

Bournemouth Christchurch and Poole Council

Children's Services Overview and Scrutiny
19th September 2024

Moving from Inadequate

***The Children's Social Care and Early Help Improvement Plan
Current priorities & Inspection Update Summary***

Children Social Care and Early Help Improvement Plan

There are 57 priorities with 74 actions within the improvement plan, the table below summarises the actions and current overall position of progress.

RAG	Description	Total out of 74 actions	%
	High risk – action not started yet but expected it to have commenced /escalation required due to performance concerns /significant delay – action is a worry	0	0%
	Significant risk – plan in place, action started but further work required to ensure improvement	11	15%
	On track – running to plan and within timescale, performance has improved – Waiting for data and impact evidence in order to change RAG .	22	30%
	Actioned – implemented and embedded. To remain on plan until embedded for 6 months. When evidence presented move to completed (Blue)	20	27%
	Completed and can be removed from plan.	21	28%

The Improvement Plan is divided into 3 sections based on the Ofsted Inspection Framework ;

1. Leadership and Management
2. The experiences and progress of children who need help and protection.
3. The experiences and progress of children in care and care leavers

Leadership and Management

Improvement priorities

Key Strengths and Developments

1. Create an environment where BCP children and young people are understood to be everyone's responsibility, and all services own this and take accountability

Voice of children and young people is clearly visible and impacts on decisions in the delivery of Children's Services/CPB Joint Chair

2. Ensure the BCP model of Corporate Support services and systems is fully conducive to the children's improvement journey.

Model of Corporate Support to Childrens Services is continually improving e,g Mosaic development / engagement at Board level good/ Financial support

3. Strengthened partnership arrangements which have clear and specific aligned priorities to develop services for children and young people in BCP.

Improving relationships , forums in place to discuss openly developments and issues so solutions can be sought together – 6 weekly Health meetings , regular attndence by regular colleagues at boards and meetings with a clear understanding of responsibilities.

4. Recruitment and Retention of a stable Social Work workforce

Increased SW stability , competitive pay offer in place , good training offer , effective caseload strategy resulting in reduction in number of times children and families experience changes of the named SW

5. Highly competent management and leadership at all levels. Developing leaders of the future

Core leadership and management training available for all managers , with continual professional development a key priority . Aspiring managers programmes/ Bespoke leadership training /ADCS programme/ Peer Mentoring and Coaching Practice Fundamentals

6. Improve quality of practice and ensure management oversight and supervision is consistently visible

Quality Assurance Framework Embedded
Governance Structures in place to hold accountability
QA activity report 90% of practice at good or RI

7. A culture in which employees are supported and continuously encouraged to work as one team, caring for and about children and young people as their primary priority. Staff Wellbeing is a central focus

BCP Children's Services Vision Launched / Staff reported positively -improved culture of openness and transparency /Greater stability in the leadership team and workforce is enabling improvements
Partners talked about how accessible and open senior leaders are in terms of listening to concerns and reacting positively/ Reflections on staff is that the service feels significantly calmer compared to 12-18 months ago

Safeguarding and Early Help

The experiences and progress of children who need help and protection.

Improvement priorities

1. Strengthen the Early Help offer to ensure timely interventions that are well targeted and enable positive impact and improvement.
2. Assess the effectiveness of EH or statutory assessment interventions and identify areas for improvement.
3. Work across the partnership to review the current thresholds and their use to ensure consistent application and effectiveness
4. Improve the approach and SW practice in relation to the identification and assessment of risks and approaches to risk reduction.
5. Ensure consistent and child-focused approach to the use of chronologies in social work practice
6. Ensure that children's experiences are consistently and sufficiently considered and reflected on during supervision
7. Improve the consistency and quality of recording of direct work with children

Key Strengths and Developments

We have created a community based Early help system, involving partners and community services resulting in less referrals into level 4. Currently, only level 3 measures timeliness and this is strong (over 90% in timescales). The community level services are strengthening

Less re-referrals, and timely intervention with most plans ending within 6-9 months. The reduction in re-referrals suggests that the work undertaken is having a positive impact. We are now at the point where other agencies are starting to do EH assessments

This was reviewed in 2022, however current workshops will look at EH pre-assessments and thresholds in a multi-agency setting, ensuring consistency

Audits, reviews, and inspections evidence practice improvement. Better identification of risks means reduced re-referrals in line with other LAs. Higher CP plans indicates more robust risk assessments.

KPIs show over 80% of children's files now have impact chronologies and audits show quality has improved. Practice Standards has ensure we write to the child

Evidence through compliance with impact chronologies and case summaries now referring to the history in most services. 55% of PLRs consider the Voice of the Child to be 'Good'.

The child's views are better represented, and in many instances, it is clear how their views influence the planning. Evidenced through PLRs SLIP and Ofsted feedback. Children are invited to contribute to their meetings.

Corporate Parenting and Permanence

The experiences and progress of children in care and care leavers

Improvement priorities

1. An agreed approach to improving the educational experience and attainment of children in care and CEYP/Consistent standard of PEPs

2. Improved health offer – health passports, timely health assessments and regular dental checks

3. SGO policy which is embedded in practice. Increase in number of children leaving care through SGO.

4. CEYP understand their rights and can access up to date information regarding their access to accommodation and support

5. Improve the use and effectiveness of advocacy and independent visitors

Key Strengths and Developments

Improved rigour of attainment and attendance of CEYP and consistency of PEPs quality has significantly improved from schools and continues to be a focus for CSC

Improved working with Health colleagues , evidenced in more timely assessments .Dental still as a challenge as it is nationally

There is an increase in the number of children exiting Care through SGO, improving permanence outcomes

Joint Housing protocol , launched and embedded . Updated Local Offer launched Autumn 2024.

Advocacy drop-in sessions established at 333.

Corporate Parenting and Permanence

The experiences and progress of children in care and care leavers

Improvement priorities

Key Strengths and Developments

6. The voice, wishes and feelings of children are consistently heard in review meetings, care plans and pathway plans



Voice of the Child is more evident on case files (PLRs) number of YP attending reviews in person is above national average and good and outstanding LAs

7. Children and YP MH needs are addressed in a timely and appropriate way, and they feel safe and secure



C&YP Mental Transformation is progressing with a specific focus on CIC and children on the edge of care

8. Ensure there is adequate placement sufficiency



Improved commissioning practices and governance/Improved relationships with providers and increase in ofsted registered provision supporting an improvement in sufficiency

9. Planning for permanence



More children living in early perm placements /better than national ave. All CIC have permanence plan by second review =100% compliance

Moving Forward in Children's Services



- Continue to deliver at pace on the Children's Services Improvement Plan
- Galvanise and develop the partnership to deliver as a system for BCP's Children and Young People – children are everyone's business
- Renew the Children and Young Peoples Partnership Plan
- Building Stronger Foundations transformation programme–
 - Strengthening Families Supporting Communities progress
 - Early Help (including family hubs)
- Implement the commissioning and sufficiency strategy across Children's Services
- Implement the BCP Practice Framework
- Work to further the corporate centre's understanding of their role in supporting the delivery of services to children and young people
- One culture – One team – One pathway –working together across Children's services
- Implement the new service delivery model and supporting structures
- Recruitment and Retention of staff
- Continue to review and ensure efficient and effective processes and systems which deliver services in a timely way

BCP is a great place to live, where all children and young people have the best possible opportunities in life and are supported by the community to flourish and grow in order to succeed

The ILACS Inspection

- **Inspection of Local Authority Children's Services (ILACS) - Expected between Sept 2024 –Dec 2024**
- The lead inspector will **notify the DCS by telephone of the inspection by 9.30am 5 working days before the fieldwork starts.**
- **3 Week Inspection period** – week 1 off site / week 2 & 3 onsite
- **Ofsted Inspection Team**
 - 4 social care inspectors
 - Additionally, a social care regulatory inspector (for fostering and adoption) and an education inspector (usually a schools HMI) will carry out 2 days of fieldwork
 - May include an additional inspector who will be shadowing the work of their colleagues for training and development purposes
 - QA inspector onsite to oversee the inspection

Graded Judgements based on
The Impact of Leaders on Social Work practice with Children and Families
The experiences and progress of Children who need help and protection
The experiences of children in care and care leavers
Overall Effectiveness

Questions

