are kept safe from those who might bully or try to exploit you.

Listening to you

We promise to do our best to ensure that:

- Your views and wishes are listened to and respected;
- Your views and wishes make a difference;
- You can talk to someone who will give you independent advice.

Being healthy

We promise to do our best to ensure that:

- You are physically and emotionally healthy and we will check this by inviting you to have a health assessment once a year and making sure your carer looks after you well.

Enjoying and achieving

We promise to do our best to ensure that:

- You are able to get involved in sport, art, and culture in your spare time if you want to;
- You have a settled education, moving school only when absolutely necessary;
- You are able to continue in training or education or get work when you leave care.

Looking to the future

We promise to do our best to ensure that:

- You are treated as an individual and encouraged to become the person you want to be;
- You are properly supported to help you to achieve whatever you want to achieve in life.

Moving on

We promise to do our best to ensure that:

- If you leave care after the age of 16 you will be well prepared for it;
- You can stay with your carers after the age of 18 if you want to;
- You will be helped to move to more independent housing only when you want to.

Working together

We promise to do our best to ensure that:

- The professionals and carers that you have contact with work well together to look after you as well as possible and treat you equally as individuals;
- Professionals and carers are doing everything they are supposed to do and doing it as well as possible;
- Professionals and carers take time to get to know you in person as well as reading information about you;

Keeping our word

We promise to do our best to ensure that:

- Professionals and carers actually do what they say they will do;
- Professionals and carers only make promises that they can keep;
- Professionals and carers explain what they are doing and why and how;
- You know what you are entitled to, what is available for you and how you can access it;
- You will have an Independent Reviewing Officer who will check that people are keeping their word to you.

**Borough of Poole
Pledge for CiC and Care Leavers**



You are healthy

- We will make sure that you are supported and helped to manage the changes that affect your lives
- You will be given support, advice and information so that you can lead a healthy lifestyle
- You will have access to medical care and confidential care when you need it

You stay safe

- We will make sure that placements are as near to your community supports as possible, and try to make sure that brothers and sisters are placed together
- Unless it is an urgent situation, we will introduce you to new people gradually and support you while you are getting to know them
- Where you live will be safe and stable and wherever possible, you will not move placements
- You will be kept safe from crime, danger, bullying and discrimination

You enjoy and achieve

- We will make sure that you get the most from your education and are supported in school or college

- We will listen to your views and make sure that you have the opportunity to develop and enjoy your own interests and activities
- Your achievements will be recognised, acknowledged and valued

You can make a positive contribution

- You will be fully involved in decisions and will be given clear information and explanations
- Your comments or complaints will be dealt with openly, honestly and quickly
- Your social worker will meet regularly with you, your parents and carers
- We will make sure that you are able to keep in touch with the people that are important to you

You can achieve economic well-being

- You will be prepared as you move on from care and you will have access to advice and support into adulthood
- You will be supported if you want to continue your education
- You will be offered guidance with training, education and employment
- You will have a choice of suitable accommodation as you leave care

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Permanence Scorecard

Volume	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Number of children in care (and rate)	471 (62.6)	64.0	55.0	61.0
Number of unaccompanied asylum seeking children (and percentage)	32 (7%)	6%	5%	11%
105 Number of children in care placed with parents (and percentage)	28 (6%)	6%	3%	6%
Number of children in private fostering arrangements	52*	n/a	n/a	n/a
Number of children in care with a Placement Order (and percentage)	31 (7%)	7%	8%	7%
Number of children currently awaiting adoption (and percentage)	23 (5%)	n/a	n/a	n/a

*As at 30 October 2019

Permanence Scorecard

Performance	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Percentage of visits to children in care on time	91%	n/a	n/a	n/a
Percentage of reviews for children in care on time	90%	n/a	n/a	n/a
Percentage of reviews that children in care participated in	85%	n/a	n/a	n/a
Percentage of children in care placed 20+ miles from home	15%	19%	26%	20%
Percentage of children in care with 3 or more placement moves in the last 12 months	6%	10%	12%	11%
Percentage of children in care with long-term stability	63%	70%	68%	69%
Timeliness of Initial Health Assessments	TBC	n/a	n/a	n/a
Timeliness of Review Health Assessments	90%	n/a	n/a	n/a
Average duration of Care and Supervision Applications (weeks, Bournemouth & Poole only)	32 (Q1 2019/20)	33		
Change in friends and family carers in the last 12 months	28% increase	n/a	n/a	n/a

*As at 30 October 2019

Permanence Scorecard

Outcomes	Q2 2019/20	England Average	South West Average	Good/ Outstanding Average
Number of children in care who are missing out on education (and percentage)	31 (12%)	n/a	n/a	n/a
Number of children in care who have had fixed term exclusions in the school year	10	n/a	n/a	n/a
Number of children in care who are permanently excluded in the school year	0	n/a	n/a	n/a
Percentage of children in care with a plan for permanency	77%*	n/a	n/a	n/a
Number of children in care at significant risk of exploitation	10	n/a	n/a	n/a
Percentage of children leaving care due to adoption	11% (YTD)	13%	14%	12%
Percentage of children leaving care due to Special Guardianship Order	13% (YTD)	11%	14%	13%
Percentage of children who left care due to reunification	20% (YTD)	26%	28%	27%
Percentage of care experienced young people who remain with their foster carers at 19 or 20 ('Staying Put')	41%*	26%	n/a	n/a
Average number of social workers for each child in care (experimental statistics)	2.9*	n/a	n/a	n/a

*As at 30 October 2019

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Forward Plan – BCP Children’s Services Overview and Scrutiny Committee

Updated 12.11.19

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.

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer
	Meeting date – 26 November 2019			
1	BCP’s Children’s Services Self-Assessment Quarter 2 October 2019	To provide an update on the self-assessment of services that will be used to inform the targeting of improvement work and the annual conversation with OFSTED.	Review of updated self-assessment to assess progress in improving outcomes. – Report and presentation	Neil Goddard, Service Director - Community Learning & Commissioning
2	Children’s Social Care Workforce Report	To receive an update on the progress of the implementation of Children’s Services Social Care restructure.	Report to Scrutiny	Jane White, Service Director – Children and Young People’s Social Care
3	BCP’s Response to Child Exploitation (an update)	To receive an update on recent and proposed arrangements to support children and young people at risk of child exploitation	An update report to Committee	Julian Radcliffe, Service Director – Inclusion and Family Services

4	Update on the development of the BCP Front Door Services following the Peer Review		Report to Committee	Jane White, Service Director – Children and Young People’s Social Care
5	BCP Corporate Parenting Strategy		Cabinet report	Neil Goddard, Service Director - Community Learning & Commissioning
Meeting date – 28 January 2020				
6	BCP Front Door Delivery Plan			Jane White, Service Director – Children and Young People’s Social Care
9	DfE Validated Schools Data			Neil Goddard, Service Director - Community Learning & Commissioning
10	Children’s Services Social Care Restructure Update			Jane White, Service Director – Children and Young People’s Social Care
11	BCP’s Children’s Services Self-Assessment Quarter 3 December 2019	To provide an update on the self-assessment of services that will be used to inform the targeting of improvement work and the annual conversation with OFSTED.	Presentation on key updates	Neil Goddard, Service Director - Community Learning & Commissioning

	Meeting 10 March 2020			
12	Children's Services Social Care Restructure Update		To consider confidential Report	Jane White, Service Director – Children and Young People's Social Care
<p>Commissioned Work</p> <p>Work commissioned by the Committee (for example task and finish groups and working groups) is listed below:</p> <p>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.</p>				
13	Family Support Strategy (Early Help, Youth)	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Working Group	Sharon Buckby, Interim Service Director, Inclusion and Family Services
<p>Update Items</p> <p>The following items of information have been requested as updates to the Committee.</p> <p>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.</p>				
14	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 quarterly. Being considered on 26 November 2019 under Children's Services Self-Assessment	Jane White, Service Director – Children and Young People's Social Care
15	Child Sexual Exploitation	To enable the Committee to maintain oversight of this issue and	To be received quarterly.	Julian Radcliffe, Service Director –

	To receive updated information at regular intervals on this matter, including how the council has effected positive change in relation to these figures.	target scrutiny as required.	Being considered on 26 November 2019.	Inclusion and Family Services
16	Youth Offending Services – entrance numbers To receive snapshot updates of entrance numbers to the Youth Offending Services.	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	To be received six monthly, Format of receipt TBC	David Webb, Youth Offending Service
17	Key Performance Indicators (KPIs) To receive KPIs to include updates on CMOEs and NEETs	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	To be received quarterly. Being considered on 26 November 2019 under Children’s Services Self-Assessment	Neil Goddard, Service Director - Community Learning & Commissioning