

Notice of Children's Services Overview and Scrutiny Committee



Date: Tuesday, 8 June 2021 at 6.00 pm

Venue: Committee Suite, Civic Centre, Poole BH15 2RU

Membership:

Chairman:

Cllr R Burton

Vice Chairman:

Cllr L Lewis

Cllr E Coope
Cllr B Dunlop
Cllr N C Geary

Cllr S Gabriel
Cllr J Kelly
Cllr S Moore

Cllr L Northover
Cllr Dr F Rice
Cllr R Rocca

Parent Governor Co-opted Representative

Mrs E Hall (Academy), Mr P Martin, Mr S Welch (Academy)

Diocesan Co-Opted Representatives

Mr M Saxby

Youth Parliament Representatives

Nathan Collins, Sarah Lockard, Adaya Brandon and Georgia Grogan

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 view the live stream of this meeting at the following link:

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=4829>

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

Press enquiries should be directed to the Press Office by email at 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

28 May 2021



Available online and
on the Mod.gov app



Maintaining and promoting high standards of conduct

Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests

Do any matters being discussed at the meeting relate to your registered interests?

Disclosable Pecuniary Interest

Yes

Declare the nature of the interest

Do NOT participate in the item at the meeting. Do NOT speak or vote on the item EXCEPT where you hold a dispensation

You are advised to leave the room during the debate

Local Interest

Yes

Declare the nature of the interest

Applying the bias and pre-determination tests means you may need to refrain from speaking and voting

You may also need to leave the meeting. Please seek advice from the Monitoring Officer

No

Do you have a personal interest in the matter?

Yes

Consider the bias and pre-determination tests

You may need to refrain from speaking & voting

You may also need to leave the meeting. Please seek advice

No

You can take part in the meeting speak and vote

What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

Bias Test

In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?

Predetermination Test

At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer
(susan.zeiss@bcpcouncil.gov.uk)

Selflessness

Councillors should act solely in terms of the public interest

Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

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. **Election of Chair**

To elect the Chair of the Children's Services Overview and Scrutiny Committee for the ensuing Municipal year 2021/22.

4. **Election of Vice Chair**

To elect the Vice Chair of the Children's Services Overview and Scrutiny Committee for the ensuing Municipal year 2021/22.

5. **Declarations of Interests**

Councillors are requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance.

Declarations received will be reported at the meeting.

6. **Confirmation of Minutes**

To confirm and sign as a correct record the minutes of the Meeting held on 29 March 2021.

7 - 14

a) **Action Sheet**

To consider any outstanding actions.

15 - 20

7. **Public Issues**

To receive any public questions, statements or petitions submitted in accordance with the Constitution, which is available to view at the following link:

<https://democracy.bcpccouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of a public question is 4 clear working days before the meeting.

The deadline for the submission of a public statement is midday the working day before the meeting.
The deadline for the submission of a petition is 10 working days before the meeting.

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| 8. Youth Justice Service Youth Justice Plan for 2021/22 | 21 - 60 |
| <p>To present the Youth Justice Plan for 2021/22. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2021/22, with a copy of the Plan appended. The Youth Justice Plan needs to be approved by the full Council.</p> | |
| 9. Expansion of Longspee Special School at the Bournemouth Learning Centre | 61 - 66 |
| <p>The purpose of the Report is to provide an update on Capital project.</p> | |
| 10. Improvement Journey – progress update | 67 - 90 |
| <p>Members received an overview report of progress at their last meeting on 29th March and requested to see the performance information which substantiated the progress being made. Two performance-related documents are therefore attached which confirm the trajectory of improvement which has been maintained since the March committee.</p> | |
| 11. Covid Impact to include information on Pupil Premium and child poverty | 91 - 94 |
| <p>This report gives an explanation of Pupil Premium and examples of how schools make use of it. The report outlines how Covid has impacted on the use of Pupil Premium and how schools have adapted their spend accordingly. The report also summarises How the HAF Programme and Winter Fund Grant supported our vulnerable children and families during the pandemic.</p> | |
| 12. SEND Improvement Journey | 95 - 116 |
| <p>The attached slide pack provides a summary of the statutory responsibility of the council, the views of children and young people, our areas for improvement and the current position.</p> | |
| 13. Sufficiency Strategy for Children in Care (CiC) and Care Experienced Young People (CEYP) 2021 – 2024 | 117 - 168 |
| <p>The Sufficiency Strategy sets out how Bournemouth, Christchurch and Poole Council (BCP Council) intends to meet its sufficiency duty as laid out in section 22G of the Children Act 1989. This requires local authorities to take steps that secure, as far as reasonably practical, sufficient accommodation for children in care within their local authority area.</p> | |

14. Portfolio Holder Update

To receive any verbal updates from the Portfolio Holders.

15. Items for Information

- CAMHS Transformation Update Report

Any Information Only Reports will be circulated after the meeting.

16. Forward Plan

To consider the Committee's Forward Plan.

17. Dates of Future Meetings

To note the dates of future Children's Services Overview and Scrutiny Committees as follows:

- 27 July 2021
- 21 September 2021
- 23 November 2021
- 25 January 2022
- 22 March 2022

All meetings will commence at 6pm and venues to be confirmed.

169 - 178

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 29 March 2021 at 6.00 pm

Present:-

Cllr R Burton – Chair
Cllr L Lewis – Vice-Chair

Present: Cllr E Coope, Cllr B Dunlop, Cllr N C Geary, Cllr J Kelly, Cllr S Moore,
Cllr L Northover, Cllr S Phillips, Cllr Dr F Rice and Cllr R Rocca

Co-Opted Members: Mr P Martin and Mr M Saxy
A Brandon, N Collins and G Grogan

143. Apologies

There were no apologies for absence.

144. Substitute Members

None.

145. Declarations of Interests

None.

146. Confirmation of Minutes

RESOLVED that the Minutes of the Children's Services Overview and Scrutiny Committee held on 24 February 2021, having been previously circulated, be signed by the Chair and confirmed as a correct record.

147. Action Sheet

The Chair advised that the item requested by a member of public for scrutiny in relation to SEND was planned to come to the July meeting to progress.

148. Public Issues

None.

149. BCP 's Members of Youth Parliament Summary Report

The Members of the Youth Parliament presented their Report and highlighted the following:

- They thanked Officers and Members for all the support given over the last year and had enjoyed being part of the Overview and Scrutiny process
- It was highlighted that whilst Covid had changed their planned role it was felt that a lot of good work within the local community had been undertaken
- Work was highlighted which included work around the environment, including a youth summit and regular MYP newsletter
- The MYPs referred to the recently circulated Stress cards and advised it was hoped they would be launched for the next academic year. They thanked the Interim Corporate Director, Children's Services for assisting with their planned launch, ensuring the resource would be well utilised
- Next year the focus would be continuing with the same campaign issues plus one more, homelessness.
- They were planning an Environmental awards campaign, which would include eco councils and ensure schools were held to account over environmental issues
- PHSE with help of CD to ensure schools engaged with students in that area
- Plan to promote more opportunities for volunteering and jobs and skills in the area
- Felt contributed positively and developed in their roles and looked forward to continuing to progress.

The Committee thanked them for all their contributions over the past year.

The Chair queried the progression on stress cards and was advised that focus groups in schools had provided feedback, which had been incorporated.

In response to a query about whether the MYPs planned to continue a focus on knife crime, the Committee was advised that it was still part of their campaign focus, but it had been difficult to progress during the last year due to Covid.

The Committee was advised that at the online Youth Parliament Annual Conference, it was debated what should be included in UK Youth Parliament manifesto.

A Committee Member suggested it would be beneficial for the MYPs to have a link on the BCP website which could link to their newsletters and all the work which was being undertaken. **Action.**

The Chair summarised the discussions as follows:

- That stress cards were an excellent idea
- Pleased that assurances were provided that the MYPs would continue to focus on previous focuses such as knife crime
- Information on the Youth Parliament's Conference

- Share MYPs Newsletters and work being undertaken on the BCP Website.

RESOLVED that the MYPs update report be noted.

150. Report on Children not in education, employment and training to include details on how the Pupil Premium is being spent

The Headteacher of the Virtual School and College presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A to these Minutes in the Minute Book.

The Virtual Headteacher provided background into the role and purpose of the virtual school and advised that the purpose of the Report was to ensure that a clear local offer of the opportunities and support available to young people in BCP was publicised, allowing young people to re-engage with education, employment or training, allowing young people in BCP to go on to lead fulfilled lives and to reach their potential. This was in line with one of the strategic objectives that elected members had already supported through the 2021/24 Children and Young People's Partnership Plan.

The Committee was advised that Pupil Premium was not allocated post 16 and that the purpose of the Report was to focus on that group of pupils.

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

- It was highlighted that education provision for 16-18 year old did not have the same sanctions as younger pupils and that the onus was on the pupil to attend, not the parents.
- There was some discussion about ensuring that entrance courses such as English and Maths were available to start when pupils wanted to and not just at the start of an academic year, creating more flexibility and choice for pupils to re-join or progress in higher education. The Committee was advised the aim was to ensure a clear offer was provided, which met the needs of any young person.
- The Virtual Headteacher advised of a planned meeting with Skills and Learning to discuss using both tutors and exam centres, which would provide more flexibility in the offer, as well as providing opportunities to acquire more functional skills.
- The Interim Corporate Director, Children's Services advised that Covid had challenged the way education was delivered and consideration should be given to using the model for delivering educational services moving forward.
- The Committee was advised that post 16, a vulnerable pupil could apply for a bursary, however this was only if they were on roll at a registered post 16 provider.
- There was some discussion on transitions and the support that was provided for pupils when moving to college or another school's 6th form.
- A Member acknowledged the Report as an aspirational document but requested the Committee had sight of a detailed plan, with

progress measures and specific details of what the funding had been used for, for pupils who were in the NEETS category. **Action – detailed Report to come back to Committee at a future date**

- The Committee was advised that over the last year, Pupil Premium had been focused around Covid and access to learning and that this report was focused on post 16, where it was confirmed that whilst these pupils did not attract funding, funding was generated for them as and when required
- The Committee was advised that BCP had a responsibility to provide support and opportunities for young people and some of the plans were shared, such as work experience within the Local Authority. The impact of work experience was discussed and it was noted that in the future, hoped apprenticeships would attract funding with individual services being required to allocate budgets where required.
- There was some discussion over some of the data provided within the Report and the Committee was advised that it was better to have a larger percentage of 'NEETs' and less 'not knowns', as at least the Service was aware of the young person and plans could be put in place to support them.

The Chair summarised the discussions as follows:

- Issues surrounding people who find themselves as NEETS
- Enable young people to start courses when needed
- Working with Skills and Learning, to include providing functional skills
- Bursary money for post 16.
- Detailed Report and plan to come back in the future
- Funding that may be needed in the future when moving to apprenticeships.

RECOMMENDED that the Committee:

- Acknowledged the support given to the development of a comprehensive universal NEETS offer for young people in BCP between the age of 16 and 24 who need education, employment and/or training.**
- That Vulnerable young people including children in care and care leavers were made a bespoke offer; and**
- A re-engagement programme for those young people that were NEET was developed and implemented.**

151. Children's Services Improvement Journey – update

The Chair of the Children and Young People's Partnership Board and the Interim Corporate Director, Children's Services presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The purpose of the Report was, at the Request of the Chair of the Committee, for an update to be provided on the progress of the Action Plan, following the Ofsted 'focused visit' in October 2020.

Sufficient improvements in Children's Services had been made in the last few months to be able to confirm an upwards trajectory. This had been confirmed in audits (now called practice reviews), which demonstrated a clear month-on-month improvement both in performance and in the quality of practice. These practice reviews had been carried out independently of line management to ensure 'we were not marking our own homework'. Having said that, the pace of improvement needed to quicken in some delivery areas, as set out in the report's 'Challenges Ahead' section.

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

- The Committee was advised that the improvement grading reflected the four Ofsted ratings.
- The Committee discussed the validated audits of practice reviews which commenced in December in a systematic programme by two experienced auditors from other local authorities.
- A Member welcomed the presentation and work to date and requested the Committee receive more detailed information on targets and whether they were being met.
- In response to a concern that the Impact assessments had not been completed, the Committee was advised that the Report was populated in order to satisfy the Committee's preference at the last minute and that the next Report could provide Key Performance Obsessions (KPOs), with much more technical detail and full details on the Impact assessments. **Action - technical report to come to future Committee to include impact assessments.**
- The Committee was advised that the baseline had been set in December and that the Service was now showing month on month improvements to reduce inadequate and poor work practices. The Committee noted that improvements had been shared with the cross party improvement group and some service improvements had been reported to Corporate Parenting Board.
- The Committee wanted to thank all the Officers and staff for their commitment and work to date in improving the Service.
- In response to a query regarding the learning hub model, the Committee was provided with information on how this was being achieved and that greater emphasis was being placed on systematic learning, accessibility and ensuring change was well implemented
- Staffing and the differences between agency and permanent staff was discussed together with the positive result of the pandemic, which had resulted in three senior managers being recruited who did not live in BCP and could work agilely. The Committee was advised what was required to recruit permanent staff including a good reputation, supportive team managers, low caseload and good supervision.
- The Committee was advised of the challenges ahead which included how long until improvements would translate into measurable

improvements seen by children and young people being worked with.

- The Interim Corporate Director, Children's Services confirmed the fifteen-point Action Plan would be circulated to the Committee as a refresher. **Action.**

The Chair summarised the discussions as follows:

- Ofsted ratings and numbers of audits and improvement being made and measured
- A technical Report would come to the Committee, which would include the KPOs and detailed impact assessments
- The Learning Hub Model
- Costing of staff and what was being done to improve retention
- Measuring the improvements for children's outcomes.

RECOMMENDED that Members note and scrutinise this update and suggest further improvements as this was a crucial improvement programme to get right.

152. Portfolio Holder Update

The Portfolio Holder with responsibility for Covid Resilience, Schools and Skills provided an update to the Committee which included:

- A plan, in co-production with the Chair of the Children and Young People's Partnership Board, to undertake an appreciative inquiry focusing on inclusion, which would consider the state of the nation, positive practices and an aim to minimise exclusions across BCP.
- The work being undertaken by the Health and Wellbeing Board on addressing food insecurity/poverty and mental health. The Portfolio Holder advised she could provide a detailed information only report for the Committee on all the work that was being undertaken. **Action.**

An MYP requested information on how young people could become involved to help combat food poverty and the Portfolio Holder advised she would investigate and feedback to the MYPs. **Action.**

The Portfolio Holder concluded her verbal update by thanking all the young volunteers who had been supporting the vaccination programme.

153. Items for Information

The Chair confirmed that the items for information would be circulated to the Committee after the meeting.

154. Forward Plan

The Forward Plan was noted.

155. Dates of Future Meetings

The dates of future meetings were noted.

The meeting ended at 8.00 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 March 2020				
8	BCP Children’s Services Self-Assessment January 2020	<p>Decision Made:</p> <p>That the following information/data be included in future reports: Key Stage 5 attainment levels and a comparative local authority’s data and an acronym sheet.</p> <p>A request was again made that an acronym sheet be included in any future reports.</p> <p>Actioned – officers aware and email sent attaching acronym sheet 12 May 2021</p>	To enable Councillors to have more in-depth information.	N/A
Actions arising from Committee meeting: 28 July 2020				
	The BCP Children in Care and Care Experienced Young People Improvement Journey	<p>Decision Made:</p> <p>Permanence Planning training on the processes used to be arranged for Committee Members</p> <p>Action – Service Director to arrange with Dem Services</p>	To enable Councillors to have more in-depth understanding of the processes used.	

Actions arising from Committee meeting: 22 September 2020				
105.	Child Exploitation	<p>Decision Made:</p> <p>Data, trends and comparisons, including information on County Lines to be provided to the Committee.</p> <p>Actioned – coming to Committee on 8 June 2021</p> <p>Decision Made:</p> <p>Further information, data and progress relating to knife crime to be provided to the Committee.</p> <p>Actioned – coming to Committee on 8 June 2021</p> <p>Decision Made:</p> <p>The profile being used to monitor progress to include a dashboard of trends to be provided to the Committee.</p> <p>Actioned – coming to Committee on 8 June 2021</p>	<p>To ensure that Cllrs are aware of the nature and extent of issues in the area of <i>Child Exploitation</i></p> <p>To ensure that Cllrs are sighted on the impact of measures that have been introduced to respond to these challenges</p>	
Actions arising from Committee meeting: 1 December 2020				
112.	Action Sheet	<p>Decision Made:</p> <p>Information be shared with Committee Members regarding children carrying knives.</p> <p>Actioned - confidential briefing note circulated to Committee 26 May 2021</p>	<p>To enable Councillors to have more in-depth understanding of this issue.</p>	

114	Item requested by a member of public for scrutiny	<p>Decision Made:</p> <p>Share the Local Government Peer Review with Committee Members.</p> <p>Actioned – emailed to Committee on 27 April 2021</p> <p>Decision Made:</p> <p>Chairman discuss with Officers to focus on an area for Scrutiny and email to Committee Members.</p> <p>Action – coming to July Committee.</p>	<p>To enable Councillors to have more in-depth information.</p> <p>To enable Councillors to decide on an area to focus scrutiny</p>	
118	Forward Plan	<p>Decision Made:</p> <p>Briefing to be arranged between Cllr Rice and the Corporate Director regarding the Childcare Sufficiency Review</p> <p>Action – Sufficiency Strategy coming to 8 June Committee.</p> <p>Decision Made:</p> <p>An update on Child Exploitation, County Lines and numbers of Children in Care be provided to Committee Members</p> <p>Actioned – to be reported on 8 June as part of dashboard? TBC</p>	<p>To enable Councillors to have more in-depth information.</p>	

26 January 2021				
4a	Action Sheet	<p>Decision Made:</p> <p>The Chair requested the outstanding actions - Report on children carrying knives and Local Government Peer Review be completed.</p> <p>Actioned – Local Government Peer review and a confidential briefing note re knife crime circulated to the Committee.</p>	To enable Councillors to have more in-depth information.	
29 March 2021				
	BCP 's Members of Youth Parliament Summary Report	<p>Decision Made:</p> <p>To investigate putting a link to the MYP's work/newsletters/recordings of recent debates on the BCP website.</p> <p>Action – being considered by Officers</p>		
	Report on Children not in education, employment and training	<p>Decision Made:</p> <p>To receive a more detailed Report on NEETS and the progress being made.</p> <p>Actioned – Added to Forward Plan for November 2021</p>		
	Children's Services Improvement	<p>Decision Made:</p> <p>To receive a technical report at the next opportunity to include KPOs and detailed impact assessments</p>		

	Journey – Update	<p>Action – coming to Committee on 8 June? TBC</p> <p>Decision Made:</p> <p>Circulate Ofsted action Improvement Plan to Committee for information.</p> <p>Actioned – circulated by email on 18 May 2021</p>		
	Portfolio Holder Update	<p>Decision Made:</p> <p>To provide a brief information only report for Committee on work being undertaken by the Health and Wellbeing Board in relation to food poverty/anxiety.</p> <p>Action – PFH aware</p> <p>Decision Made:</p> <p>PFH investigate how young people can volunteer in the projects trying to combat food poverty and report to MYPs.</p> <p>Action – PFH aware</p>		

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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Youth Justice Service Youth Justice Plan for 2021/22
Meeting date	8 June 2021
Status	Public Report
Executive summary	To present the Youth Justice Plan for 2021/22. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2021/22, with a copy of the Plan appended. The Youth Justice Plan needs to be approved by the full Council.
Recommendations	<p>It is RECOMMENDED that:</p> <p>Overview and Scrutiny Committee endorse the Youth Justice Plan so that Cabinet can recommend its approval to the Full Council</p>
Reason for recommendations	Youth Offending Teams are required to publish an annual Youth Justice Plan which should be approved by the Local Authority for that Youth Offending Team. Dorset Combined Youth Justice Service works across both Bournemouth, Christchurch and Poole Council and Dorset Council. Approval is therefore sought from Bournemouth, Christchurch and Poole Council, as well as from Dorset Council.

Portfolio Holder(s):	Councillor Mike White, Portfolio Holder Children's Services
Corporate Director	Elaine Redding, Corporate Director, Children's Services
Report Authors	David Webb, Manager, Dorset Combined Youth Justice Service
Wards	Council-wide
Classification	For Recommendation

Background

1. Under the Crime and Disorder Act 1998 Youth Offending Teams are required to publish an annual youth justice plan. The Youth Justice Board provides guidance about what must be included in the plan and recommends a structure for the plan. The draft Youth Justice Plan for the Dorset Combined Youth Justice Service is attached at Appendix One. A brief summary of the Youth Justice Plan is provided in this report

Summary of Contents of the Youth Justice Plan 2021/22/

2. The Youth Justice Plan provides information on the resourcing, structure, governance, partnership arrangements and performance of the Dorset Combined Youth Justice Service. The Plan also describes the national and local youth justice context for 2021/22 and sets out our priorities for this year.
3. The Youth Justice Board continue to monitor three 'key performance indicators' for youth justice. The first indicator relates to the rate of young people entering the justice system for the first time. Local performance in this area had declined in the period 2016-2018 but has been improving since then. The latest national data, relating to the 12 months to December 2019, shows a combined pan-Dorset rate of 251 per 100,000 10-17 year olds entering the justice system for the first time. This compares with a figure of 344 per 100,000 10-17 year olds in the year to December 2018. Local data is more up to date and shows a further reduction in first-time entrants in the BCP Council area in the year to March 2021. The improvement is welcome and further steps are planned for 2021/22.
4. The other two national indicators relate to reducing reoffending and minimising the use of custodial sentences. The reoffending rate fluctuates, partly because of the current counting rules for this measure. Our local reoffending rate has for the most part remained below the national rate. Local analysis shows that young people who are more likely to reoffend are also more likely to have more complex speech, language and communication needs and to find it hard to access education or training. The Youth Justice Plan sets out some of the actions that have been taken and future plans to address these issues.
5. Dorset Combined Youth Justice Service has low rates of custodial sentences, below the regional and national averages. Young people who are sentenced to custody have often experienced significant trauma in their earlier life, affecting their current behaviour. In 2020 the Youth Justice Service implemented a plan to become a

trauma informed service, using the Youth Justice Board's 'Enhanced Case Management' model. More work is planned for the coming year to embed this approach.

6. The work of the Youth Justice Service in 2020/21 was significantly affected by the pandemic. Team members have mostly been working from home since March 2020, using the IT equipment and infrastructure that was already in place. Contacts with children have taken place both in person and remotely, by video or phone, with good examples of creative and innovative work in difficult circumstances. Team members, including the team's Education Officer, worked closely with colleagues in the local authority and in schools to support children's engagement in education. Over the course of the year we saw a reduction in children entering the justice system. This continued a trend since 2018, making it hard to differentiate the effects of the pandemic from longer-term trends. Full data on entrants to the justice system and re-offending patterns is not yet available; it is likely to be some time before the impact of the pandemic is understood, including the possible longer-term consequences for child well-being and behaviour.

Options Appraisal

7. Councillors are asked to endorse the Youth Justice Plan for 2021/22 before it is considered by Cabinet. Cabinet will then decide whether to recommend approval of the Youth Justice Plan to the full Council.

Summary of financial implications

8. The Youth Justice Plan reports on the resourcing of the Youth Justice Service (YJS). Local authority and other partner contributions remained static from 2014/15 to 2018/19 when a cost of living increase to local authority contributions was agreed, along with a redistribution of the funding proportions to reflect Local Government Reorganisation. There have been no further cost of living increase in the local authority contributions. The annual Youth Justice Grant reduced from £790,000 in 2014/15 to £607,968 in 2020/21. An increase has been announced for 2021/22, to £653,417.
9. The creation of the pan-Dorset youth offending service in 2015 increased the service's resilience and ability to adapt to reduced funding and increased costs. The management of vacancies, and the deletion of some posts, has enabled a balanced budget to be achieved in the years to 2021.

Summary of legal implications

10. Local authorities are legally required to form a youth offending team with the statutory partners named in the Crime and Disorder Act 1998. The Act also stipulates that youth offending partnerships must submit an annual youth justice plan setting out how youth justice services in their area will be provided and funded; and how the youth offending team will be composed and funded, how it will operate and what functions it will carry out. The Youth Justice Plan for 2021/22 meets these legal obligations.

Summary of human resources implications

11. Local Authority YJS staff members who were previously employed by Poole and Dorset transferred to become employees of Bournemouth Borough Council in 2015. Local Government Reorganisation in April 2019 led to a further TUPE transfer of local authority employees to the new Bournemouth, Christchurch and Poole council. The YJS also includes employees of the partner agencies who have been seconded to work in the team and who remain employed by the partner agency.
12. The Crime and Disorder Act 1998 also contains statutory requirements for the staffing composition of youth offending services. The Youth Justice Plan shows how Dorset Combined Youth Offending Service meets these requirements.

Summary of sustainability impact

13. No adverse environmental impact has been identified. The Youth Justice Plan notes that the Covid-19 pandemic has led to changes in the working arrangements of the Youth Justice Service. These changes include significant reductions in staff travel, both to and from work and to visit service users, with more activities being carried out remotely. Team members are committed to maintaining some of these changes in our future working arrangements.

Summary of public health implications

14. Young people in contact with youth justice services are known to be more likely than other young people to have unmet or unidentified health needs. The Youth Justice Service includes seconded health workers who work directly with young people and who facilitate their engagement with community health services.

Summary of equality implications

15. It is recognised nationally that young people from minority ethnic groups, and young people in the care of the local authority, are over-represented in the youth justice system and particularly in the youth custodial population. It is also recognised that young people known to the YJS may experience learning difficulties or disabilities, including in respect of speech, language and communication needs. Information from Dorset Combined Youth Justice Service records, summarised in the Youth Justice Plan, shows that these issues of over-representation also apply locally. Actions have been identified in the Youth Justice Plan to address these issues. An Equality Impact Assessment screening process has been completed. No adverse equality impacts were identified.

Summary of risk assessment

16. The Youth Justice Plan sets out local priorities and actions to prevent and reduce offending by young people. These priorities and actions have been developed in response to identified risks and concerns. The recommendation for councillors to endorse the Youth Justice Plan is intended to support the Youth Justice Service to reduce the risks associated with youth offending. No specific risks have been identified as arising from this recommendation

Background papers

None

Appendices

Appendix 1 – Dorset Combined Youth Justice Service Youth Justice Plan 2021/22.

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DORSET COMBINED YOUTH JUSTICE SERVICE



National
Probation
Service



Youth Justice Plan

2021/22

Version	Superseded Version(s)	Date	Author	Changes made
V0.2				
V0.1		19.03.21	David Webb	

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Dorset Combined Youth Justice Service Statement of Purpose

Dorset Combined Youth Justice Service works with children in the local youth justice system. Our purpose is to help those children to make positive changes, to keep them safe, to keep other people safe, and to repair the harm caused to victims.

This means we can support the national Youth Justice Board Vision for a 'child first' youth justice system:

A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending, and create safer communities with fewer victims.

Who We Are and What We Do

Dorset Combined Youth Justice Service (DCYJS) is a statutory partnership between Bournemouth, Christchurch and Poole Council, Dorset Council, Dorset Police, National Probation Service Dorset and NHS Dorset Clinical Commissioning Group.

We are a multi-disciplinary team which includes youth justice officers, restorative justice specialists, parenting workers, education and employment workers, police officers, a probation officer, nurses, speech and language therapists and a psychologist.

More information about the Youth Justice Service (YJS) partnership and the members of the YJS team is provided later in this document.

The team works directly with children who have committed criminal offences to help them make positive changes and to reduce the risks to them and to other people. We also work directly with parents and carers to help them support their children to make changes.

We make contact with all victims of crimes committed by the children we work with. We offer those victims the chance to take part in restorative justice processes so we can help to repair the harm they have experienced.

The organisations in the YJS partnership also work together to improve the quality of our local youth justice system, and to ensure that young people who work with the YJS can access the specialist support they need for their care, health and education.

The combination of direct work with children, parents and victims and work to improve our local youth justice and children's services systems enables us to meet our strategic objectives to:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Improve the safety and well-being of children in the youth justice system
- Reduce and repair the harm caused to victims and the community from child offences (I have added this one)
- Improve outcomes for children in the youth justice system.

Introduction

This document is the Youth Justice Strategic Plan for the Dorset Combined Youth Justice Service for 2021/22. It sets out the key priorities and targets for the service for the next 12 months as required by the Crime & Disorder Act 1998 and overseen by the Youth Justice Board. This Plan has been developed under the direction of the YJS Partnership Board after consultation with YJS staff and taking into account feedback from YJS service users.

The Youth Justice Strategic Plan:

- summarises the YJS structure, governance and partnership arrangements
- outlines the resources available to the YJS
- reviews achievements and developments during 2020/21
- identifies emerging issues and describes the partnership's priorities
- sets out our priorities and actions for improving youth justice outcomes this year.

This document sets out the YJS's strategic plan. A delivery plan underpins this document.

Service Targets

The Dorset Combined YJS target for 2021/22 is to outperform regional and national averages for the three national performance indicators for youth offending which are:

- The number of young people entering the youth justice system for the first time ('First Time Entrants')
- The rate of proven re-offending by young people in the youth justice system
- The use of custodial sentences for young people.

Headline Strategic Priorities for 2021/22

- Continue and develop work to prevent children entering the justice system
- Reduce the rate of Black and Minority Ethnic children entering custody
- Develop joint work with other local services for children to improve outcomes for children in the justice system
- Widen the application of trauma-informed practice to all children working with the Youth Justice Service
- Strengthen the team's work to repair harm and restore relationships

The reasons for identifying these priorities are explained later in this document and are summarised on pages 25-26, with actions to achieve these priorities outlined on pages 26-28.

Structure and Governance: The YJS Partnership Board

The work of the Dorset Combined Youth Justice Service is managed strategically by a Partnership Board. The Partnership Board consists of senior representatives of the statutory partner organisations, together with other relevant local partners.

Membership:

- Dorset Council (current chair)
- Bournemouth, Christchurch and Poole Council (current vice-chair)
- Dorset Police
- Dorset Local Delivery Unit Cluster, National Probation Service
- NHS Dorset Clinical Commissioning Group
- Public Health Dorset
- Dorset Healthcare University Foundation Trust
- Her Majesty's Court and Tribunal service
- Youth Justice Board for England and Wales
- Office of the Police and Crime Commissioner
- Ansbury Guidance

The Partnership Board oversees the development of the Youth Justice Plan, ensuring its links with other local plans.

The YJS Manager reports quarterly to the Partnership Board on progress against agreed performance targets, leading to clear plans for performance improvement. The Board also requests information in response to specific developments and agendas, and monitors the YJS's compliance with data reporting requirements and grant conditions.

Representation by senior leaders from the key partners enables the YJS Manager to resolve any difficulties in multi-agency working at a senior level, and supports effective links at managerial and operational levels.

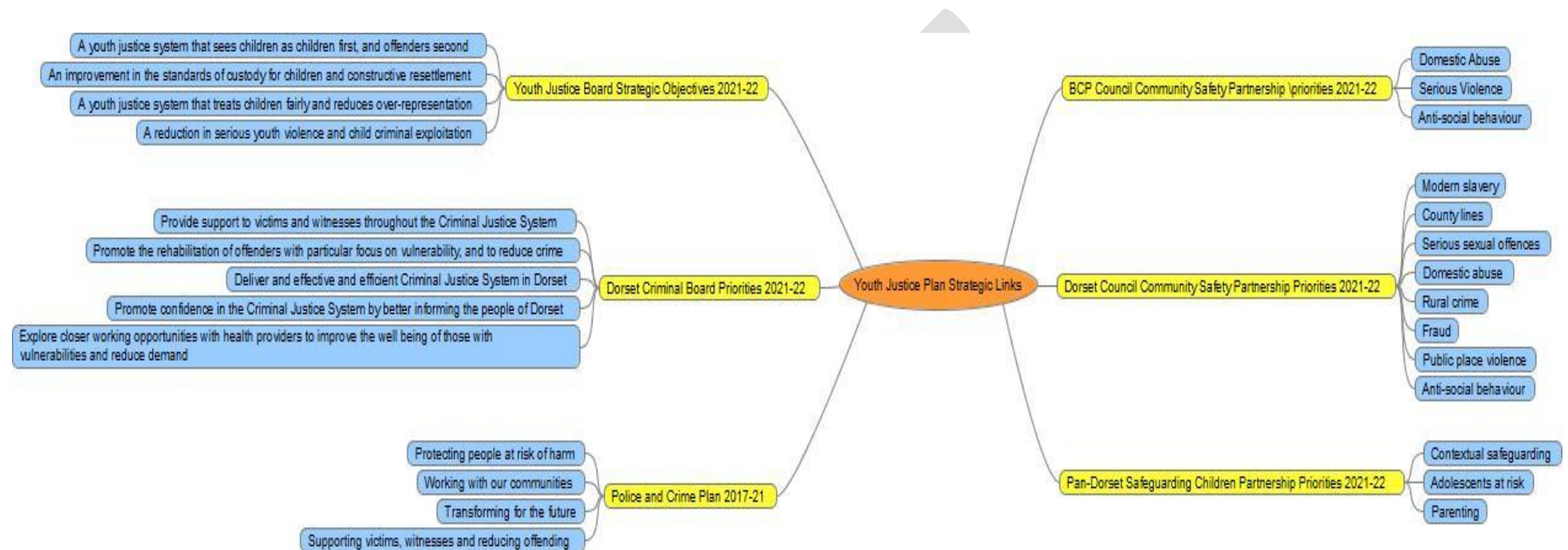
The YJS participates in local multi-agency agreements for information sharing, for safeguarding and for the escalation of concerns.

The Partnership Board oversees activities by partner agencies which contribute to the key youth justice outcomes, particularly in respect of the prevention of offending.

The YJS Partnership Board also provides oversight and governance for local multi-agency protocols in respect of the criminalisation of children in care and the detention of young people in police custody. The YJS Manager chairs multi-agency operational groups for each protocol and reports on progress to the YJS Partnership Board.

The YJS is a statutory partnership working with children in the criminal justice system and the community safety arena. The map on the next page gives an overview of how the YJS fits with other strategic partnerships and plans.

Linking the Youth Justice Service to other Plans and Structures



The membership of the YJS Partnership Board enables the work of the Dorset Combined YJS to be integrated into strategic planning for Safeguarding, Public Protection, Criminal Justice, Community Safety and Health & Well-Being. The YJS Manager sits on the Dorset Criminal Justice Board, attends the two Community Safety Partnerships, the MAPPA Strategic Management Board and the Dorset Council Strategic Alliance for Children and Young People and represents youth offending teams on the 'Wessex' Criminal Justice Board Covid Recovery Group.

Partnership Arrangements

The previous section outlined the strategic links between the YJS and the other strategic groups and partnerships. Similar links exist at operational levels, enabling the YJS to integrate and coordinate its work with the work done by partners such as the two local children's social care services, Special Educational Needs services, other criminal justice agencies, and the Child and Adolescent Mental Health Services across Dorset.

Safeguarding and Public Protection

As well as participating in Child Protection Conferences and Multi-Agency Public Protection Arrangements (MAPPA) meetings in respect of specific individuals and families, YJS managers also attend MARAC meetings, local Community Safety Partnership operational meetings, local complex needs panel meetings and meetings in respect of early help activities in the two local authorities.

Child Exploitation

Children known to the YJS can also be harmed through child exploitation. YJS managers participate actively in the Child Exploitation Strategic and Tactical Groups for each local authority (in Dorset Council this is part of the Children At Risk Or Linked to Exploitation – 'CAROLE' - model). The YJS participates in local multi-agency information sharing arrangements and meetings to identify and protect children at risk of exploitation. A YJS Team Manager attends weekly meetings with the Police 'Impact' team to enable effective joint work for children at risk of exploitation.

Reducing Re-Offending

The YJS Manager chairs the pan-Dorset Reducing Reoffending Strategy Group, reporting to the Dorset Criminal Justice Board and the two Community Safety Partnerships. He also represents south-west youth offending teams on the South West Reducing Reoffending Partnership. Although the group's main focus is on adult offenders, attention is also paid to the youth perspective, particularly for those young people about to transition to adult services, and for the children of adult offenders.

Risk Assessment Panels

The YJS instigates a Risk Assessment Panel process for children under YJS supervision who have been identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. These meetings are attended by workers and managers from the other agencies who are working with the child. The aim is to agree the risk assessment and devise, implement and review plans to reduce the risks posed by and to the child.

Harmful Sexual Behaviour

The YJS works with the two local authorities, the Police and health providers to agree the best way to respond to children who have committed harmful sexual behaviour. Some of these children are also known to the local authority social care service so it is important that we coordinate our work and, where possible, take a joint approach. The YJS and the local authorities use recognised assessment and intervention approaches for children who commit harmful sexual behaviour. Currently the YJS Manager is part of a multi-agency

task and finish group, led by the CCG, to improve local provision for children who show harmful sexual behaviour.

Preventing Violent Extremism

All relevant YJS staff have received training in raising awareness of 'Prevent'. A YJS Team Manager has lead responsibility for this area of work and attends the pan-Dorset Prevent Group to ensure that our work is aligned with local initiatives. The YJS has sight of the local assessment of extremism risks. The seconded YJS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.

Young people convicted of extremism related offences will be managed robustly in line with the YJS Risk Policy, with appropriate referral to the local MAPPA process and clear risk management plans, including paired working arrangements and support from the seconded YJS police officers.

Safe Schools and Communities Team

The Safe Schools and Communities Team (SSCT) is a partnership between Dorset Police, the Office of the Police and Crime Commissioner and Dorset Combined YJS. The SSCT plays an important role in preventing offending by young people across Dorset, Bournemouth, Christchurch and Poole. The team provide education, awareness and advice to students, schools and parents. The work of the team is reported to the YJS Partnership Board as an important element of the YOS Partnership's work to prevent youth offending. The SSCT's School Incidents Policy is an important part of local work to reduce the number of children entering the justice system, helping schools to manage incidents without the need for a criminal outcome.

Restorative Justice and Support for Victims

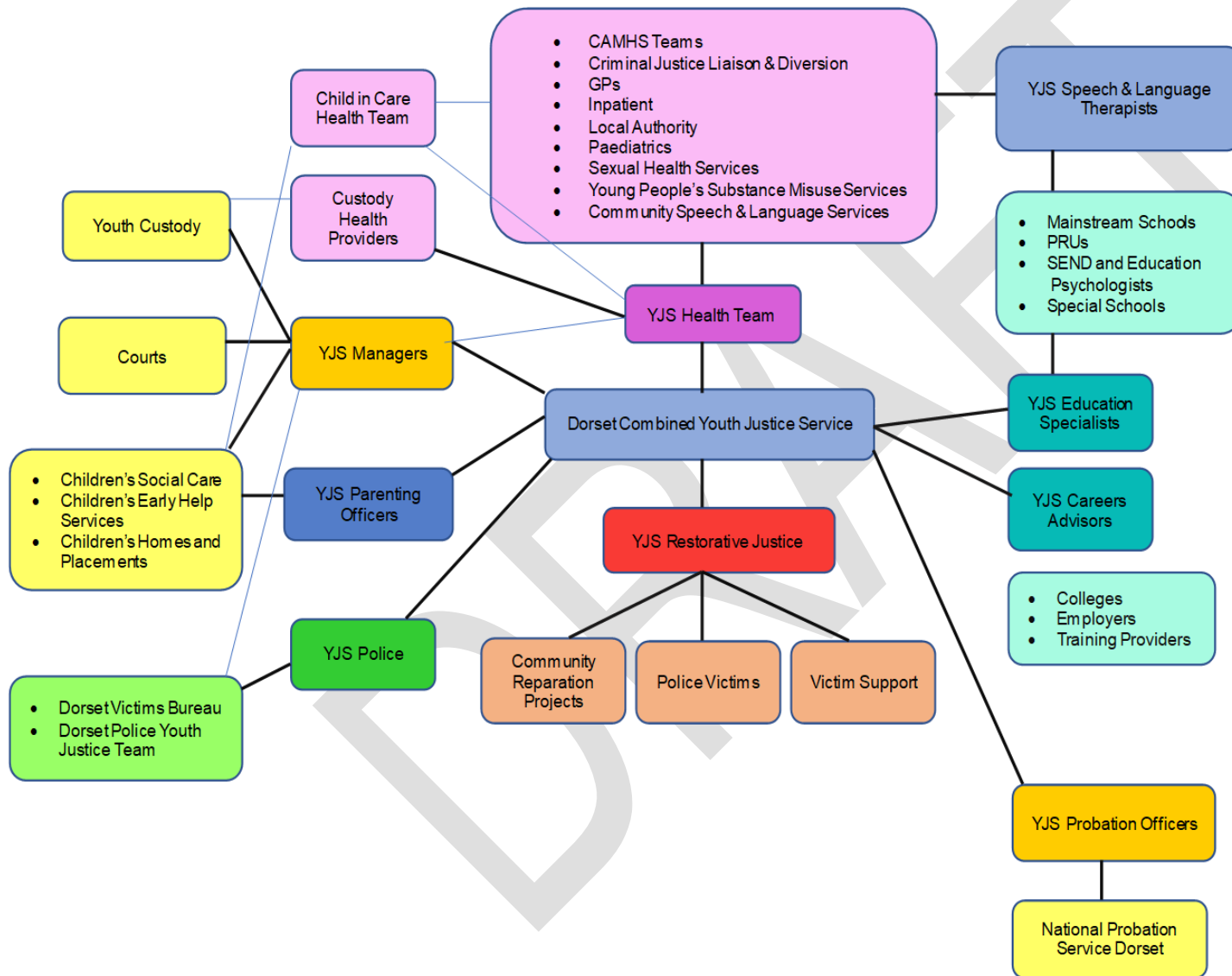
The YJS Restorative Justice Practitioners provide Restorative Justice activities and support for victims of offences committed by young people. The YJS also links with other agencies through the Victims and Witnesses Sub-Group of the Dorset Criminal Justice Board. The YJS plays an important part in delivering the Police and Crime Commissioner's Restorative Justice Strategy for Dorset, taking the lead on offences committed by young people and supporting the development of good practice with other Restorative Justice providers.

Reducing Youth Detentions in Police Custody

The YJS Manager chairs a multi-agency group, reporting to the YJS Partnership Board, which works to ensure that as few young people as possible are detained locally in police custody and to limit the duration of youth custody detentions.

In addition to the team's involvement in these different partnership groups, there is ongoing daily interaction with other local services. These links are illustrated on the following page:

Operational Links between YJS and Partner Agencies



Resources and value for money

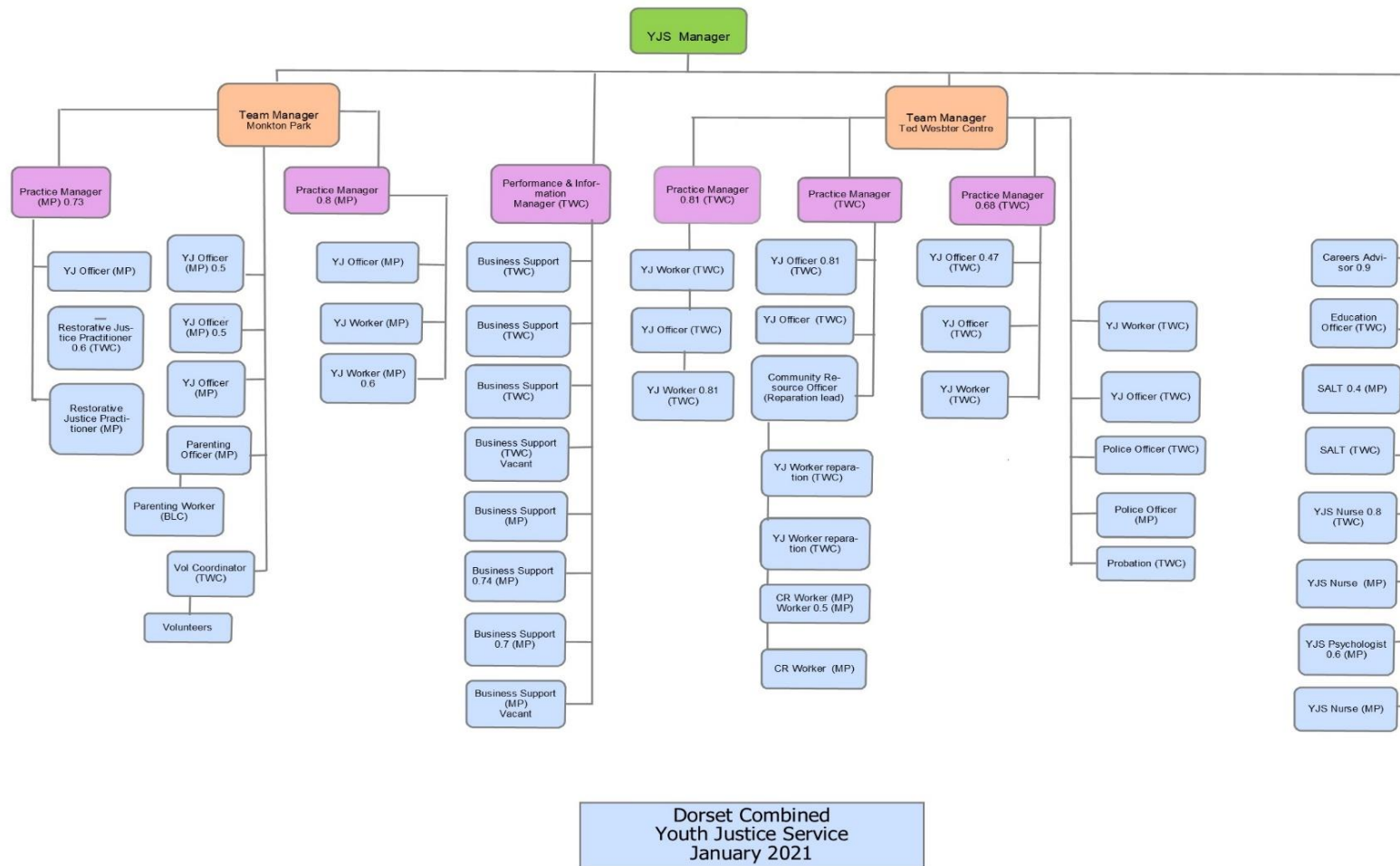
The funding contributions to the YJS partnership budget are listed below. Local authority staff are employed by Bournemouth, Christchurch and Poole Council. Other staff are seconded from Dorset Police, the National Probation Service Dorset and Dorset HealthCare University NHS Foundation Trust. Like all public services, the YJS operates in a context of reducing resources. Ensuring value for money and making best use of resources is a high priority for the service.

Partner Agency	21/22 Revenue excluding recharges	Movement 14/15 to 21/22 – including disaggregation movements between DC and BCP Councils	Staff
Dorset Council	£492,800	-£39,100	
Bournemouth, Christchurch and Poole Council	£577,700	£26,670	
Police and Crime Commissioner for Dorset	£75,301	-£78,149	2.0 Police Officers. Funding reduction from 14/15 to 15/16 reflects funding of SSCT directly by the OPCC to the Police, no longer via the YOS
National Probation Service Dorset	£5,000	£1,826	1.0 Probation Officer (reduction from 2.6 to March 2015, from 2.0 to March 2018 and from 1.5 to March 2020, with adjusted funding contribution, after national review)
Dorset Clinical Commissioning Group	£22,487	£0	2.8 FTE Nurses, 0.8 Psychologist, 1.4 Speech and Language Therapist
Youth Justice Board Good Practice Grant	£653,417	-£136,997	
Total	£1,826,705	-£225,750	

NHS England funding was secured in 2019/20 to support DCYJS becoming a 'trauma-informed service'. Some of this funding has been carried over to support implementation of this model.

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This chart shows the YJS structure in January 2021. DCYJS meets the minimum staffing requirements of the Crime and Disorder Act 1998.



YOS Staff

	Male	Female
White British	12	40
White Irish	1	0
White Other	0	1
	13	41

YOS Volunteers

	Male	Female
White British	7	13
White Other	0	1
	7	14

DCYJS Achievements and Performance during 2020/21

As part of our commitment to a 'child first' ethos we changed our service's name this year to Dorset Combined Youth Justice Service. This reflects our determination to see the young people we work with as children not offenders.

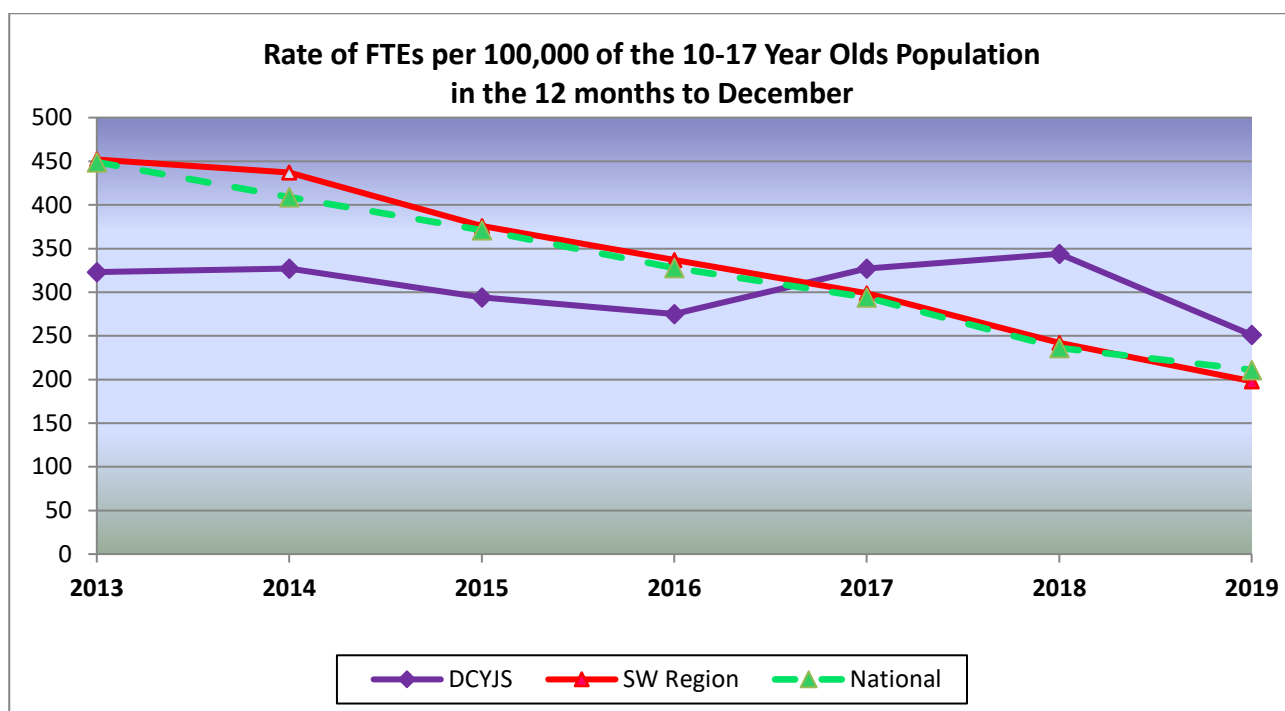
Youth justice work continues to be judged against 3 key performance indicators:

- Reducing First Time Entrants into the Youth Justice System;
- Reducing Re-Offending by young people in the Youth Justice System;
- Appropriately Minimising the use of Custodial Sentences.

National performance data is published quarterly by the Youth Justice Board. There is a time lag on this data and it is not possible to verify the accurate allocation of children to local authority areas. During the pandemic there have been gaps in the national data reporting for first-time entrants and for reducing re-offending, due to capacity issues in the Ministry of Justice. The following sections therefore include local data as well as national data, along with commentary on the figures reported.

First Time Entrants into the Youth Justice System

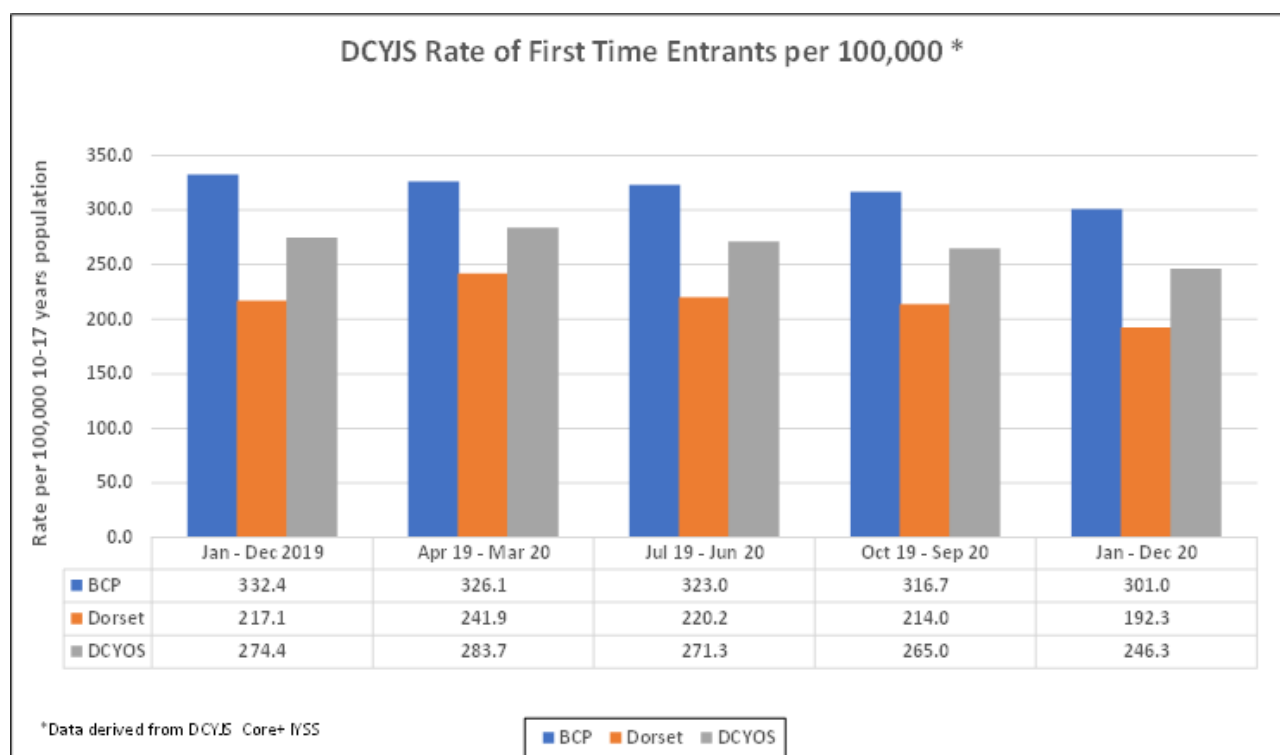
The latest available national performance data shows the following performance for Dorset Combined Youth Justice Service, with the regional and national averages also shown:



The most recent data publication, in March 2021, did not include new figures for first-time entrants meaning that the national data does not yet go beyond 2019.

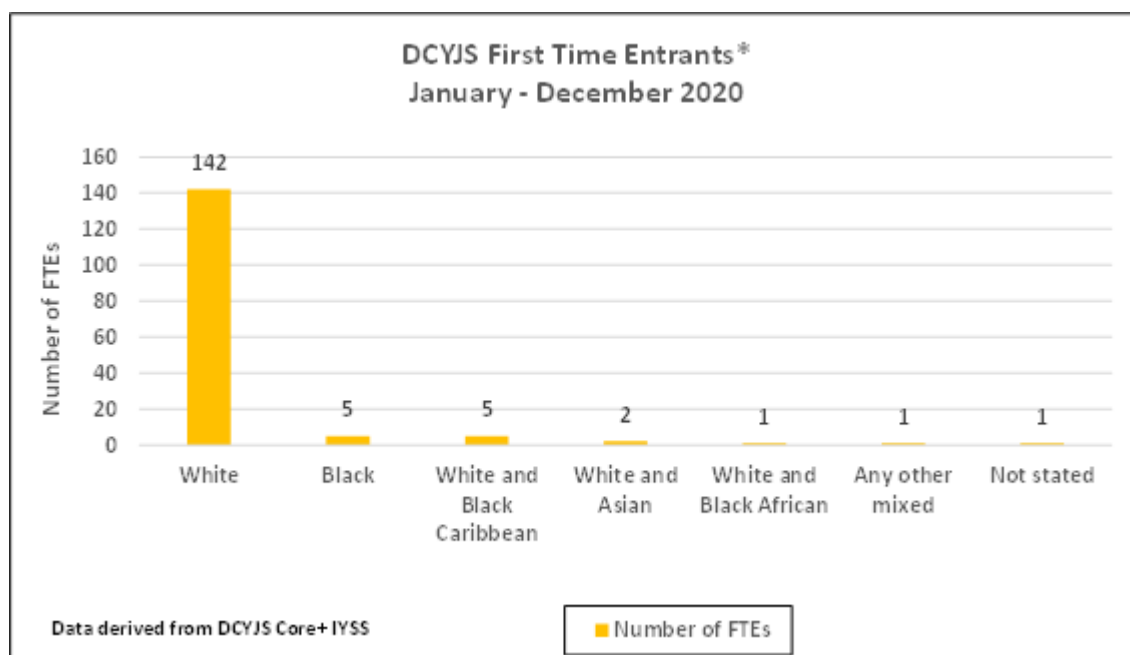
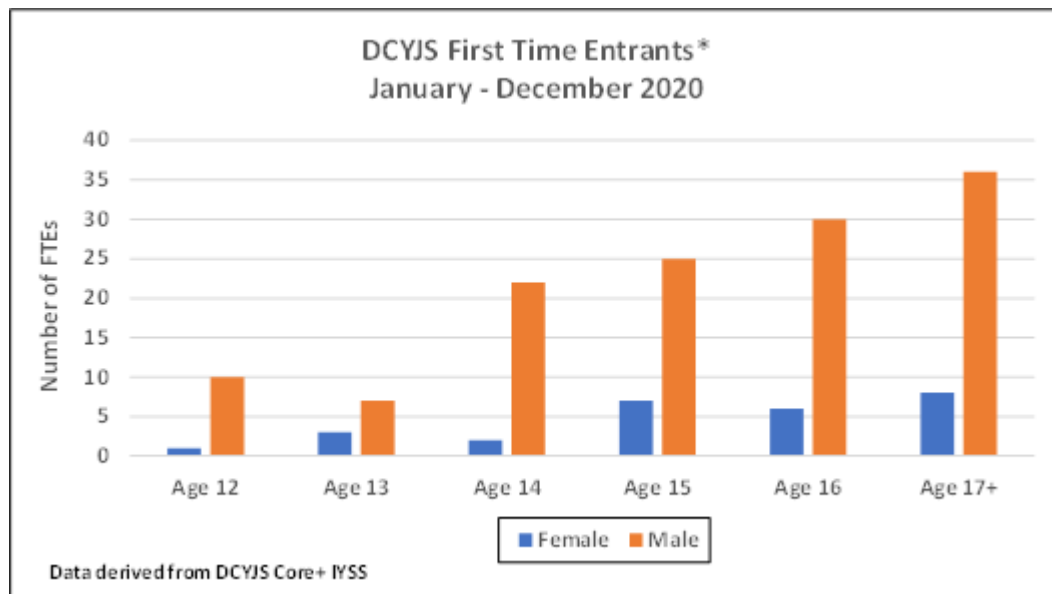
Between late 2016 and late 2018 there was a steady increase in the rate of first time entrants to the youth justice system in Dorset. This coincided with a fall in the regional and national averages for this indicator, meaning that Dorset moved above those benchmark figures.

Information derived from our local case management system shows more recent performance data:



Since late 2018 there has been a downward trend in the rate of first time entrants in Dorset. This trend has continued in the last year with the data derived from our case management system indicating that the rate of first-time entrants is now at its lowest since the merger of our youth offending teams in 2015.

The following tables show the age, gender and ethnicity breakdown of our first-time entrants in the year January to December 2020:



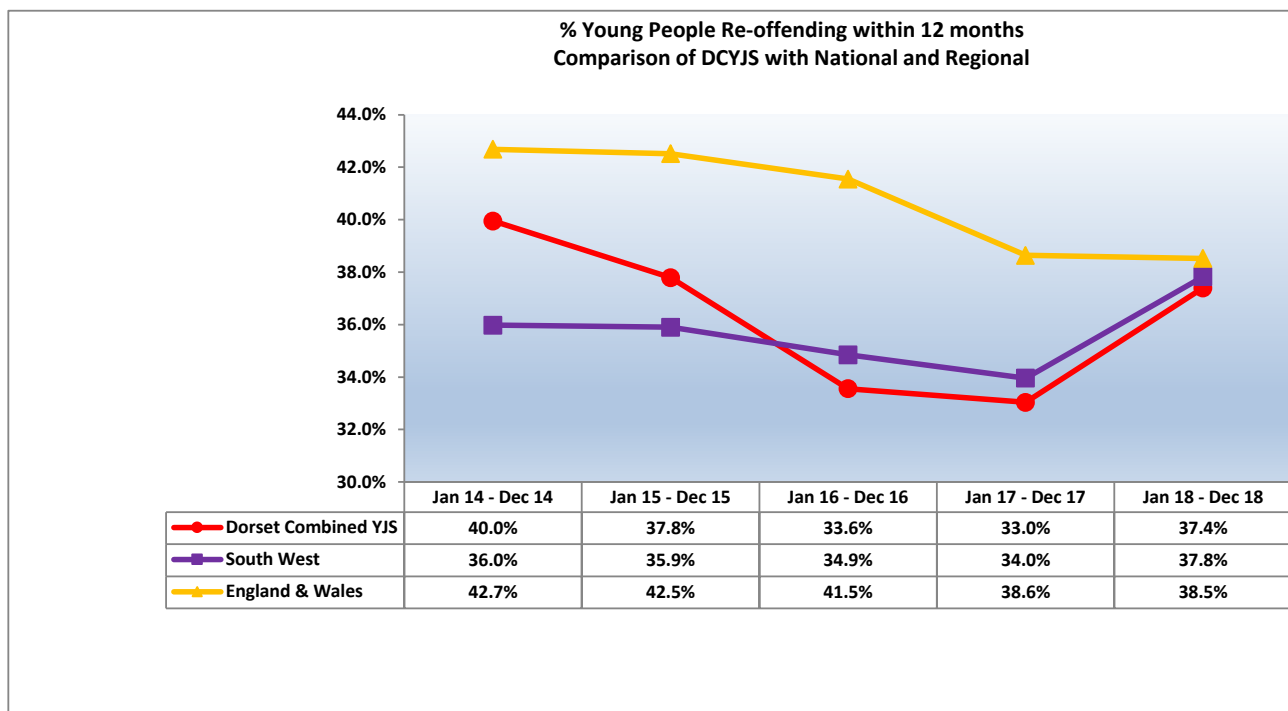
These tables show that 82.8% of the first-time entrants were male, 17.8% were female. 51% of the first-time entrants were aged 16 or 17. In terms of ethnicity, 8.9% were from Black, Asian or Minority Ethnic backgrounds. This is broadly consistent with the proportion of BAME young people in our local population, indicating that BAME children are not over-represented locally at the stage of children entering the justice system.

The following points provide further context for our first-time entrants performance:

- The period from March 2020 was affected by the pandemic, making comparisons with previous years more difficult.
- Arrest rates for children in our local authority areas fell during April 2020 but returned to a more consistent level from May 2020.
- Arrests and 'voluntary attendance' interviews for children in 2020/21 were lower than the previous year.
- In 2019 Dorset Combined Youth Justice Service and Dorset Police reviewed all 'out of court disposal' decisions taken in the year 2018/19 for children who had not previously entered the justice system and found that decisions were consistent and appropriate.
- In May 2020 a new 'Youth Diversion Disposal' was introduced as an option for simple offences of possession of cannabis, providing an additional diversion option.
- Plans for 2021/22 include adding local authority 'Early Help' managers into our weekly decision-making meetings for youth offences, considering wider application of the Youth Diversion Disposal and the appointment of a police officer to coordinate support for children diverted from the justice system.
- Dorset Council's strategic plans for children include a strong emphasis on prevention. Diverting children from the justice system is an important element of this work and DCYJS is working actively with partners in Dorset to increase diversion options and to reduce the criminalisation of children.

Reducing Re-Offending

The national re-offending figures relate to the further re-offending of groups of young people in the 12 months after they received a caution or court conviction. Each quarter a different group of young people is tracked; for example, the most recent data relates to those young people who received a justice outcome in the period January to December 2018.



There is a time lag on the national data, to allow time for reoffending, conviction and police recording, which means that the most recent data relates to young people whose contact with the YJS occurred more than 2 years ago.

Like other youth offending teams, DCYJS also analyses local reoffending data to give us more recent and more nuanced information. This data is reported to the YJS Partnership Board to help inform and shape the partnership's strategic plans.

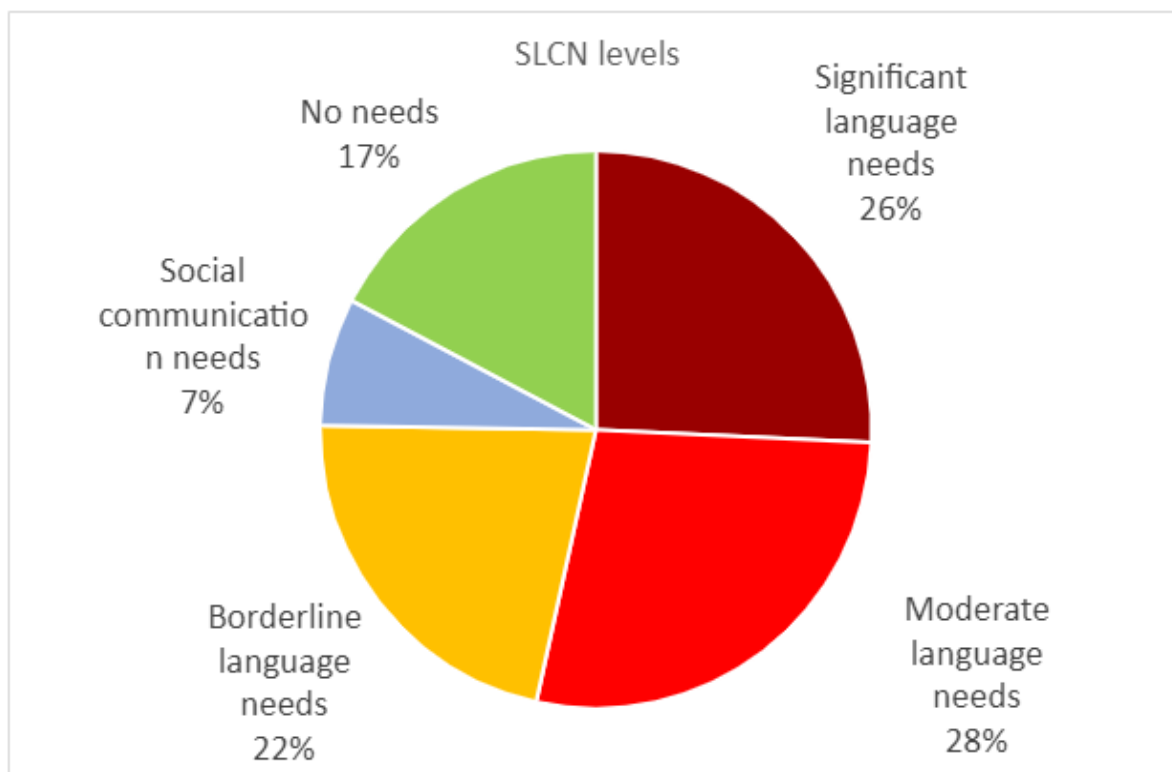
Recent analysis of reoffending information drawn from our local data showed that:

- Same reoffending rate for each gender
- All the reoffenders were aged 14-16
- Most reoffenders lived in Bournemouth or Poole
- Current and previous children in care were more likely to reoffend than children never in care
- Burglary and theft offences together had the highest reoffending rates
- 11/17 reoffenders did so within 3 months

In recent years DCYJS has been developing good practice in responding to the individual needs of each child. Evidence shows that children in the justice system are likely to have speech, language and communication needs and they may well have experienced trauma in their earlier life which affects their current behaviour.

Speech, Language and Communication

The Youth Justice Service Speech and Language Therapist posts have become integral to our work. All young people who receive a court order or a second out of court disposal receive a specialist speech and language assessment.



The preceding chart demonstrates the speech and language needs of the 202 young people assessed over the last two years by the YJS Speech and Language Therapists:

About 80% of children working with the YJS have some level of speech, language and communication needs. Over 50% of the children assessed have a moderate or severe language impairment which is likely to impact on their access to education and talking interventions. In many cases these needs have not been identified before the child enters the justice system. Helping to identify and respond to these needs at an earlier stage could help to reduce the numbers of children entering the justice system.

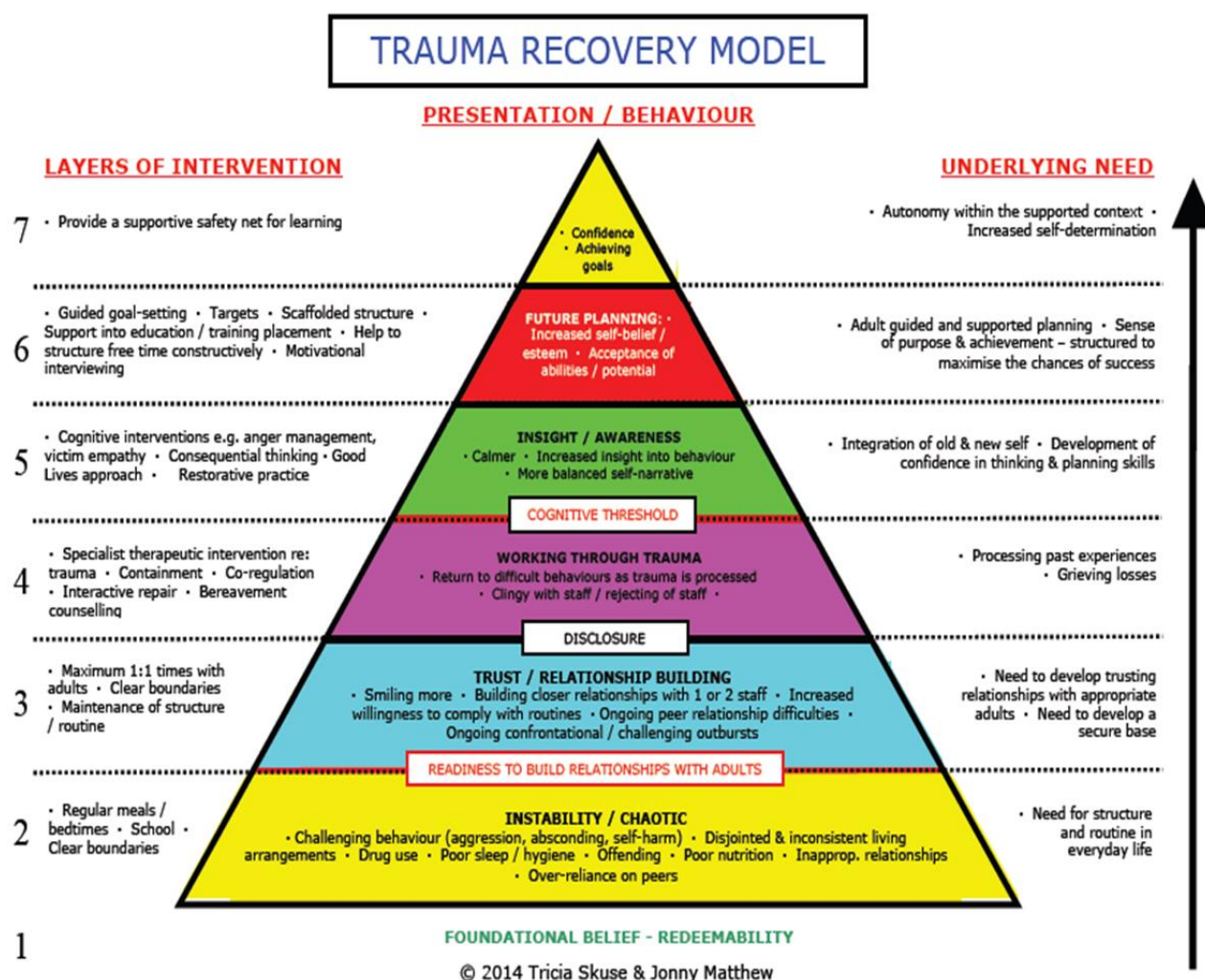
Practitioners in the YJS use information from the child's speech and language assessment to guide how they communicate with the child. Recommendations from the assessments are also shared with other services working with the child, including education providers, and with the child and their family or carers.

Trauma-Informed Practice

In February 2020 all YJS practitioners were trained in trauma-informed practice, leading to the implementation of the Trauma Recovery Model (TRM). The underlying principle is that children who have experienced trauma in their early lives are likely to experience delay in their emotional and cognitive development. This means that interventions with them should respond to their developmental stage rather than their chronological age. The TRM approach is summarised in the following schematic illustration:

The trauma 'lens' is being applied to all the children we work with. Understanding the child's developmental stage helps to make our work more effective. To support this work we have developed guides for how to work with children at different levels of the 'triangle'. An example of one of these guides is appended to this report.

For a small number of children with significant complexity and risk an 'Enhanced Case Management' formulation meeting is convened, chaired by a YJS Practice Manager, led by the YJS Psychologist and attended by practitioners from a range of services working with the child. This leads to a formulation (a working hypothesis, based on the child's story thus far) written by the Psychologist to guide the work with the child. This formulation is shared with other services working alongside the YJS and taken on work at the end of the YJS intervention. In the first year of applying this model formulations, with review meetings, have been undertaken for five children.



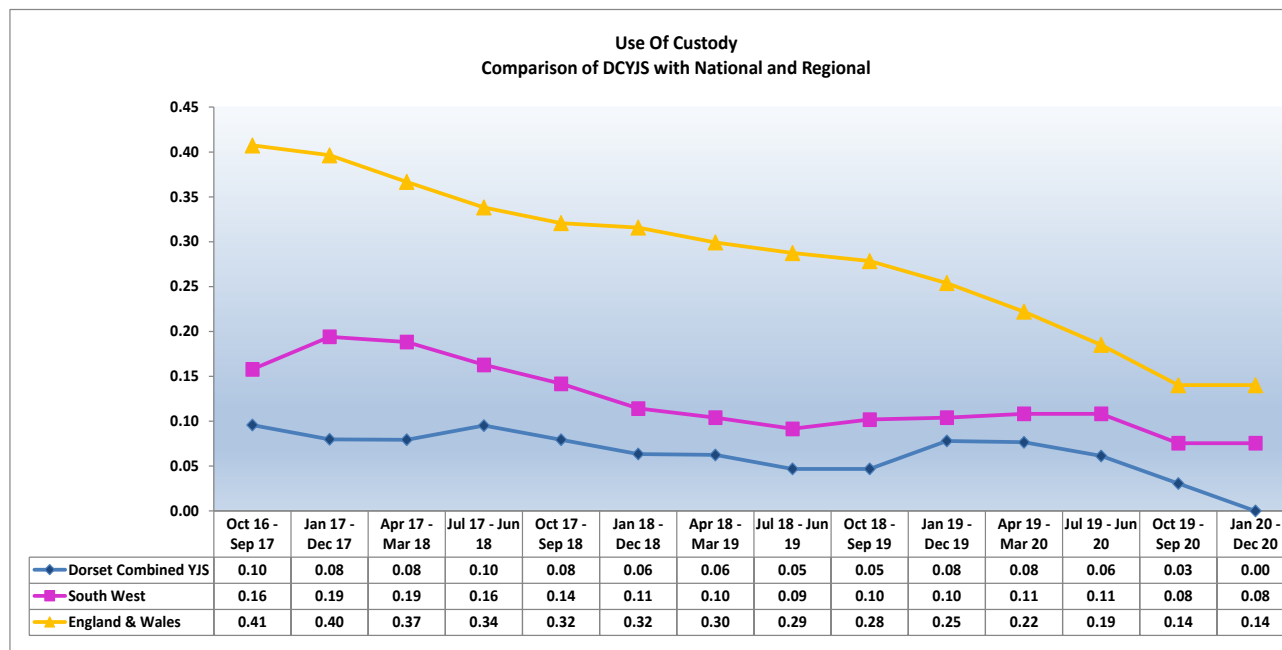
Restorative Justice

The YJS Restorative Justice Practitioners contact all victims of offences by children and offer them a choice of restorative justice options, including face to face Restorative Justice Conferences, 'shuttle' restorative justice where the parties relay messages but do not meet, work by the child to repair the harm caused ('reparation') and letters of explanation.

Some offences committed by children take place in the family home, with other family members being the victim of the offence. A recent initiative has been for the YJS parenting workers to complete the Restorative Justice Conference facilitation training. This helps us apply restorative approaches to our work with family conflict to help repair relationships.

A significant proportion of offences by children feature emergency workers, such as police officers, as the victim. A snapshot of the caseload of our Restorative Justice Practitioners showed that about 25% of the victims they work with are emergency workers. It can be difficult to engage police officers and other emergency workers in restorative justice processes so the YJS is developing a 'standardised approach' to increase the restorative justice options for working with children who have committed these offences. There are a number of strands to this approach, including the seconded YJS Police Officers meeting with the child to explain the impact of these offences and the children raising money for a relevant charity, Blue Light Support. We will develop this area of work further in 2021/22.

Custodial Sentences



We continue to see very low rates of custodial sentences locally, with rates declining further in the year to March 2021. The achievement of low custodial sentence rates reflects work to intervene effectively at earlier stages of the justice system, responses to children that are individualised and integrated with partner agencies, and good work in court to build the confidence of magistrates in the community sentences supervised by DCYJS.

Although numbers of children entering custody are low, there are recurring themes among this group which we are addressing.

'Disproportionality'

Looking back over several years it is concerning that about 50% of local children receiving custodial sentences are Black or Minority Ethnicity (BME). Over the last year we have improved our data analysis which has indicated that BME children are not over-represented among first-time entrants but the proportions increase the further children go into our youth justice system. The Lammy Review (2017) found evidence that BME defendants are less likely to admit guilt for an offence, possibly indicating a lack of trust in the justice system, which means they become ineligible for Out of Court Disposals, entering the justice system at a later stage. Working with Dorset Police we monitor such issues and look for opportunities to divert cases from court.

During the last year DCYJS have also joined a new Disproportionality sub-group of the Dorset Criminal Justice Board to contribute to a cross-system approach, working with partner agencies in Hampshire and Wiltshire. We have also initiated work with colleagues in BCP Council's Children's Services to investigate the representation of BME children in related areas like school exclusions, child exploitation and children in care.

We will continue work in the coming year to understand the experience of BME children in our local justice system and to address issues that lead to over-representation.

Child Exploitation

Analysis of local children entering custody in recent years also shows that the majority have been identified as suffering harm from child exploitation. The YJS works closely with partner agencies, including children's social care teams and Dorset Police, to avoid the inappropriate criminalisation of child exploitation victims and to provide the necessary holistic support. The YJS also works with other agencies under the 'CAROLE' model in Dorset Council and as part of the Community Safety Partnership child exploitation work in Bournemouth, Christchurch and Poole Council, contributing to 'contextual safeguarding' activities to respond to risky locations and to networks of young people and adults as well as work with individual children.

The shifting nature of child exploitation and the complexity of these issues, including judgements about a child's culpability for criminal behaviour associated with their exploitation, means that this is an area of work that we continue to develop.

One element of the response to exploited children in the justice system is the National Referral Mechanism, arising from section 45 of the Modern Slavery Act 2015. The process is intended to establish if there are grounds to confirm that a child is the victim of exploitation, through an initial provisional decision and then a Conclusive Grounds decision taken by the 'Single Competent Authority' in the Home Office. Case law is still being developed to establish how these findings should influence decisions to continue with a prosecution and, if the prosecution does continue, to be taken into account in sentencing decisions. Currently there are significant delays in the NRM decision-making process which is delaying court cases for long periods, with adverse outcomes for the children affected and for the victims of their alleged offences. Our concerns have been shared with the Youth Justice Board. This issue continues to be a priority for 2021/22.

Covid 19: Youth Justice work during the pandemic

Like all services, our plans for 2020/21 were transformed by the pandemic and its impact on daily life.

All YJS staff members have been working from home since the lockdown of March 2020, with occasional, planned visits to our office bases. Attending to the wellbeing of our team members has been a high priority, recognising the impact of working alone, at home, in a time of collective stress and anxiety.

Contact with children, victims and families has mostly been undertaken remotely, using video or telephone contact. Contacts have also been undertaken in person when necessary, with appropriate risk assessments and safety measures. The switch to remote work has led to some creative responses, including the following:

- YJS case managers using online resources with children they are supervising, providing support remotely
- 'virtual' reparation sessions carried out, including work by children at home to make amends for their offence, such as gardening, cooking, making craft items for sale
- ASDAN short courses and like skills challenge courses adapted and supported by YJS practitioners and completed by children at home

- Speech and Language assessments completed by video calls
- Health interventions by YJS nurses, including trauma treatment using Eye Movement Desensitization and Reprocessing, via video calls
- 3 Restorative Justice Conferences completed with the participants taking part virtually.

In the period from May to late July 2020 our local youth courts were closed due to the pandemic, creating a backlog of cases to add to the previous delays in the system. During the autumn we worked with court service colleagues to clear the backlog of cases with youth court timescales improving in early 2021.

Learning Reviews

The YJS adheres to the learning review processes of the Pan-Dorset Safeguarding Children's Partnership and also applies its own learning review procedures. When a child under YJS supervision experiences significant harm, or causes significant harm to others, a learning review process is instigated.

During 2020/21 the YJS has contributed to a Safeguarding Children's Practice Review relating to the death of a Dorset child in care who was living in Somerset. This review is likely to be completed in mid-2021. DCYJS did not work directly with this child but did identify some learning about liaison with other youth offending teams and support for children in care who are placed out of area.

Learning reviews were instigated within DCYJS or through the Safeguarding Children's Partnership in respect of 5 children (3 females and 2 males) all of whom suffered harm while working with DCYJS. Good practice was identified in respect of work to engage with these children. Learning points included the need for a whole family view when different services are working with different family members; improving the effectiveness of multi-agency planning for the child's safety and well-being; enabling the YJS to contribute to decision-making processes about residential placements for children with whom the YJS is working.

The learning points arising from learning reviews are incorporated into the team's ongoing action plan.

Service User Feedback

In the previous year we identified a need to improve our collection of 'spontaneous' feedback from service users and stakeholders. During 2020-21 we received a number of comments, with some themes emerging.

Service users were grateful for help with specific issues, illustrated by these comments:

B has been meeting virtually with the YJS nurse to complete the health assessment and was really pleased that she was doing this and was finding it helpful. She wants to reduce her anxieties.

T's mum was positive about the input from the YJS Education Officer and commented that it had been the most help she has received in terms of home schooling

Thank you for your speech and language report for C, we received it today. I wanted to personally thank you for such an accurate, sympathetic and positive report. You have totally understood C's strengths and challenges more than any other therapeutic report we have had since her ADHD diagnosis. I wish that we could've had this years ago as I feel she would've got so much more value from school with such understanding. ... and you achieved it all via one video call!

Some service users wanted to carry on working with their YJS worker:

D states that he would like his YJS worker to remain involved despite him having completed his YRO....D's mum told me that she thinks his YJS worker has helped Charlie with confidence and to think about how his behaviour affects others.






E's carer reported that if at appeal E's conviction was overturned he hoped that his YJS worker would continue to work with him. He is very appreciative of the work she is covering with him and is learning from this hence wanting the work to continue.

There was also a theme of service users feeling listened to and understood:

F's carer wanted us to know that it was important to her that the YJS parenting worker also understood her experiences and she had told the worker things about her experiences that she had never talked about before but it made her feel better.

"This has been an opportunity for him to gain access to education and support that he would not have had otherwise, his YJS worker has worked well with him" his parent continued to say..."I have regular contact with his worker and she has been very supportive, I know I can talk to her if I have concerns".

We also continue to use feedback surveys to gather service user views but recognise that the response rate is limited. Of those who have responded, the following information shows responses to questions about the quality and impact of the relationship with the YJS worker:

5. My worker thought I would make positive changes to my life:									Response Percent	Response Total
1	Very Dissatisfied								2.27%	1
2	Dissatisfied								2.27%	1
3	Neutral								13.64%	6
4	Satisfied								43.18%	19
5	Very Satisfied								38.64%	17
Statistics	Minimum	1	Mean	4.14	Std. Deviation	0.89	Satisfaction Rate	78.41	answered	44
	Maximum	5	Variance	0.8	Std. Error	0.13			skipped	2

6. My worker listens to my ideas and helps me find my own answers:

									Response Percent	Response Total	
1	Very Dissatisfied								0.00%	0	
2	Dissatisfied			<div></div>					4.44%	2	
3	Neutral			<div></div>					8.89%	4	
4	Satisfied			<div></div>					33.33%	15	
5	Very Satisfied			<div></div>					53.33%	24	
Statistics	Minimum	2	Mean	4.36	Std. Deviation	0.82	Satisfaction Rate		83.89	answered	45
	Maximum	5	Variance	0.67	Std. Error	0.12				skipped	1

7. Working with the YJS made things better for me:

									Response Percent	Response Total	
1	Very Dissatisfied				<div></div>				4.44%	2	
2	Dissatisfied				<div></div>				4.44%	2	
3	Neutral				<div></div>				13.33%	6	
4	Satisfied				<div></div>				40.00%	18	
5	Very Satisfied				<div></div>				37.78%	17	
Statistics		Minimum	1	Mean	4.02	Std. Deviation	1.04	Satisfaction Rate	75.56	answered	45
		Maximum	5	Variance	1.09	Std. Error	0.16				

In 2021/22 we plan to develop our approach to gathering service user feedback to gain views linked to specific areas of our work and to our service priorities.

Summary of local and national issues that inform our priorities for 2021/22

National Context

The Youth Justice Board's 'guiding principle' is for a 'child first' approach to underpin all its work. This will enable it to:

"Prioritise the best interests of children, recognising their needs, capacities, rights and potential.

Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime. This leads to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their supporters.

Promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system."

To support this work, and to respond to specific current issues, the Youth Justice Board has also appointed 'strategic leads' for

- Over-represented children
- Custody and Resettlement
- Serious Youth Violence and Exploitation

The 'child first' vision and the strategic priorities for over-represented children and reducing youth violence and exploitation have particular resonance for us locally.

Local Context

Both Dorset Council and Bournemouth, Christchurch and Poole Council have developed strategic plans to improve the effectiveness of their work with children. Although there are some issues which are specific to each local authority, there are common themes including:

- Child first approaches that promote the voice of the child
- Joined up services responding to children and families
- The right support at the right time
- Working restoratively
- Relationship and strengths-based practice
- Improving day to day practice.

Service developments in the two local authorities that relate closely to the work of DCYJS include the creation of the Complex Safeguarding Team in BCP Council (working with children suffering significant harm from exploitation). In Dorset Council the strong emphasis on prevention work links with the DCYJS priority to reduce first-time entrants

into the justice system, aligned with the work of the Harbour Project (providing multi-disciplinary support to adolescents at risk of entering care or requiring other specialist services). It is a priority in 2021/22 for DCYJS to further develop its joint work with these services.

Other statutory partners also have strategic priorities that are relevant to the work of DCYJS, including:

- Reintegration of the National Probation Service and the Community Rehabilitation Company, to include effective transitions for youths entering the adult justice system
- Dorset Police and DCYJS continuing work to reduce first-time entrants, including the addition of local authority Early Help managers into the weekly decision-making panel for children receiving Out of Court Disposals
- Reducing the over-representation of Black, Asian and Minority Ethnic people in our local justice system
- A system-wide partnership approach to meeting the mental health and wellbeing needs of children and young people in Dorset
- Recovery from the court delays and difficulties caused or exacerbated by the Covid-19 pandemic.

Strategic Priorities for 2021-22

The strategic priorities for the Dorset Combined Youth Justice Service align with:

- our three main performance indicators
- the strategic priorities of the Youth Justice Board
- the strategic priorities of the DCYJS partnership organisations
- areas identified for YJS improvement, based on outcomes of performance monitoring, learning reviews and feedback from YJS staff and service users.

The DCYJS strategic priorities can be grouped under the following headings:

- System improvement
- Practice improvement

System Improvement

Continue and develop work to prevent children entering the justice system

- Add Early Help representatives to weekly Out of Court Disposal decision-making meetings to strengthen diversion options
- Work with the new police officer role to support children and families after diversion from the justice system
- Consolidate the use of the Youth Diversion Disposal and consider expanding its application to other offence types
- Work with partners to enable the assessment of Speech, Language and Communication Needs for children at risk of school exclusion.

Reduce the rate of Black and Minority Children entering custody

- Ensure all youth justice work is undertaken from an anti-racist perspective
- Gather the views of BME children and their families on their experience of the justice system and take appropriate actions to build trust and improve confidence
- Work with partner agencies to monitor outcomes for BME children across children's services systems
- Join with Local Criminal Justice Board partners across Dorset, Wiltshire and Hampshire to report on and compare outcomes for BME children and adults in the justice system
- Apply the Lammy principle of 'explain or reform' in response to evidence of any disproportionately negative outcomes for BME children

Develop joint work with other local services for children to improve outcomes for children in the justice system

- Strengthen links and multi-disciplinary collaboration with the Harbour project in Dorset for teenagers needing additional support to achieve the best outcomes
- Strengthen links and joint working with the Complex Safeguarding Team in Bournemouth, Christchurch and Poole and with other partners to safeguard children who are suffering harm from exploitation
- Join with agencies in community safety, criminal justice and children's services to understand and develop effective responses to children carrying weapons
- Work with partners to establish a multi-agency strategic approach to the use of the National Referral Mechanism (NRM) for children suspected of criminal offences in the context of being exploited
- Work with local authority children's social care colleagues to improve joint support for children in care placed out of area and receiving youth justice interventions
- Confirm joint working arrangements with the new SEND teams in each local authority to improve access to suitable education for children in the youth justice system
- Finish work with colleagues in health, education and social care services to develop a more integrated and comprehensive response to children who show harmful sexual behaviour.

Practice Improvement

Widen the application of trauma-informed practice to all children working with the Youth Justice Service

- Develop a consistent approach to the use of trauma perspectives in YJS assessments and plans
- Establish a standard framework for health team consultations with YJS case managers to summarise the impact of past trauma and to guide engagement with the child

- Complete and promote the 'trauma guide' documents for responses to children at different levels of the 'trauma triangle'
- Build practitioner confidence and knowledge about how to adapt interventions to meet the child's emotional and cognitive development.

Strengthen the team's work to repair harm and restore relationships

- Develop and embed the 'standardised approach' for restorative justice responses to offences against emergency workers
- Develop a more robust Unpaid Work option for children on Youth Rehabilitation Orders
- Extend links between reparation, Unpaid Work and positive activities that enhance children's strengths and their education opportunities
- Support other services to apply restorative approaches in their work

These headline priority areas will be supported by a more detailed team action plan, including more specific targets and measures, which will be implemented and developed during the year.

Covid-19

This plan has been written during the third covid-19 'lockdown'. Like all services, DCYJS has radically changed its working arrangements and working practices in response to the pandemic. As we move into the recovery and rebuilding phases, we will review the changes we have made so that we can identify the new ways of working that should be sustained in the longer term. Priority will be given to ensuring effective work with children, carers and victims while taking necessary health precautions and to supporting the well-being and safety of our workers and volunteers.

Approval

Signatures of YJS Board Chair and YJS Manager

Theresa Leavy (YJS Board Chair)
Executive Director People - Children
Dorset Council

Signed:

Date:

David Webb
Dorset Combined Youth Justice Service Manager
Bournemouth, Christchurch and Poole Council

Signed:

Date:

Appendix A – Glossary of Terms

AssetPlus	Nationally Accredited Assessment Tool
BAME	Black, Asian and Minority Ethnic
CAMHS	Child and Adolescent Mental Health Services
CJS	Criminal Justice System
CSP	Community Safety Partnership
ETE	Education Training and Employment
FTE	First Time Entrant into the Youth Justice System
ISS	Intensive Supervision and Surveillance
IT	Information Technology
LSCB	Local Safeguarding Children's Board
MAPPA	Multi-Agency Public Protection Arrangements
NEET	Not in Education, Employment or Training
O OCD	Out Of Court Disposals
PCC	Police & Crime Commissioner
RJ	Restorative Justice
SEND	Special Educational Needs and Disabilities
SSCT	Safe Schools and Communities Team
VLO	Victim Liaison Officer
YJ	Youth Justice
YJB	Youth Justice Board
YOS/YOT	Youth Offending Service/Team
YRD	Youth Restorative Disposal
YRO	Youth Rehabilitation Order

Appendix B – Example of the YJS ‘trauma level guides’ to help practitioners respond to the young person’s current functioning

Level 2

I need to trust you before I can learn from you.

Core principles of a Trauma-informed approach

- Safety.
- Trustworthiness & transparency.
- Peer support.
- Collaboration & mutuality.
- Empowerment & choice.
- Predictability, reliability and consistency

Activity ideas

I can deal with more variety and novelty. Play is a good way of building our relationship:

- Simple card or board games.
- Ball games.
- “alongside” activities; making something together, watching things together.

Don’t worry about “work” at this stage. Relationship is the work. Remember PACE: Playful, Accepting, Curious, Empathetic. (Hughes, 2006)

Non-verbal communication

Use your non-verbal communication to increase shared emotion (Bomber, 2020):

- Smile and keep your face expressive. Use laughter and silliness in your interaction.
- Use varied intonation. Monotone voices are harder to tune in to.
- Introduce some playful body language using animated gesture.
- Place yourself at the same level as me.
- I might be able to manage being face to face more now.

Verbal communication

I may be able to take in some information from you and offer some more information about myself:

- I might still find it difficult to retain long stretches of information. Keep what you say short.
- If you need to give more information, draw or write the main points. (McLachlan & Elks, 2018)
- Continue to listen actively. Notice what I am telling you, either with my words or behaviour, and respond to it (“you are telling me you don’t want to do that yet”).
- Be curious about what I am telling you and model this out loud; “I wonder if it felt like I was testing you, and that stressed you out a bit?” (Bomber, 2020)
- Introduce humour, but not sarcasm. (Yehuda, 2016)
- “why” and “how” reasoning is probably still hard for me. Ask me to describe things with questions like “what happened?”, “who was there?” (McLachlan & Elks, 2018)
- Show me I am kept in mind when we are not together. You could send a text between appointments or tell me that something reminded you of me (Bomber, 2009).

Level

I need to trust you before I can learn from you.

Responding to emotions

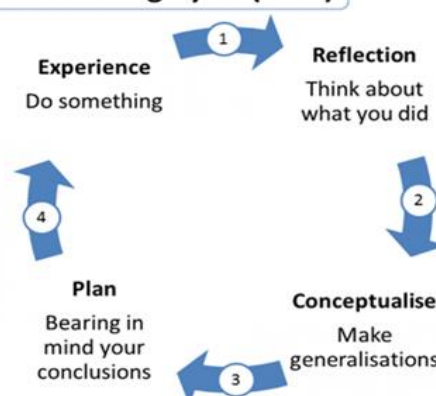
You might be able to start to help me regulate my emotions.

- Acknowledge and accept the emotion. Don't try to distract or persuade me.
- Say less. It is hard for me to process language when I am upset or agitated.
- Show me you understand by matching my affect. You can use some of the same facial expressions and gestures and speak at the same rate as me. If your emotion seems very different to mine, I might think you don't get it (Hughes, 2009).
- Give me space and keep your body language non-threatening.
- Name the emotion; "you're really angry about this". Naming feelings is a step towards regulating them (Zeidner, Matthews & Roberts, 2009).
- When I am calm, we might be able to talk about what has happened. You could make suggestions with "I wonder..."

Reflective Questions for practitioners

- What key things did you learn from this appointment?
- How did you address any issues or problems that arose?
- What would you do differently, if anything, next time around?
- How has it impacted on your practice with this young person?
- Are there any changes you can quickly apply to your practice?
- Are you able to support yourself and other colleagues better?
- What can you do to meet any gaps in your knowledge, skills and understanding?

Experiential Learning Cycle (Kolb)



Appendix B

References:

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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Expansion of Longspee Special School at the Bournemouth Learning Centre
Meeting date	8 June 2021
Status	Internal Report
Executive summary	Update on Capital project.
Recommendations	It is RECOMMENDED that: The Board note the contents of the report
Reason for recommendations	This is an information report
Portfolio Holder(s):	Councillor Nicola Greene, Portfolio Holder for Covid Resilience, Public Health and Education
Corporate Director	Elaine Redding - Interim Corporate Director, Children's Services
Report Authors	Kim Burton, School Estate Development Team Leader
Wards	Council-wide
Classification	For Update

Background

A project to remodel/repurpose the former Bournemouth Learning Centre to facilitate a new SEND school which will become the Longspee Ensburry Park Campus, part of Ambitions Academy Trust.

Options Appraisal

For the purpose of this report there are no options to be considered.

Summary of financial implications.

1. The initial £500k of funding was approved by Cabinet in May 2020. A further £750K was approved by Cabinet on 14th April 2021.
2. The creation of special school places at Longspee Ensbury Campus forms part of the SEND Capital Strategy adopted in May 2020 to address the pressure on the High Needs Budget.

Summary of legal implications

3. Councils have a statutory duty to ensure there are sufficient school places available for children in their area. The Children and Families Act 2014 requires councils to keep provision for children and young people with SEND under review including its sufficiency.

Background papers

4. Cabinet Report 14th April 2021
Special Educational Needs and Disability Capital Investment– Expansion of Longspee Special School at the Bournemouth Learning Centre

Project Status Update

An area of the new facility was completed and opened to 12 pupils on 12th April. The works are progressing well in the remaining, older part of the building. The project progress is in accordance with programme and due to be handed over to the school team for setting up on 21st July. A copy of the programme is attached as an appendix.

Planning consent for the installation of a secure boundary fence, compliant with DfE guidance, was granted on 6th May but conditioned to the retention of grass and shrub beds within the site. This restricts team games and hard play activities for the students and will be dealt with under a post occupation planning application for a multi use games area.

The 2nd application for payment has been submitted by the Academy Trust to the Council on 10th May. Project claims to date total £394,528.83.

Appendices

The project construction programme is attached as appendix 1

ID		Task Mode	Task Name	Duration	Start	Finish	Pred	Resource Names	Mar '21						05 Apr '21						12 Apr '21							
									T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1			Underground Drainage	10 days	Mon 17/05/21	Fri 28/05/21		BJM	<div></div>																			
2			Building Works - Brick / Block	45 days	Thu 01/04/21	Wed 02/06/21		BJM																				
3			Ground Works - Structure	50 days	Thu 01/04/21	Wed 09/06/21		BJM																				
4			Carpentry	50 days	Thu 01/04/21	Wed 09/06/21		BJM																				
5			Glazing	50 days	Thu 01/04/21	Wed 09/06/21		BJM																				
6			Building Works - Dryline / Plastering	50 days	Thu 01/04/21	Wed 09/06/21		BJM																				
7			Ceilings - Suspended / Plaster Brd	55 days	Thu 01/04/21	Wed 16/06/21		CWC																				
8			Plumbing - Wet / Cold Services	20 days	Mon 24/05/21	Fri 18/06/21		Coxy																				
9			Plumbing - Heating	60 days	Thu 01/04/21	Wed 23/06/21		Coxy																				
10			Roofing	40 days	Thu 01/04/21	Wed 26/05/21		Gimson																				
11			Electrical - Data	65 days	Thu 01/04/21	Wed 30/06/21		Dorset Electrcial																				
12			Electrical - Lighting	65 days	Thu 01/04/21	Wed 30/06/21		Dorset Electrcial																				
13			Electrical - Power	65 days	Thu 01/04/21	Wed 30/06/21		Dorset Electrcial																				
14			Ground Works - Landscape	30 days	Mon 24/05/21	Fri 02/07/21		BJM																				
15			Fire Control	30 days	Mon 24/05/21	Fri 02/07/21		Dorset Fire & Security																				
16			Intruder Alarm	30 days	Mon 24/05/21	Fri 02/07/21		Dorset Fire & Security																				
17			Door Access Control	30 days	Mon 24/05/21	Fri 02/07/21		Dorset Fire & Security																				
18			Decoration	55 days	Mon 03/05/21	Fri 16/07/21		BJM																				
19			Joinery	35 days	Mon 31/05/21	Fri 16/07/21		BJM																				
20			Flooring	40 days	Mon 24/05/21	Fri 16/07/21		Prestiage																				
21			Site Clean - Removal of Compound	2 days	Fri 16/07/21	Mon 19/07/21		BJM																				
22			Hand-Over	1 day	Wed 21/07/21	Wed 21/07/21		BJM																				
23			Client Presence on site - Teachers moving in	2 days	Mon 26/07/21	Tue 27/07/21		Ambitions																				

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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Improvement Journey – progress update
Meeting date	8 June 2021
Status	Public Report
Executive summary	Members received an overview report of progress at their last meeting on 29 th March and requested to see the performance information which substantiated the progress being made. Two performance-related documents are therefore attached which confirm the trajectory of improvement which has been maintained since the March committee.
Recommendations	That Members note and scrutinise the performance documents so that any points and suggestions can be built into the next stage of the improvement journey
Reason for recommendations	Request by the committee

Portfolio Holder(s):	Councillor Mike White, Lead Member for Children and Families
	Elaine Redding, Corporate Director of Children's Services and Anthony Douglas, DfE improvement Advisor for BCP
Report Authors	Elaine Redding and Anthony Douglas
Wards	All
Classification	For recommendations going forward

PROGRESS

1. The Children's Services Action Plan was put together after a critical focused visit by Ofsted in October 2021. This has been reported to members previously. The Action Plan has been intensively monitored for delivery and shows improvements in all fifteen areas of the Plan. Position statements by each of the Accountable Officers for the fifteen actions are attached as Appendix 1. As can be seen, solid progress is being made. Accountable Officers are summoned to 'Holding to Account' meetings on a regular basis, to run through their particular area of the action plan.
2. Also attached at Appendix 2 is the latest data for the Department's Key Performance Obsessions. These are the most important aspects of performance which need transformation.
3. We are confident these improvements are real. As the sixth position statement shows, audits confirm this level of improvement. We also sought a second audit opinion from an experienced external auditor who confirmed the levels we have reached.
4. The framework for driving through improvement has remained in place throughout the last 6 months, such as a maturing leadership team, holding to account meetings and coherent crisis management. Some practice on individual cases in a crisis has been good to outstanding. Political commitment has been unwavering and clearly focused. Corporate contributions to improvement have been stepped up. However, some services remain in need of transformation, particularly as far as the experience of children, young people and their families are concerned and also some partner agencies like schools, who too often feel unsupported when they ask

for multi-agency help. The DCS and her leadership team understand the gaps and are working hard to bridge them.

5. The impact of the pandemic continues to be felt. Referrals have increased, in particular for mental health and domestic abuse. The new Domestic Abuse Act became law on 29th April. Included within the Bill is an important new clause that acknowledges that a child who sees, hears or experiences the effects of domestic abuse, and who is related to the person being abused or the perpetrator is also to be regarded as a victim of domestic abuse. Children must no longer be viewed as bystanders of domestic abuse, but as victims in their own right. This makes child-focused assessments of domestic abuse even more important as the criteria for an assessment will include child impact and not only analysis of the severity of an abusive incident through the eyes of the adult victim. This is an example of an adjustment to every day practice that has to be built into the improvement programme.
6. Progress in service delivery is considerable and tangible. It has been made up of thousands of small contributions by hundreds of individuals working to a clear set of aims and objectives. An example is the development work to identify long-term secure housing options for over 40 care leavers. Reaching this point has required the active involvement of senior leaders, middle management specialists and front-line practitioners, often in more than one agency. Each area of the action plan has needed a range of teams to work together effectively. We are pleased about the level of commitment and skill being shown.
7. BCP is not alone in requiring an improvement journey. All other local operational partners are on their own improvement journeys, albeit from different starting points. This indicates the significant pressures and demands all agencies are feeling and the need for them to change to stand still. The delivery of day to day demands at the same time as the requirement to improve is invariably challenging. This emphasises the need to develop agile and responsive services because they often have to be deployed onto changed or immediate priorities at short notice.

NEXT STEPS

8. We are emphasising the need for stability in Children's Social Care Services, after the excessive churn of staff in management and on the front line since LGR. The recent improvement in recruitment and retention numbers is positive yet fragile. Too many staff and partner agencies, in schools for example, feel and experience a long-term frustration because their points of

contact in Children's Ser are constantly changing. The DCS has rightly emphasised the need for stability now rather than to undergo further upheaval. A hallmark of a 'good to outstanding' service is stability of leadership – as well as stability of culture and a stable direction. These are 3 pillars of stability that need to be built up strongly and sustainably in the coming months.

9. A new Children's Services Toolbox is being launched throughout the service, setting out in detail how the services work and fit together. Best practice is highlighted in each section. This development has been a co-production with staff and is the better for it. So far, children's social care has been covered. The first update, due in July, will concentrate on education services. The toolbox is intended to directly support and influence higher standards. Take-up will be monitored and measured.
10. The needs of the Children's Services Improvement Journey need to be synchronised with the needs of the corporate Smarter Structures programme so that no barriers to improvement are unwittingly erected. Corporate Directors are working together to problem-solve where issues or difficulties arise.
11. An appreciative inquiry is under way into inclusion practices in BCP schools and colleges. This work directly supports the improvement agenda as some changes are needed to ensure children on the edge of being excluded receive multi-agency help at the earliest possible stage. Some schools have faultless inclusion practice whilst others need more support in our opinion to take every possible step to keep a child safely in their school. This work will complete in June and will be submitted to O and S and Cabinet when the conclusions and recommendations have been talked through with all of those directly affected.

Summary of financial implications

12. Funding has been set aside in the current financial year for all areas in the Action Plan. A business case for additional funding to build up important functions like quality assurance and to buy in specialist training programmes is being discussed with DfE as part of the Department for Education's support for BCP post-LGR. Whilst there are no guarantees, some extra funding between the coming autumn and March 2023 is possible. The wider context is that all the relevant Children's Services budgets are under long-term pressure, especially the Higher Needs Funding Block which is now being scrutinised by the High Needs Block Recovery Board.

Summary of legal implications

13. None arising from this report.

Summary of public health implications

14. None arising directly from this report though improvements in all front-line services like children's services can have a positive public health impact. An example is reductions in abuse and neglect.

Summary of equality implications

15. Improved children's services make a positive impact to inclusion, equality and diversity by supporting disadvantaged and vulnerable individuals and their families and preventing or limiting their adverse experiences. However, more needs to be done to review the impact of services on vulnerable groups such as BAME individuals, women and girls (in relation to violence) and children with disabilities, some of whom are waiting too long for a service. Most services making a difference to vulnerable individuals are multi-agency services so a major part of the improvement journey in children's services is to build strong external partnerships, in services like the Team Around the School and in child exploitation work with the objective of disrupting County Lines activity.

Summary of risk assessment

16. The major risks facing children's services are intrinsic risks to all such services across the country and wider. This is when services to individual children fail to protect them or when whole services are compromised because of a systemic failure or failures. The risks associated with the Action Plan and improvement journey are that progress is not quick enough or not made at all in a key area. At present, the risks of this are assessed as low. The Improvement Board reviews a short risk register at each of its meetings.

Background papers

17. None

Appendices

1. Position statements about areas of the action plan
2. Key performance obsessions, March 2021

Key Performance Obsessions

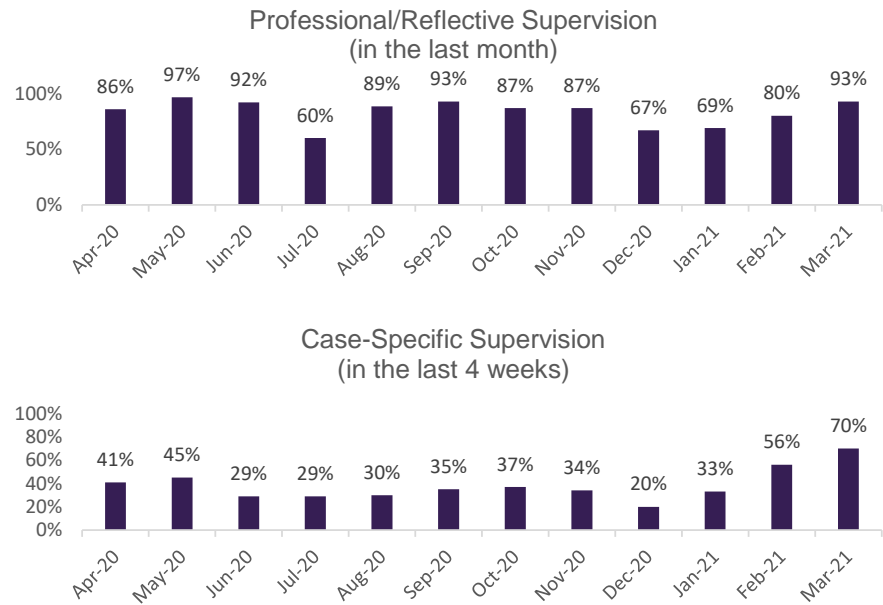
Children's Social Care Services

March 2021



Please note, this Key Performance Obsessions report is an emerging tool to be used by the Children's Services Improvement Board. It contains illustrative examples to aid the swift enactment of performance scrutiny by the Board. Figures are updated at the end of each quarter, to capture any delayed recording.

Management oversight



Most staff continue to experience regular professional supervision, with many teams performing at 100%. An increase in new work has had some impact on capacity for supervision in the C&FF service.

Case supervision performance has improved considerably in March, following changes to Mosaic and a focused session at SMT.

An open & inclusive culture

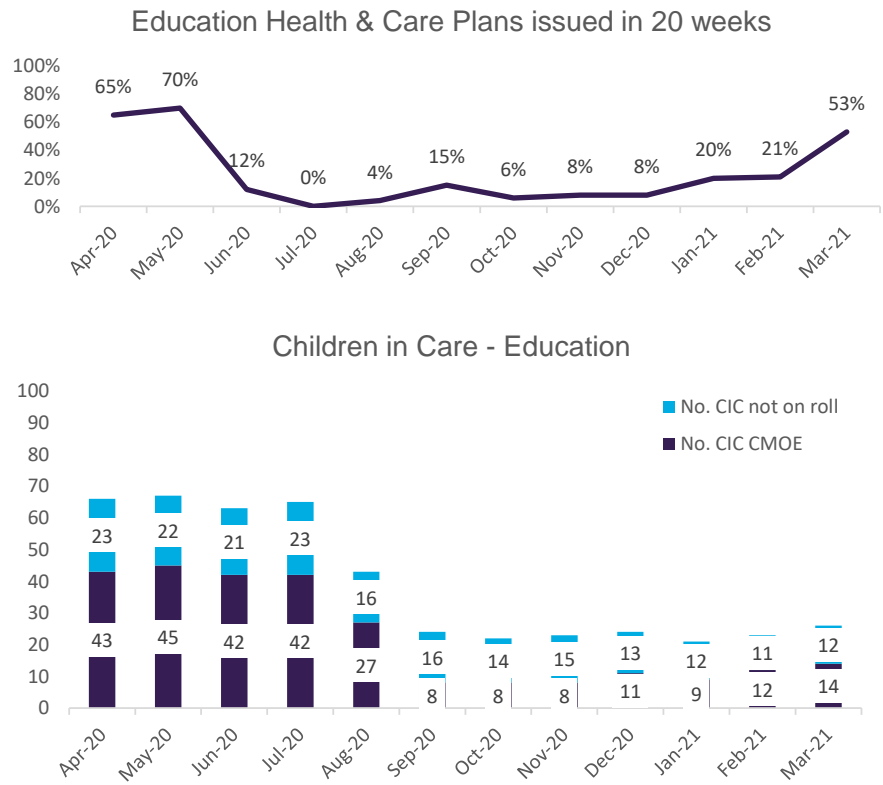
Progress Forum

The Pulse Survey has been shared with staff promoting the opportunity to participate, collaborate and make changes within BCP Children's Services Directorate in order to enhance the way we work and improve the way we feel about the work we do. The Progress Forum identifies areas within Children's Services that need improvement – those areas are identified by colleagues through completion of the survey and the Progress Forum shapes the way these improvements are to be made within the service. The Progress Forum members are a range of staff, managers and senior managers across the organisation who have volunteered to be forum members. The first questionnaire sent out in April 2021 was responded to by 30% of Children's Services staff. The three main priorities that have been raised are 1) Workforce Stability 2) Clarity and Communication across the service 3) Staff Numbers and Capacity. 70 staff across the service have volunteered to be part of the working group to address the issues raised under these priority areas and group leaders are taking this forward with the first meetings being held w/c 10 May 2021. The second questionnaire is currently out for completion.

Extended Leadership Team

Extended Leadership Team is now an established weekly management meeting for all team managers, service managers and senior leaders to meet regularly and collaborate and influence current and future activity within Children's services.

Transform key services & relationships

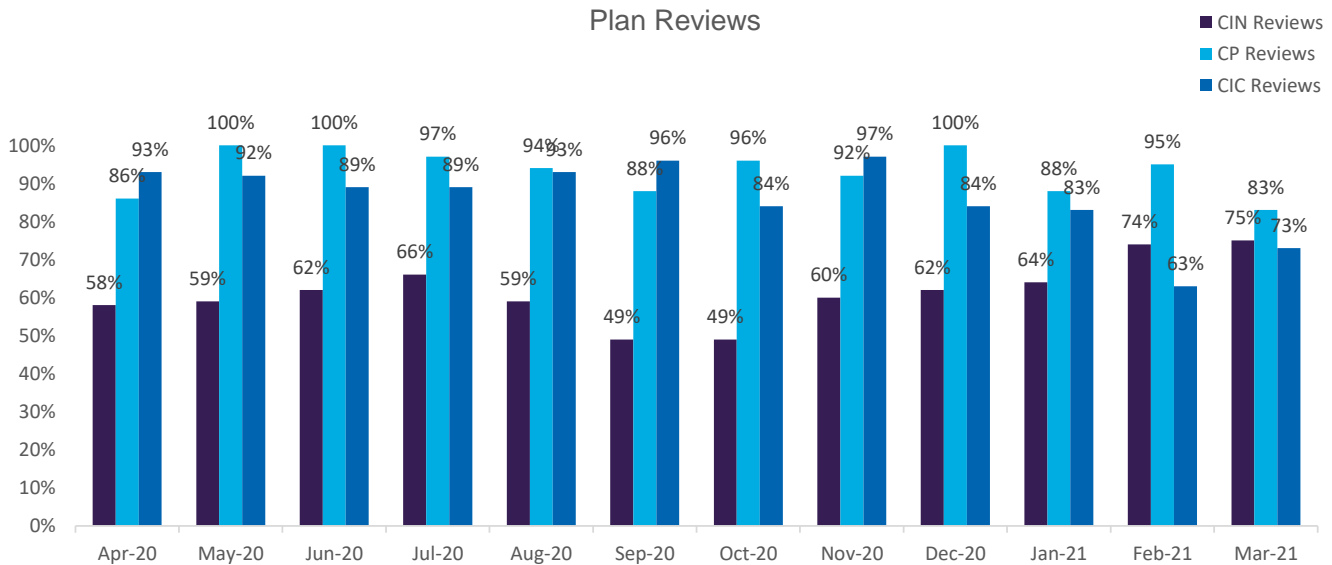


53% of plans were issued on time in March, a significant increase on the previous month. Weekly meetings in place with health to identify any overdue health advice. Capacity in the new assessment team remains a concern, and there are capacity challenges in the Educational Psychology service which also put performance at risk.

A rise in children in care missing out on education is due to 2 young people now on roll at a school but on part-time timetables of less than 18 hours per week. An increase in children in care not on roll is due to 3 unaccompanied asylum seeking children entering care in March. Applications for school have been submitted, places agreed, and the young people are expected to take up these places in April. There has been a small increase in fixed term exclusions this month, but schools are now contacting the Virtual School earlier giving opportunities to put support in place before this escalates to permanent exclusion.

Child-centredness

The timely completion of CIN review continued to improve in March, up to 75%. We continue to see lower numbers of children in care reviews completed on time (although this did increase to 73% in March), and this month have also seen a decline in the timely completion of child protection reviews. This reflects in part the impact of sickness in the IRO & CP Chair service, which is currently undergoing rapid improvement. There continues to be an increase in the number of children seen prior to their review by their IRO, and some positive feedback has been received from these visits. Sessional support is now also in place to address shortfalls in staffing levels.



Practice leadership

Workforce

Month	Vacancies	Agency
Apr-20	19.6%	15.0%
May-20	22.3%	16.2%
Jun-20	24.0%	16.2%
Jul-20	20.5%	16.8%
Aug-20		
Sep-20	20.5%	26.8%
Oct-20		
Nov-20	21.9%	26.0%
Dec-20	25.2%	25.7%
Jan-21	25.5%	29.7%
Feb-21	30.1%	24.3%
Mar-21	20.0%	31.0%

Fluctuations in caseloads reflect the service rebalancing around the correct thresholds, particularly leading to higher caseloads in C&FF Teams (range of 23 to 30). The Assessment Service, although having high caseloads (range 25 to 30), is now stabilising into more routine patterns of working and a higher degree of throughput in the next 3 months is anticipated. A Step Up to Social Work cohort has completed with just a 2 weeks extension, despite Covid. A number of colleagues are now recruited into permanent or fixed term positions, emphasising the focus on workforce stability following a period of practice challenge. The challenge remains for experienced social workers but the gap is reducing. Creative solutions on accommodation and agile working have started to attract staff from outside of the area.

Case load range:

11-30

Making systems stronger

Monthly Manager's Practice Learning Reviews

- 15 new PLRs, 8 Good, 5 Requires Improvement (RI) and 5 Inadequate.
- 23 PLRs reviewed, 8 Good, 9 RI, 4 Inadequate.

SEND

- 6 EHCPs reviewed, 2 RI, 4 Good.
- 6 EHCPs reviewed to see parent views, all participated.

Children subject to care order, placed with parents

24 cases reviewed, 1 Good, 8 RI, 15 Inadequate.

Cases allocated to Innovate Team

- 26 cases reviewed, 11 Good, 14 RI, 1 Inadequate.

Management Oversight in Assessment

- 14 cases reviewed, 3 Outstanding, 3 Good, 6 RI, 2 Inadequate.

Complex Safeguarding Team

- 3 cases reviewed, 1 Good, 2 RI.

Care Together

393 cases currently in Care Director.
14% of all open cases (down from 15% last month).

Data Quality

729 key errors in latest Annex A Dry Run. Includes 197 missing primary need codes, 183 missing ethnicities, 250 closures with no reason recorded, 39 missing placement providers, 23 endings of a child in care placement with no reason recorded, 9 missing children in care placements, 11 invalid eligibility for care experienced young people, 16 missing placement locations, and 1 missing suitability of accommodation. Monthly data quality Annex A meetings commence in May between DCS and Team Managers to improve data quality.

Everyday practice

Permanent Exclusions (cumulative)

Month	Exclusions
Apr-20	61
May-20	61
Jun-20	61
Jul-20	61
Aug-20	61
Sep-20	5
Oct-20	12
Nov-20	16
Dec-20	23
Jan-21	23
Feb-21	24
Mar-21	26

2 further permanent exclusions from school were recorded in March. High numbers of children returned to school after lockdown, although a small but significant number have been reluctant to return for a range of reasons including most prominently child or parent anxiety, or children refusing to attend. The delivery of programmes to support parents/carers to address anxiety issues and promote school attendance is continuing post lockdown. Learning will be fed into the Appreciative Inquiry into education in April and May.

Electively Home Educated Children

Month	Children
Apr-20	525
May-20	525
Jun-20	476
Jul-20	476
Aug-20	478
Sep-20	496
Oct-20	579
Nov-20	611
Dec-20	660
Jan-21	670
Feb-21	667
Mar-21	675

The number of children being electively home educated has stabilised over the last 3 months, but at the end of March stands 29% higher than at the start of the financial year. A review of all children who are subject to a Child Protection Plan and EHE is currently being undertaken (4 children). EHE will be a priority for the new Director of Education.

Return Home Interviews for Missing Children

Month	Completed	Completed on time
Apr-20	80%	64%
May-20	84%	89%
Jun-20	91%	96%
Jul-20	78%	94%
Aug-20	75%	93%
Sep-20	78%	85%
Oct-20	77%	85%
Nov-20	88%	80%
Dec-20	85%	91%
Jan-21	88%	89%
Feb-21	79%	83%
Mar-21	82%	86%

The number of missing episodes rose in March, attributed to public perception around the relaxing of Covid restrictions and good weather. The number remains lower than the same period last year (down by 20 to 155). The timely completion of return home interviews improved slightly, as the number of refusals fell.

Understanding the lived experience of young people

Young people are telling us what good practice looks like from their perspective; listening and talking with them - whatever age, being interested...not just task orientated, know the details that are important to them, help with practical things.

They are telling us how it feels for them to work with us. For example, that they feel more listened to now they are older, that some social workers want to control their lives and only visit when they want something, attention to detail is important (eg. name spelt wrong on records), how a social worker arranged for a carer to support with life skills and independence enabling a young person to go to a youth club, how their worker talks with them and makes them feel safe. One young person feels they have the "best social worker in the world", explaining they speak to the young person, not just their carer; they don't lie and they always listen even if it's glad. Several of the young people have expressed that they want to be part of the project to help make a change. We are evaluating the learning continuously and sharing this with teams to apply changes to practice.

Children open to CSC

Month	CIN	CP	CIC
Apr-20	2073	236	505
May-20	2036	263	496
Jun-20	2135	278	500
Jul-20	2179	307	505
Aug-20	2366	297	501
Sep-20	2587	294	489
Oct-20	2695	301	479
Nov-20	2767	299	483
Dec-20	2746	329	480
Jan-21	2776	320	460
Feb-21	2754	325	446
Mar-21	2748	307	433

Overall, the number of children with a social worker has remained stable for several months, although remains 33% higher than at the beginning of the year (675 children). The number of children in care fell further to 433, 72 lower than at the start of the year. This has been attributed to lower numbers of children entering care due to delays in court proceedings and to some extent the impact of the Edge of Care panel in supporting children to remain with their families. The number of children with a child protection plan fell by 18 compared to the previous month, but is 71 higher than at the start of the year. Earlier identification of CP cases has resulted in an increase to Legal Gateway Meeting.

POSITION STATEMENTS BY ACCOUNTABLE OFFICERS

Action Plan - Project Area: 1 - Mosaic System

Evidence of progress	<p>Care Together</p> <p>The Care Together project, migrating child-level data from CareDirector into Mosaic, has been submitted for review by BCP Council's new strategic implementation partner (SIP), KPMG and Agilisys. The SIP is asked to make recommendations for a suitable case management system for Adult and Children's Social Care that can be part of the council's wider digital approach / integrated data management system. The outcome of this review will determine the impact on the Care Together project scope and timescales for a single case management system for Children's Social Care. Migration and business analyst work continues in order to prevent future delays should the outcome remain in favour of the current project plan.</p> <p>Improvements to Mosaic</p> <p>A number of improvements have been made to Mosaic to date to improve use-ability and functionality. These include:</p> <ul style="list-style-type: none">• System upgrade completed February 2021.• Streamlined sign off process for supervision records.• Increased permissions for team managers and social workers to contribute/complete visits, assessments and placement documents assigned to another worker.• Fostering panel alerts.• Updating change of circumstances form for children in care.• Improved care leaver contact record to record if young person seen.• Elective home education added as education option.• Placement provider codes updated.• Child exploitation warning note added.• Early Help assessment form improvements aligned to Signs of Safety.• Updated Family Group Conference record.• LADO workflow permissions changed.• ART form changes. <p>A Children's Expert Advisory Group started in February 2021, chaired by the Head of Quality Assurance with representation from across Children's Social Care and Early Help. This follows a clear request approval pathway and decides on development priorities. It also provides significantly improved business ownership of changes,</p>
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	<p>meaning that development can be undertaken more effectively and efficiently.</p> <p>A work programme to deliver further improvements is in place, and the extension to the implementation of a change freeze for the Care Together project will be utilised to deliver more of these. The priority developments by July 2021 are:</p> <ul style="list-style-type: none"> • Combine permanence and care plan. • Create a convenors checklist form. • New IRO decision form. • Implement new Complex Safeguarding workflow to reflect ETAC process. • Further improvements to supervision recording. • Merging CIN workflow to improve recording. <p>Pre-population of fields in Request for Placement form.</p>
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Action Plan - Project area: 2 – Permanency

Evidence of progress	<p>In the past six months we have consolidated the oversight and direct management of children entering and leaving care and tightened the mechanisms for tracking their progress.</p> <ul style="list-style-type: none"> ➤ The Legal Gateway Meeting and role of the Case Progression Officer has been established and now happens routinely ➤ We have reviewed all cases of children in care through the permanency tracking meeting on Thursdays looking specifically at <ul style="list-style-type: none"> • Children in residential units • Children in IFAs • Placed with Parents • Children with numerous moves ➤ We have also started a six weekly review of all Aspire cases tracking from ADM to adoption ➤ We have instigated an Edge of Care Panel which tracks section 20 requests and is looking at alternative support and reunification ➤ We have now established with Housing Services the weekly Housing Pathway Panel to ensure improved transition for care leavers to a permanent tenancy. Forty-two have now been identified <p><u>Next Steps</u></p> <ul style="list-style-type: none"> ➤ We have appointed a Strategic Lead for permanency to champion this across the Department
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	<p>➤ The role will be similar to the Care Progression Officer and will be a mixture of running the weekly permanency tracking, and support, coaching and advising workers and track the process of permanency planning.</p> <p>We are conscious that there is a major challenge in this area for older adolescents and we are</p> <p>➤ Working with Complex Safeguarding Service to develop a creative and proactive response to the young people</p> <p>➤ We are also recommissioning our CAMHS CIC contract to improve the focus of services in young people with complex needs</p> <p><u>Impact so far</u></p> <p>Children in Care at present</p> <ul style="list-style-type: none"> • 433 Children in Care reduction of 50 • 90 16-17 year old in care most of who entered care 15+ this is now reducing (8 in the last 3 months) • 8 child and parent placements • 72% children placed in foster care • 80% placed within 20 miles of BCP <p>PLO Currently tracking 35 children (12 unborn children)</p> <p>We Have reviewed 84 PLO cases involving 179 children between 1/12/20 and 30/4/21</p> <p>During that time</p> <ul style="list-style-type: none"> • 28 (40 children) entered proceedings • 13 (30 children) entered PLO • 12 unborn children have been presented to LGM • Currently two cases (2 families, 11 children) have been subject to PLO for 34 weeks and 22 weeks respectively, these are long-term neglect cases and are being addressed. • On average, children are spending more than 12 weeks in pre-proceedings PLO before decisions are made regarding next steps – we are monitoring this and focussing on improving the assessments and interventions. <p>Care Proceedings currently 73 children in 50 families in proceedings</p> <p>Between 1/12/20 – 30/4/21 Concluded proceedings on 45 Children resulting in:</p> <p style="text-align: right;">7 Care orders</p>
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	<p>19 Supervision orders 6 Special guardianships 5 CAO 5 No orders made</p> <p>All proceeding concluding at 26 weeks</p> <p>Tracking adoption 33 children with adoption as a plan 7 have been adopted this month 12 are with their prospective adopters 6 have been matched with their prospective adopters 6 are still waiting to be matched 2 looking at new plan</p> <p>Practice Learning Reviews show evidence of improvement from Inadequate to RI, evidenced in CSIB report Mar 2021. Acceleration in delivery required</p>
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Action Plan - Project area: 3 - Referral handling and assessment

Evidence of progress	<p>Continued improved of timely progression of contacts, embedded practice of better management oversight on each contact, audit action plan for April 2021 identified, creating a culture of learning and development. Education and domestic abuse workers commenced. Recruitment of Mental health worker in train. Robust Duty system on a daily basis consists of EH prac, SW and Duty TM. Missing person lead incorporated into weekly attendance into MASH.</p> <p>Embedded the SOS screening in the MASH with threshold more consistent both to statutory services and EH.</p> <p>Development of step up cases from EH to CSC. Clear protocol in place for EH's.47 step ups.</p> <p>Ongoing improved oversight on assessments undertaken with a designated QA lead who is reviewing weekly completed assessments and recommended actions to confirm appropriate outcomes.</p> <p>Assessment timeliness is continuing to increase following the predicted decline in the previous months.</p> <p>Specific data is being produced about conversion rates to assist with managing outcomes and identification in terms of areas/teams/SW's with strengths or areas of development. This will ensure appropriate training and</p>
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	<p>improvements are focussed where needed.</p> <p>Ongoing QA of assessments continues on an increased basis by TM's with oversight and better quality of management input within the recommendations/analysis and recommendations.</p> <p>MH worker has now been recruited with the aim of this being to assist with more focused assessments around the needs of YP and their parents where there is a concern of this nature, leading to improved outcomes and appropriate services.</p> <p>Regular meetings with midwifery around pre-birth tracker and information sharing that provides a more cohesive and joined up approach to assessments of this nature and early identification of arising concerns – leading to better planning and outcomes</p>
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Action Plan - Project area: 4 - Decision making and plans

Evidence of progress	<p>Decision making in MASH/Assessment has been covered in the update on referral handling and assessment.</p> <p>Early help decision making - the Team Around the School approach is being strengthened and the locality hubs and EH family support will be central to this. This will ensure the earliest intervention is provided to children, young people and families. School attendance is a key area for development, and will add to robust multi-agency decision making.</p> <p>CIN/CP/CIC decision making is now monitored at the weekly and monthly performance meetings. On a weekly basis we review children entering, leaving and moving within care.</p> <p>The monthly practice learning reviews , although numbers of reviews completed need to increase, have indicated an improvement in the quality of plans and assessments.</p> <p>The Edge of Care panel is now embedded and is having an impact on the quality of decision making - and challenging the quality of assessments and plan being proposed.</p> <p>This has identified the need to work closer with health</p>
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	<p>professionals with children with high level needs and closer co-ordination of CAMHS responses.</p> <p>An unborn baby protocol has been adopted (if parent/family has a history as soon as referral is sent to MASH not waiting until a number of weeks of pregnancy so it is acted on straight away). BCP want to be involved at an earlier stage if there are safeguarding concerns.</p> <p>Strengthening Management Oversight We have completed risk management decision making training with 60 front line managers to look at thresholds for concerns. We have reviewed the process for putting management supervisions on individual cases and have begun to see a rise in the numbers recorded</p> <p>We have launched the Children's Service Rapid Improvement Toolkit - to support the quality of practice and decision making in April 2021.</p> <p>CP Chairs continue to enable parental attendance at conferences alongside social worker and CP Chair. (Appropriate risk assessments continue to be in place for staff, families, and facilities to ensure Covid safe.) Professionals to attend virtually with etiquette in place to support this.</p> <p>Performance data recording systems now in place.</p> <p>Review of CPC processes will help address the issues identified in February re practice of conferences that go out of timescale and are opened and then reconvened that has impacted on accuracy of reporting</p> <p>We are beginning to see an increased consistency in management oversight and grip and this is being evidenced on the files - we now need to achieve greater consistency.</p> <p>The BCP response to acute and chronic safeguarding concerns has become more robust and this is seen in the cases stepping up into PLO and proceedings. The impact of child protection plans is improving but needs further concentration on this area.</p>
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Action Plan - Project area: 5 - Oversight of PLO cases

Evidence of progress	Some extracts from progress log/meeting notes
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	<p>which may help</p> <ul style="list-style-type: none"> - The case progression manager now meets monthly with each team manager, service manager and the agency advisor/permanence co-ordinator from the local adoption agency to review all children subject to PLO pre-proceedings and care proceedings. A template is completed and placed upon the children's case file identifying timeframes for local authority evidence and actions from the Legal Gateway Meeting (LGM). It is suggested that this document is used in supervision to track progress of pre and care proceedings. - The case progression manager has engaged the child protection conference chairs to consider how child protection planning can support the evidence and analysis gathering for pre-proceedings. <p><u>Pre-proceedings PLO tracking</u></p> <ul style="list-style-type: none"> - 35 children (as of 21st April 2021) are subject to pre-proceedings PLO <p>Since the introduction of the LGM on the 1st December 2020 and up until 21st April 2021:</p> <ul style="list-style-type: none"> - New cases, review of existing pre-proceedings PLO cases, exiting PLO and decisions to issue care proceedings have been considered for 89 cases (179 children) - Resulting in 28 cases (40 children) being agreed for the issuing of care proceedings with 12 of those cases progressing from pre-proceedings PLO to issuing care proceedings - 13 cases (30 children) exited PLO - 12 unborn children have been presented to LGM - Currently two cases (2 families, 11 children) has been subject to PLO for 34 weeks and 22 weeks respectively with no decisions made. - On average, children are spending more than 12 weeks in pre-proceedings PLO before decisions are made regarding next steps. <p><u>Care proceedings tracking</u></p> <ul style="list-style-type: none"> - 73 children in 50 families (as of 21st April 2021) are subject to care proceedings - Since January 2021, care proceedings have concluded for 45 children. The outcomes for those children were 7 children subject to care orders, 19 children subject to supervision orders, 6 special guardianship orders, 5 children were subject to child arrangements orders and on
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	<p>3 cases no orders were made. We withdrew proceedings on 2 cases.</p> <ul style="list-style-type: none"> - On average, care proceedings are concluding within 26 weeks. This has only been tracked since case progression manager started monitoring this.
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Action Plan - Project area: 6 - Quality assurance

Evidence of progress	<p>The Quality Assurance framework sets out the regular audit schedule and is beginning to embed changes in practice. A report focused on audit activity and findings is produced and makes explicit reference to where practice weaknesses and strengths are noted by reporting on the key domains that include child centred practice, supervision, management oversight, and planning and review</p> <p>Audits completed over the last six months and more recently, demonstrate improvements in key areas of work for example: evidence of the child’s voice in case files and timely decision making on referrals.</p> <p>The last two months have seen @ 50% response rate. Following moderation of a sample from each month the overall gradings were:</p> <table><tr><th>Month</th><th>Outstanding</th><th>Good</th><th>Requires Improvement</th><th>Inadequate</th></tr><tr><td>December 2020</td><td>0</td><td>6</td><td>23</td><td>9</td></tr><tr><td>January 2021</td><td>0</td><td>4</td><td>16</td><td>6</td></tr><tr><td>February 2021</td><td>0</td><td>16</td><td>24</td><td>2</td></tr><tr><td>March 2021</td><td>0</td><td>15</td><td>14</td><td>5</td></tr></table> <p>Thematic audits continue. The learning from the audits will be shared by way of discussion with the Social Worker and Managers</p> <p>Practice Learning is shared in the bi-monthly newsletter . These are targeted at social workers and their managers and the aim is to provide practitioners with continued opportunities of understanding how to reflect best practice in their work</p>	Month	Outstanding	Good	Requires Improvement	Inadequate	December 2020	0	6	23	9	January 2021	0	4	16	6	February 2021	0	16	24	2	March 2021	0	15	14	5
Month	Outstanding	Good	Requires Improvement	Inadequate																						
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March 2021	0	15	14	5																						

Action Plan - Project area: 7 - Culture

Evidence of progress	Significant input from leading politicians, the Chief Executive and the interim Leadership Team in Children's Services.
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	<p>More staff engagement and involvement started up e.g, the DCS meeting with teams and individual staff and staff being included and involved in some policy developments.</p> <p>SMT now has structure to manage meetings with clarity, roles of responsibilities and accountability. Higher consistency of behaviours and responsibilities. Within SLT and ELT translating into management decision making ie: Neglect</p> <p>Consultation forms for children and young people regarding review process to be in place to inform CiC Review process and collated information can inform service and strategic planning. Similar process planned for Child Protection conferences</p> <p>Change in the value placed upon having the child's file updated.</p> <p>Face to face visits to CiC by IROs has confirmed the importance of relationship building to aid an understanding of child's lived experience. Pilot of recording IRO visits as letter to child / young person taking place February to March 2021</p> <p>Lived experience of C&YP project commenced Jan 2021, reporting to CSIB April 2021 on progress.</p> <p>Lived experience of staff still mixed with no clear BCP culture.</p>
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Action Plan - Project area: 8 - High impact leadership (getting thingsdone)

Evidence of progress	<p>The building blocks have been put in place though the recovery time will not be short and inevitably many staff are unconvinced anything will be different this time round. –</p> <p>Engagement with leadership teams (SLT and ELT), health checks and Progress Forum, fortnightly newsletter. Monthly meetings with team managers, foster cares and working with groups of young people to improvement services</p> <p>Leadership management programme leading to staff conference</p> <p>Financial grip on Children's Services budget.</p> <p>Evidence of high impact leadership in SEND, PLO work, MASH and in some partnership working externally.</p> <p>The staff engagement survey has been completed which gives a baseline on which we must improve. Progress Forum to engage with Children's Services workforce launched March 2021</p> <p>Review on all unregulated placements, alongside commissioning and conversion to regulated Housing offers to CEYP (4 tenancies</p>
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	<p>offered) and the creation of a Care Leavers Hub.</p> <p>Rapid Improvement Toolkit finalised – launched April 2021. The co-production of the ‘toolbox’ has been a service wide collaboration</p> <p>Traction in shifting culture – strong engagement of corporate centre, now taking responsibility for our BCP children e.g. care leavers hub, apprenticeships and housing strategy for care leavers. PIP programme – investment in future senior leadership team</p> <p>Creation of Director of Education portfolio and launch of the Appreciative Inquiry</p> <p>Maintained high level of political engagement, created culture of high support and challenge</p> <p>Continued to hold the credibility of DfE, LGA and partners</p>
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Action Plan - Project area: 9 - SEND

This area is covered in the SEND report also on today’s agenda.

Action Plan - Project area: 10 - Child centred practice

Evidence of progress	<p>Consultation forms for children and young people regarding review process in place by March 2021 to inform review process and collated information to inform service and strategic planning. Similar process planned for Child Protection conferences</p> <p>Face to face visits to CiC by IROs has confirmed the importance of relationship building to aid an understanding of child’s lived experience. Pilot of recording IRO visits as letter to child / young person taking place</p> <p>More coherent services being built which will take time to translate into the lived experience of children and young people and their families. Practice Learning Reviews in place to assess impact.</p> <p>Majority of CIC visits held within appropriate timeframe. Dip sample of recording indicates good quality/ meaningful visits Reduced sickness within CEYP service has improved timeliness of visits</p> <p>Multiple areas working together to support a child back to school – the case will be added to the toolbox as a good example</p>
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	<p>of wrap around support for the child and family.</p> <p>Development and launch of Children's Services Toolbox, setting out what good looks like in BCP.</p> <p>Refocus on QA, practice learning programme</p> <p>Improved child-centred practice evidenced by practice learning reviews and in the lived experience of children being tracked by Improvement Board</p> <p>Voice of the child more prominent in senior manager decision making -</p> <p>Creation of care leavers hub, work experience and apprenticeships opportunities and housing offer for CEYP, strengthening the role of the Corporate Parent</p>
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Action Plan - Project area: 11 - Quality of case recording

Evidence of progress	<p>Practice Learning Reviews show increased case recordings of children's views and more consideration of their perspectives in decision making. Case records in early March shows that recording is more up to date, more focussed and analytical and that the 'child leaps off the page' more. Dip sample of recording indicates good quality/ meaningful visits</p> <p>Reduced sickness within CEYP service has improved timeliness of visits</p> <p>While there is an improved IRO footprint, progress was initially slow. Since January 2021 two audits have been undertaken and this evidences improvement. During the weeks commencing 1st & 8th April IRO footprint, in terms of individual case recordings occurred on 192 occasions. During the weeks commencing 4th & 11th January IRO footprint, in terms of individual case recordings occurred on 237 occasions. While there is a decrease in terms of the number of case recordings, there is an increase in the number of case recordings per IRO. During the first reporting period the average was 18 per IRO and during the second reporting period the average was 27 per IRO.</p> <p>The decrease is due to staff sickness however the increase evidences the improvement within the service in terms of quantity. Dip sampling will take place to evidence the quality. A further audit of IRO footprint will take place in June 2021.</p>
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Action Plan – 12 - Performance management, including quality of supervision

Evidence of progress	<p>Monthly Performance Surgeries continue to challenge and hold to account for performance, with increasingly mature conversations about impact on the child.</p> <p>A Key Performance Obsessions report is now provided to each Improvement Board, summarising impact and outcomes through both quantitative and qualitative lenses.</p> <p>The development of a reporting data warehouse has made data from both case management systems much more accessible. Key reports already developed include a supervision tracker, visit tracker, children in care reviews, case allocations and more, many interactive providing team and child level data. To date, 20 new reports have been written and are published in the warehouse.</p> <p>CIC and CEYP performance is discussed at Corporate Parenting Board.</p> <p>Quarter 3 analysis of performance of the South West shows how performance and demand has varied across the region during Covid. Has been used to inform professional debate about thresholds at ELT, with a review of CP threshold application as the outcome.</p> <p>Our PLR activity has identified that overall management oversight and sup of cases has improved. Supervision is held on a monthly basis with SW in the main, it is not always reflective or provides clear case direction with timescales but in many cases does demonstrate improved grip.</p> <p>In the Assessment service teams have reflective group supervision for cases here there are dilemmas or are stuck and practitioners have found this very helpful.</p> <p>The supervision policy is to be reviewed and updated to bring clarity about process, frequency and impact.</p> <p>Issues around performance and management grip are being identified and addressed in several teams, in various ways and at various stages. Some risk to service delivery due to the impact of absence</p> <p>Professional supervision was at 69% in January and was affected by a higher turnover of staff.</p>
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Action Plan - 13 - Impact of Independent Reviewing Officers (IRO's)

Evidence of progress	<p>To improve the impact of the IRO service, the following activity has been completed over the last six months and much remains underway.</p> <p>IRO practice standards have been written and agreed to complement the</p>
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	<p>IRO handbook. This provides clear processes and guidance to ensure child centered practice, timeliness and compliance with statutory procedures. An internal Child Protection Conference/IRO handbook has been created to enhance policy, procedures, practice guidance and standards.</p> <p>There has been a drive for IRO's to visit all of our children in care and care experienced young people. At the time of writing this report, 88 children and young people have been visited at home, and their views sought. Participation is a key focus. We know that children and young people told us that they did not feel listened to and we are working hard to change this.</p> <p>Consultation and feedback forms have been redesigned and are due to go live imminently.</p> <p>Child Protection conferences are taking place in person as well as virtually. During lockdown, families of children where domestic abuse was a concern, were prioritised for face to face child protection conferences due to concerns for safety. Following the easing of social distancing measures and restrictions, we are transitioning to all reviews being face to face, in the interim continuing to prioritise reviews where domestic abuse is a concern with the addition of initial child protection conferences.</p> <p>The DRP process has been reviewed and rewritten. The number of DRP's raised has increased and work is being completed around practice to ensure that DRP's focus on the impact and concern/issue identified has on the child.</p> <p>There is a new Service Manager in place with a clear vision for the service; the team are aware of practice expectations and are challenged regarding implied custom and practice.</p> <p>4 Challenge Meeting have taken place with Service Directors and the IRO service for IROs to challenge the Local Authority. This proved effective twofold, providing an additional forum for challenge while allowing further learning and practice development within the IRO service.</p>
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Action Plan - 14 - School -related Improvement

Evidence of progress	<p>Some extracts from progress log/meeting notes which may help</p> <p>The Virtual School and College are now more visible across all of BCP. Monthly drop-in sessions for foster carers now take place allowing informal discussions and advice to be given. This gives the VSC insight to areas within education that may need to be addressed and identify any trends or patterns. Team meetings have been attended by VSC</p>
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	<p>across the service allowing the team the opportunity to ensure colleagues have a clear understanding of the role the VSC. One action from this meeting has resulted in holiday activities being offered for our young people. The VSC have increased their attendance at school facing meetings including: team around the school and headteacher meetings. This has resulted in more schools communicating with the VSC when they require support which gives opportunity to prevent exclusions and give support much earlier. The first meeting with BCP headteachers and social care managers has taken place with future dates to be arranged. The meeting was well attend by schools with 60 headteachers in attendance. The VSC continue to attend regional VS meetings, Early Years forum, SEND panel, CSC edge of care panel and permanency panel</p> <p>BCP Virtual School and College alongside Kate Cairns Associates have provided Trauma and attachment training for 6 secondary schools as well as the college. Some training is on-going whilst some have been one-off events. All training has been be-spoke to the school/college. Training has now been agreed for an academy trust across their 6 primary schools and 3 nurseries. Training for Governors and foster carers has taken place with future events planned.</p> <p>Ensuring our PEP quality is good and young people have improved outcomes – The VSC are currently recruiting to 5 new posts all of which will be qualified teachers. The posts will include: a Lead teacher for Primary and Early Years, Lead teacher for Inclusion and a Lead teacher for Secondary as well as 2 advisory teacher posts. This will allow the progress and attainment to be carefully tracked and monitored and the opportunity for advice and support to be given with examples of how to improve the learning for those child who are not progressing at a rate that is aspirational for them.</p>
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Action Plan – 15 - Corporate transformation contributions – Care Leavers Hub

Position statement by accountable officer

Children’s Services Transformation Action Plan - **15 - Corporate transformation contributions – Apprenticeships, workforce development, office accommodation**
Graham Farrant(GF) (Julian Osgathorpe(JO), Lucy Eldred (LE))

Evidence of progress: LE (GF)	Recruitment and Retention payments started and 6 new
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Faster and better recruitment, including recruitment and retention payments	<p>permanent social workers recruited.</p> <p>Recruitment strategy – in progress</p> <p>A slow but significant increase in permanent social workers and decrease in agency social workers</p>
<p>Evidence of progress: LE (GF)</p> <p>Access for CIC to work experience and apprenticeships (through Kickstart</p>	<p>CIC work experience/Kickstart placements are now in the final stages of approval</p> <p>Temporary post to support educational partner agreed Careers' and Apprenticeship Show on May 20 for all BCP pupils/students at cross business and education event to which parents/carers will be invited-led by 0-19 Team</p> <p>Apprenticeships programme in place February 2021</p> <p>Survey sent out to CIC and care leavers (years 11,12,13) regarding interest in work experience and in which areas (Virtual School and College)</p> <p>CEYP work experience commenced in CS</p> <p>Progress on apprenticeships due to the link between an apprenticeship position and the requirement for formal continuing education. Kelly T wants to explore how plausible/doable this actually is for the cohort involved.</p> <p>With regards to Work Experience, Charter was adopted by CMB on 6th April and a pilot programme approved which will see the first WE placement(s) by June 2021 subject to impact of Covid workplace considerations</p>
<p>Evidence of progress: LE(JO)</p> <p>Workforce development</p>	<p>WFD and University working on a Learning Tool to focus on 'Neglect' – all aspects. It will align with audit and cover assessment and C&FF work areas</p> <p>Feedback from recently recruited TMs – 'Induction very good both corporate and service, better prepared compared to other authorities with introductions and access to IT kit' – made to feel very welcome.'</p> <p>Workforce is evolving – there is a more dynamic level of skills and experience culture developing following recruitment of recent managers</p> <p>Workforce Development strategy drafted</p>
<p>Evidence of progress: JO (RG)</p> <p>Creating an environment for good social work practice to flourish e.g., office accommodation</p>	<p>Office accommodation areas for team have been made available for CFF, CIC and Assessment team at 14a in Poole</p> <p>Christchurch offices provided to the service along with access to flexible working space and tools (e.g. Smart Hubs)</p> <p>Continual improvement to existing Mosaic system to improve usability and reliability of data and reporting</p> <p>Engagement with SIP in order to gather Improvement Objectives for the service in order to effectively develop and integrate Childrens Social Care into the wider Council Transformation programme</p>

Action Plan - 15 - Corporate transformation contributions – Securing permanent housing

<p>Evidence of progress: (KR/LM/NI)</p> <p>Securing permanent housing</p>	<ol style="list-style-type: none"> 1. Outcomes & targets <ul style="list-style-type: none"> – Stepping up from level of response where number of care leavers allocated properties through direct let or register in the last 6 months up to today = 5 – Within the next 6 months we are targeting the matching of appropriate accommodation for the 40 + Tenancy Ready CEYP identified in point 5 below. 2. Meeting (23 Feb 21) of Senior Children's commissioning and Housing Options & Housing Delivery officers to mutually agree Task group actions to deliver a Sufficiency strategy and enable appropriate moves. Care leavers 16-18 Notes of meeting 23 02 21.docx (sharepoint.com) 3. Task group now meeting weekly to review progress. Generation of Management Summary of total CEYP cohort to be assessed Summary of CEYP & Housing challenge 4. New joint assessment sub-group called Housing Pathway Panel – includes dedicated new manager from Children's Services and the allocated Housing Options Manager to lead the operational work from the two teams and provide the necessary needs assessment and case management work to match accommodation now and into the future. 5. Tenancy Ready list of first 40 CEYP produced 15 April 21- Tenancy Ready Young Persons 15.04.21.docx (sharepoint.com). Dedicated Children's resource over the last month together with Housing has helped collate dataset for all young people to capture and case manage individual housing needs. This dataset will be key to manage housing needs and timings of requirements now and going forwards. 6. Production of up to date schedule of void properties within housing assessment of void properties - evolving situation to enable matching, including Council housing and house shares. Process underway to match care leavers and enable moves. The dataset will manage timings and support input for those who are not be ready to move now but who will be at a later date. 7. New CNHAS (Council Newbuild Housing & Acquisition Strategy) strategy going to BCP Cabinet in July 21 CNHAS @ 25 Mar 21 V6 (1).docx (sharepoint.com) at para 2.9 cites Care Leavers among specialist group required to be met through future new build and property acquisitions. 8. New Housing Delivery resource recruited in April 2021 to identify appropriate existing properties and sites for those 16 & 17 years requiring secured permanent accommodation beyond Sept 21 and into 2022 – above and beyond existing BCP & partners homes.
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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Covid Impact to include information on Pupil Premium and child poverty
Meeting date	8 June 2021
Status	Public Report
Executive summary	This report gives an explanation of Pupil Premium and examples of how schools make use of it. The report outlines how Covid has impacted on the use of Pupil Premium and how schools have adapted their spend accordingly. The report also summarises How the HAF Programme and Winter Fund Grant supported our vulnerable children and families during the pandemic.
Recommendations	It is RECOMMENDED that: The Board note the information contained in this report.
Reason for recommendations	To inform the Board
Portfolio Holder(s):	Councillor Nicola Greene, Portfolio Holder for Covid Resilience, Schools and Skills
Corporate Director	Elaine Redding, Director Children's Services
Report Authors	Kelly Twitchen,
Wards	Council-wide
Classification	For Information

Background

1. Publicly funded schools in England get extra funding from the government to help them improve the attainment of their disadvantaged pupils. Evidence shows that children from disadvantaged backgrounds generally face extra challenges in reaching their potential at school and often do not perform as well as their peers.
2. The pupil premium grant is designed to allow schools to help disadvantaged pupils by improving their progress and the exam results they achieve. Schools get £1,345 for every primary age pupil, or £955 for every secondary age pupil, who claims free school meals, or who has claimed free school meals in the last 6

years. Schools get £310 for every pupil with a parent who is serving in HM Forces or has retired on a pension from the Ministry of Defence. This funding is to help with pastoral support. This money is paid directly to schools from the government.

3. **Pupil Premium Plus** is allocated to the following young people: those that have previously been in the care system who are now adopted, under a special guardianship order or child arrangement order or young people who are in care in school years reception to year 11. For schools to access the Pupil Premium Plus funding for those young people previously in care they must indicate this on their census. Pupil Premium plus for children currently in care is managed by the Virtual School.
4. The Personal Education Plan meetings that take place 3 times per year ensure schools discuss what they intend to spend the funding on and the impact it will have with professionals in attendance allowing a multi-agency view.

Use of Pupil Premium in Schools

5. How Pupil Premium is used in schools is decided by the Headteacher and Governing Body. Schools are required to publish how it is used on their websites. Although Ofsted inspectors won't judge a school on how it spends the funding, they will want to see that the money is being used on pupil premium strategies and initiatives that are effective, and that the school's leadership is monitoring and managing this spending well, as part of any inspection.
6. The local authority does not have any statutory duty to monitor and as such does not receive funding to employ someone to do this. Examples of the use of Pupil Premium might be: technology, 1:1 tuition, group tuition, reading interventions, outdoor education such as Forest School, summer schools, parent/carer engagement programmes, teaching assistants, social and emotional interventions, reducing class sizes, Lego therapy or mentoring.
7. The Educational Endowment Foundation and the Sutton Trust gives examples of possible ways to use Pupil Premium for both Primary and Secondary schools and also show evidence of effectiveness.

Changes in Pupil Premium Allocation

8. The Pupil Premium Funding based on free school meals (FSM) is often the most common in schools. Schools are funded based on the numbers that they indicate on the census as receiving FSM. Recent research shows an increase in those that qualify for FSM during the pandemic. The government has recently announced that FSM funding for this financial year will now be based on the October 2020 census rather than that of January 2021. This has resulted in BCP schools potentially losing £388,000. The change in numbers over this period is 321, with 210 being primary age and 111 being secondary age.

Covid Impact on Pupil Premium

9. During the last year schools have had to change their plans for Pupil Premium spend to address the pandemic. Whilst the government scheme enabled many

vulnerable children to access laptops and internet data there were still those that schools will have needed to provide for.

10. The return to school for young people will also have impacted on the plans initially made for pupil premium. Some planned spend for interventions, after school clubs and school trips would not have taken place.
11. Schools provided food for vulnerable children during lockdown either with food vouchers or hampers.
12. The families of those young people who receive free school meals are often unable to give the necessary support to their children around learning. Schools undertook baseline assessments when young people returned to school that would give them a clear picture of where intervention would need to be put in place within the curriculum areas; schools also ensured that children were ready to learn by putting programmes in that addressed self-esteem and well-being.

Addressing Child Poverty for those Children Entitled to Free School Meals During Covid

13. In February 2021 BCP Council was awarded the funding by the Department for Education (DfE) to support the provision of free holiday activity places that included healthy food and enrichment activities for children and young people aged 5 to 16 receiving benefits-based free school meals. The name of the programme is the holiday activities and food programme (HAF).
14. A successful pilot programme ran over the Easter 2021 holiday and our aim is to provide even more activities in the summer and Christmas holidays to continue to promote healthy eating and activity.
15. The Winter Fund Grant: the government created a £170 million COVID Winter Grant Scheme to support families with children, other vulnerable households and individuals. They asked County Councils and Unitary Authorities to ensure that people who are struggling have the support they need for food provision and essential utilities, and holiday activities. BCP Council was allocated £1.44m.
16. BCP Council partnered with Wonde as our voucher provider. Vouchers were allocated - £15 per child per week – for the Christmas, February half term and Easter holidays. As an example, during the Easter holiday alone we reached around 10,724 children through food voucher provision.
 - a) We worked with our 96 schools to provide vouchers for food to families with FSM children.
 - b) In addition, vouchers were provided for younger children through our Family Information Service.
 - c) Children considered to be vulnerable, who were not in receipt of FSM, were also given vouchers – through our Family Information Service and through schools.
 - d) We also worked with Bournemouth and Poole College to support the young people who study there and are of our most disadvantaged.
17. From September 1st 2020, Children's Centres evolved into family hubs as per the Early Help strategy. BCP have 9 Family Hubs, 6 with BCP and 3 commissioned from YMCA Bournemouth. These are based in our most vulnerable communities to support families.

18. The Children's Centres and family hubs have remained open during Covid providing support for food insecurities, information, advice and guidance, face to face meetings with our most vulnerable and a robust virtual offer. They have seen over 20,000 people attend their maternity appointments. This has allowed our most vulnerable families to have the support they needed during the pandemic.

Options Appraisal

19. Not applicable

Summary of financial implications

20. Not applicable

Summary of legal implications

21. Not applicable

Summary of human resources implications

22. Not applicable

Summary of sustainability impact

23. Not applicable

Summary of public health implications

24. Both the HAF programme and Winter Fund Grant allowed young people and their families on low incomes to have access to food during the Covid period.

Summary of equality implications

25. The use of Pupil Premium and Pupil Premium Plus allows vulnerable young people to meet their potential by supporting them to make progress in their learning and achieve greater outcomes at the end of year 11. Often these children encounter more challenges than their peers in this area. Improved educational outcomes give greater opportunities and life chances, therefore promoting equality with their peers.

Summary of risk assessment

26. Not applicable

Background papers

None

Appendices

There are no appendices to this report.

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



Report subject	SEND Improvement Journey
Meeting date	8 June 2021
Status	Public Report
Executive summary	<p>The attached slide pack provides a summary of:</p> <p>The statutory responsibility of the council;</p> <p>The views of children and young people;</p> <p>Our areas for improvement;</p> <p>The current position.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) The committee notes the issues raised in the accompanying presentation;</p> <p>(b) The committee schedules further sessions at suitable intervals to scrutinise the progress of the improvement plan</p>
Reason for recommendations	<p>SEND provision is crucially important for children and young people. The council and its partners will be the subject of an area inspection by OFSTED to assess effectiveness and the quality of oversight is one aspect that will be assessed.</p>

Portfolio Holder(s):	Cllr Nicola Greene Cabinet Member for Covid resilience, schools, and skills
Corporate Director	Elaine Redding; Interim Director of Children's Services
Report Authors	Terry Reynolds; Claire Webb
Wards	Council-wide
Classification	For Information

Background

1. The Children and Families Act 2014 established new statutory responsibilities for local authorities and health services in provision for children with special educational needs and disabilities.
2. While many aspects of the reforms have been widely welcomed, there have been some unintended consequences.
3. There has been a significant increase in demand for Education, Health and Care Plans (EHCPs) that replaced the previous statutory assessments (commonly known as statements of SEN). Between 2014 and 2018 there was an increase of 35% in children with EHCPs and a consequent substantial increase in costs of provision.
4. The effectiveness of local areas in providing for children with SEND is inspected by OFSTED through SEND Area Inspections which began in spring 2016.
5. When the inspections were paused by the COVID pandemic, 117 of 151 local areas had been inspected. 60 of those were required to submit a written statement of action (WSOA) in response to significant weaknesses in their SEND services.
6. SEND services are funded by the High Needs Block (HNB) (a section of the Dedicated Schools Grant made to local authorities by central government according a formula). The HNB is cash limited.
7. All councils are reporting deficits in their HNBs. At the end of 2018 (the last date figures are available) nationally there is an accumulated deficit of £318m.

Current position in BCP

8. The attached slide presentation provides the current picture.

Summary of financial implications

9. The accumulated HNB deficit is £7.8 million at outturn with £0.5 million savings across other blocks, at March 2021.
10. The budget is cash limited but demand continues to grow.

11. Action being taken to recover this position must meet statutory responsibilities and relies on retaining the confidence of parents and carers that provision is designed to provide the best outcomes for children and young people.

Summary of legal implications

12. The 2014 Act imposes duties on local authorities with regard to assessing children's special educational needs.
13. The 2014 Act imposes duties on local authorities to 'secure the specified special educational provision for the child or young person'.
14. Parents or carers have the right to appeal to a SEND tribunal which may direct the authority.

Summary of human resources implications

15. The local authority needs to employ sufficient qualified staff to process applications for assessment for an EHCP within the required 20 week timescale, and to conduct the requirements of the annual review of each EHCP.

Summary of sustainability impact

16. Improved local provision for children and young people with SEND will reduce the number of journeys to specialist provision.

Summary of public health implications

17. Improvements in SEND provision can have a positive public health impact. An example is reductions in abuse and neglect.

Summary of equality implications

18. Improved SEND services make a positive impact to inclusion, equality and diversity by supporting disadvantaged and vulnerable individuals and their families and preventing or limiting their adverse experiences.

Appendices

1. SEND Learning and Improvement Plan Outline and Headlines (powerpoint presentation).
2. SEND Performance summary report

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SEND Learning and Improvement Plan (LIP) Outline and Headlines



Our responsibility as partners

Children and young people with special educational needs and disabilities in BCP:



- Are some of our most vulnerable young residents
- Have high aspirations that they want to achieve in their future – from travelling the world, writing songs, to making a difference in their community and having their own home; they want to be doctors, footballers, carpenters, youth workers and DJs – and some aren't sure yet
- Have a huge range of abilities and needs

Some of the things Children and Young People with SEND have told us



Our Vision

Brighter Futures

Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish



Children and young people with SEND have brighter futures, fulfilled lives and are part of their local communities:

- experiencing inclusion in every aspect of their lives
 - achieving their full potential
- being partners, alongside their families, in developing provision and services

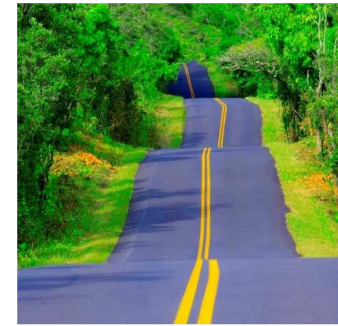
How can you help us on our improvement journey?



Priority areas:

Strong leadership and governance

Co-Producing - individual, service, strategic



Education that's inclusive, supporting children & young people to achieve their full potential

Young people being prepared for adulthood, within their local community

Joint Commissioning

Leadership & Governance

Areas experiencing improvement	Evidence
Strong partnership working, underpinned by SEND & Inclusion Strategy (May Cabinet)	<ul style="list-style-type: none"> • Work of the SEND Improvement Board and Working Groups • External support and challenge secured for improvement priorities (with external funding)
Commitment of SEND Improvement Board as corporate parents	
Increased Dedicated Clinical Officer (DCO) capacity at Dorset CCG	
Partnership audits of EHCPs including lived experience of parent carers	
External learning	
Areas in need of improvement	Evidence
Timeliness and backlogs for EHC assessment and Annual Reviews	<ul style="list-style-type: none"> • 52.9% of new EHCPs issued within 20 wks (March 21), gradually increasing since Oct 20. • 86.7% of EHCP C&YP have had an Annual Review meeting by school, but 1,112 annual reviews are in progress and not completed by LA. • Projected overspend HNB • Higher than average placements in Independent & Non Maintained (11.5% March 21)
Lived experience of children and young people informing audits	
Reducing overspend the High Needs Block Budget	
Embedding the new SEND Quality Assurance Framework across the system	

Co-Production

Areas experiencing improvement	Evidence
Co-production charter co-produced and agreed	<ul style="list-style-type: none"> Feedback from Parent Carers Together (PCT) on the working relationship
“Working together to make things better” – work by 45 children and young people	
Co-production of forms and templates related to EHCP processes	<p>SEND</p> <p>Bournemouth, Christchurch and Poole</p> <p>Co-production Charter for children and young people with special educational needs and disabilities</p> <p>What is Co-production?</p> <p>Co-production means working with people as equal partners in design, development, commissioning, delivery and review of services to create better outcomes. <i>All voices are equal.</i></p> <p>There are good reasons why we should co-produce:</p> <ul style="list-style-type: none"> it leads to better services that improve people's lives we can all learn from experience together it's empowering and respectful when we come together there is a legal requirement to co-produce in the Children and Families Act, the Care Act and in the NHS Constitution.
Trust and transparency in working relationships	
Parent carers part of recruitment of key posts	

The Co-production Charter lays out five principles that all parties will use to work together in the right way

<p>We listen to everyone</p> <p>We take the views of all parents, carers, children, young people and practitioners seriously. No-one should feel that they have to fight to be heard.</p>	<p>We empower people</p> <p>We share the information everyone needs to know to take part in decision making. We provide support and advice where needed.</p>	<p>We co-produce from start to finish</p> <p>We set the scope, agenda, key decisions and review progress together. Everyone is invited to the right meetings and made to feel welcome.</p>	<p>We are person centred and solution focused</p> <p>We do not put barriers in the way of good ideas and do not hide behind policy and protocol for reasons why things cannot be done.</p>	<p>Everyone is enabled to take part</p> <p>We make sure that everyone can participate. Meetings are held at convenient times, accessible venues are used, interpreters are arranged.</p>
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Co-production should happen at all levels of service delivery:

individual - we take a person centred approach
operational - we deliver services in a way that works for the community
strategic - we take all big decisions in partnership



Areas in need of improvement	Evidence
Regular and meaningful engagement post Covid with children and young people and parent carers (keeping the benefits of new virtual ways of engaging)	<ul style="list-style-type: none"> Engagement limited during Covid due to being virtual Feedback from parent carers and young people about how they want to access to information
Embedding co-production across partners	
Effective communication with young people and parent carers about process, support and services	

Education

Areas experiencing improvement	Data Evidence
Supporting children and young people's mental health in education settings	<ul style="list-style-type: none"> • New Mental Health Support Team working with increasing number of settings in BCP • Early Years Transitions Charter co-produced • 88% of the children reported that the sessions helped them settle into school • Transition Framework co-produced
Schools actively engaged in creating an Education Quality Mark for Inclusion	
Support for transitions: <ul style="list-style-type: none"> - from Early Years to School - Year 6 to 7: Universal offer in place and 16 targeted groups were delivered across 16 schools and 57 children attended - Key Stage 2 to 3 	

Areas in need of improvement	Data Evidence
Inclusion in schools	<ul style="list-style-type: none"> • Persistent Absence has improved slightly Autumn 2019 to Autumn 2020 but is slightly higher than National • NEETs at 10.8% at year end compared to 8% last March. • Reduction in exclusions, 8.8% for SEN Support and 8.0% for EHCP (impacted by Covid).
Young people with SEND not in education, employment or training (NEETs)	
The impact of Covid – lost learning, impact on transitions and mental health and wellbeing	

Preparation for Adulthood (PfA)

Areas experiencing improvement	Data Evidence
Community based learning offer piloted 2020/21 (challenging during Covid)	<ul style="list-style-type: none"> • 'Transition navigator' post created and recruited to • Moving online the annual employers/providers showcase event for YP with SEND, promoting PfA and high aspirations • Increasing number of schools with an Enterprise Coordinator (28 of 34)
Supporting young people with an EHCP preparing to move into adulthood (across housing, health, social care, benefits, community participation and employment)	
Increasing number of schools have an Enterprise Coordinator (EC) linked to the Careers Hub	
Personal Budget Policy in place	
Strengthening (or adapting given Covid) support to young people with SEND into employment	

Areas in need of improvement	Data Evidence
Impact of Covid and economic climate is affecting many aspects of PfA including community based learning opportunities and employment opportunities	<ul style="list-style-type: none"> • What young people have told us
Making changes which young people tell us will help make the wider community of BCP feel a more inclusive place to live	
Embedding high aspirations for adulthood, and providing practical opportunities in the curriculum across schools and colleges for young people with SEND	
Suitable independent housing options	

Joint Commissioning

Areas experiencing improvement	Data Evidence
Commitment and partnership working on joint commissioning	<ul style="list-style-type: none"> • Joint commissioning strategy in place • SENDiass jointly commissioned • Multi Agency Resource Panel in place • New CETRs for Dorset CCG in post; system wide training underway
Embed a framework and practice guidance across the system for Care & Education Treatment Reviews (CETRs) New Care & Treatment Review Co-ordinator for Dorset CCG in post	
External review of sufficiency and provision	

Areas in need of improvement	Data Evidence
<p>Large scale and longer time frame pieces of work underway on pathways for children and young people with:</p> <ul style="list-style-type: none"> - speech, language and communication needs (SLCN) - social, emotional and mental health needs (SEMH) - autism 	<ul style="list-style-type: none"> • Feedback from families, use of provision/graduated response

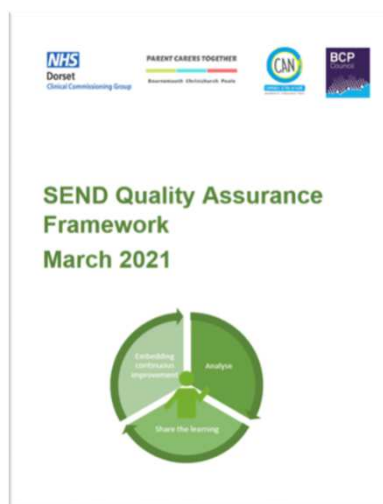
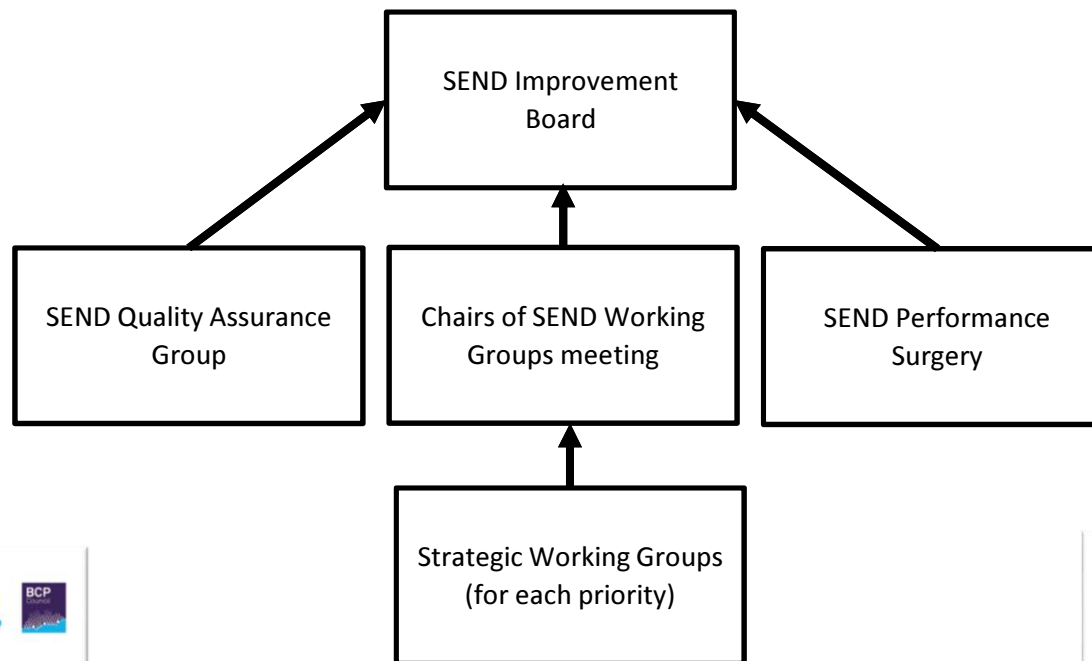
Cross cutting challenges we are tackling

- Embedding system wide culture change
- Inclusion
- Impact of Covid on children and young people and their families, especially in relation to PfA
- Responding to increasing need and complexity of need
- Pace and impact

Governance

Giving a clear line of sight across the system and partners

Cabinet, Overview & Scrutiny, wider partnership boards



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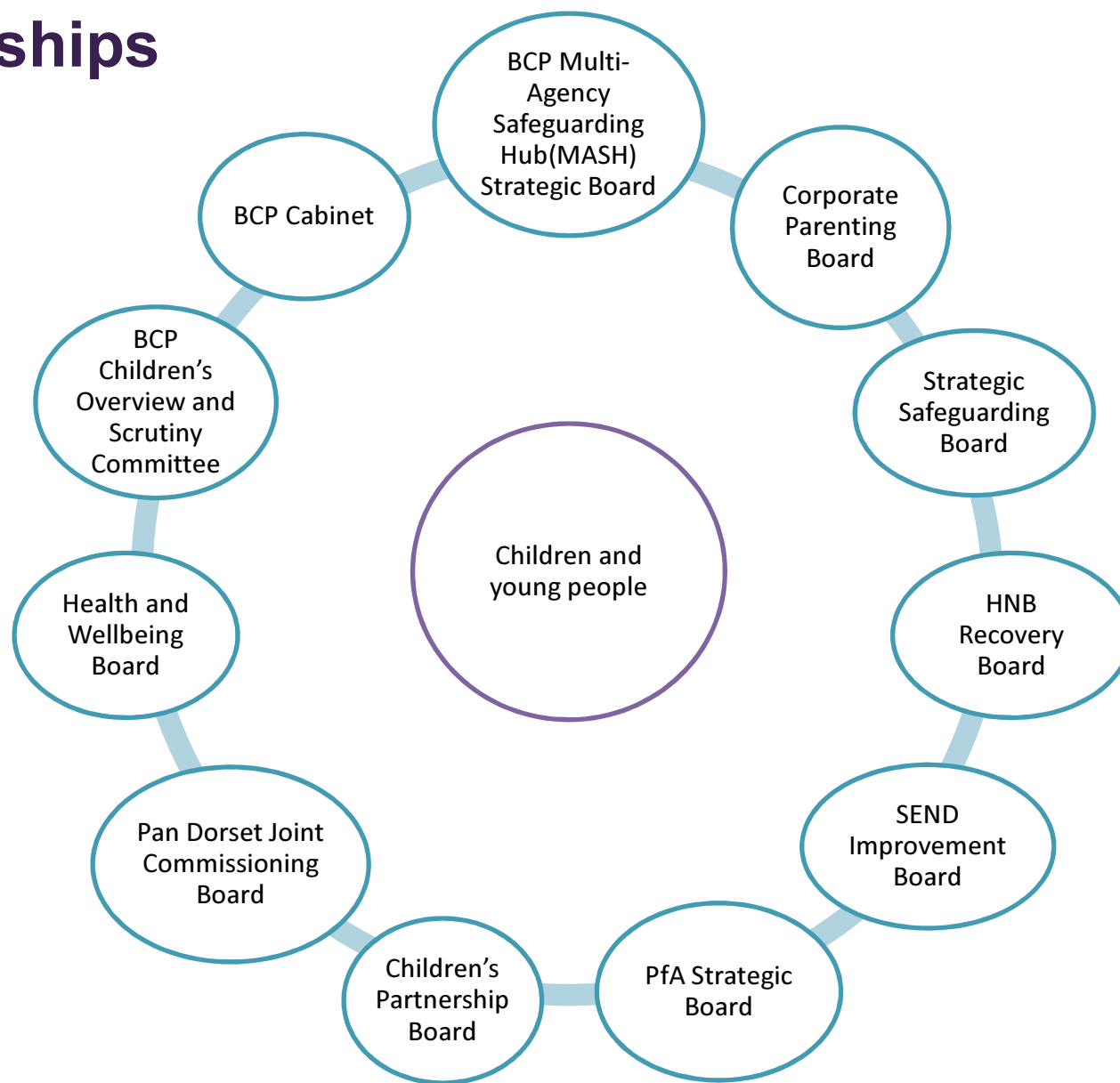
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Partnerships



Thank you

SEND Improvement Board

Report Subject	Performance Report February 2021
Meeting Date	23 April 2021
Name	Vikki Whild, Interim Head of Children's Performance Jane Trevett, Lead Information Management Officer
Introduction	This report summarises the February Performance Report for the SEND system.
Progress to Date	<p>Key progress to date, evidenced by performance:</p> <ul style="list-style-type: none"> The number of EHCPs continues to rise, now 2,695 up 9.6% on the same period last year. 42 new EHCPs were issued in the month and 44 new requests for assessment were received in the same period, up from 35 in the previous month. There were marginally more EHCPs issued than new requests in the period. In the academic year to date, 8 mediation cases have been held, none of which have gone on to tribunal. This suggests that mediation remains highly successful at reaching a resolution. Continuing low numbers of appeals registered. 3 appeals were registered with the tribunal in February, and no tribunal outcomes were reached in the period. 7 tribunal cases are ongoing currently; those cases that do progress to tribunal are increasingly becoming more complex. An increase in the percentage of 2-2.5 year olds offered ASQ-3 as part of the Healthy Child Programme or integrated review was noted this month, continuing recovery after the outbreak of Covid. This is now 90.0% compared to a national average of 90.3%.
Challenges	<p>Key challenges highlighted by the performance report are:</p> <ul style="list-style-type: none"> The timeliness of EHCP assessments increased to 21.4% in February, the highest performance since May 2020. The decision regarding whether to assess at the 6 week mark has significantly improved to 70%, which

	<p>is projected to improve overall timeliness for the completion of assessments. Multi-disciplinary training has been delivered by the Council for Disabled Children to the SEND team and colleagues from health and social care. A Care Advice Coordinator is now in post, to ensure social care advice is secured in accordance with timescales and is of a good quality. Weekly meetings to track statutory advice are now being implemented.</p> <ul style="list-style-type: none"> • The completion of Annual Review meetings by schools remains high (85.9%) in February. The number of Annual Reviews then completed by the LA increased to 158 in February, however, there are 326 children with an outstanding annual review. A working group has been identified to review Annual Review paperwork, which commences April 2021, and a systems thinking approach is underway within the SEND team to streamline the process. Additional resource to undertake overdue reviews has been identified, but the recruitment of staff for short, fixed term positions may be challenging. • SALT data received for Quarter 3 shows an increasing rate of referrals into the service pan Dorset, with an increase in assessments completed as part of the ASD pathway. Ongoing system level work programmes in relation to SCLN pathway and All age autism review are in place to better understand need and deliver improvement. • The percentage of children in care with an EHCP who have an overdue health assessment remains too low at 70.7%. This is being followed up at a child level. There is a delay in completing and receiving out of area health assessments, and health assessments generally are not added to the child's record in a timely way. A multi-agency meeting in March agreed a streamlined process to add assessments to a child's record and introduce a quality assurance process for health assessments. • 10.8% of 16-18s with an EHCP were NEET in February, up from 4.8% in the same period last year. 26 young people with an EHCP are in an apprenticeship, traineeship or internship (up 2 from the previous month) and 3.5% of 18-25s with a learning disability are in paid employment (no change from previous month). The creation and recruitment to a transition navigator post within BCP Council will enable
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	<p>improved advice and information to young people who are at risk of NEET. The SEND Team is currently focussing on young people with EHCPs in year 11 to support them into post 16 opportunities. A strategic Preparing for Adulthood group is being established to progress a more comprehensive, seamless and coordinated approach to support young people into adulthood.</p>
Next Steps	<ul style="list-style-type: none"> • Move frequency of full Performance Surgeries attended by partners to quarterly, with data collection and commentary remaining monthly with review by Head of Service SEND, Head of Children's Performance and SEND Improvement Programme Manager. • In line with March SIB action, bring together quality and performance data in June, which is efficient while providing assurance to the Board. • Reintroduce CAMHS performance data to the report, which has not been received since June 2020.

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CABINET

Report subject	Sufficiency Strategy for Children in Care (CiC) and Care Experienced Young People (CEYP) 2021 – 2024
Meeting date	23 rd June 2021
Status	Public Strategy
Executive summary	The Sufficiency Strategy sets out how Bournemouth, Christchurch and Poole Council (BCP Council) intends to meet its sufficiency duty as laid out in section 22G of the Children Act 1989. This requires local authorities to take steps that secure, as far as reasonably practical, sufficient accommodation for children in care within their local authority area.
Recommendation	That Cabinet recommend that Council fully supports this strategy
Reason for recommendation	<p>In 2010, the Statutory Guidance for the Sufficiency Duty was issued. This guidance is explicit in placing a duty on all local authorities and children's trusts to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty.</p> <p>The Children & Social Work Act 2017 extends the duties on all local authorities (including District and Borough Councils) to have regard to a set of corporate parenting principles when exercising their functions in relation to children in care and care experience young people up to the age of 25.</p>
Portfolio Holder(s)	Cllr Mike White - Portfolio Holder for children and young people
Corporate Director	Elaine Redding - Corporate Director, Children's Services
Contributors	<p>Sarah Langdale – Children's Commissioner, Quality and Commissioning</p> <p>Brian Relph – Service Director, Children's Social Care</p> <p>Lorraine Marshall – Service Director, Children's Social Care</p>

Wards	Council wide
Classification	For Recommendation / Update and Information

Background

1. This Sufficiency Strategy supersedes the previous 2017 – 2020 strategy and sets out how BCP Council will ensure that the right care, accommodation and support services are available for children in care and care experienced young people. Our overall aim is to ensure that the best outcomes for our children and young people are achieved by working across the council and with partners.
2. The national and local drivers underpinning this strategy are:
 - The Children Act 1989
 - The council's Corporate Strategy which sets out our ambition for children and young people to have brighter futures, providing a nurturing environment, high quality education and great opportunities to grow and flourish.
 - The council's Corporate Parenting Strategy, which sets out our commitment to being the best corporate parents and grandparents so that our children in care and care experienced young people have bright futures
3. The Strategy includes:
 - A profile of the BCP population of children in care and care experienced young people.
 - Data in respect of the availability of in-house fostering provision, Independent Fostering Agency (IFA) provision, residential children's home provision and post 16 externally commissioned semi-independent provision and Housing commissioned provision which offers accommodation with housing related support within/close to the BCP area.
 - Comprehensive data analysis of accommodation needs for children in care and care experienced young people.
4. The sufficiency strategy for 2021-4 uses sufficiency data from March 2020 data returns as the baseline. This enables relevant statistical national and regional comparisons and data will be updated on an annual basis throughout the life of the report.
5. Priorities are clearly documented within the Sufficiency Strategy to ensure that the Council is able to meet the predicted future needs for securing suitable accommodation. A multi agency action plan has been developed with key strategic leads identified.
6. The Sufficiency Strategy has been consulted on within Children's Services and it is anticipated that the final version will be signed off by Cabinet in September 2021.

The Sufficiency Strategy for CiC and CEYP 2021 – 2024

7. The purpose of the Strategy is to set out BCP Council's vision for, and approach to, providing sufficient, safe, secure and suitable placements for children in care and care experienced young people over the next 3 years. It supports the delivery of BCP Council's Children in Care Priorities, an important element of planning sufficient

accommodation is to take early, preventative action to support children and families so that fewer children come into care.

Capturing the Voice of Children and Young People

8. Each strategic lead will have their own mechanisms to enable participation and to gather views and feedback, finding out what children and young people views are about the accommodation, care and support available. These views will inform the monitoring and commissioning of providers and the provision they offer.
9. To help develop our strategy over the next three years we will ask the children and young people of Bournemouth, Christchurch and Poole to share with us what they believe suitable accommodation should look like. During 2021 engagement has been sought from young people via the Youth Parliament debates on homelessness. Further engagement via Corporate Parenting Board and CiC / CEYP participation will ensure all views are captured.
10. Providers will share their experiences of the conversations they had with children and young people who have access their accommodation, this will enable us to work in partnership to create accommodation which can meet all young people's needs and where they can flourish and find stability. Understanding why accommodation may not be meeting need will enable us to proactively monitor providers, embed high standards of care and support and acknowledge that good to outstanding services respond well to all situations facing children and young people.

The Sufficiency Strategy Priorities

11. Our priority areas over the next three years include:
 - Priority 1: Improve services to support children, prevent children entering care and increase support to families to help children to return to their home through the new edge of care and early help offer.
 - Priority 2: Embed the Housing Strategy for care experienced young people
 - Priority 3: Increase in local fostering placements.
 - a. Increase the in-house fostering cohort, especially for age range 12+ years
 - b. Increase the independent fostering agency availability of placements within a 20-mile radius of BCP Council through partnership working and framework management.
 - Priority 4: Improve commissioning arrangements for complex joint placements and arrangements that support these for example shared care and short breaks
 - Priority 5: Increase the number of providers and improve the quality of residential provision within the BCP area through market shaping and monitoring.
 - Priority 6: Based on current and emerging needs, taking a strategic commissioning approach in developing the market to provide suitable local provision for

complex teenagers both on the edge of care and in care who are at high risk of CE.

Priority 7: Improve the monitoring of placements and the connectivity between commissioning, the provider and social worker to ensure outcomes are appropriate and met.

12. To achieve these priorities the Sufficiency Strategic Leads will oversee a Sufficiency Working Group which has been created and will chaired by the Children's Strategic Commissioner. This Working Group will monitor and track the progress of the priorities within this strategy

Consultation

13. All members of the Children Services Extended Leadership Team have had the opportunity to contribute to the development of the strategy, and to comment on it prior to it being formally signed off by Children's Services Senior Leadership Team.
14. Comments and suggestions received during the consultation period were considered and either reflected in the final version of the strategy or embedded within the 'action plan'.

Next steps

15. Sufficiency Strategic Lead meetings will be organised in order to monitor the operational activity of the working group. There will be a clear focus and energy on achieving the seven key priorities as outlined in the Sufficiency Strategy. The meeting will ensure that all multi agency parties are working towards the intended outcomes.
16. Achievements will be reported into the 'Children and Young People Partnership Board.

Summary of financial implications

17. The Sufficiency Strategy for Children in Care (CiC) and Care Experienced Young People (CEYP) will guide and enable joint funding of accommodation and support services across the partnership to ensure objectives are met and aid the development effective and efficient ways of working.
18. Where there is opportunity to jointly fund with partners this will be explored.

Summary of legal implications

19. There is a statutory duty on Local Authorities to produce a Sufficiency Strategy as detailed in section 22G of the 1989 Act which requires local authorities to take strategic action in respect of those children they look after and for whom it would be consistent with their welfare for them to be provided with accommodation within their local authority area.
20. Although the sufficiency duty lies with each local authority, that duty can be implemented most effectively through a partnership between the authority and its Children's Trust partners. Each local authority has a duty, under section 10 of the Children Act ('the 2004 Act') to make arrangements to promote co-operation with its

relevant partners with a view to improving the wellbeing of children in the authority's area.

21. The guidance is therefore issued under two provisions:
- section 7 of the Local Authority Social Services Act 1970, which requires local authorities, in the exercise of their social services functions, to act under the general guidance of the Secretary of State; and
 - section 10 (8) of the 2004 Act, which requires all local authorities in England and each of their relevant partners to have regard to guidance from the Secretary of State when exercising their functions in relation to their duty to co-operate to improve the wellbeing of children in the local area.

Summary of equality implications

22. In achieving the priorities of the strategy provision will, where possible be commissioned to inequalities where possible and to respect and support children and young people where 'protected characteristics' apply.
23. The Sufficiency Strategic Leads will ensure that data is analysed and continues to inform all areas of accommodation commissioned which may affect children and young people such as emotional health and wellbeing, mental health, stability, and choice.

Summary of risk assessment

24. A risk register will be incorporated within the sufficiency action plan 6 months after the strategy has been adopted, when more detailed planning is under way.

Background papers

None

Appendices

Appendix 1 - Sufficiency Strategy for Children in Care (CiC) and Care Experienced Young People (CEYP) 2021 – 2024

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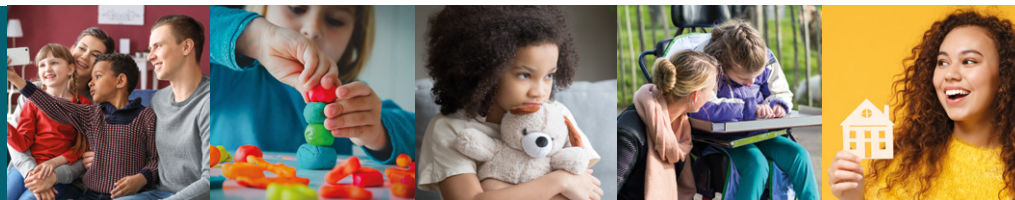
2021-24

Sufficiency strategy for children in care and care experienced young people

Quality and Commissioning



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The Sufficiency Strategy

This document sets out how Bournemouth, Christchurch and Poole Council (BCP Council) intends to meet its sufficiency duty as laid out in section 22G of the Children Act 1989. This requires local authorities to take steps that secure, as far as reasonably practical, sufficient accommodation for children in care within their local authority area.

The Children Act 2008 further defines sufficiency as “a whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do come into care. For children in care, local authorities and their children’s trust partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of children in care and young people within their local area”

In 2010, the Statutory Guidance for the Sufficiency Duty was issued. This guidance is explicit in placing a duty on all local authorities and children’s trusts to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty. The Children & Social Work Act 2017 extends the duties on all local authorities (including District and Borough Councils) to have regard to a set of corporate parenting principles when exercising their functions in relation to looked after children and care experience young people up to the age of 25.

Purpose of the Sufficiency Strategy

The purpose of this Strategy is to set out BCP Council's vision for, and approach to, providing sufficient, safe, secure and appropriate placements for children in care and care experienced young people over the next 3 years.

It supports the delivery of BCP Council's Children in Care Priorities, an important element of planning sufficient accommodation is to take early, preventative action to support children and families so that fewer children come into care.

Executive Summary

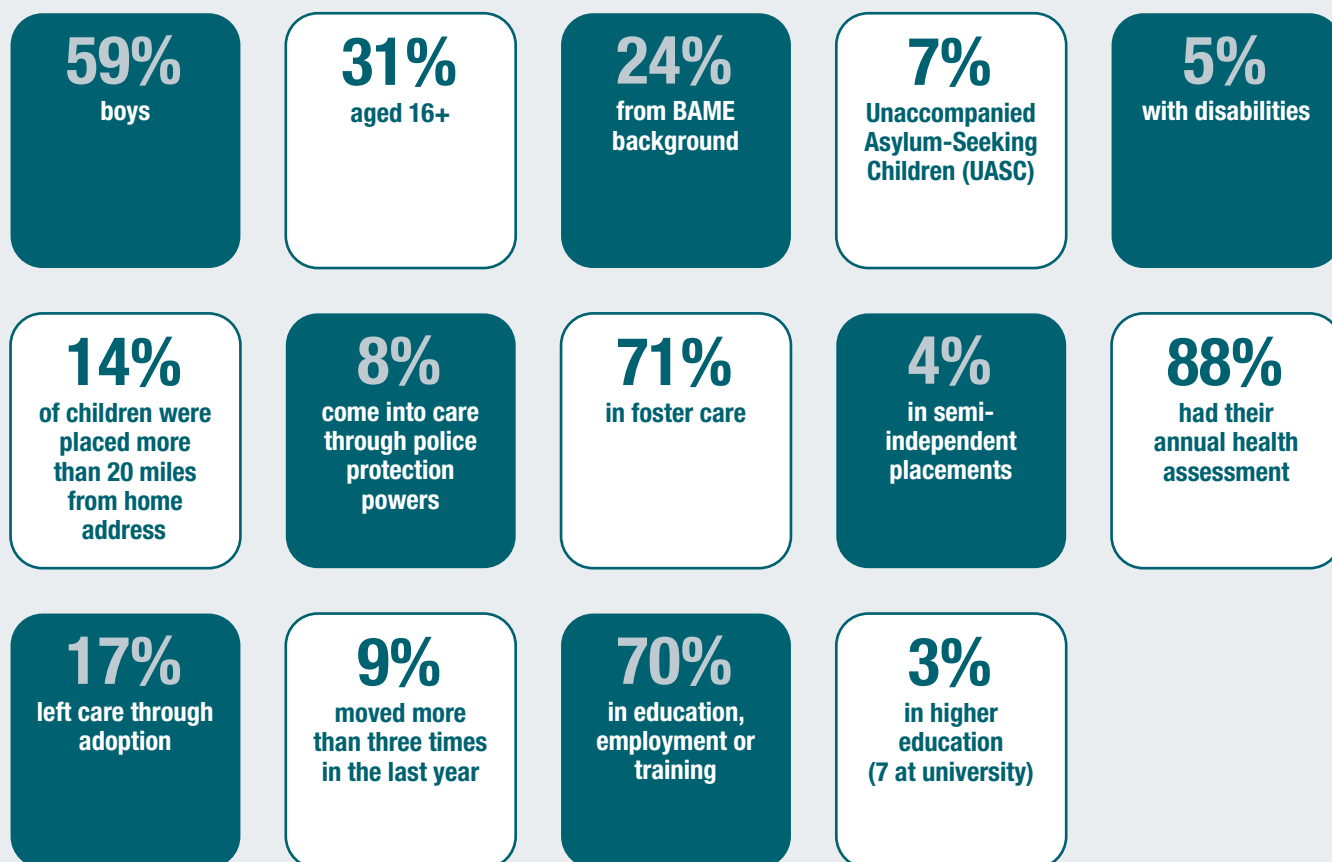
This Sufficiency Strategy sets out how BCP Council will ensure that the right care, accommodation and support services are available for children in care and care experienced young people. Our overall aim is to ensure that we achieve the best outcomes for our children and young people working across the council and with partners.

The national and local drivers underpinning this strategy are:

- The Children Act 1989
- The council's Corporate Strategy which sets out our ambition for children and young people to have brighter futures, providing a nurturing environment, high quality education and great opportunities to grow and flourish
- The council's Corporate Parenting Strategy, which sets out our commitment to being the best corporate parents and grandparents so that our children in care and care experienced young people have bright futures.



On 31 March 2020, there were 526 children in care (CiC) and 252 care experienced young people (CEYP) within the BCP area. The profile of our CiC / CEYP is based on those in care at the end of 2019/20.



Our rate of CiC is higher than the average for local authorities (LAs) with a good/outstanding Ofsted rating and higher than England as a whole (70 per 10,000 population compared to 65 nationally and 63 for good/outstanding LAs). We are offering more support to enable children to remain safely at home or to return home when it is in their best interests. Targeted support through the Edge of Care Team will in future work with children at high risk of exclusion due to exploitation risks. Children from both mixed backgrounds and other ethnic backgrounds are over represented among children in care when compared to their proportions in the under 18-year-old BCP Council population.

The number of CiC placements required over the three years of this strategy will continue to be influenced by national and local drivers. National drivers such as the Staying Put Policy, Southwark and local drivers such as growth in our 11-17 year-old population will put pressure on the demand for placements while initiatives such as our Edge of Care offer and targeted work referred to above will reduce the demand for placements. While we remain ambitious in these and other priorities (identified below) at the very least we expect to reduce children and young people in care placements across the BCP area from its current level of 70 per 10,000 of the population to the national average of 67 per 10,000 which would reduce the number of CiC by approximately 4 percent.

Our priority areas over the next three years include:

Priority 1

- Improve services to support children, prevent children entering care and increase support to families to help children to return to their home through the new edge of care and early help offer

Priority 2

- Embed the Housing Strategy for care experienced young people

Priority 3

- Increase in local fostering placements.
 - a. Increase the in-house fostering cohort, especially for age range 12+ years
 - b. Increase the independent fostering agency availability of placements within a 20 mile radius of BCP Council through partnership working and framework management

Priority 4

- Improve commissioning arrangements for complex joint placements and arrangements that support these for example shared care and short breaks

Priority 5

- Increase the number of providers and improve the quality of residential provision within the BCP area through market shaping and monitoring

Priority 6

- Based on current and emerging needs, take a strategic commissioning approach in developing the market to provide suitable local provision for complex teenagers both on the edge of care and in care who are at high risk of Criminal Exploitation

Priority 7

- Improve the monitoring of placements and the connectivity between commissioning, the provider and social worker to ensure outcomes are appropriate and met.

We have established a Sufficiency Working Group which is chaired by the Children's Strategic Commissioner. This group will monitor and track the progress of this strategy.

General introduction

This strategy sets out how BCP Council will provide and commission the right care and support for children in care (CiC) and care experienced young people (CEYP) that best meets their needs.

It covers the period January 2021 – January 2024 and complements the new offer for Edge of Care and the pledges for children in care and care experienced young people. In turn these feed into and inform the overarching Corporate Parenting Strategy for children in care and care experienced young people. The strategy is informed by the findings and analysis of need and by what our children in care and care experienced young people have told us.

A child is legally defined as ‘looked after’ by a local authority if he or she:

- is provided with accommodation under section 20 Children Act 1989 from the local authority for a continuous period of more than 24 hours
- is subject to a care order (places the child into the care of the local authority)
- is subject to a placement order (to place the child with adopters).

Young people can also be provided with accommodation under section 17 of the Children's Act 1989 in some rare cases of 16 and 17-year olds who need accommodation but do not want to be in care.

Performance data is based on the annual 31 March snapshot data and the 2019/20 statutory return about young people and their placements.





2. National drivers



Section 22G of The Children Act 1989 requires councils to provide, as far as is reasonably practicable, accommodation for children in care in their local area which meets the needs of those children. Councils need to consider their strategy for securing the range of accommodation capable of meeting different needs.

This requirement is informed by research which has identified that local placements generally produce better outcomes for children in care, whether provided by the local authority or the voluntary or private sector. Although the duty is focused on improving outcomes and providing accommodation to meet the needs of children in care, the guidance is clear that a key part of this is taking earlier preventative action so that fewer children enter care. As such the scope of this strategy includes children on the edge of care.

A number of national developments shape our delivery of services:

- Staying Put Policy – this policy enables children in care to remain with their foster carers from the age of 18 until 21 (or 25 for young people with disabilities).
- Southwark Judgement. This duty obliges children's services to provide accommodation and support to homeless 16 and 17-year-olds under section 20 of the Children Act 1989 with some potential exceptions where section 17 may be used

- Social Work and Children Act 2017. This act introduces the seven principles of corporate parenting. The act also extends the personal advisor role to care experienced young people until they are 25 years of age if this is requested by the young person. The personal advisor role is no longer dependent on the care leaver being in education or training
- Remand Process. Children aged 10-17 years of age who are refused bail and remanded in local authority care or youth detention accommodation have the status of children in care
- Special guardianship orders (SGO). This is a part law order made under the children's action 1989. This is a legal order where the court appoint a guardian for a child, the special guardian then shares legal responsibility for the child
- Contextual safeguarding. This is an approach to understanding young people's experience of significant harm beyond their families. It recognises the different relationships that young people form in their schools and online which can feature violence and abuse.

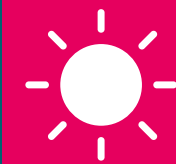
Unite (the forum for children in care) and Insight (the forum for care experienced young people) have each developed a set of pledges, the following of which are to be implemented through commissioning:

- **Pledge 2** – children in care will receive information about their placement before they move there (Unite)
- **Pledge 7** – every child in care will feel listened to and involved in making plans about their own life (Unite).





3. Vision and principles



The council's Corporate Strategy sets out our ambition for children and young people to have brighter futures, providing a nurturing environment, high quality education and great opportunities to grow and flourish. Our Corporate Parenting Strategy sets out our commitment to being the best corporate parents and grandparents.

The vision of this Sufficiency Strategy is to ensure that we:

- achieve the outcomes our children and young people need
- with the best placement
- in the right location at the right time
- for the most competitive price.

Our aim is for our services and performance to be in line with the good or outstanding local authorities by 2022:

The key principles and drivers for our Sufficiency Strategy are that we:

- listen to children and young people and maximise opportunities for co-production to inform and influence service delivery
- secure the best possible placement for every child and young person, with consistent application of processes and standards across internal and external provision
- are clear (to providers) what excellent outcomes look like for each child and young person and explore incentives for achieving these
- young people are provided with choice (where possible) about where they live
- placements are based on best value and evidence of outcomes being delivered
- implement robust commissioning, contract and quality assurance processes and ensure that the same levels of monitoring and quality standards are applied regardless of the geographical distance from the BCP Council area
- working in partnership with other authorities and the market to maximise shared resources and economies of scale
- commissioning priorities are based on the analysis of needs of children in care and care experienced young people.





4. Achievements since the last Sufficiency Strategy



As a result of the information, knowledge, views and data collected in 2018/19 the following were the key headline commissioning intentions for 2019/20.

- 1.** Fostering placements
- 2.** Residential placements
- 3.** Post 16 semi-independent placements
- 4.** Care experienced young people leaving care

The following impact measures were used to assess the success of the outcomes:

- reduce the number of children and young people placed in residential care
- increase percentage of children placed within 20-mile radius of their home address
- increase in the number of in-house resilient foster carers for children range 12+ years
- increase local fostering provision to meet the complex health and disability needs of young people aged 10-15 years old
- increase the numbers of suitable high-quality 18+ accommodation options to young people leaving care
- increase availability of supported accommodation for those young people who do not meet adult learning disability thresholds.

1. Fostering placements

- we have seen a 6 percent increase overall, recruitment campaigns continue
- there has been a small increase in the number of carers and fostering ability to place young people stepping down from IFA bespoke programmes or residential. Work continues in this area
- it has been decided that block booking of IFA beds is not the way forward for the council following research into the Surrey, Oxfordshire, and Dorset approach. The reasons which led to this decision are around the ability to match and having a child centred approach to placements
- further consideration was given to block booking an emergency bed within the BCP area should a placement be required at short notice. Matching again was an inhibitor to this approach and will not be taken forward at this time.

2. Residential placements

- consideration given to block booking with the established local provider within the BCP area. However, concerns regarding the ability of provider to meet the complex needs of our young people was raised. Block booking this provision was deemed not suitable. Monthly meetings are in place to work with the provider to improve their quality of practice
- consultation with smaller providers continues with a view of potentially block booking provision when current beds become available. Also, discussions in terms of expanding established services across the BCP area
- consultation completed on potential block booking of residential provision in partnership with consortia members, aim was to access accommodation when required and share void costs. Review of provision available and costs resulted in the proposal not being financially viable or suitable for local authority partners
- the council has seen a reduction in its use of crisis intervention residential placements for new children into care. The need now tends to be for young people already in our care where placements are at risk of breakdown. As a result, the council is working with providers earlier to prevent breakdowns. The terms of reference for the weekly Permanence Planning and Tracking Panel have been revised with a focus on six key cohorts and the planning of care and placement stability
- targeted work to establish relationships with larger residential providers out of the area has resulted in our need being met when required.

3. Post 16 semi-independent placements

- robust monitoring forms have been designed and signed off by all framework partners. Established monitored procedures and timescales are now in place with the ability to feedback at regional quarterly meetings or alert if concerns are raised
- unregulated guidance, procedures, and flowcharts for monitoring of provision have been shared with all framework partners to ensure a consistent approach
- all of the above is now implemented and embedded within the council's practice.

4. Care experienced young people leaving care

- there has been the development of six studio flats within the BCP area specifically for CEYP at 18 years
- partnership working with external landlords has seen the development of private rental opportunities specifically for UASC cohort
- commissioning is aware of the need to spread provision across Bournemouth, Christchurch and Poole to avoid having homes located in central areas which already have registered children's homes or Houses of Multiple Occupation (HMO) located within them.

At the next annual update we will report on progress against the pledges for children in care and care experienced young people that are about sufficiency and this will be reported to the Corporate Parenting Board, which Unite and Insight are part of.





5. Profile of our children in care and care experienced young people



Overview of BCP Council

BCP Council is ranked the 160th most deprived local authority of 317 in England. While the BCP area is sometimes seen as a relatively prosperous, wealth is not evenly spread, and significant inequalities and pockets of deprivation exist.

Approximately 9,400 children (under 16) and 10,800 dependants under the age of 20 live in families with a low income (reported income is less than 60 percent of the national median average). As well as this, using the English Indices of Deprivation indicator for Index of Multiple Deprivation (IMD), BCP Council has 8,900 children aged 0-15 living in Lower Super Output Areas (LSOAs – small statistical areas) that fall into the 20 percent most deprived in the country.⁵

The BCP area has a smaller proportion of the population under the age of 16 when compared to England and Wales. There are 67,800 young people aged 0-15 living locally (17 percent of the local population compared to a national figure of 19 percent). The number of under 16s is set to increase by less than one percent between 2018 and 2028. While the population increase in under 16s isn't significant, looking more closely at the growth in the population under the age of 18 reveals a more significant growth in the population between the ages of 11 and 18. The number of people in this age group is set to increase by 21 percent while the number of children aged 0-5 and 6-10 is set to decrease between 2018 and 2028.⁶

⁵ Index of Multiple Deprivation, 2019

⁶ www.bpcouncil.gov.uk/Council-and-Democratic/Consultation-And-Research/Research-report-docs/state-of-bcp-report-november-2019.pdf

According to the School Census conducted in January 2019, 78 percent of pupils attending school in the BCP area identify as 'white British', 20 percent identify as 'non-white British' (two percent non-disclosed)⁷

The rate of referrals for BCP Council in 2019/2020 was 453.7 which was lower than the national average of 535 and higher than the south west average of 434.

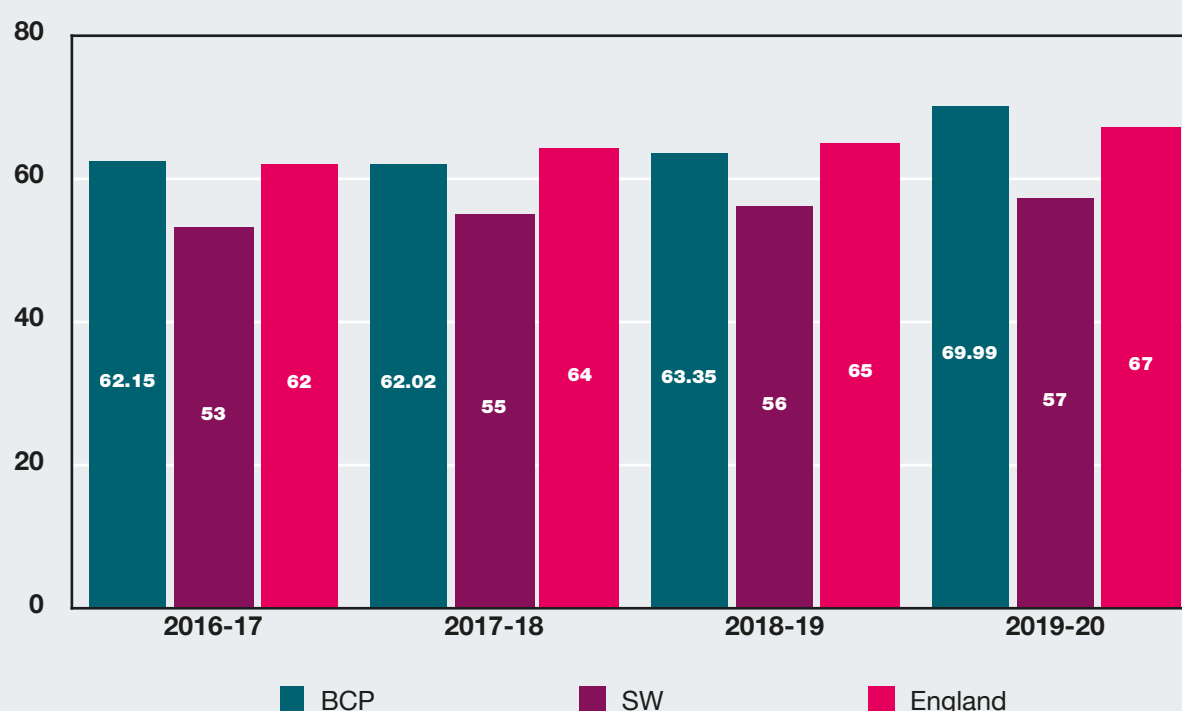
Number of children in care needing homes

As of 31 March 2020, there were 526 children in care in Bournemouth, Christchurch and Poole:

- **42%** of these children are in care as a result of abuse or neglect
- **31%** entered care due to family dysfunction
- **27%** entered care due to factors including absent parenting, the family being in acute stress, parental disability or illness, socially unacceptable behaviour or the child's disability or illness

The rate of children in care has increased from 62 to 70 per 10,000 (children aged under 18 years) between 2016 and 2020. This is higher than the national trend and the rate of children in care in the south west overall.

TABLE 1: Rate of Children in Care – 2016-2020



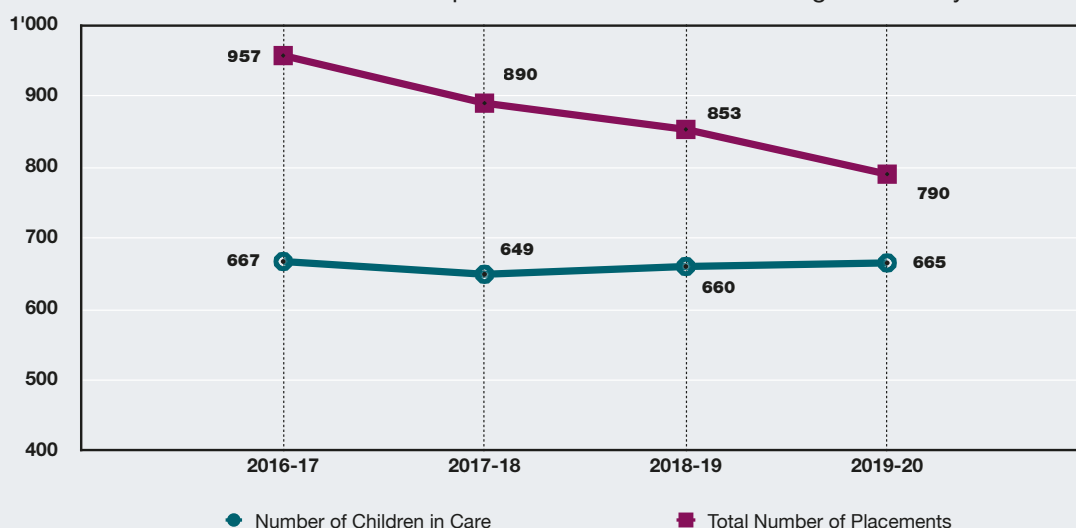
Source: DFE Snapshot data on 31 March each year from 903 Return

⁷ www.bcpCouncil.gov.uk/Council-and-Democratic/Consultation-And-Research/Research-report-docs/state-of-bcp-report-november-2019.pdf

Volume of placements throughout the year

The trend in the last four years has been a decline in the overall number of placements during each financial year. This is despite the overall number of children in care remaining the same indicating that the stability of placements is improving.

Table 2: Total number of placements and children throughout each year



Age profile

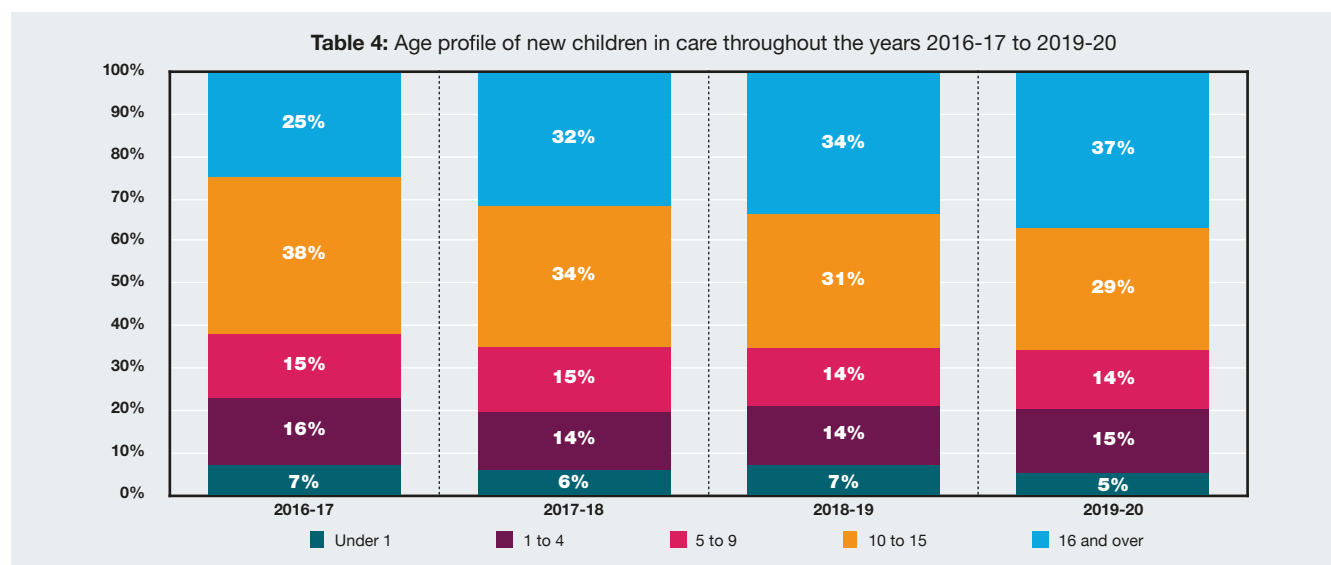
The largest groups of children in care are aged 10-15 years represent 35 percent and 16+ years at 31 percent, which makes up 66 percent of the children in care population.

Table 3: Age profile of children in care at 31 March 2020.

Age group	Number of children in care	% Children in care population	BCP population 19 and under	% BCP population 19 and under
Under 1	29	6%	3868	5%
1-4 years	72	14%	16995	21%
5-9 years	80	15%	22544	28%
10-15 years	184	35%	24346	31%
16 and over	161	31%	11763	15%

Source: CLA 903 data, Mid-Year Estimates 2018 – Data Insight team

Table 4: shows that over the last four years, there has been an increase in placements required for children aged 16 and over. The placements required for 10-15 year-olds has decreased over the same period and currently stands at 31 percent of placements.

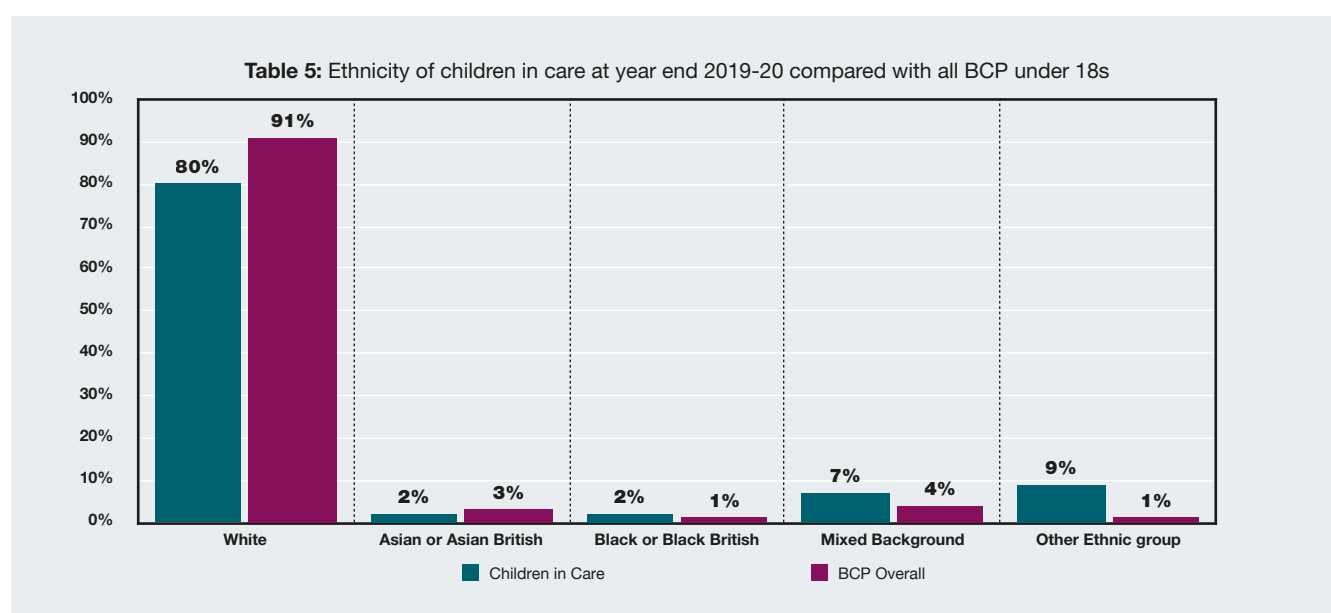


Source: CLA 903 data

Ethnicity

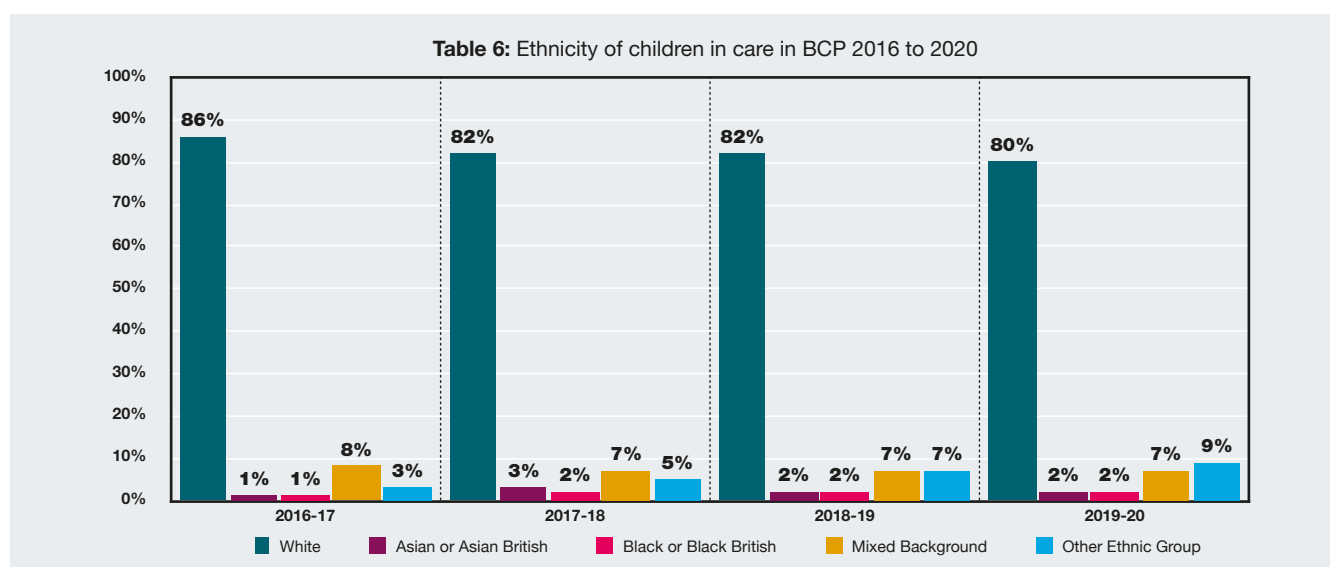
The majority of children in care are from white backgrounds (81 percent) followed by children from mixed and other backgrounds (7 percent each). Children from both mixed backgrounds and other ethnic backgrounds are over-represented among children in care when compared to their proportions in the BCP under 18s population.

Table 5: Ethnicity of children in care at year end 2019-20 compared with all BCP under 18s.



Source: CLA 903 Data, 2011 Census – Data Insight team

Table 6: Ethnicity of children in care in BCP 2016 to 2020.



Source: CLA 903 data

Gender

There have consistently been more boys than girls for whom placements are made. In 2019/2020, boys made up 59 percent of children in care during the year compared to 41 percent for girls, which is higher than the national figure of 56 percent for boys and 44 for girls.

For new entrants into care during 2019/2020, there was a 59:41 split between boys and girls in Bournemouth, Christchurch and Poole.

Care experienced young people

As of 31 March 2020, there were 252 care experienced young people with cases open to the service.

Table 7: shows that there is an even spread of ages for care experienced young people. 24 percent of care experienced young people aged 18 and over are from Black, Asian and Minority Ethnic (BAME) backgrounds and 16 percent have a disability.

Age band	Number of young people	% of young people
18-19	150	60%
20-21	102	40%
Total	252	100%

Source: 903 data, 2019-20

The majority of care experienced young people are provided with suitable accommodation with 92 percent of 17-18 year-olds and 86 percent of 19+ living in suitable accommodation in 2019-2020. This is slightly higher than the national figure for 17-18 year-olds (90 percent) and slightly lower for 19+ at (85 percent).

Children with Special Educational Needs and Disabilities (SEND)

At 31 March 2020, there were 23 children in care identified as having a disability. 13 children met the threshold for children with complex needs and were allocated a social worker with the Child Health and Disability Team. Demand is rising for those children with more complex needs. Three-quarters of EHCPs are for males, with the most frequent needs of autistic spectrum disorder, social, emotional and mental health, moderate learning difficulty and speech, language and communication difficulty.

48 percent of the children in care with disabilities (11 out of 23) live with foster carers (at 31 March 2020). Of the 11 children, two are living with IFA foster carers and nine with foster carers. We need to increase the skills and capacity of our foster carers to enable them to care for more of our children with disabilities and to reduce the number who may be placed in children's homes because there are no suitable foster carers available. Children placed with local families benefit from going to local schools.

BCP Council needs specialist foster carers to provide homes for young people with complex health needs (physical health). We have insufficient foster carers to meet the short breaks offer for children and young people but there are few in house foster carers able to deliver short breaks.⁸

Unaccompanied Asylum-Seeking Children (UASC)

Table 8 shows that the number of Unaccompanied Asylum-Seeking Children (UASC) has doubled in the last four years. The gender breakdown of the UASC population shows that 97 percent are male with only two female UASC in 2019/2020.

Table 8: Total number of UASC in BCP 2016-2020 (at 31 March each year).

Year	Number of UASC under 18 years of age	Number of UASC aged 18 and over	Total number of UASC
2016-2017	29	1	30
2017-2018	42	21	63
2018-2019	33	23	56
2019-2020	39	22	61

Source: CLA 903 return

⁸ Short breaks are activities for disabled children and young people to give them opportunities to have fun, spend time away from home with their friends and develop skills and independence.pdf

Complex needs of our children in care

The issues as of September 2020 for the council's newly formed Complex Safeguarding Service cohort (55 young people) were:

- **90%** use cannabis very regularly
- **20%** regular missing episodes feature in young people's risk profile
- **95%** have experienced childhood trauma and adverse childhood experiences
- **90%** being coerced into organised supply of drugs
- **10%** being coerced into sexual exploitation
- **95%** have a very limited education offer
- over representation of dual heritage males living with single mum within the cohort
- alternative custody placements required to offer a bail alternative to police custody
- accommodation options for families to create safety (in situations where it is unsafe for the families to remain in Bournemouth, Christchurch and Poole).

It is acknowledged that an increase in family-based placement sufficiency for children aged 14 years plus who have suffered significant trauma is required both longer term and respite provision. Placements are often required in an unplanned way which limits the ability to source a placement which will meet all the identified needs of the child. The education offer is limited for high need, high risk young people and this impacts on placement stability.





6. Review of current provision and market analysis



BCP Council operates within a mixed economy of internal and external provision. Placements are commissioned through framework and spot purchasing arrangements, some of which are regional. In recent years, we have seen a decline in IFA placements compared with in house fostering placements. In-house placements now make up most foster care placements.

BCP Council works directly with external providers alongside regional LA partners to expand what provision is available to meet the needs of our children.

We have an increasing proportion of children in foster care. Table 6 shows that at 31 March 2019, 71 percent of all Bournemouth, Christchurch and Poole children in care were in foster care. The national average is 72 percent.



Table 9: Use of placements in Bournemouth, Christchurch and Poole (at 31 March 2018 and 2019).

Placement type	2017-18		2018-19		2019-20	
	Number	%	Number	%	Number	%
Foster carers	297	64.29%	338	70.71%	383	72.81%
Semi independent	34	5.37%	36	5.83%	38	5.67%
Children's homes and hostels	33	5.51%	29	4.98%	23	3.64%
Placed for adoption	32	5.65%	10	1.81%	7	1.15%
Youth offender institution or prison	1	0.19%	0	0.00%	1	0.17%
Secure unit	0	0.00%	0	0.00%	—	0.00%
NHS/health trust/medical or nursing care establishment	2	0.38%	3	0.55%	6	1.00%
Residential accommodation	39	7.34%	31	5.74%	31	5.21%
Placed with parents	24	4.88%	30	5.89%	29	5.14%
Family centre/mother and baby unit	0	0.00%	1	0.21%	5	0.93%
Other placements	3	0.64%	0	—	3	0.57%
Total	465	94.25%	478	95.72%	527	96.29%

Placements with in-house fostering team

The council's fostering service has the following category of placements for our children and young people.

Table 10: Children in care placements in foster care provision by type of foster carer placement as of September 2020.

	Number of households	Number of placements available	Actual take up	Placements not available	Vacancies
Mainstream	137	205	165	31	12
Friends and family	59	N/A	77	N/A	N/A
Shared carers	9		12		
Supported lodgings	52	74	52	13	8
Emergency carers	4	3	1	0	3
Staying put	15	19	19	0	0
Parent and child carers	2	2	0	1	0
TOTAL	278	303	326	45	23

Mainstream carers

The council's fostering service recognises that children and young people in care should be provided with the very best of care, nurture, support, and opportunities to meet their full potential. We aim to recruit and develop the skill base of our carers locally to provide the least disruption for our children and young people.

We are committed to matching children to carers who meet individual needs, including those relating to sibling groups, disabilities, complex emotional and behavioural needs and cultural or religious origins. Our fostering placements aim to be healing environments for children with an emphasis on therapeutic care in which skilled carers can use techniques from PACE, Theraplay and NVR and Life Story Work.

Foster carers training programme

We are very proud of our comprehensive post approval foster carer training programme. We believe that our foster carers need the opportunity to reflect on practice and develop their knowledge and skill base. The key aim is to ensure that the training being offered is transforming practice and making a difference in the lives of the children and young people placed.

Training opportunities have been developed to ensure that all foster carers, regardless of ability or skill level can have the opportunities to fully participate in developing their skills and knowledge base. We take a person-centred approach to all training plans and are mindful in respects to individual needs, such as dyslexia or when English is not the first language.

Training opportunities include:

- dedicated training and development officer
- personalised training portfolio for each foster carer
- broad and extensive range of training opportunities including face-to-face and online
- opportunities for extended training events
- transitions support group facilitated by a clinical psychologist
- opportunities for foster carers to become champions and coaches
- day / evening monthly Foster Care Forum
- bespoke training package for newly approved foster carers
- PACE support group facilitated by a clinical psychologist
- monthly Training Standards Development Workshop
- Parent and Child Reflection Group
- dedicated monthly clinical support with a clinical psychologist for friends and family carers
- 1:1 to support available for foster carers to complete training, support, and development workbooks

- virtual support group for foster carers who are supporting young people with substance misuse issues
- virtual support group supporting foster carers where young people have self-harming behaviours
- virtual support group for our enhanced and resilience foster carers.

Parent and child carers

There are currently only two parent and child foster carers within the in-house fostering team. A recruitment campaign needs to be initiated to increase this number of parent and child carers by three and supported lodgings carers by one carer in order to meet demand.

There are currently two in-house supported lodgings carers within the in-house fostering team. There is a need to increase capacity within the supported lodgings service to include placement offers for young parents with children. The aim is to increase this number to three by April 2021.

Increasing the number of carers will mean we are able to offer local placements close to their support networks and will positive rehabilitation back into the community.

Shared carers

There is a shortage of in-house shared care foster carers for children and young people with a range of complex needs, which may include but not be limited to autism spectrum disorder and learning disabilities. The recent transfer of this service to our in-house fostering service will see a targeted recruitment for shared carers who will be registered as foster carers. The focus of the recruitment will be building on families and professionals who have a connection to disability as this is often a common theme of specialist carers. This will include staff at special schools, (community) nurses, social workers, and teaching assistants. Collaboration between the 0-25 SEND service and the fostering service will identify potential shared care foster carers. We currently have seven shared carers across the BCP area, and the aim is to increase this to 17 by April 2022.

The council is committed to supporting foster carers who may require adaptations to their family homes in order to allow them to provide shared / foster care to young people with more complex needs. This will be assessed on an individual basis.



Remand Foster Care Beds

The Remand Foster Care Bed Scheme was designed for children in police custody who are required to attend court the following day (or so). Custody officers have a duty of care under the Police and Criminal Evidence Act 1984 (PACE) to secure the transfer of the arrested child to local authority accommodation. Local authorities then have a duty to ensure the child is kept safe, protected and 'accommodated'.

In partnership with Dorset Council, we have three carers who are on a rota to offer a remand bed should it be required. Demand for this service is low across the BCP area with the service used for only four nights since 2018. A review of the Remand Fostering Bed Scheme is being carried out in 2020/2021.

Sibling groups

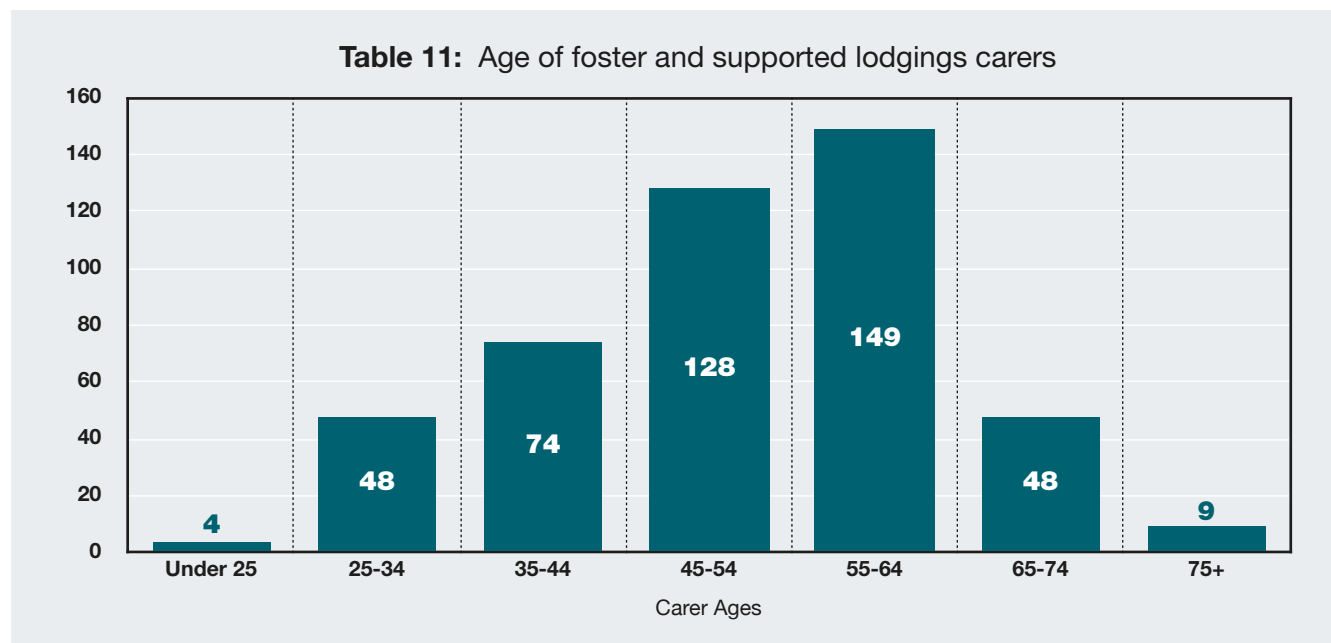
BCP Council currently has 48 foster carers who can have more than two children placed in order to accommodate sibling placements. We currently have 38 sibling groups placed, excluding those in friends and family placements.

The challenge is the changing demographic of carers and the challenge of recruiting carers who have properties large enough to accommodate large sibling groups.



Age profile of foster and supported lodgings carers

Table 11: Age of foster and supported lodgings carers⁹



BCP Council has 278 fostering households with a total of 461 carers both primary and secondary carers are included within the age profiles above. 12 percent of carers are aged over 65 years with 44 percent aged over 55 years.

99.9 percent of our foster care households are located within BCP with only 0.1 percent in a neighbouring authority. Whilst it is recognised that some children and young people would benefit from a family-based placement outside of the BCP area due to their own individual situation, recruitment within the area and the ability to support carers robustly remains a challenge.

BCP Council has foster carers who are approved and registered to take a range of children from single to multiple sibling placements.

Placements with connected carers

BCP Council is committed to family-based placements and recognise that children and young people achieve better outcomes when placed within a family setting. Social workers are required to investigate placements with connected persons before a referral into the Access to Resources Team can be made for an internal or external provision of care.

BCP Council has an effective assessment process in place for family members who are identified as potential connected carers, all assessments are completed within statutory timescales.

⁹ Where there are two adults registered in the household, the age of the primary foster carer has been used.

We have seen an artificial increase in the number of connected carers, this is due to current expectations from the courts that a child should live with the carer for a minimum of three months before a special guardianship order SGO can be granted.

Fostering Service Development Programme

Developing spaces for young people who struggle to live in a family home. Looking to develop garages or annexes within the family home. A business plan is in development and carers have expressed an interest in this programme.

Stand By Me. Developing a scheme where young people living in semi-independent provision however would benefit from a link with a family. The 'stand by me' programme will look at offering support such as a family meal, washing and general parental support when required.

The shared care arrangement for some of our more complex young people is being trialled at the moment where there are a set of two sets of foster carers allocated to one young person with their own room, within each family home and a regular pattern of respite.

Adoptions

Legal permanency which includes adoption, special guardianship orders (SGOs) and long-term fostering provide the best outcomes for children and young people.

BCP Council, along with Dorset Council, has a service level agreement for Aspire to provide adoption and special guardianship services including adoption assessments, special guardianship assessments, family finding, and post order support. Aspire has case responsibility for most children who are subjects of Placement Orders.

In 2019-20, 42 children in the BCP area were made subjects of 'Should Be Placed for Adoption' (SBPA) decisions. There is no clear pattern which can be identified within or across the local authorities in relation to numbers of SBPA decisions each quarter to manage workloads for staff in Aspire, or to manage the workload of the agency decision makers in each local authority.



Twenty-seven Placement Orders were made by the courts from 1 April 2019 to 31 March 2020. Following on from the local authority decision that a child should be placed for adoption, Placement Orders give social workers legal authority to place a child for adoption. There continues to be a significant discrepancy between the number of local authority decisions that a child should be adopted and the courts making a Placement Order. It partly reflects the time lag between a SBPA decision and the final court hearing date, a local authority change of plan before the final court hearing or the court making an alternative permanence plan for the child.

Thirty-three children in the care of the local authorities of Bournemouth, Christchurch and Poole were placed with adoptive families in 2019/20.

The most effective and competent way to place these children is for Aspire to recruit and assess their own families to take children with more complex needs. Recruitment activity has been the priority in the coming year and was stepped up to increase the overall number of adopters and targeted to recruit families who will consider the children currently waiting. Aspire aims to recruit 60 adopters per year to meet the demand for placements across the BCP and Dorset Council areas.

A total of 24 children were adopted in 2019/20, lower than the previous year. The slow down in Adoption Orders is likely to continue for some time as the courts are having to prioritise their work to focus on children at risk and stopped accepting adoption applications in mid-March 2020 because of the COVID-19 crisis.

17 percent of the children who ceased to be in care in 2019/20 were adopted, this is better than the 2019/20 national average of 12 percent but is significantly lower than the preceding two years which was 21 percent in 2017/18 and 2018/19.

National adoption scorecards measure timeliness in adoption activity on a three-year rolling average. They are published by the Department for Education a year later than the activity they are reporting on. The available published data is for the three-year period 2016-2019 and reflects the legacy local authorities of Bournemouth, Poole and Dorset County. Care must be taken as small numbers can result in significant swings in averages if just a few children take longer to place for adoption. The outcome for the child is a positive one but can reflect negatively on the data.

Aspire data for 2019-20 would suggest that for the Aspire local authorities, it took an average of 160 days between the local authority receiving court authority to place the child and the agency decision maker (ADM) deciding on a match to an adoptive family. The England average from the 2016-19 adoption scorecard is 170 days. It took an average of 356 days between a child entering care and moving in with its adoptive family. The England average from the 2016-19 scorecard is 363 days.

The Post Adoption and Special Guardianship Support Team includes social workers, family support practitioners and child psychologists.

Placements with Independent Fostering Agencies (IFAs)

BCP Council forms part of the South-Central Consortia which is a collaboration of 14 local authorities who commission IFA placements via a contractual framework. The framework has been in existence since 2017 and was due to expire in March 2021. The re-tendering process had started; however, the impact of COVID-19 has resulted in a 12-month extension with a proposed tender for a further five years planned from March 2022. The rates paid to the 25 providers are set for the framework period with providers being able to request an annual uplift which requires board approval. BCP Council manages the contract management function of the framework for the consortia and has been recognised by the National Association of Foster Parents (NAFP) as a consortium of good practice. Spot purchase placements are in the minority and tend to be providers bespoke programmes, these are commissioned via the national contract with the added benefit of being monitored through the consortia contract management function which provides added scrutiny of placement standards.

BCP Council has seen an overall increase in IFA fostering households of 29 percent, however this is not reflected in the number of placements available. There has been an overall decrease in the last two years of 18 placement (8.4 percent) and the vacancy rate has decreased by 43 percent.

Between BCP Council and IFA providers, engagement and relationship management continue to be positive. However, the stabilisation of IFA foster care provision within the BCP area may be a direct result of an increase in the use of in-house foster care provision. South Central sufficiency data reports that providers have developed their market within other geographical areas, this is mainly due to a lack of affordable larger housing due to the BCP area being a university town and high demand for large rental properties.

Table 12: Overall BCP IFA Provider Sufficiency Data¹⁰

Year	Households	Maximum placements	Vacancies
2019	68	213	41
2020	88	195	23
Difference	20	-18	-18

¹⁰Short breaks are activities for disabled children and young people to give them opportunities to have fun, spend time away from home with their friends and develop skills and independence.pdf

Comparing data between 2017 and 2020, we have seen a 22 percent increase in placements available, however overall use of IFA placements has reduced by 20 percent. It is important to note that whilst BCP Council has seen a reduction in the use of local IFA provision there is still 1.5 percent of our overall CiC population (eight children) being placed outside of the BCP area which needs to be addressed.

Table 13: Overall BCP IFA regional and local usage data¹¹

	2017	2018	2019	2020
Maximum placements in region [provider data]	159	169	193	195
Live placements [LA data Bournemouth and Poole councils / BCP Council]	105	75	60	84

Residential children's home provision

At any given time, there are approximately 13 children in care placed in residential homes (excluding the children with a disability cohort). Some young people need the care and attention that only a residential children's home placement can provide. These children may have experienced multiple placement breakdowns in foster care; others may not want a substitute family and for them a residential placement is a positive choice.

BCP Council forms part of the South-Central Consortia which is a collaboration of 17 local authorities who commission residential care provision via a contractual framework. The framework has been in existence since October 2019 and is due to expire in March 2025. The rates paid to the 75 providers are set for the framework period with providers being able to request an annual uplift which requires board approval. The Framework providers offer access to 408 homes with 1,710 beds available nationally.

Table 14: Overall BCP IFA regional and local usage data¹²

Homes and beds available			
Year	Homes	Beds	Vacancies
2019	5	30	0
2020	3	10	2

BCP Council has an established residential care provider who due to restructuring has reduced the number of beds it now offers, this alongside the closure of a specialist residential provision has seen a reduction of 20 beds overall within the BCP area.

¹¹Where there are two adults registered in the household, the age of the primary foster carer has been used.

Commissioners have engaged a range of providers with a view to them establishing themselves within the BCP area and increasing the range of residential provision. Partnership work with the existing provider continues to drive up standards of care to cater for our most complex young person.

Overall BCP Council has 6 percent of its CiC population in residential provision, this includes children who reside in specialist educational provision with complex needs.

Short breaks

BCP Council is currently undertaking a short breaks review and we have completed a mapping exercise of existing provision. A revised short breaks statement has been published and the review team are working to align a short break offer across Bournemouth, Christchurch and Poole by April 2021. There is a short break action plan in place to support the re-commissioning of this service.

Direct payments and personal budgets

Direct payments are monetary payments made by BCP Council to individuals who have been assessed as being eligible to receive care services. Instead of the local authority arranging services to meet their care needs, a direct payment enables the individual to purchase and manage their own services.

BCP Council currently operates two in-house direct payment services with three different rates across Bournemouth, Christchurch and Poole and no single Direct Payment Policy. There are currently 100 packages of direct payments and an additional 12 direct payment rates specifically for overnight respite.

Joint commissioning arrangements

Joint commissioning is a strategic approach to planning and delivering services in a holistic, joined-up way. It is a means for the different partners commissioning education, health and social care provision, to deliver positive outcomes for children and young people.

The development of a Multi-Agency Resource Panel (MARP) has been implemented within the BCP area. This process considers in partnership with all professional agencies, the needs of children and young people who require a high cost multi-agency placement. It ensures that all agencies' approved resources are supporting children and young people appropriately and that the service delivery is focused on outcomes for the children and young people.

Funding arrangements are agreed and packages of social care, education and/or health provision commissioned with clearly defined timeframes, quality requirements and outcomes.

Secure children's homes

There are 15 individually managed secure children's homes throughout England and Wales encompassing a range of services within a secure environment that support the individual needs of children in its care. They provide placements for boys and girls aged between 10 and 17 years and include full residential care, educational facilities, and healthcare provision.

The number of placements made by the council in secure children's homes is low at one or two a year. These placements are used as a last resort where young people have a high risk of repeat absconding, Child Sexual Exploitation (CSE) or are a danger to themselves or others. Young people who are at risk of CSE and with challenging behaviour feature regularly among those being placed in secure units.

There are 15 individually managed welfare secure homes in England and Wales. There are currently no secure homes in the BCP area with the nearest in Southampton, Hampshire. There are 248 Youth Justice Board and welfare beds combined. There are four secure homes in Scotland described as independent and one described as local authority.

Emergency accommodation

Where accommodation is required in an emergency, it is a challenge as there may be limited information available about the young person. The council's in-house fostering service has an established retained foster carer scheme. This service is available to the out of hours (OOHs) team to access should a child / young person need to be placed in an emergency.

Access to local regulated children's home provision in an emergency remains a challenge, BCP Council has worked with a local provider who has now opened a 90-day registered provision which will accept emergency referrals. This enables us to keep the young person local whilst assessing their need in a more planned way. We continue to access emergency residential care which is at a distance and this is normally when a young person needs to be placed out of the area.

The development of our in-house fostering resilience scheme has seen a number of our young people successfully placed in an emergency and these placements maintained as the carers have access to a robust training programme and support package.

Semi-independent provision for young people aged over 16 years

Semi-independent accommodation provides young people aged 16-18 with support staff based on-site. This type of provision is not regulated by Ofsted. BCP Council forms part of a consortia which is a collaboration of eight local authorities who commission semi-independent supported living placements for young people under the age of 18 years via a contractual framework. The framework has been in existence since October 2019 and is due to expire in March 2025.

The rates paid to the providers are set for the framework period with providers being able to request an annual uplift which requires consortia approval. The consortia has developed robust contract monitoring procedures which check the performance and outcomes achieved by the providers. BCP Council has a range of accommodation available both in and out of the area.

BCP Council continues to develop the Supported Lodgings Scheme for young people aged 16+ years. There has been a steady increase in the number of carers available within this scheme with active recruitment ongoing. There is currently in the region of 60 young people aged 16+ years accessing family-based care via the Supported Lodgings Scheme. The development of the scheme will see more experienced resilient carers recruited with an aim to provide step down from residential or semi-independent accommodation.

Independent accommodation available for care experienced young people includes shared houses, studio flats and bedsits with or without a package of floating support depending on need. BCP Council has two external providers who have been commissioned to provide accommodation and housing related support over five sites. The support varies between high, medium, and low depending on the assessed needs of the young person. The accommodation ranges from self-contained flats within a block to hostel / group living provision with shared facilities. There are 109 beds in total.

Table 15: 16+ accommodation available within the BCP area.

Placement type	Description	Capacity within BCP Council
Housing related supported accommodation	block of self-contained flats with 24hr high or medium level support	18 14 x high support 4 x medium support
Housing related supported accommodation	rooms within a house with shared facilities and high, medium or low-level support	96 44 x high support, 4 x medium support 48 x low support
Housing related supported accommodation – crash pad	a room within a house with shared facilities and high support (emergency accommodation)	1 1 x high support
Residential semi-independent accommodation	rooms within a house with shared facilities and high-level support	11
In-house supported lodgings	room within a family home with approved supported lodgings carers	96

Accommodation and support for care experienced young people aged 18 and over

A number of young people remain in their foster placements following their 18th birthday as part of the Staying Put arrangements. It is expected that the capacity of in-house foster carers may decline in the future as more post-18 young people remain in their foster care placement. BCP Council has three training flats available. These are designed to offer a period of independence and learning to CiC or CEYP who are transitioning from foster or supported lodgings carers. The furnished accommodation is offered for a period of between six to 12 weeks.

Alongside this we also have six studio flats which are available to CEYP. These properties offer a period of stability with no definitive move on timescales. BCP Council as corporate parents recognises the individual needs of each young person.

All care experienced young people are considered for 'gold band' housing allocation. If the criteria are met, then access to housing stock can be bid for and successfully achieved. However, due to shortages in local social housing, there are delays in young people receiving their own council tenancies which has increased the number of 18-21 year-olds in semi and independent accommodation.

Table 16: 18+ accommodation available within the BCP area.

Placement type	Description	Capacity within BCP Council
16+ Transition Service	specialist residential transition service registered with CQC for 'care experienced young people with a disability	3
Training flats	local authority CSC rented flats used by 17+ CiC/care experienced young people preparing for Independence	3



Table 17 shows that 68 care experienced young people (31 percent) live in independent living accommodation and 21 (9 percent) with former foster carers and 46 (21 percent) in supported lodgings (including foyers).

Table 17: Care experienced young people accommodation type as (at 31 March 2020 year).

Accommodation	Number of care experienced young people	% of care experienced young people
Independent living	68	31%
Supported lodgings (including foyers)	46	21%
Semi-independent	30	13%
Parents/relatives	25	12%
With former foster carers	21	9%
Community home / residential care	10	4%
Other	23	10%
TOTAL	223	100%

Placement costs

Over the last three years, expenditure on care / accommodation and support for children in care has exceeded budget for both the preceding individual local authorities responsible for Bournemouth, Christchurch and Poole and BCP Council. The largest proportion of the overspend is from children's homes and semi-independent costs. This position is reflective of both an increase in numbers and the increase in complexities of cases leading to higher costs.

Demand influencers

The number of CiC placements required will be influenced by national drivers including the Staying Put Policy, Southwark and local drivers such as growth in our 11-17 year-old population which will put pressure on the demand for placements while initiatives such as our Edge of Care offer and targeted work referred to above will reduce the demand for placements.

The full needs assessment will identify the impact of these influencers. However we expect our Edge of Care offer, and Reunification & SGO, initiatives to reduce CiC numbers by 50 in 2021/22. This reduction will be partially offset by pressures in areas identified above but in total we expect the number of CiC to reduce from its current level of 70 per 10,000 of population to the national average of 65 per 10,000 which equates to a 4 percent reduction.

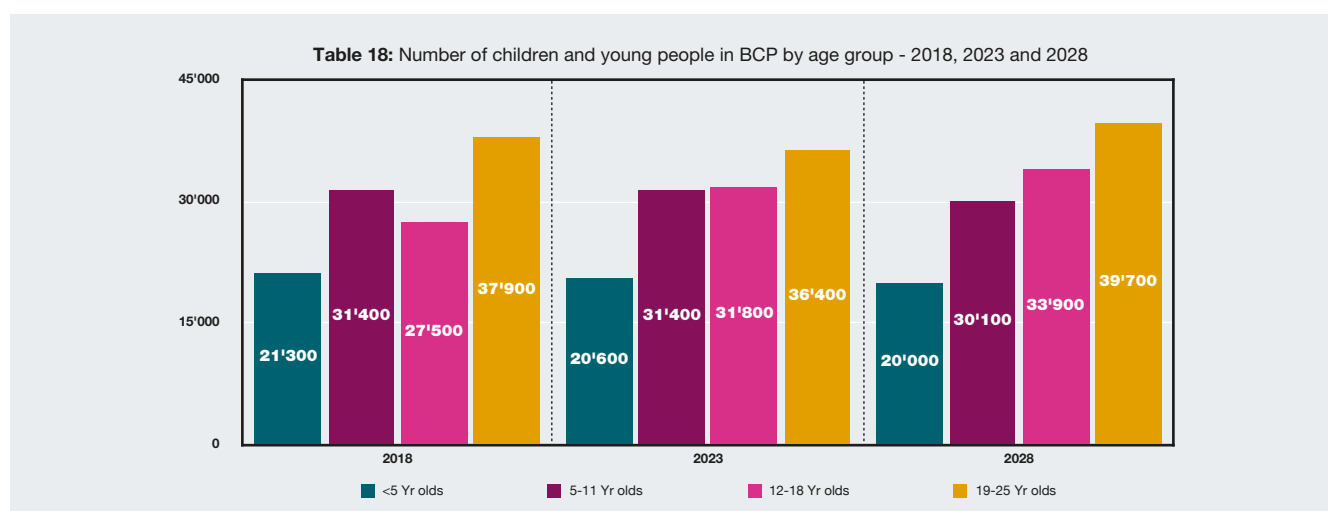
Based on mid-2018 population estimates, it is important to note that the projected growth of age groups still stands:

→ **Current population aged 0-25**

Bournemouth, Christchurch and Poole (BCP) has 395,800 residents, of which almost 30 percent – 117,000 are aged 0-25^[1]. Over the next decade, forecasts^[2] suggest there will be a significant shift in the number and age distribution of children and young people.

→ **Future trends to 2028**

The overall number aged 0-25 is forecast to increase by around 5,500. However, this increase is not evenly distributed across age groups. The number of secondary age children will increase by almost a quarter by 6,400; and the number aged 19-25 will increase by around 1,800 (+5 percent) by 2028. However, pre-school and primary age children are likely to decrease as a direct result of a fall in the number of births since 2013.



The impact of the global COVID-19 pandemic should be considered. BCP Council's child protection numbers have been increasing since March 2020 and in part this has been attributed to the pandemic, but it does also represent better identification of and response to risk.

CIN (Children in Need) numbers have been directly impacted by the pandemic. Referral numbers reduced during the first lockdown (March to June 2020) when schools were partially closed, and then rose significantly in the autumn term (September to December 2020). It is predicted that a similar spike in CIN numbers may occur when schools reopen fully in 2021, which is expected to further increase our CIN population.

It is acknowledged that BCP Council's CIN numbers should be more in line with our statistical neighbour average which is 315.2 per 10,000 population 0-17s. At the end of December 2021, we were 363.4, which is due to the high number of referrals in autumn term. CP numbers are in line with statistical neighbours – a rate of 43.5 in BCP in December was exactly in line with statistical neighbours.

^[1] ONS 2018 Mid-year estimates

^[2] ONS 2016 based sub-national population projections



7 Priorities for January 2021 – January 2024



Based on the analysis of local need; we have identified the following priorities for the period of strategy. A priority action plan will be developed with key milestones and outcomes documented. Priorities will be reviewed annually based on updated annual sufficiency data and local / national drivers.

Our priority areas over the next three years are to:

- improve services to support children, prevent children entering care and increase support to families to help children to return to their home through the new edge of care and early help offer
- embed the Housing Sufficiency for care experienced young people
- increase in local fostering placements:
 - a. increase the in-house fostering cohort, especially for age range 12+yrs
 - b. increase the Independent Fostering Agency availability of placements within a 20-mile radius of BCP Council through partnership working and framework management
- improve commissioning arrangements for complex joint placements and arrangements that support these for example shared care and short breaks
- increase the number of providers and improve the quality of residential provision within BCP through market shaping and monitoring

- through a need's analysis develop the market to provide suitable local provision for complex teenagers both on the edge of care and in care who are at high risk of CE
- improve the monitoring of placements and the connectivity between commissioning, the provider and social worker to ensure outcomes are appropriate and met.

The subsequent sections will outline the priorities and commissioning intentions to meet each priority.

Priority 1:

Improve services to support children, prevent children entering care and increase support to families to help children to return to their home through the new edge of care and early help offer.

We will continue to offer more support to enable children to remain safely at home or to return home when it is their best interests. Our aim is to improve edge of care services through closer working with Early Help and Children and Family First Teams.

The council's Early Help offer:

- the multi-agency team around the school, work together to identify any early concerns as they emerge, and provide the opportunity for information, advice, guidance and signposting to reduce escalation of need and increasing stability
- the Early Help Programmes Teams and Early Help Support Teams, based in and around the newly developed Early Help Family Hubs, will assess and create the plans needed to address identified, critical family worries and needs and deliver services to meet need. Where appropriate, Early Help family support workers will act as the lead professional, working alongside the family to build resilience and improve outcomes for children. Early Help family support workers will work together with programme officers other professionals and organisations within the localities bringing together as a collective, the strengths of multiagency approach to support children and young people to achieve better outcomes
- the Edge of Care Team will focus on improving outcomes for children and young people who experience harm from exploitation and instability in their family setting and education. The Hub is a responsive, individualised service providing intensive support packages to parents/carers, children and young people to reduce harm from exploitation and to support stability of care, home, health, education and relationships and the Hub is central to the BCP Council Edge of Care approach. The Hub focuses on increasing carers' and parents' support, building resilience creating the space and conditions to repair relationships and being part of a network for their young person and in managing the anxieties this often brings.

Commissioning intentions to achieve this priority:

- continued development and review of the new Early Help offer across Inclusion and Families Services to monitor activity, throughput, and impact
- development and mobilisation of the Edge of Care approach coordinated through the Edge of Care Team and working together across Children's Services and with partners to increase stability for young people on the 'Edge of Care'
- implementing the support offer within the Edge of Care approach will work towards the engagement of young people in meaningful education, training or employment with a strong focus on getting young people ready to re-engage with opportunities
- develop the support offer to parent/carers to increase support and stability to children and young people on the Edge of Care.

Priority 2:

Embed the Housing Strategy for care experienced young people.

Over the period of this strategy, our aim is to increase the number and range of accommodation and support options available to our care experienced young people.

There is a shortage of standalone and shared accommodation for care experienced young people and an oversupply of staffed units often with support that is not always required. Our intention is to work with the external market via the South-Central Semi-Independent Framework, housing and private landlords to ensure there is choice within the BCP area and accommodation to meet all identified needs.

Partnership working with colleagues in planning services is underway so both parties have a shared understanding of each other's demands and can develop a mutually supportive way forward to provide shared accommodation across the BCP area for our care experienced young people. The aim is for accommodation to be available across the BCP area rather than in centralised areas.

There is an established multi agency Housing Resource Panel which considers the housing needs of all care experienced young people, this provides a consistent approach to considering the housing options and ensures that due housing processes / duty have been followed. A task and finish group has been formed to review the process and legalisation in terms of claiming housing benefit/ universal credit which we can then be allocated to additional accommodation and support services for our care experienced young people and children in care.

Commissioning intentions to achieve this priority:

- continue to develop and increase the supported lodgings scheme for care experienced young people

- improve the social housing offer for care experienced young people and support care experienced young people to move to their accommodation of choice
- engage with the semi-independent provider market to maintain and improve standards, working proactively with providers to register provision with Ofsted where appropriate
- positively reviewing the care plans for young people in a timely manner and linking with providers to ensure there is access to services and support which can prepare them for independence
- consider the implementation of a floating support worker for young people who are living independently
- improve the uptake and collection of housing benefit / universal credit to maximise the available resources available for supporting care experienced young people
- work with the external semi-independent market to develop smaller homes modelled on family-based care for children in care (under 18s).

Priority 3:

Increase in local fostering placements.

- increase the in-house fostering cohort, especially for age range 12+ years
- increase the independent fostering agency availability of placements within a 20-mile radius of BCP Council through partnership working and framework management.

BCP Council has an established strategy to recruit and train carers to the 'resilience' standard, the commissioning vision is that these carers will be robust to deal with older children who have complex behavioural needs and offer family based placements as a step down from residential care.

The in-house supported lodgings scheme continues to grow with carers offering family-based placements to the council's 16+ cohort.

An established 'retained' foster care scheme ensures that carers are available should a placement be required by out of hours.

Whilst the majority of foster carers own their own property, the Access To Resources Team works proactively with the housing service to secure 'gold band' allocations for care experienced young people and where reunification of children to family members is an option.

During the next 12 months BCP Council will develop the 'Shared Care Scheme', where foster carers offer care within their homes to children with complex needs who are allocated to the Children with a Disability Team. Growth in this scheme has not been seen in recent years and has now transferred the in-house fostering team.

We want to build on the support services available to foster carers to retain and develop them to support the 'our reliance fostering scheme'.

Commissioning intentions to achieve this priority:

- embed the fostering strategy to increase the recruitment and retention of in-house foster carers for sibling groups, respite and reliance carers able to care for teenagers with complex needs
- develop supported lodgings options for care experienced young people
- develop a 'Time Out Foster Carer' scheme which shall provide an opportunity for young people to receive respite care for up to 14 days whilst support is provided to the young person and their family
- achieve a 90 percent occupancy rate for in-house fostering
- embed approaches that maximise the opportunities for permanence as soon as possible including child arrangement, special guardianship, and adoption including improving the quality of assessments for special guardians, foster carers and adopters.

Priority 4:

Improve commissioning arrangements for complex joint placements and arrangements that support these for example shared care and short breaks.

Joint Commissioning is a strategic approach to planning and delivering services in a holistic, joined-up way. It is a means for the different partners commissioning education, health, and care provision, to deliver positive outcomes for children and young people with complex social care or SEND need.

The Multi-Agency Resource Panel (MARP) aim is to ensure that all agencies' approved resources are supporting children and young people appropriately and jointly commissioning services or placements which meet their identified needs.

BCP Council has an obligation to provide short break services, to inform families of what services are available, including an obligation to summarise these services through the Short Breaks statement, and to consult with parents and work in partnership with other institutions, such as health, to offer a joined-up service.

Commissioning intentions to achieve this priority:

- continue to develop the MARP process with embedded practice across all partners
- develop a clear pathways and process for accessing S117 funding where appropriate
- work with partners in Dorset CCG and Dorset Council to implement a joint integrated funding policy for children and young people
- formal sign off of the council's Short Breaks Statement which will detail the current range of short break services, eligibility criteria and how to access them
- revise the short break offer to have a single offer across BCP Council and to better meet the needs of families

- implement one BCP Council Direct Payments Policy and eligibility criteria across the area
- increase the number of externally commissioned services in order to give families the choice and flexibility they desire whilst giving service providers sufficient certainty of income to plan and remain confident of viability
- families will continue to be involved in the commissioning process including reviewing service specifications, supporting evaluations and contributing to provider monitoring.

Priority 5:

Increase the number of providers and improve the quality of residential provision within the BCP area through market shaping and monitoring.

Currently within the BCP area eight of the 10 residential beds are provided by one provider. We need to improve the standard of care delivered by this provider and work with them to ensure their provisions are designed to meet the needs of the residential cohort.

We need to strengthen the number of residential care providers within BCP to support some of our most complex teenagers. These young people are at risk of child exploitation (CE), self-harming behaviour and exhibiting sexually harmful behaviour and regularly go missing.

Commissioning intentions to achieve this priority:

- work with known residential providers with a proven track record of delivering outcomes to open residential children's homes within the BCP area
- improve contract and monitoring arrangements with local providers to improve standards
- increase the range of specialist complex residential provision to ensure children can remain within the BCP area whilst accessing specialist educational provision and remain to live near family members.



Priority 6:

Based on current and emerging needs, take a strategic commissioning approach in developing the market to provide suitable local provision for complex teenagers both on the edge of care and in care who are at high risk of CE.

CiC and CEYP are between four and five times more likely to self-harm in adulthood. They are also at a fivefold increased risk of childhood mental, emotional and behavioural problems, and six to seven times more likely to have conduct disorders. Teenage girls who are in care are two and a half times more likely to become pregnant than other teenagers.

It is recognised that all children in care have experienced trauma in some way. They are more likely to have been exposed to deprivation, family breakdown, family mental illness and substance abuse by care givers. The impact of these adverse childhood experiences (ACE) directly affect the young person and impacts their development, relationships and increases their risk of engaging in health-harming behaviours and experiences.

The ambition to create a multidisciplinary Edge of Care Offer (Autumn 2020) with strong partnership arrangements and a shared vision to deliver creative responses.

Understanding childhood adversity and trauma, intervening early and adopting a strengths based approach is the way BCP Council is supporting our children and young people. Ensuring that they can regulate emotions and manage emotional stress as well as acquiring practical problem-solving skills is key.

To ensure effective support for adolescents at risk of experiencing harm through exploitation and supporting and increasing stability in their family setting and in education as protective measures.

Commissioning intentions to achieve this priority:

- placements are local (where appropriate) and family based depending on the needs of the young person, the overall aim is to increase the proportion of placements in the BCP area and within 20 miles
- review the suitability of semi-independent provision in terms of:
 - a. group living arrangements for young people at risk of CE
 - b. the cohorts which shall include young people placed by other local authorities
 - c. the impact and risks for young people
- a multi-agency task and finish group has been established
- based on the aims and outcomes documented for the Edge of Care Offer ensure suitable services are available to support lead professionals in order to achieve the desired outcomes for young people and their families
- increase the supported lodgings family-based care options for complex teenagers with resilience carers
- develop a multi-agency task and finish group with partners to continually review the needs of complex young people who are at risk of CE.

Improve the monitoring of placements and the connectivity between commissioning, the provider and social worker to ensure outcomes are appropriate and met.

BCP Council intends to evidence the outcomes being achieved by young people and the cost effectiveness of the externally commissioned placement provisions. The aim is to measure children and young people's outcomes using a standardised approach across all placements ensuring an understanding of what does and does not work and acknowledging when something needs to change.

BCP Council has a central Access to Resources Team which deals with all placement referrals, there is a system in place where social workers complete a placement referral, risk assessment and child profile to support the placement officers in sourcing a suitable placement.

Building on this central strength will ensure there is a collective approach and sharing of information / outcomes between all parties.

Commissioning intentions to achieve this priority:

- improve the long-term stability of placements
- children in care are healthy and emotionally resilient
- improve the quality of referrals so they are strength-based with clearly defined outcomes in order to deliver effective packages of care without always incurring unnecessary additional costs for extras
- develop and implement Young Commissioners programme to work with commissioners of accommodation, care and support for young people
- develop an outcomes-based quality assurance framework to monitor quality and establish what 'good' looks like in fostering, residential and supported accommodation services.

This information is issued by BCP Council

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

Updated 18 5 21

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	Report Information
8 June 2021					
1.	CAMHS Transformation Update	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report and presentation	Elaine Hurl, Dorset Clinical Commissioning Group	
2.	Youth Offending Service Youth Justice Plan for 2021/22	To enable the Committee to consider before approval at Cabinet	Committee Report	David Webb, YOS Service Manager	
3.	Ofsted Outcome – Improvement Plan – Note - replacing the Self Assessment	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Anthony Douglas, Chair, C&YPPB and Elaine Redding, Interim Corporate Director, Children’s Services	
4.	Covid Impact to include information on Pupil Premium and Child Poverty	To enable the Committee to consider a Covid update and the impact of child poverty and the associated impact of pupil premium	Committee Report	Elaine Redding, Interim Corporate Director, Children’s Services	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
		funding, possibly to include impact of children's centre funding and youth provision funding on child poverty.			
5.	SEND Improvement Journey – Update	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Kelly Twitchen and Terry Reynolds	
6.	Sufficiency Strategy	To enable the Committee to consider before approval at Cabinet	Committee Report	Sarah Langdale, Access To Resources Team Manager	Requested by Debra Jones by email on 12/4/21
7.	Bournemouth Learning Centre Conversion to Special School Campus - Capital budget	To consider and make any recommendations prior to approval at Cabinet.	Committee Report	Elaine Redding, Interim Corporate Director, Children's Services	Removed from February 2021 agenda as delayed for Cabinet
27 July 2021					
8.	Ofsted Improvement Plan Progress Report	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Anthony Douglas, Chair, C&YPPB and Elaine Redding, Interim Corporate Director, Children's Services	Requested as recurring Agenda Items

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
9.	Covid Recovery	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Elaine Redding, Interim Corporate Director, Children's Services	Requested as recurring Agenda Items
10.	Partnership Academy development – Social Work initiative	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Brian Relph, Interim Service Director – CYPSC & Rachel Gravett, Children's Commissioner	Delayed at the request of CS Officers as was felt further work needed to be undertaken
11.	BCP Safeguarding Delivery Committee	To enable the Committee to consider prior to recommendation to Cabinet.	Committee Report	Anthony Douglas, Chair, C&YPPB and Debra Jones, Children's Commissioning Manager – Partnerships and Development (interim)	Delayed due to Cabinet consideration
12.	Children's Services Capital Programme	To enable the Committee to consider prior to recommendation to Cabinet.	Committee Report	TBC	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
21 September 2021					
13.	Harmonisation Report	To provide the Committee with an overview	Committee Report	Lucy Eldred, HR	Delayed by CS Officers as further work was required
14.	Ofsted Improvement Plan Progress Update	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Anthony Douglas, Chair, C&YPPB and Elaine Redding, Interim Corporate Director, Children's Services	Requested as recurring Agenda Items
15.	Home to School Report	To enable the Committee to consider before consideration at Cabinet	Committee Report	Rachel Gravett/Angie Hill	Requested by Debra Jones by email on 7/4/21
16.	Covid Recovery	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Elaine Redding, Interim Corporate Director, Children's Services	Requested as recurring Agenda Items
17.	School Placed Planning Strategy	To enable the Committee to consider before consideration at Cabinet	Committee Report	Terry Reynolds,	Requested by Debra Jones by email on 19/5/21
23 November 2021					

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
18.	Ofsted Improvement Plan Progress Update	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Anthony Douglas, Chair, C&YPPB and Elaine Redding, Interim Corporate Director, Children's Services	Requested as recurring Agenda Items
19.	Covid Recovery	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Elaine Redding, Interim Director, Children's Services	Requested as recurring Agenda Items
20.	Proposed BCP NEET offer (the plan)	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Kelly Twitchen, Headteacher, Virtual School	Requested by Committee on 29/3/21
21.	Children Missing out on Education (CMOE) Report to include how Pupil Premium is being used to reduce these numbers	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Kelly Twitchen, Headteacher, Virtual School	Requested by Committee on 29/3/21
25 January 2022					

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
22.	Virtual School Head Annual report		Committee Report (every January)	Kelly Twitchen	Requested via email on 8/4 by Debra Jones
DATE to be allocated					
1.	Report on Children in Care To include details of any protected characteristics detailed within the Equalities Act	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report	Brian Relph, Interim Service Director, Children's and Young People's Social Care	Delayed at the request of CS Officers due to capacity within Children's Services and the need to prioritise
2.	Child Exploitation To include an update on County Lines and knife crime.	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	Committee Report – all Member briefing taking place 2 March - TBC	Lynn McIntosh, Strategic Lead Complex Safeguarding and Quality Assurance	
Information Briefing – date to be arranged - to be parked for present review after Feb					
3.	School Inclusion and Exclusion	To consider the rate of exclusions at secondary schools within the BCP area and the underlying reasons for the exclusion rates. To investigate the	Inquiry session with headteachers / school representatives / alternative provision / LA role Committee Report	Elaine Redding, Interim Corporate Director, Children's Services and	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
		actions that the Council are able to take in this matter and the outcome that they are delivering.		Director of Education (TBC)	
4.	Post-16 Provision – to include apprenticeship programme and provision for those without good GCSE		Informal Briefing – Cllr Northover?	Kelly Twitchen Head Teacher Virtual School Inclusion and Family Services Children's Services	
Commissioned Work Work commissioned by the Committee (for example task and finish groups and working groups) is listed below: Note – to provide sufficient resource for effective scrutiny, one item of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work.					
•	Visit to MASH (to be arranged when restrictions allow)	To enable Committee Members to gain insight into front line services	Shadowing	Brian Relph, Interim Service Director, Children's and Young People's Social Care	
•	School Exclusion Rates Committee to agree enquiry session.			TBC	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
Update Items The following items of information have been requested as updates to the Committee. The Committee may wish to receive these in an alternative to format to Committee updates (e.g. by emailed briefing note outside of the Committee) to reserve capacity in Committee meetings for items of value-added scrutiny.					
●	BCP Children's Services Self-Assessment TO BE REPLACED WITH THE OFSTED ACTION PLAN	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	To be received quarterly by email and to receive a Committee Report bi-annually. To be considered at September Meeting	TBC	
●	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.	Brian Relph, Interim Service Director, Children's and Young People's Social Care	
●	Child Exploitation To receive updated information at regular intervals on this matter, including how the council has effected positive	To enable the Committee to maintain oversight of this issue and target scrutiny as required.	To be received quarterly. Considered in September 2020, an all Member briefing scheduled for 2 March 2021	Lynn McIntosh, Strategic Lead Complex Safeguarding and Quality Assurance	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer	Report Information
	change in relation to these figures.				
•	Assurance of the impact of the Pan-Dorset Youth Offending Services Board To include a 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.	Data to be received six monthly.	David Webb, Youth Offending Service	
•	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.	TBC	

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