

## POSITION STATEMENTS BY ACCOUNTABLE OFFICERS

### Action Plan - Project Area: 1 - Mosaic System

Evidence of progress	<p><b>Care Together</b></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><b>Improvements to Mosaic</b></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"><li>• System upgrade completed February 2021.</li><li>• Streamlined sign off process for supervision records.</li><li>• Increased permissions for team managers and social workers to contribute/complete visits, assessments and placement documents assigned to another worker.</li><li>• Fostering panel alerts.</li><li>• Updating change of circumstances form for children in care.</li><li>• Improved care leaver contact record to record if young person seen.</li><li>• Elective home education added as education option.</li><li>• Placement provider codes updated.</li><li>• Child exploitation warning note added.</li><li>• Early Help assessment form improvements aligned to Signs of Safety.</li><li>• Updated Family Group Conference record.</li><li>• LADO workflow permissions changed.</li><li>• ART form changes.</li></ul> <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"> <li>• Combine permanence and care plan.</li> <li>• Create a convenors checklist form.</li> <li>• New IRO decision form.</li> <li>• Implement new Complex Safeguarding workflow to reflect ETAC process.</li> <li>• Further improvements to supervision recording.</li> <li>• Merging CIN workflow to improve recording.</li> </ul> <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"> <li>➤ <b>The Legal Gateway Meeting</b> and role of the <b>Case Progression Officer</b> has been established and now happens routinely</li> <li>➤ 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"> <li>• Children in residential units</li> <li>• Children in IFAs</li> <li>• Placed with Parents</li> <li>• Children with numerous moves</li> </ul> </li> <li>➤ We have also started a six weekly review of all Aspire cases tracking from ADM to adoption</li> <li>➤ We have instigated an <b>Edge of Care Panel</b> which tracks section 20 requests and is looking at alternative support and reunification</li> <li>➤ We have now established with Housing Services the weekly <b>Housing Pathway Panel</b> to ensure improved transition for care leavers to a permanent tenancy. Forty-two have now been identified</li> </ul> <p><u>Next Steps</u></p> <ul style="list-style-type: none"> <li>➤ We have appointed a Strategic Lead for permanency to champion this across the Department</li> </ul>
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- 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.

We are conscious that there is a major challenge in this area for older adolescents and we are

- Working with Complex Safeguarding Service to develop a creative and proactive response to the young people
- We are also recommissioning our CAMHS CIC contract to improve the focus of services in young people with complex needs

#### Impact so far

#### **Children in Care at present**

- 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

**PLO** Currently tracking 35 children (12 unborn children)

We Have reviewed 84 PLO cases involving 179 children between 1/12/20 and 30/4/21

During that time

- 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.

**Care Proceedings** currently 73 children in 50 families in proceedings

Between 1/12/20 – 30/4/21 Concluded proceedings on 45 Children resulting in:

7 Care orders

	<p>19 Supervision orders  6 Special guardianships  5 CAO  5 No orders made</p> <p>All proceeding concluding at 26 weeks</p> <p><b>Tracking adoption</b>  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**

<p>Evidence of progress</p>	<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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which may help

- 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.

Pre-proceedings PLO tracking

- 35 children (as of 21<sup>st</sup> April 2021) are subject to pre-proceedings PLO

Since the introduction of the LGM on the 1<sup>st</sup> December 2020 and up until 21<sup>st</sup> April 2021:

- 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.

Care proceedings tracking

- 73 children in 50 families (as of 21<sup>st</sup> 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

	<p>3 cases no orders were made. We withdrew proceedings on 2 cases.</p> <ul style="list-style-type: none"> <li>- On average, care proceedings are concluding within 26 weeks. This has only been tracked since case progression manager started monitoring this.</li> </ul>
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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 border="1" data-bbox="470 1081 1468 1417"> <thead> <tr> <th>Month</th> <th>Outstanding</th> <th>Good</th> <th>Requires Improvement</th> <th>Inadequate</th> </tr> </thead> <tbody> <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> </tbody> </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><b>Practice Learning</b> 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
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### 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&amp;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**

<p>Evidence of progress</p>	<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 1<sup>st</sup> &amp; 8<sup>th</sup> April IRO footprint, in terms of individual case recordings occurred on 192 occasions. During the weeks commencing 4<sup>th</sup> &amp; 11<sup>th</sup> 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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<p>Faster and better recruitment, including recruitment and retention payments</p>	<p>permanent social workers recruited.  Recruitment strategy – in progress  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  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  Apprenticeships programme in place February 2021  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)  CEYP work experience commenced in CS  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.  With regards to Work Experience, Charter was adopted by CMB on 6<sup>th</sup> 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&amp;FF work areas  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  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)  Continual improvement to existing Mosaic system to improve usability and reliability of data and reporting  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><b>Securing permanent housing</b></p>	<ol style="list-style-type: none"> <li>1. Outcomes &amp; targets <ul style="list-style-type: none"> <li>– 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</li> <li>– Within the next 6 months we are targeting the matching of appropriate accommodation for the 40 + Tenancy Ready CEYP identified in point5 below.</li> </ul> </li> <li>2. Meeting (23 Feb 21) of Senior Children’s commissioning and Housing Options &amp; Housing Delivery officers to mutually agree Task group actions to deliver a Sufficiency strategy and enable appropriate moves. <a href="#">Care leavers 16-18 Notes of meeting 23 02 21.docx (sharepoint.com)</a></li> <li>3. Task group now meeting weekly to review progress. Generation of Management Summary of total CEYP cohort to be assessed <a href="#">Summary of CEYP &amp; Housing challenge</a></li> <li>4. New joint assessment sub-group called <a href="#">Housing Pathway Panel</a> – 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.</li> <li>5. Tenancy Ready list of first 40 CEYP produced 15 April 21- <a href="#">Tenancy Ready Young Persons 15.04.21.docx (sharepoint.com)</a>. 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.</li> <li>6. Production of up to date schedule of void properties within housing <a href="#">assessment of void properties - evolving situation</a> 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.</li> <li>7. New CNHAS (Council Newbuild Housing &amp; Acquisition Strategy) strategy going to BCP Cabinet in July 21 <a href="#">CNHAS @ 25 Mar 21 V6 (1).docx (sharepoint.com)</a> at para 2.9 cites Care Leavers among specialist group required to be met through future new build and property acquisitions.</li> <li>8. New Housing Delivery resource recruited in April 2021 to identify appropriate existing properties and sites for those 16 &amp;17 years requiring secured permanent accommodation beyond Sept 21 and into 2022 – above and beyond existing BCP &amp; partners homes.</li> </ol>
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