



Buckinghamshire County Council
Select Committee
Education, Skills and Children's Services

Date: Tuesday 7 April 2015

Time: 10.00 am

Venue: Mezzanine Room 2, County Hall, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE		
2 DECLARATIONS OF INTEREST To declare any Personal or Dislosable Pecuniary Interests.		
3 MINUTES Minutes of the meeting held on 10 th March 2015 to be confirmed as a correct record.		5 - 8



INVESTOR IN PEOPLE



4 PUBLIC QUESTIONS

Public Questions is an opportunity for people who live, work or study in the county to put a question to a Scrutiny Committee about any issue that has an impact on their local community or the county as a whole.

Member of public, who have given prior notice, will be invited to put their question in person.

The Cabinet Member and responsible officers will then be invited to respond.

Further information and details on how to register can be found through the following link and by then clicking on 'Public Questions'.

<http://democracy.buckscc.gov.uk/mgCommitteeDetails.aspx?ID=788>

5 CHAIRMAN'S REPORT

10:10

For the chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6 COMMITTEE MEMBER UPDATES

For members of the Committee to update the Committee on any issue they are investigating on behalf of the Committee.

7 THE CHILDREN'S SERVICES IMPROVEMENT PLAN

10:20

9 - 64

A report to update the committee on progress of implementation of the Children's Services Improvement Plan (all workstreams). DCI Richard North (TVP) will be attending to give a partner perspective on this item.

Contributors:

- Carol Douch, Interim Service Director - Children and Family Services
- Fran Gosling-Thomas, Chair – Buckinghamshire Safeguarding Children Board
- DCI Richard North, Protecting Vulnerable People Buckinghamshire, Thames Valley Police

8 CHILD SEXUAL EXPLOITATION

Contributors:

- Carol Douch, Service Director, Children and Families

9 BUCKINGHAMSHIRE YOUTH - AN ALTERNATIVE DELIVERY MODEL FOR SERVICES FOR YOUNG PEOPLE

11:20

65 - 74

To update members of the Select Committee on progress and current status of the Bucks Youth project to establish an alternative delivery model for young people.

Contributors:

- Mr. Ben Cahill, Project Manager – Bucks Youth

10 COMMITTEE WORK PROGRAMME

75 - 80

Members will discuss the Committee Work Programme and forthcoming Committee items.

11 DATE OF NEXT MEETING

To note the next meeting of the Education, Skills and Children's Services Select Committee on 5th June 2015 at 10am in Mezzanine Room 2, County Hall, Aylesbury.

Purpose of the committee

The Education, Skills and Children's Services Select Committee shall carry out the local authority scrutiny functions for all policies and services relating to education and learning and children and young people, including: Nurseries and early years education; Schools and further education; The Bucks Learning Trust; Quality standards and performance in education; Special Educational Needs (SEN); Learning and skills; Culture and learning; Adult learning; Children and family services; Early intervention; Child protection, safeguarding and prevention; Children in care (looked after children); Children's psychology; Children's partnerships; Youth provision; The Youth Offending Service; Libraries; The County Museum; and Registrars.

In addition to the Buckinghamshire County Councillor membership, the Education, Skills and Children's Services also has up to 5 statutory education co-optees as set out in the Council Constitution.

Webcasting notice

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If you have any queries regarding this, please contact Member Services on 01296 382876.

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

For further information please contact: Reece Bowman on 01296 382548, email: rebowman@buckscc.gov.uk

Members

Mrs M Aston	Mrs W Mallen
Mr J Chilver	Mr M Shaw
Mr D Dhillon (VC)	Mr R Stuchbury
Mr P Gomm	Mr D Watson
Mr P Irwin	Ms K Wood
Mrs V Letheren (C)	

Co-opted Members

Mr D Babb, Church of England Representative
Mr M Moore, Roman Catholic Church
Ms M Nowers, Primary School Sector



INVESTOR IN PEOPLE





Buckinghamshire County Council

Select Committee

Education, Skills & Children's Services

Minutes: 10th March 2015

Minutes from the meeting held on Tuesday 10 March 2015, in Mezzanine Room 2, County Hall, Aylesbury, commencing at 10am and concluding at 12:20pm.

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at: <http://www.buckscc.public-i.tv/core/portal/home>

MEMBERS PRESENT

Mr Michael Moore, Mr John Chilver, Mr Robin Stuchbury, Mrs. Margaret Aston, Mr Paul Irwin, Mr Dev Dhillon, Mrs Val Letheren (Chairman), Mr David Babb, Mr Phil Gomm, Mrs Katrina Wood, Mr David Watson

Others in Attendance

Mr Chris Williams, Chief Executive
 Mr Mike Appleyard, Deputy Leader and Cabinet Member for Education and Skills
 Mr David Johnston – Strategic Director, Children and Young People
 Mr Chris Munday – Service Director, Learning, Skills and Prevention
 Mrs Carol Douch – Service Director, Child and Family Service
 Mr Ed Mallam, Head of Children's Partnerships
 Mr Reece Bowman, Committee Adviser
 Mr Michael Carr, Scrutiny Officer

1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Mrs Wendy Mallen
 Mr Mark Shaw
 Mrs Monique Nowers

2 DECLARATIONS OF INTEREST

There were no declarations of interest made.

3 MINUTES

The minutes of the meeting held on Tuesday 27 January 2015 were confirmed as a correct record.

4 PUBLIC QUESTIONS

There were no public questions.

5 CHAIRMAN'S REPORT

The Chairman had attended a conference on cyber safety on 27th February 2015. The Children's Internet Safety Inquiry report is due to be received by Cabinet on 16th March 2015. It is to be considered by the Buckinghamshire Safeguarding Children Board (BSCB) on 17 March 1.30 pm. Members of the Select Committee are invited to attend as observers at future BSCB meetings. Chairman to attend the next meeting on 17 March

6 COMMITTEE UPDATE

No updates

7. THE CHILDREN'S SERVICES IMPROVEMENT PLAN

The Chief Executive was welcomed to the meeting and he described the journey to turn children's services around. Since November 2014 Red Quadrant had been providing challenge and support to the authority. The initial draft report from Red Quadrant had been circulated to schools and the Improvement Board and the intention had been to report to Cabinet and the Select Committee when the response to the report had been received from the Secretary of State. The report was critical but had not suggested further intervention from the Secretary of State. It had recommended that the Chief Executive step down from the position of Chair of the Improvement Board as he was unable to both undertake the work necessary and then hold himself to account as the Chair. SEE PAPERS/WEBCAST FOR CONTENT

Action: for the Chief Executive to share report with Committee upon a response being received from the Secretary of State

Members queried:

- Whether the Chief Executive should have intervened earlier in Children's Services
- The release of the report draft to head teachers before allowing members of the council to see it
- The projected £1.3m overspend in Children's Services
- Access to reports on Child Sexual Exploitation
- The recruitment of more senior managers into Children's Services
- The recent visit abroad to recruit social workers
- The Multi-Agency Safeguarding Hub

SEE PAPERS/WEBCAST FOR CONTENT

8 YOUNG PEOPLE READY FOR WORK - UPDATE

The Chairman stated that this was a new way of doing updates on the implementation of inquiry recommendations, in which the Select Committee assessed progress. The Cabinet Member described progress against each of the recommendations and the committee agreed its assessment against each.

Action: for a copy of the Committee's assessment of progress on young people inquiry to be sent to the Cabinet Member for comment

Mr. Watson left the meeting before agenda item 9.

9 PERFORMANCE REPORTS - CHILDREN'S SERVICES PORTFOLIO AND EDUCATION AND SKILLS PORTFOLIO - QUARTER 3

The Committee considered the performance reports for the portfolios and commented where issues were red rated.

10 DATE AND TIME OF NEXT MEETING

The next meeting is due to take place on Tuesday 7th April 2015 at 10am in Mezzanine Room 2, County Hall.

Children's Services Improvement Programme Status Report

Reporting Period	February 2015	Lead	David Johnston				
Status Summary including items for escalation	The DfE Advisers draft report has been submitted to the Secretary of State. It confirms that 'the updated improvement plan accompanied by the children's scorecard is now fit for purpose' and that 'the council has the capability to effect the necessary changes.'			Overall RAG Status	Progress Against Success Measures	Progress Against Actions	Risks/ Issues
	The rapid pace of change has continued throughout February and the twice weekly 'touch down' meetings are proving to be invaluable to keep that pace up.			R	R	A	A
Progress Against Objectives: Success Measures / Impact / Evidence / Deliverables							
See attached data dashboard and Contacts & Referrals report							
Developments/ Achievements / Key Milestones reached this period:				Targets for next period:			
<ul style="list-style-type: none"> - Programme for work shadowing for Leader and Chief Executive developed and launched to engagement with frontline staff - All children allocated - 75 audits completed plus 12 moderations with clear focus on improving the quality of intervention with children - Ofsted audit of cases in MASH and First Response found evidence of good decision making and management oversight - Social Work academy launched with Bucks New University to embed culture within the organisation of continuous learning and development - 6 permanent social workers appointed - Successful recruitment drive in Romania (20+ candidates interviewed) to ensure all children have a permanent social worker - Supervision Strategy re-launched to set the standards and ensure staff receive regular, high quality supervision - Prototyping of Early Help panel in Chesham - Introduction of new telephony system in MASH & First Response to ensure all calls about children in need are answered in a timely way and key performance data is captured - Increase in Contact & Referral Coordinator's and training to ensure they have the necessary skills and knowledge to provide referrers with high quality information and advice - EPeP system is now live allowing them to be completed in an efficient and inter-active way with children and young people - Process map for Initial Health Assessments agreed between Health and Social Care to ensure that they are completed in a timely way and children's health needs are met and recorded 				<ul style="list-style-type: none"> - Workshop with all partners on 'making partnership working work for children in Bucks' - Maintain 100% allocation of cases to social workers - 100 audits to be completed in March - Ofsted to audit cases in Children in Need - Increase % children seen during assessment - Increase % assessments completed in 45 days - Further Recruitment of permanent staff - Induction programme for new staff - Permanent appointments to PIM roles - Early Help workshops to co-design the panels with partners - Early Help speed dating events to ensure all staff and partners are aware of the EH services available - Improvement on the Timeliness visits to Children Looked After - Decision on when young person should move from CiC teams to AfterCare - Business Case for future delivery options for Fostering, Adoption and Residential services - Testing for Annex A dataset - Version 10 ICS go live (01/04/15) - Development of social worker toolkit - Analysis of staff survey responses and development of action plan 			

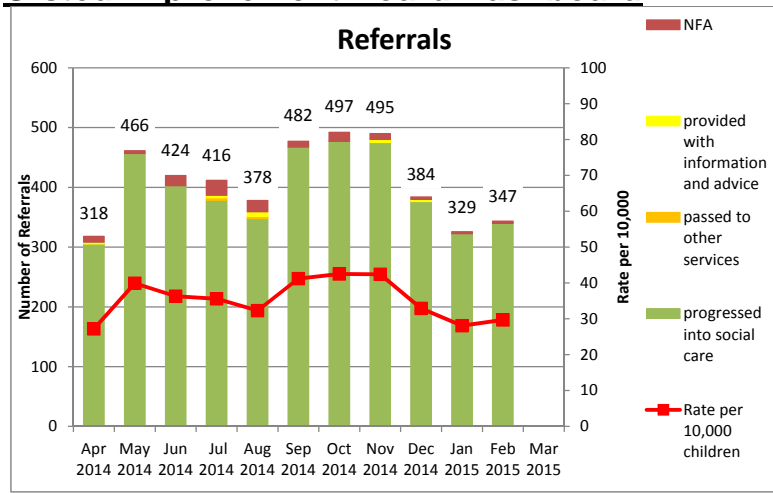
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<ul style="list-style-type: none"> - Further developments to Data Dashboard and Scorecard to ensure performance information detailing the journey of the child is available to all teams in a timely way - Tablets for Adoption and Fostering panels to increase efficiency and cost of the panel process - Changes to the recruitment process to enhance the experience for candidates and recruiting managers - 'Day in the life of a social worker' mapped out to inform 'toolkit' requirements (including opportunities for digitalisation) - 42% response rate to staff survey identifying key areas for improvement 	
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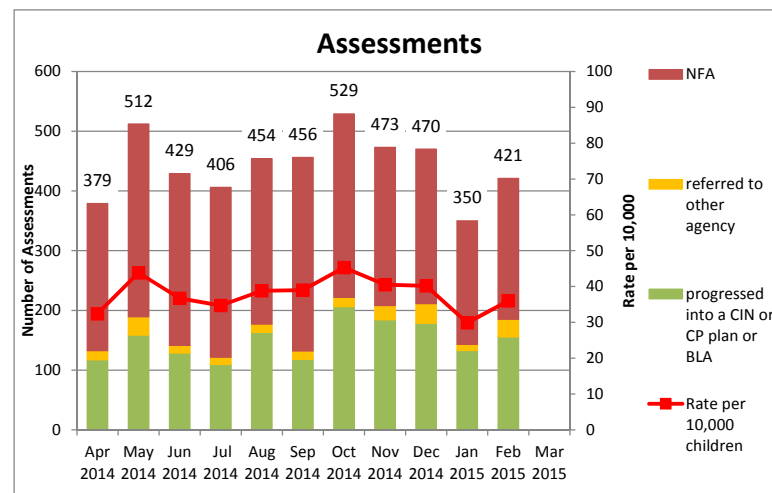
Key Risks and Issues

Ref	Risk / Issue	Mitigating Action	Owner	RAG
394	IF we are unable to attract and retain experienced and qualified staff THEN we will be unable to meet the improvement plan targets and improve children's safeguarding in Bucks	Overseas recruitment, revised terms and conditions, R&R Strategy	G Quinton	R
398	IF demands under Future Shape Programme increase and staff are affected THEN focus and resources required to implement the Plan could slip	MD in regular conversation with CE to ensure the whole Council understands the priority that needs to be given to the Improvement Programme Recruit Change Programme Manager to allow Improvement Programme Manager to concentrate on this programme	D Johnston	G
407	IF the number of referrals continue to substantially increase THEN the increased pressure on an already stretched team could result in staff absence and a reduced level of service	Work with partners to ensure that they understand our thresholds and their role in provision of Early Help Services Flex the workforce to meet changes in demand through the use of agency workers Work with contractors to ensure we always have approved agency staff to start immediately	C Douch	R
460	IF issues about the quality of leadership and management within the Council are not addressed THEN we will be unable to improve services for children and young people	Leader and Chief Executive are active members of the Improvement Board Chief Executive attends weekly workstream 'touch down' meetings	C Williams	A
461	IF issues about the quality of leadership and management within partner organisations are not addressed THEN we will be unable to improve services for children and young people	Partners are represented by senior officers on the Improvement Board Partners are represented on relevant project teams	C Williams	A

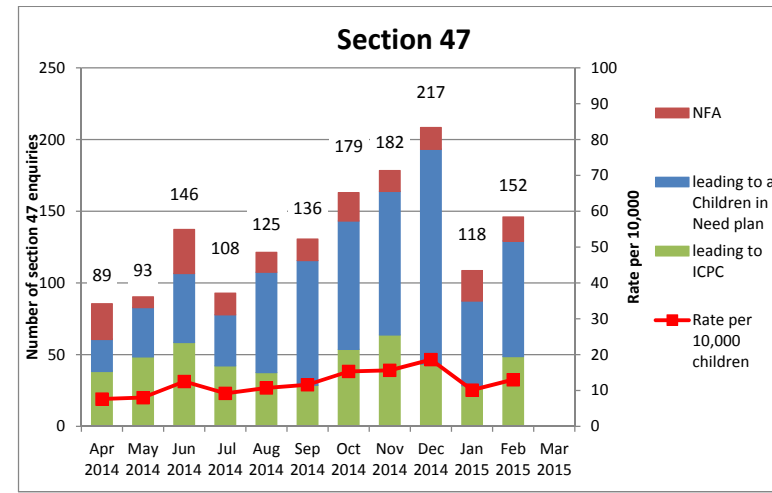
Ofsted Improvement Board Dashboard



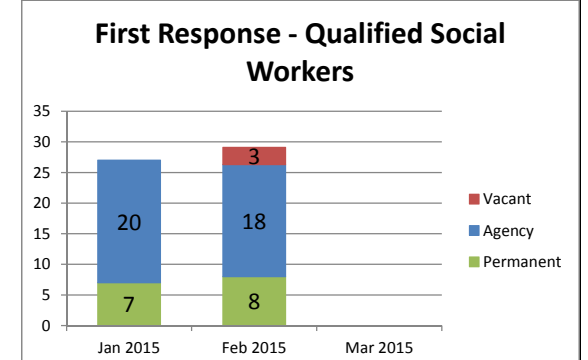
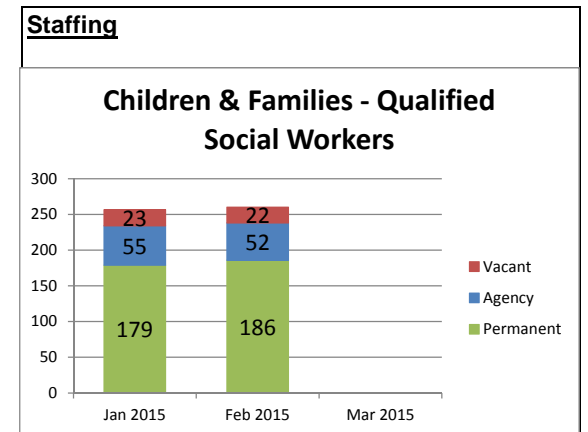
Rate of referrals in 2013/14 was 622.3 per 10,000 which was higher than statistical neighbours at 403 per 10,000. Therefore you would expect this rate to decrease. It is projected that by the end of 2014/15 the rate will be closer to 413 per 10,000.



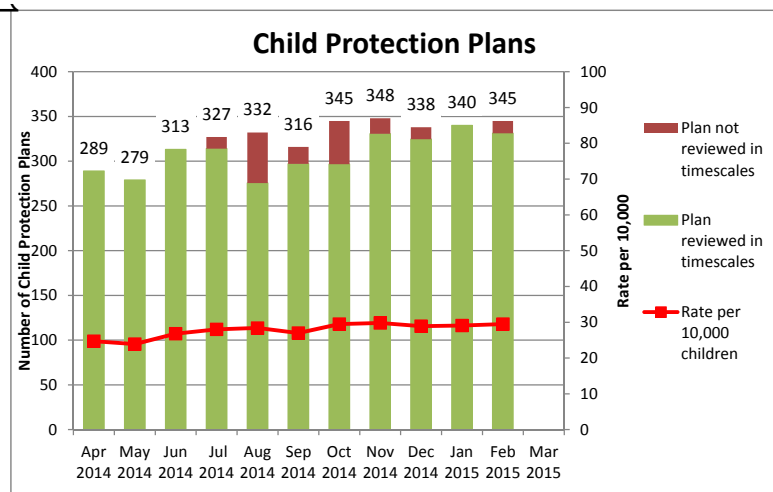
There have been the fewest assessments started in January since April 2014 which is a significant drop since December. However, 56% assessments NFA and 37% moved to CIN/CP plan. A further review of the threshold is required through multi-agency audits.



In 2013/14 our rate for S47's was lower than stastical neighbours at 75.4 compared to 110.9 per 10,000. Estimated 2014/15 rate is 145. Conversion rate from S47 to ICPC is lower than expected it should be around 75%. Hypothesis not enough info being gathered during S47 enquiries and the threshold decision making not robust.

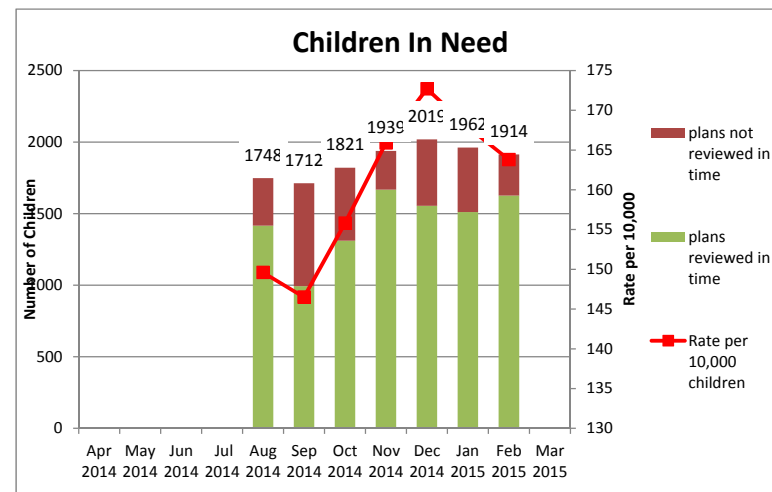


First Response went from 13 to 27 social workers from September and a further 4 to meet increases in demand in January.

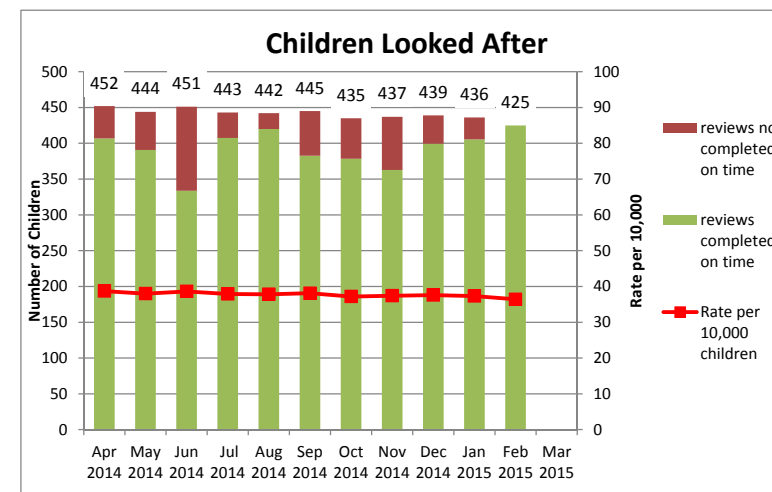


Rate per 10,000 subject to a Child Protection Plan			
Bucks Feb 2015	Stat. N 2014	South East 2014	National 2014
29.5	34.3	38.1	42.1

This is still lower than stastical neighbours but should increase with the increase with the increase in number of S47's.



The number of CIN (current 163.8 per 10,000) there is currently a through put issue which is being addressed.



Rate per 10,000 Children Looked After			
Bucks Feb 2015	Stat. N 2014	South East 2014	National 2014
36.4	37.2	48.0	60.0

All reviews completed on time. Numbers of children in Care remain relatively stable.

Sickness Rate		Jan 2015
First Reponse		9.6%
Children in Need South		7.1%
Children in Need North		5.9%
Care Services		2.2%
Children With Disabilities & Children in Care		5.7%
Family Resilience Service		9.8%
Qualified Social Workers		5.2%
Turnover rate		Feb 2015
Qualified Social Workers		8.1%
Stat Neighbour		16.0%

	Date	Outturn
Number of contacts progressed to MASH	Feb 2015	95
Number of unallocated cases (assessment)	Feb 2015	0

Success Measure	Annex A /Ofsted Baseline/ June	Apr 2014 outturn	May 2014 outturn	Jun 2014 outturn	Jul 2014 outturn	Aug 2014 outturn	Sep 2014 outturn	Oct 2014 outturn	Nov 2014 outturn	Dec 2014 outturn	Jan 2015 outturn	Feb 2015 outturn	Mar 2015 outturn	Stat. Neighbours 2014	South East 2014	National 2014	Current outturn	Current target	Current RAG	Jan-16 Target
% repeat referrals	30%	35.0%	29.0%	33.0%	31.0%	23.0%	28.0%	27.0%	26.0%	26.0%	30.0%	26.0%		23.4%	28.1%	23.4%	26.0%	25.0%	Amber	23%
% assessments completed in 45 days	70%	72.0%	75.0%	73.0%	81.0%	82.0%	83.0%	82.0%	81.0%	82.0%	74.0%	63.0%		94.0%	81.2%	82.2%	63.0%	90.0%	Red	100%
% children seen during assessment	73%	91.0%	89.0%	89.0%	87.0%	88.0%	90.0%	90.0%	93.0%	93.0%	90.0%	89.0%					89.0%	100.0%	Red	100%
% initial health assessments are completed within 28 days of becoming looked after	89%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	22.0%					22.0%	100.0%	Red	100%
% 16-18 year olds in care have an up-to-date Pathway Plan	50%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	95.0%	96.5%					96.5%	100.0%	Amber	100%
% of Care Leavers have an up-to-date Pathway Plan	50%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	66.8%	69.6%					69.6%	100.0%	Red	100%
% of CLA are placed no more than 20 miles away from home	68%	50.0%	51.0%	50.0%	50.0%	49.0%	48.0%	46.0%	46.0%	47.0%	46.0%	45.0%		72.5%	85.0%	87.0%	45.0%	55.0%	Red	70%
% ICPC held within 15 working days of the strategy discussion		40.0%	62.0%	46.0%	54.0%	35.0%	20.0%	53.0%	43.0%	45.0%	8.0%	67.0%		65.7%	65.4%	69.3%	67.0%	70.0%	Amber	100%

Agenda Item 7 Appendix 1

BUCKINGHAMSHIRE CHILDREN AND YOUNG PEOPLE'S SERVICES IMPROVEMENT PLAN

MARCH 2015

This plan will be updated on a regular basis. The April 2015 version will reflect the changes requested by the Improvement Board on 12/3/15

RAG Status

	Success Measure	Action
Red (R) (Exceptions)	Target not yet achieved Action required: review actions to ensure positive impact on outcomes	Missing / highly likely to miss target / deadline Action required: Investigate / respond urgently
Amber (A)	Acceptable performance but not yet at or exceeding target Action required: Requires attention/remedial action	On track to meet deadline Action required: Requires attention to ensure action completed in timescale
Green (G)	Good performance at or exceeding target Action required: Continue to monitor	Action completed Action required: No further action needed

14

Version Control

Version	Update	By Whom
November 2014	Signed off by BCC Cabinet and submitted to Ofsted	
February 2015	Updated timescales following prioritisation process Added targets and current performance against success measures Amended RAG ratings to show 'green' as complete / target met BSCB Action Plan 7 th workstream and not appendix to main plan Amendments following DfE Adviser feedback	Improvement Programme Manager
March 2015	Addition of recommendations from Red Quadrant report (red)	Improvement Programme Manager

Working Together to Improve Services for Children and Young People in Buckinghamshire

“Providing a safety net for the most vulnerable members of the population” is a top priority for Buckinghamshire County Council (Buckinghamshire County Council Strategic Plan 2014-18).

The vision for children and young people in Buckinghamshire is:

Children and young people are healthy and safe, feel valued and value others, are treated fairly, have lives filled with learning, achieve their potential and are able to enjoy life and spend quality time with family and friends.

(Buckinghamshire Children and Young People’s Plan 2014 to 2018)

This Improvement Plan sets out how we will achieve this vision through strategic leadership, engagement of all partners and listening to the voices of children, families and those who work with them. The Local Authority is committed to implementing the required changes identified by Ofsted in order to ensure that children are safe and our services show evidence of continuous improvement.

This improvement plan has been drawn up by Buckinghamshire County Council and its partners. Seven main workstreams for improvement have been identified and the Ofsted recommendations have been mapped to them (Appendix B). **Workstream 7 has been added as a distinct workstream following the Red Quadrant recommendation (RQ2) to ‘Assign the BSCB Development and Improvement Plan to a separate workstream commensurate with its significance’.**

1. Improving Leadership, Governance and Partnerships
2. Improving Quality of Social Work Practice
3. Improving the Strength and Capacity of the Workforce
4. Improving Early Help and the Front Door
5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning
6. Improving Tools
7. Improving the Buckinghamshire Children’s Safeguarding Board

An Improvement Board meets monthly to oversee the delivery of the Improvement Plan with representation from partners and other local authorities (see Appendix E). The authority has also employed an external adviser to audit and support practice. Improvement actions will be delivered within agreed timescales. Progress will be monitored to make sure practice meets the ‘good’ standard set out by the Ofsted framework, and that improvement is sustained. The Lead Member for Children’s Services will lead key decisions in relation to Buckinghamshire County Council’s children’s social care services and the Council’s Education, Skills and Children’s Services Select Committee will provide ongoing oversight and challenge through their monthly meetings. A communications plan has been developed to ensure the public are continuously informed on progress.

The seven workstreams will have a Senior Officer of the Council as Project Sponsor and a Service Manager as Project Lead. A Project Team has been established to drive forward the improvements in each workstream with representation from partner agencies and frontline staff.

Workstream	Sponsor	Lead
1. Improving Leadership, Governance and Partnerships	Cabinet Member for Children's Services	Strategic Director Children & Young People's Services
2. Improving Quality of Social Work Practice	Strategic Director Children & Young People's Services	Service Director Children & Families
3. Improving the Strength and Capacity of the Workforce	Strategic Director Resources and Business Transformation	Service Director Learning, Skills & Prevention
4. Improving Early Help and the Front Door	Service Director Children & Families	Head of First Response & MASH Head of Prevention & Commissioning / Head of Family Resilience
5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning	Service Director Learning, Skills & Prevention	Head of Children's Care Management
6. Improving Tools	Strategic Director Resources and Business Transformation	Service Director Children & Families
7. Improving the Buckinghamshire Safeguarding Children Board		Chair of Buckinghamshire Safeguarding Children Board

The Six Workstreams of Improvement

<p>1. Improving Leadership, Governance & Partnerships</p> <p><i>We will improve outcomes for children by ensuring multi-agency leaders are accountable and understand and carry out their role in improving safeguarding practice</i></p>	<p>2. Improving Quality of Social Work Practice</p> <p><i>We will improve outcomes for children by ensuring a consistent standard of good quality safeguarding services</i></p>	<p>3. Improving the Strength & Capacity of the Workforce</p> <p><i>We will improve outcomes for children by valuing and having a skilled, professional, competent, efficient and stable social care workforce with sufficient capacity and time to deliver high quality services</i></p>
<p>1.1 Members lead the changes required to make children services safe and effective</p> <p>1.2 Partners work together to ensure the best outcomes for children and families</p> <p>1.3 There are clear and consistently applied Thresholds across all agencies so that children receive the help or protection needed in a timely manner</p> <p>1.4 Leadership ensures that children's views help shape and inform all strategies and service developments</p> <p>1.5 Governance is effective with clear lines of accountability and challenge</p>	<p>2.1 Staff and managers know what good looks like and work to clear standards that inform their practice</p> <p>2.2 The quality, timeliness and recording of social work intervention is improved</p> <p>2.3 There is demonstrable supervision of staff and management oversight of practice</p> <p>2.4 Social workers and managers hear the voice of the child and involve them in practice and shaping their plans</p> <p>2.5 A Quality Assurance system is established that provides audit, scrutiny and challenge and acts on findings</p>	<p>3.1 The skills and knowledge of the social care workforce are improved</p> <p>3.2 Reflective learning is implemented into practice</p> <p>3.3 Recruitment strategies are strengthened to attract more Social Workers to work in Buckinghamshire</p> <p>3.4 A Retention Strategy is developed and implemented for the social care workforce to keep more staff working in Buckinghamshire</p>

<p>4. Improving Early Help and the Front Door</p> <p><i>We will improve outcomes for children by ensuring children and their families get the right service at the right time to meet their needs</i></p>	<p>5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning</p> <p><i>We will improve outcomes for children by ensuring that they remain with their families wherever possible and plan permanency from the outset</i></p>	<p>6. Improving Tools</p> <p><i>We will improve outcomes for children by ensuring staff have the right tools to enable them to deliver good quality services efficiently</i></p>
<p>4.1 There is an multi-agency Early Help offer that is understood and coherent</p> <p>4.2 The MASH is implemented and embedded</p> <p>4.3 Once needs are defined, services will be provided to meet need within agreed timescales</p> <p>4.4 Ensure referrals are responded to in a timely manner, appropriate Thresholds are applied, risks identified, assessed and managed</p> <p>4.5 Effective use of the Threshold Document</p> <p>4.6 Ensure there are sufficient qualified, experienced, and competent social workers at the Front Door to manage the workload</p>	<p>5.1 Services to support children and families to prevent unnecessary admission to care are developed</p> <p>5.2 All Children in Care and Care Leavers have an up to date Care or Pathway Plan based upon a recent assessment of need</p> <p>5.3 Permanency Plans are in place for all children by the child's 2nd CiC review</p> <p>5.4 Ensure local placement sufficiency, range, quality and cost effectiveness</p> <p>5.5 More Care Leavers have and take up the opportunity to remain in their foster placement</p> <p>5.6 All Care Leavers have access to education, training and employment opportunities.</p> <p>5.7 The education and health care needs of CiC are identified upon entry to care and prioritised by the Council and Partners</p> <p>5.8 Children's voices are clearly heard through planning meetings, reviews and the We Do Care Council</p> <p>5.9 Continue to improve and consolidate permanence through adoption where appropriate</p>	<p>6.1 A single integrated IT system is in place to record the Child's Journey through children's social care.</p> <p>6.2 There is a single, integrated and easily accessible set of child care policies and procedures</p> <p>6.3 The Performance Framework is established</p> <p>6.4 Staff have a range of recording and assessment materials / techniques to record the voice and views of children and their families</p> <p>6.5 The Council, through Corporate Services, provides support that enables children's social care to meet the needs of children and families</p>
<p>7. Improving the Buckinghamshire Safeguarding Children Board</p> <p><i>We will improve outcomes for children through maintaining a strong and shared safeguarding culture across partners to ensure every child and young person in Buckinghamshire grows up safe from maltreatment, neglect and harm and that children and their parents receive the right help and support when they need it.</i></p> <p>Priority 1 – Accessing the Right Support: Early Help and Thresholds</p> <p>Priority 2 – Child Sexual Exploitation</p> <p>Priority 3 – Child's Voice and Journey</p> <p>Priority 4 – Neglect</p>		

Workstream 1		Improving Leadership, Governance & Partnerships			
Outcome:	We will improve outcomes for children by ensuring multi-agency leaders are accountable and understand and carry out their safeguarding role in improving safeguarding practice				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A02 - Ensure that the local authority as a whole takes responsibility for and prioritises the improvements needed in children's social care</p> <p>A03 - Ensure that all partners understand and agree on the multi-agency thresholds document, that it is implemented and monitored effectively, and that it is supported by clear guidance</p> <p><i>Areas for Improvement:</i></p> <p>B12 - Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge</p> <p>B18 - Review governance arrangements between the Children & Young People's Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership</p>				
Sponsor:	Cabinet Member Children's Services	Project Lead:	Managing Director Children Social Care & Education	Project Manager:	Project Manager W1

Objective	Success Measure	Target (Jan 2016)	Current (Feb 2015)	RAG
	Ofsted rate leadership, governance, and partnerships as being good or outstanding.	Good	Inadequate	R
1.3	% of contacts with NFA as the outcome	20%	27%	R
1.3	% repeat referrals	23%	26%	A

Objective:	1.1 Members lead the changes required to make Children's Services safe and effective					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.1.1 Review Children's Services budgets following recommendations from the Member Led Task & Finish Group	Sept 14	CEO	G	£0	£0	£0
1.1.2 Review Council priorities to ensure children's services are given a	Nov 14	CEO	G	£0	£0	£0

clear priority within the overall Council plans						
1.1.3 Through the Education, Skills and Children's Services Select Committee, ensure Members receive regular performance reports and challenge officers in relation to poor or underperforming services and outcomes	Quarterly Ongoing	Chair of E&CS Select Committee	A	£0	£0	£0
1.1.4 Ensure Cabinet receives and debates a quarterly report detailing progress against the Ofsted improvement plan and a summary of performance against key safeguarding measures	Quarterly Ongoing	Service Director C&F	A	£0	£0	£0
1.1.5 Sustain the priority of Children's Services across partnerships through embedding a culture of reflection and learning	Ongoing	Leader / CEO	R	£40k	£0	£40k
1.1.6 RQ11 Ensure input from another local authority that has improved its scrutiny processes in order to more robustly challenge members and officers	30/04/15	Team Leader O&S	A			
1.1.7 RQ13a The Senior Children's Management Team should be expanded to ensure sufficient capacity to deliver change in a timely fashion	09/03/15	CEO	A			
1.1.8 RQ15b Ensure leaders model a culture of urgency	Ongoing	Leader	A			

21

Objective:	1.2 Partners work together to ensure the best outcomes for children and families					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.2.1 Ensure correct partnership representation and engagement on project teams	Jan 15	All partners	G	£0	£0	£0
1.2.2 Develop a communications plan to ensure all partners are kept informed of progress and opportunities to engage in planning	Mar 15	Programme Manager	A	£0	£0	£0
1.2.3 Hold 'making partnership working work' workshop	Mar 15	Managing Director	A	£0	£0	£0
1.2.4 Partnership 'task and finish' groups to address key issues across the partnership	Ongoing	Managing Director	A	£0	£0	£0
1.2.5 RQ3 Ensure that all partners engaged in the promotion of the wellbeing of children are aware of their individual and collective responsibilities and are	Ongoing	Chair of Imp Board	R	£0	£0	£0

jointly held to account

Objective:	1.4 Leadership ensures that children's and frontline staff views help shape and inform all strategies and service developments					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.4.1 Corporate Parenting Training is delivered to all members of the Council and senior officers and involves Children in Care	31/10/14	P&E Manager	G	£0	£0	£0
1.4.2 Review the "Pledge" to children and young people in care and care leavers, implement a revised pledge, and monitor the extent to which commitments are being delivered	30/12/14	P&E Manager	G	£0	£0	£0
1.4.3 Members, senior managers and front-line managers actively involve children and young people in decision-making about strategies, services and individual plans	Ongoing	P&E Manager	A	£0	£0	£0
1.4.4 Ensure young people's voices are influencing the design and delivery of the services provided for them through developing a Youth Voice Steering Group that ensures young people's views are heard and acted upon	Ongoing	Senior Practitioner	A	£0	£0	£0
1.4.5 Hold regular consultation events with the workforce and provide feedback on the development of the plan and the outcomes achieved	Quarterly Ongoing	Service Director C&F	A	£0	£0	£0

22

Objective:	1.5 Governance is effective with clear lines of accountability and challenge					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.5.1 Scrutinise KPIs through the Balanced Scorecard and ensure action is taken where necessary	Ongoing	Managing Director	A	£0	£0	£0
1.5.2 Review governance arrangements between the Children & Young People's Partnership Executive Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership.	30/03/15	Managing Director	A	£0	£0	£0

1.5.3 RQ15a Maintain focus and holding to account of all staff by the Senior Management Team	Ongoing	Managing Director & Service Director C&F	A			
1.5.4 RQ15c Ensure that the Chief Executive maintains his weekly intense focus on action and outcomes being taken to safeguard children	Ongoing	Leader	A			
1.5.5 RQ16 Incorporate within the change plan how ownership and decision making will be delegated at all levels	01/04/15	Managing Director	A			

Workstream 2		Improving Quality of Social Work Practice			
Outcome:	We will improve outcomes for children by ensuring a consistent standard of good quality safeguarding services				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A01 - Review all unallocated cases that have been closed without the child's needs being assessed and ensure that any necessary action is taken to meet them</p> <p>A08 - Ensure that children and young people are visited regularly, seen alone by their social workers, and have enough time with them to build and maintain positive relationships</p> <p>A09 - Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs, and detailed reasons for key decisions</p> <p>A10 - Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases</p> <p>A11 - Ensure that all plans for children and young people focus on their assessed needs, with clear timescales and outcomes by which progress can be measured</p> <p>A12 - Ensure that core groups consistently review progress in achieving the aims of the child protection plan and that escalation processes follow if parents fail to engage</p> <p><i>Areas for Improvement:</i></p> <p>B04 - Ensure that children's records are accurate and up to date including ensuring that records of looked after review meetings, reports and minutes are on the child's case file</p>				
Sponsor:	Managing Director Children Social Care & Education	Project Lead:	Service Director Children & Families	Project Manager:	Project Manager W2

Objective	Success Measure	Target (Jan 2016)	Current (Feb 2015)	RAG
2.1	Rate per 10,000 children subject to a Child Protection Plan	N/A	29.5	N/A
2.1	% of case audits with a good or outstanding rating	100%	55%	A
2.2	% assessments completed in 45 days	100%	63%	R
2.2	% children seen during assessment	100%	89%	R
2.2	% of Child Protection Plans reviewed in timescales	100%	96%	A

2.2	% children remaining on a Child Protection Plan for 2 years or more	N/A	4%	N/A
2.2	Number of unallocated cases (children)	0	0	G
2.3	% case audits with a good or outstanding rating for management oversight	100%	63%	G
2.3	% of monthly social work staff supervisions completed	100%	70%	R
2.4	% case audits with a good or outstanding rating for the voice of the child	100%	72%	A
2.5	Number of case audits completed	100	87	R

Objective:	2.1 Staff and managers know what good looks like and work to clear standards that inform their practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.1.1 Develop 'children's social care practice principles and standards' as part of the Staff Charter for the entire child's journey through the social care system	30/12/14	Head of QSP / ADM / PIMs	G	£0	£0	£0
2.1.2 Review the transition points of the journey of the child through the system	30/11/14	Head of QSP	G	£30k	£0	£0
2.1.3 Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases	Ongoing	Head of QSP	R	£0	£0	£0
2.1.4 Train staff and managers on the standards of practice expected in relation to a child's journey through the system	31/03/15	Head of QSP / PIMs / TMs/ L&D Business Partner	A	£0	£0	£0

Objective:	2.2 The quality, timeliness and recording of social work intervention is improved					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.2.1 Review all unallocated that were closed in the last 6 months without the child being seen	30/11/14	Head of QSP	G	£10k	£0	£0
2.2.2 Implement a consistent workload prioritisation method across all units	30/11/14	Head of	G	£0	£0	£0

/ teams		CCM / ADM				
2.2.3 Establish and launch clear standards for effective case recording including timescales for the recording of key activity	31/12/14	Head of QSP / ADM	G	£0	£0	£0
2.2.4 Monitor and report on a weekly basis the timeliness of all Child & Family Assessments and any unallocated work. Service Director to take remedial action as necessary	Ongoing	Sen Info Officer / Head of QSP	G	£0	£0	£0
2.2.5 Develop and implement guidance and procedures relating to the production of good quality Child in Need Plans	31/12/14	Head of CiN / Head of QSP	G	£0	£0	£0
2.2.6 Ensure staff are trained in writing Child in Need Plans	31/03/15	Head of CiN / Head of QSP / L&D Business Partner	A	£0	£0	£0
2.2.7 Develop and implement guidance and procedures relating to the production of good quality Child Protection Plans and ensure staff are trained and briefed as appropriate	31/01/15	Head of QSP / L&D Business Partner / Conferencing Manager	G	£0	£0	£0
2.2.8 Ensure that core groups consistently review progress in achieving the aims of the Child Protection Plan and that escalation processes follow if parents fail to engage	31/12/14	Head of QSP	G	£0	£0	£0
2.2.9 Ensure that all children and young people are visited regularly (within timescale), seen alone by their social workers and have enough time with them to build and maintain positive relationships and it is appropriately recorded (RQ9b)	Ongoing	Head of QSP	R	£0	£0	£0
2.2.10 Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs and detailed reasons for key decisions	Ongoing	Head of QSP	A	£0	£0	£0
2.2.11 Implement a risk assessment tool for use by early help and children's social care practitioners and ensure staff are trained and briefed as appropriate	31/03/15	L&D Business Partner / Head of FRT / Head of CiN /	A	£40k	£0	£0

		Head of CCM				
2.2.12 RQ5a Ensure that there is an increased focus on individual practice and professional accountability for the quality of social work intervention	Ongoing	Service Director C&F	A	£0	£0	£0

Objective:	2.3 There is demonstrable supervision of staff and management oversight of practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.3.1 Ensure all DSP records include an objective regarding practice standards	01/04/15	Head of QSP / GMs	A	£0	£0	£0
2.3.2 Review and revise the supervision policy	31/01/15	ADM	G	£0	£0	£0
2.3.3 Undertake an audit of live supervision to assess the quality and reflectiveness of the supervision provided by front line managers	31/12/14	PIMs / TMs	G	£0	£0	£0
2.3.4 Assure all assessments are quality assured and signed off by a Team Manager / Consultant Social Work Manager	31/12/14	PIMs / TMs	G	£0	£0	£0
2.2.12 RQ5b Ensure that there is well modelled managerial oversight of all tiers of staff	Ongoing	Service Director C&F	A	£0	£0	£0

Objective:	2.4 Social workers and managers hear the voice of the child and actively involve them in practice and shaping their plans					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.4.1 Ensure children's files reflect the child's voice at all points of key decision making	Ongoing	CSWMs / TMs	A	£0	£0	£0
2.4.2 Ensure assessments clearly record the child's wishes and feelings and show evidence of how this has been taken into account in the analysis and	01/04/15	CSWMs /TMs	A	£0	£0	£0

care plan, irrespective of the age of the child						
2.4.3 Ensure all children and young people make an active contribution to Children in Need, Child Protection and Looked After Children's Plans and are actively involved in conferences and reviews irrespective of whether they are able to attend the meeting	01/04/15	CSWMs / TMs	A	£0	£0	£0
2.4.4 Ensure all children, young people and their families have the opportunity to provide feedback on the service they have received at regular intervals and when a case is closed	01/04/15	Head of QSP	A	£0	£0	£0

Objective:	2.5 A Quality Assurance system is established that provides audit, scrutiny and challenge and acts on findings					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.5.1 Undertake a weekly dip sample audit of referrals to ensure Thresholds are being applied consistently	Ongoing	Head of FRT	G	£0	£0	£0
2.5.2 Carry out monthly audits of assessments to ensure practice and analysis are of good quality and completed within appropriate time scales	Ongoing	Head of FRT	G	£0	£0	£0
2.5.3 Regularly audit referral data by all agencies to ensure each agency is making appropriate referrals to First Response	Ongoing	Head of FRT	G	£0	£0	£0
2.5.4 Audit repeat referrals over the past 6 months to identify whether cases are returning for the same reason, and why initial responses have not resolved concerns. Cascade learning to First Response and BSCB	28/2/15	Head of FRT	G	£0	£0	£0
2.5.5 Implement an audit programme as part of the performance framework	31/12/14	Head of QSP	G	£15k	£0	£60k

Workstream 3	Improving the Strength & Capacity of the Workforce
Outcome:	We will improve outcomes for children by valuing and having a skilled, professional, competent, efficient and stable social care workforce with sufficient capacity to deliver high quality services.
Ofsted Recommendations:	<i>Priority & Immediate:</i> A04 - Ensure that there are enough suitably qualified and skilled social workers and first-line managers to provide services that are safe, responsive and effective
Success Measures:	1. Increase the number of successful applications to the Career Progression Panel

	2. Increase % of unit meetings completed in the month 3. Maximum 15% of total staffing spend is on agency worker spend 4. By the end of the year, the turnover rate in front line social care posts is no more than 5% (per month) 5. Reduce sickness rate to 2.9% 6. 100% attendance at leadership workshops and evidence that learning informs practice				
Sponsor:	Strategic Director Resources and Business Transformation	Project Lead:	Service Director Learning, Skills & Prevention	Project Manager:	Project Manager W3

Objective	Success Measure	Target (Jan 2016)	Current (Feb 2015)	RAG
3.2	% of unit meetings completed	95%	78%	G
3.3	Agency worker spend (% of total staffing spend)	20%	27%	A
3.4	Number of agency workers in permanent posts	30		
3.4	Number of posts with no worker (agency or permanent)	0		
3.4	Agency to permanent worker ratio	10%		
3.4	Average time to fill permanent Social Worker posts in calendar days (Vacancy Approval to Offer)	21 days	49	R
3.4	Average time to fill permanent Social Worker posts (Vacancy Approval to Start date)	21 days plus notice period	84	R
3.4	Average time to hire agency Social Workers in calendar days (date booking was requested to start date)	3 days		
3.4	Retention rate/turnover rate	2%		
3.4	Number of successful applications to the Career Progression Panel	N/A		N/A
3.4	Sickness rate	2.9%		

Objective:	3.1 The skills and knowledge of the social care workforce are improved					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.1.1 Introduce 5 Practice Improvement Manager roles (fixed term) to the structure to relieve Heads of Service from operational work	01/10/14	Service Director C&F	G	£150k	£0	£400k

3.1.2 Clearly define expectations, roles and responsibilities for each management role including decision making accountability	31/03/15	Service Director C&F	A	£0	£0	£0
3.1.3 Undertake a monthly review of the social care workforce profile to ensure the workforce reflects demand (based on agreed caseload calculations)	Ongoing	Service Director C&F	G	£100k	£250k	£0
3.1.4 Develop and deliver "Getting to Good" training programme for social workers and front line managers to include Thresholds, referral management, assessment including risk assessment, planning, permanency and case recording effective and appropriate use of ICS	31/03/15	L&D Business Manager / Head of QSP	G	See 2.5.5		
3.1.5 Develop an induction programme for all posts	31/03/15	L&D Business Manager / GMs / PIMs	A	£0	£0	£0
3.1.6 Develop a mentoring programme for consultant social work managers	31/03/15	PIMs / MLA	A	Innovation bid		
3.1.7 Deliver a mentoring programme for consultant social work managers	31/03/15	PIMs / MLA	A	Innovation bid		
3.1.8 Develop and deliver a Workforce Development Programme (Social Work Academy and Leadership Academy) including role specific training for social workers and change leadership development for managers	28/02/15 (with delivery to follow)	L&D Business Manager / Head of QSP	A	£30k	£50k	£64k

Objective:	3.2 Reflective learning is implemented into practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.2.1 Ensure reflective supervision is used by all managers in the service	Ongoing	PIMs	G	£0	£0	£0
3.2.2 Ensure 50 unit meetings per unit, per year are completed	31/03/15	SMT	A	£0	£0	£0

Objective:	3.3 Recruitment strategies are strengthened to attract more Social Workers to work in Buckinghamshire					
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Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.3.1 Continue to run an 'always on' recruitment campaign	Ongoing	Workforce Man Manager	A	£52k	£40k	£0
3.3.2 Develop and implement a Recruitment and Retention Strategy that will attract appropriately experienced and qualified staff	13/02/15	Head of CiN	A	£134k	£160k	£4k
3.3.3 Revise the end to end recruitment process	31/03/15	Team Leader Org Dev	A	Future Shape		
3.3.4 Reduce reliance on agency workers through recruiting permanent staff	31/03/15	Service Director C&F	R	See 3.3.2		
3.3.5 Develop Key Worker Housing	31/03/15	Strategic Property Manager	A	Capital		
3.3.6 RQ5c Ensure the longer term stability of the workforce by increasing the proportion of social worker and manager posts that are permanently employed	Ongoing	Service Director LSP	R			
3.3.7 RQ6 Deliver: - ongoing recruitment campaigns	Ongoing	Workforce Man Manager	A			
- effective contract management with agency suppliers	Ongoing	Senior Resourcing Consultant	A			
- and more improved (faster and better) end-to-end processes from vacancy to staff starting	01/04/15	Team Leader Org Dev	A			
3.3.8 RQ13b Ensure the strengthening of the children's management group by significantly reducing reliance on interim staff and ensuring strategic capability among those appointed	30/04/15	Managing Director	A			
3.3.9 RQ14a Ensure that the review of the end to end recruitment process is completed and its outcomes effectively implemented	01/04/15	Team Leader Org Dev	A			

Objective:	3.4 A Retention Strategy is developed and implemented for the social care workforce to keep more staff working in Buckinghamshire					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.4.1 Review Career Progression Framework to ensure it provides clear career pathways for all staff	31/01/15	SMT	G	£0	£0	£0
3.4.2 Develop a Staff Retention Scheme to minimise staff turnover / vacancies / loss of expert skill and knowledge including a review of pay and conditions and benchmarking against other LA's	28/02/15	Service Director LSP	G	£385k	£0	£0
3.4.3 Ensure there is an adequate HR resource allocated to support Children & Young People's Service managers to manage capability and long term absence cases	31/12/14	Service Director HR	G	£25k	£13k	£0

32

Workstream 4	Improving Early Help and the Front Door
Outcome:	We will improve outcomes for children by ensuring children and families get the right service at the right time to meet their needs
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A05 - Ensure that, when children and young people are referred to children's social care, there is sufficient capacity in this part of the service to undertake the work effectively, and that children are assessed swiftly so that their safety is secured</p> <p>A06 - Ensure that suitably qualified staff undertake assessments, that these focus on the needs and wishes of the child, provide a thorough assessment of parental attributes, consider historical factors, and analyse risk and resilience factors in detail</p>

	A07 - Ensure that information about children and families is shared and recorded in line with legislation and case law, with consent obtained except in circumstances where it would heighten risk of significant harm to a child or young person. Ensure that historical information is included so that risks can be better analysed and understood			
	<i>Areas for Improvement:</i> B01 - Ensure that the local authority and partners coordinate and target early help effectively, so that families receive support when their need is first identified			
Sponsor:	Service Director Children & Families	Project Lead:	Head of First Response & MASH Head of Prevention & Commissioning Head of Family Resilience	Project Manager: Project Manager W4

Objective	Success Measure	Target (Jan 2016)	Current (Feb 2015)	RAG
4.1	% of contacts with NFA as the outcome	20%	27%	R
4.1	% of contacts referred to other services	33%	38%	R
4.1	Rate per 10,000 children subject to a referral	N/A	29.7	N/A
4.4	% of referrals where a decision is made in 24 hours	98%	32%	R
4.4	% repeat referrals	23%	26%	A
4.5	Rate per 10,000 children subject to an assessment	N/A	36.0	N/A

33

Objective:	4.1 There is a multi-agency Early Help offer that is understood and coherent					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.1.1 Agree a clear step up/step down protocol between BCC in-house and commissioned Early Help services and statutory services in line with the agreed Thresholds (see Workstream 2)	31/03/15	Head of FRT	A	£0	£0	£0
4.1.2 Ensure coherent information about Early Help services is available through the Family Information Service	30/11/14	FIS manager	G	£0	£0	£0
4.1.3 Establish a single front door for all referrals of children and young people requiring additional help, with a 'triage' system to ensure children and families receive the right support at the right time from the right agency	31/03/15	Head of FRT / Head of FRS	A	£0	£50k	£40k
4.1.4 RQ8 Ensure that there is a clearly and mutually understood mechanism at a strategic level for coordinating all Early help efforts for children	30/04/15	Service Director C&F	A			

Objective:	4.2 The MASH is implemented and embedded					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.2.1 Implement MASH with key partners (see MASH Implementation Plan)	22/09/14	Head of FRT	G	N/A	N/A	N/A
4.2.2 Review the MASH regularly	Ongoing	Service Director C&F	A	N/A	N/A	N/A

Objective:	4.3 Once needs are defined, services will be provided to meet need within agreed timescales					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.3.1 Review the child's journey from point of 'contact' to point of 'assessment' in First Response, taking into account new MASH arrangements	30/11/14	Head of FRT	G	£0	£0	£0

Objective:	4.4 Ensure referrals are responded to in a timely manner, appropriate Thresholds are applied, risks identified, assessed and managed					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.4.1 Ensure the multi-agency referral form (MARF) is used by all agencies when making a referral to Children's Social Care	30/11/14	Head of FRT	G	£0	£0	£0
4.4.2 Ensure referring agencies obtain consent from families where needed	30/11/14	Head of FRT / BCSB	G	£0	£0	£0

Objective:	4.5 Effective use of the Threshold Document					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing

4.5.1 Deliver “referral workshops” with partner agencies to ensure consistent application of Thresholds and clarity about accessing Early Help and social care services	31/03/15	BSCB Thresholds Working Group	A	£0	£0	£0
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Objective:	4.6 Ensure there are sufficient qualified, experienced and competent social workers at the Front Door to manage the workload					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.6.1 Increase the capacity of the First Response Team to ensure that it can manage the demand coming in	30/11/14	Head of FRT	G	£541k		£800k
4.6.2 Reconfigure First Response Team in line with 3 areas and MASH to ensure children and families receive the right support at the right time	30/11/14	Head of FRT	G	£0	£0	£0
4.6.3 Introduce Contact and Referral Co-ordinator posts in First Response	31/12/14	Head of FRT	G	See 4.6.1		
4.6.4 Develop a detailed training programme for Contact and Referral Co-ordinators	31/12/14	Head of FRT / L&D Business Partner	G	£0	£0	£0
4.6.5 Review the Children’s Out of Hours Service to ensure compliance with regulations.	31/03/15	Head of Service / Service Director LSP	A	£0	£0	£150k
4.6.6 RQ7 Monitor closely to determine if the recent appointment of agency staff improves performance in KPIs, notably processing timescales and timely completion of assessments; and take appropriate remedial action	Ongoing	Service Director C&F	R			

Workstream 5		Improving services for children on the edge of care, in care & Permanence Planning			
Outcome:	We will improve outcomes for children by ensuring that they remain with their families wherever possible and plan for permanency from the outset				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A13 - Undertake timely statutory visits to all looked after children and record on the children's case files whether they are spoken to alone</p> <p>A14 - Ensure that managers' decisions for children to return to their families are clearly recorded and supported by a risk assessment and support plan to enable them to be reunited successfully</p> <p><i>Areas for Improvement:</i></p> <p>B02 - Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning</p> <p>B05 - Ensure sufficient Independent Reviewing Officer capacity exists for them to undertake their statutory responsibilities, including monitoring children's care plans and visiting children between statutory reviews</p> <p>B06 - Improve the quality of information about individual children in their permanence reports (CPRs) and about prospective adopters in adoption assessments and ensure that a senior manager agrees the reports before they go to the panel</p> <p>B07 - Ensure that all care leavers have a pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history, and be updated promptly as circumstances change</p> <p>B08 - Improve the timeliness of initial health assessments for looked after children who live outside Buckinghamshire</p> <p>B09 - Ensure that sufficient foster carers and children's home placements are available in Buckinghamshire to meet needs, that children are placed out of area only when it is part of their care plan</p> <p>B10 - Review all foster carers annually to determine their continued suitability as carers and to identify their support needs</p> <p>B11 - Strengthen work to close the gap in educational attainment at secondary school between looked after children and other pupils in Buckinghamshire and make sure that looked after children have access to 'good' and 'outstanding' schools.</p> <p>B12 - Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge</p> <p>B13 - Increase awareness and take-up of the 'staying-put' arrangements for young people to remain with foster carers beyond the age of 18 and develop more choice for care leavers' accommodation, including when they need or wish to settle outside the county</p> <p>B14 - Develop further opportunities for care leavers to take up work experience, apprenticeships and work-based learning</p> <p>B15 - Raise the proportion of children in care and care leavers who are in education, employment or training and close the gap between them and other children and young people in Buckinghamshire</p> <p>B16 - Raise awareness to private fostering and assess and support all privately fostered children in accordance with regulations and guidance</p>				
Sponsor:	Service Director Learning, Skills & Prevention	Project Lead:	Head of Children's Care Management	Project Manager:	Project Manager W5

Objective	Success Measure	Target (Jan 2016)	Current (Feb 2015)	RAG
5.1	Rate per 10,000 children looked after	N/A	36.4	N/A
5.2	% 16-18 years in Children in Care with a up-to-date Pathway Plan	100%	97%	A
5.2	% CLA have an up-to-date care plan	100%		
5.2	% of CLA have their reviews completed on time	100%	100%	G
5.2	% Care Leavers have an up-to-date Pathway Plan	100%	67%	R
5.3	% CLA have a permanency plan in place by their second review (month 4)	100%		
5.4	% of CLA are placed no more than 20 miles away from home	70%	45%	R
5.4	% of CLA placed in county.	60%	47%	A
5.4	% of CLA with less than 3 placements within a year	92%		
5.5	Number of young people 'staying put'	Increase		
5.6	% of CLA placed in schools rated good or better	80.8%	73%	A
5.6	% of care leavers are in employment, education, or training	55%		
5.7	% initial health assessments are completed within 28 days of becoming looked after	100%	22%	R
5.7	% of CLA with a PEP	100%	99%	A
5.9	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	426		
5.9	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	121		
5.9	Children who wait less than 18 months between entering care and moving in with their adoptive family (Number and %)			
5.9	Number of approved adoptive families as at 31 March 2014			
5.9	Proportion of adoptive families who were matched to a child during 2013-14 who waited more than 3 months from approval to being matched to a child			
	% of care leavers in suitable accommodation	95%	70%	A

Objective:	5.1 Services to support children and families to prevent unnecessary admission to care are developed					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.1.1 Develop a panel to focus on cases where children can return home	31/12/14	Head of Service	G	£30k	£0	£0

5.1.2 Develop and implement a publicity campaign to raise professional and public awareness about circumstances that constitute private fostering	01/11/14	TM FS	G	£5k	£0	£0
5.1.3 Ensure all children for whom the plan is to return home have a risk assessment and support plan agreed by Head of Service and Resource Panel before the child/young person returns home	31/11/14	Head of CiN / Head of CCM	G	£0	£0	£0
5.1.4 Develop a resource to support children and young people to return home where that is appropriate for them	30/08/15	Head of Service	A	£70k	£0	£150k
5.1.5 Review CATCH model of intervention to prioritise those children at risk of admission to care and those who might be returned home	31/03/15	Head of CiN	A	£0	£0	£0
5.1.6 Develop further Edge of Care services	01/04/16	Head of CiN	A	Innovation bid		
5.1.7 Develop accommodation options for families with No Recourse to Public Funds	31/03/15	Strategic Property Manager	A	£0	£0	£0

Objective:	5.2 All Children in Care and Care Leavers have an up to date Care or Pathway Plan based upon a recent assessment of need					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.2.1 Ensure that all care leavers have a good quality pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history and be updated promptly as circumstances change	30/11/14	Head of CCM	R	£0	£0	£0
5.2.2 RQ9a Ensure that all young people over 16 years of age have a suitable pathway plan in place	30/03/15	Team Manager Aftercare	A			

Objective:	5.3 Permanency Plans are in place for all children by the child's second CiC review					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.3.1 Review which functional area of service delivery should undertake	01/09/14	Head of QSP /	G	£0	£0	£0

Child Permanence Reports		Head of CiN				
5.3.2 Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning	30/11/14	Head of CiN / Head of CCM	G	£0	£0	£0
5.3.3 Review the Dispute Resolution process	30/11/14	IRO Manager	G	£0	£0	£0
5.3.4 Review planning arrangements to ensure statutory timescales are met	30/11/14	IRO Manager / Head of QSP	G	£0	£0	£0
5.3.5 Review IRO caseloads to ensure they can meet statutory requirements and increase capacity if required to ensure meet required standards	30/11/14	Head of QSP	G	£100k	£0	£150k
5.3.6 Review mechanisms to ensure that notifications of children coming into care are undertaken in accordance with procedures	30/11/14	Head of QSP / Head of CiN / Head of CCM	G	£0	£0	£0
5.3.7 Strengthen and improve tracking arrangements to ensure all Children in Care have a Permanency Plan by month 4 of their care journey	30/11/14	Head of QSP / TM CAS / IRO Manager	G	£0	£0	£0
5.3.8 Develop quality standards for CPRs and train staff in writing good CPRs	31/12/14	A&F Advisor	G	£0	£0	£0
5.3.9 Introduce clear standards setting out good practice expectations for reviews and provide training for social work staff (within Back to Basics training)	01/01/15	Head of QSP	G	£0	£0	£0
5.3.10 Ensure all Children in Care review reports are provided in advance to children, families, and their carers at least three days before the review is held	31/01/15	CSWMs / SWs	G	£0	£0	£0

Objective:	5.4 Local placement sufficiency, range, quality and cost effectiveness					
Actions	By When	By Who	RAG	Additional Costs		

				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.4.1 Review all foster carers annually to determine their continued suitability as carers and to identify their support needs	30/08/14	TM Fost	G	£0	£0	£0
5.4.2 Ensure Local Authority Foster Carers are visited in line with National Minimum Standards, report monthly on compliance and take action to avoid future non-compliance	30/08/14	TM Fost	G	£0	£0	£0
5.4.3 Complete review of in-house care provision	31/01/15	Service Director LSP/ Head of CCS	G	£0	£0	£0
5.4.4 Develop and implement an in-house fostering service improvement plan	31/03/15	Head of CCS	A	£0	£0	£0
5.4.5 Develop and implement an in-house foster carer recruitment and retention strategy	30/11/14	Head of CCS	G			
5.4.6 Review and implement a revised placement commissioning strategy	31/03/15	OM Comm	A	£0	£0	£0
5.4.7 Review sufficiency of placements	31/03/15	OM Comm	A	£0	£0	£0

Objective:	5.5 More care leavers have and take-up the opportunity to remain in their foster placement					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.5.1 Establish a coherent strategy and costed approach to 'Staying Put'	31/11/14	Head of CCS / Service Director LSP	G	£10k	£240k	£537k
5.5.2 Publicise and discuss with young people and foster carers eligibility for and interest in Staying Put arrangements for those young people coming up to 18	31/12/14	Head of CCS / Head of CCM	G	£0	£0	£0
5.5.3 Monitor and report to the Corporate Parenting Panel on take-up of staying put placements	Ongoing	TM Aftercare	G	£0	£0	£0

Objective:	5.6 All care leavers have access to education, training and employment opportunities					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.6.1 Review the Connexions contract to ensure Care Leavers are proactively supported into employment, training or education until the age of 25	30/09/14	Comm Man Connexions	G	£0	£0	£0
5.6.2 Consider a payment by results contract to promote employment, training or educational placements for those Care Leavers who are currently NEET	31/12/14	Comm Man Connexions	G	£0	£0	£0
5.6.3 Review the "pledge" to Children in Care and Care Leavers to increase the opportunities provided by the Council and its partners to make education, training or employment opportunities available	28/02/15	P&E Manager	G	£0	£0	£0
5.6.4 Identify all Care Leavers not in education, training or employment and develop a plan in conjunction with young people, their carers and other agencies to obtain education, training or employment placements	30/11/14	Head of CCM	G	£0	£0	£0
5.6.5 Continue to review the Apprenticeship Brokerage Service to ensure that it delivers better outcomes for our CiC and Care Leavers. Key successes and challenges to be reported to the BCC Skills Group.	31/12/14	14-19 Commissioner	G	£0	£0	£0
5.6.7 Deliver the Traineeship Pilot and ongoing support to teams within the Council to ensure as many opportunities as possible are created and effectively managed. Key successes and challenges to be reported to the BCC Skills Group	31/03/15	AL Service Manager	A	£0	£0	£0
5.6.8 Improve integrated youth support services for Care Leavers through Bucks Youth	01/04/16	Bucks Youth PM	A	£0	£0	£0

Objective:	5.7 The education and health care needs of CiC are identified upon entry to care and prioritised by the Council and Partners					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.7.1 Review and amend the current process for completion of health assessments, including the speedy notification to health when a child is	28/02/15	Head of CiN / Health	A	£0	£0	£0

received into care/discharged from care with completed documentation of consent for health assessments		Commissioners				
5.7.2 Ensure all looked after children have an up-to-date personal education plan that is reviewed annually, report on performance quarterly and take action to ensure compliance	30/11/14	Head of Virtual School	G	£0	£0	£0
5.7.3 Identify any additional learning/support needs for looked after children that are required to promote attainment at GCSE and ensure that the pupil premium is being appropriately utilised to support this work	30/11/14	Head of Virtual School	G			

Objective:	5.8 Children's voices are clearly heard through planning meetings, reviews and the We Do Care Council					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.8.1 IROs ensure that they discuss the plan with the child where appropriate	30/11/14	IRO Manager	G	£0	£0	£0
5.8.2 Social Workers complete review reports in good time for each review and share with the child and carers	30/11/14	Head of CiN	G	£0	£0	£0
5.8.3 Support the We Do Care Council to facilitate the voices of young people and children in developing our services	Ongoing	Senior Practitioner Participation	A	£0	£0	£0

Objective:	5.9 Continue to improve and consolidate permanence through adoption where appropriate					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.9.1 Implement the Adoption Reform action plan	31/03/15	Head of CCS	A	£0	£0	£300k
5.9.2 Undertake timely Lifestory work to ensure early permanent placement of children	Ongoing	Head of CCM	A	£100k	£0	£100k

Workstream 6	Improving Tools				
Outcome:	We will improve outcomes for children by ensuring staff have the right tools to enable them to deliver good quality services efficiently				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i> A15 - Ensure that allegations of abuse, mistreatment or poor practice by professionals are dealt with promptly and recorded accurately</p> <p><i>Areas for Improvement:</i> B03 - Review and improve the electronic recording system to ensure that information about children is contained in one place and can easily be accessed by staff B17 - Embed the new performance management framework so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and deliver improvements</p>				
Sponsor:	Strategic Director Resources and Business Transformation	Project Lead:	Service Director Children & Families	Project Manager:	Project Manager W5

43

Objective:	6.1 A single integrated IT system is in place to record the child's journey through children's social care					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.1.1 Undertake a health check of current ICS and EIS systems to see how they can be improved and developed to release social work capacity	31/10/14	Head of QSP / ICS Manager / ICT Service Manager	G	£201k	£114k	£44k
6.1.2 Review and update the communication strategy relating to ICS issues and improvements to ensure practitioners and managers are informed of progress, updates and system changes in a timely and effective way	30/11/14	Head of QSP / ICS Manager / ICT Service Manager	G	£0	£0	£0
6.1.3 Review current training and support arrangements for ICS	30/11/14	Head of QSP / ICS	G	£0	£0	£0

		Manager / ICT Service Manager				
6.1.4 Implement key changes in ICS as a result of the Health Check	31/03/15	Head of QSP/ ICS Manager / ICT Service Manager	A	£0	£55k	£0
6.1.5 Implement an effective system for recording allegations of abuse, mistreatment and poor practice	31/03/15	Head of QSP	A	£15k	£1k	£0
6.1.6 RQ1a Implement new functionality to enable real time information about unallocated cases at the next system upgrade	01/04/15	ICS Manager / ICT Service Manager	A	£0	£0	£0
6.1.7 RQ1b Use a staff representative group to test the usefulness of this new functionality and adjust as necessary	From 01/04/15 Ongoing	ICS Manager / ICT Service Manager	A	£0	£0	£0
6.1.8 RQ10 Ensure that current upgrade of ICS is delivered in a timely fashion	31/01/04/15	ICS Manager / ICT Service Manager	A	£0	£0	£0

Objective:	6.2 There is a single, integrated and easily accessible set of child care policies and procedures					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.2.1 Develop the online policies and procedures to ensure they reflect the Council's overall objectives for children	31/12/14	P&I Officer / Head of Service	G	£35k	£0	£9k
6.2.2 Launch the revised procedures and brief/train social workers and managers in how to use them	01/03/15	Head of QSP / P&I Officer / Head of Service	A	£0	£0	£0

Objective:	6.3 Performance Framework is established					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.3.1 Develop, launch and implement the new Performance Management Framework	01/09/14	Head of QSP / Service Director LSP	G	£0	£0	£0
6.3.2 Set up monthly performance workshops for managers	Ongoing	Head of QSP	G	£0	£0	£0
6.3.3 Monthly performance meetings are established by senior managers to ensure improvement in practice and performance	Ongoing	SMT	G	£0	£0	£0
6.3.4 Ensure a suite of Performance Reports are provided to managers on a monthly basis	Ongoing	Head of QSP/ Service Director LSP	A	£83k	£0	£77k
6.3.5 Accurate HR data and information is provided to managers on a monthly basis	Ongoing	MI Reporting Advisor	G	£0	£0	£0

45

Objective:	6.4 Staff have a range of recording and assessment materials / techniques to record the voice and views of children and their families					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.4.1 Review tools available to social workers to use when recording the views of children and develop additional tools as may be necessary	31/03/15	Head of QSP	A	£5k	£0	£0
6.4.2 Review systems, processes and paperwork for recording the child's voice to ensure they are fit for purpose and accessible to practitioners (Back to Basics Training)	31/12/14	Head of QSP	G	£0	£0	£0

Objective:	6.5 The Council, through Corporate Services, provides support that enables children's social care to meet the needs of children and families					
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Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.5.1 Introduce tablets for Fostering & Adoption ADM and Panels	28/02/15	Head of CCS	A	Adoption Reform Grant		
6.5.2 Review the business support requirements of Children's Services examining the level of resource available, and needed, the distribution of business support, and tasks undertaken to see if business support could be better used to enhance social work capacity.	Ongoing	CBS Business Partner / Service Director C&F	G	£0	£0	£0
6.5.3 Allocate adequate resources and tools to support budget holders in managing budgets and resources	31/12/14	Head of QSP / Finance Business Partner	R	£15k	£0	£60k
6.5.4 Identify best practice authorities who have used technological solutions to support social work practice and capacity to improve efficiency and effectiveness and produce a costed business plan for Buckinghamshire	31/03/15	Head of QSP / ICS Manager	A	See 6.5.7		
6.5.6 Consider opportunities for 'channel shift' of client and referrer contact	31/03/15	FS Digital Prog Lead	A	Future Shape		
6.5.7 Develop Digital Strategy for CYPS	31/03/15	FS Digital Prog Lead	A	£0	£150	£0
6.5.8 Review the accommodation requirements of teams to ensure the work environment is conducive to efficient and effective ways of working	31/12/14	FM Business Manager	G	£3k	£0	£0
6.5.9 RQ14b Ensure that the quality of service delivery to children is supported by adequate and sufficient administrative support	Ongoing	Ops Man CBS	A			

Workstream 7	Improving the Buckinghamshire Safeguarding Children Board
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See Buckinghamshire Safeguarding Children Board Improvement and Development Plan 2015 – 2017

Ofsted Recommendations Mapped to Workstreams to Address Them

	<i>Workstream 1</i>	<i>Workstream 2</i>	<i>Workstream 3</i>	<i>Workstream 4</i>	<i>Workstream 5</i>	<i>Workstream 6</i>
	Improving Leadership, Governance & Partnerships	Improving Quality of Social Work Practice	Improving the Strength & Capacity of the Workforce	Improving Early Help and the Front Door	Improving Services for children on the edge of care, in care & Permanence Planning	Improving Tools
Priority & Immediate	A02	A01	A04	A05	A13	A15
	A03	A08		A06	A14	
	C02	A09		A07		
	C03	A10		C01		
	C04	A11				
	C05	A12				
	C06					
Areas for Improvement	B12	B04		B01	B02	B03
	B18				B05	B17
	D01				B06	
	D02				B07	
	D03				B08	
	D04				B09	
					B10	
					B11	
					B12	
					B13	
					B14	
					B15	
					B16	

Ofsted Recommendations

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
A01	Review all unallocated cases that have been closed without the child's needs being assessed and ensure that any necessary action is taken to meet them	At the time of this inspection, a high number of children in need of statutory intervention and protection were without an allocated social worker. As a result, too many of them are at risk of harm. The level of unallocated work is a long-standing problem.	Children and young people are protected, the risks to them are identified and managed through timely decisions and the help provided reduces the risk of, or actual, harm to them. Children and young people receive help that is proportionate to risk; children and families are not routinely subjected to formal child protection investigations if these are not necessary.
A02	Ensure that the local authority as a whole takes responsibility for and prioritises the improvements needed in children's social care	Political leaders and chief officers state that children's social care is not in the top two priorities for the Council. This limits the effectiveness of those with lead responsibility for Children's Social Care to drive up standards and sustain longer-term change.	Local authority senior managers, leaders and elected members discharge their individual and collective statutory responsibilities.
A03	Ensure that all partners understand and agree on the multi-agency thresholds document, that it is implemented and monitored effectively, and that it is supported by clear guidance	Thresholds for services are not understood. Professionals from other agencies report high levels of concern about intervention by children's social care. Agencies do not agree about the threshold for intervention by children's social care. A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published.	Thresholds for intervention accord with the requirements of legislation, are appropriate, understood by partners, consistently applied, well embedded, reviewed and updated regularly. Drift and delay are avoided.
A04	Ensure that there are enough suitably qualified and skilled social workers and first-line managers to provide services that are safe, responsive and effective		The local authority social care workforce is sufficient, stable, suitably qualified and competent to deliver high-quality services to children and their families. Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families.
A05	Ensure that, when children and young people are referred	At the time of the inspection there were 261 children who had been referred to First Response but who	The local authority social care workforce is sufficient, stable, suitably qualified and competent to deliver

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	to children's social care, there is sufficient capacity in this part of the service to undertake the work effectively, and that children are assessed swiftly so that their safety is secured	had not been seen. Although all cases had been risk assessed by a manager inspectors did not feel that the risk assessment process was robust enough to warrant not seeing the child within timescales.	high-quality services to children and their families.
A06	Ensure that suitably qualified staff undertake assessments, that these focus on the needs and wishes of the child, provide a thorough assessment of parental attributes, consider historical factors, and analyse risk and resilience factors in detail	The diverse needs of children arising from culture, religion, ethnicity, gender, gender identity or sexuality are not detailed enough in assessments or addressed in plans. This information is critical in helping children understand their experiences.	For children who need help and protection, assessments (including common or early help assessments) are timely, proportionate to risk, and informed by research and by the historical context and significant events for each case.
A07	Ensure that information about children and families is shared and recorded in line with legislation and case law, with consent obtained except in circumstances where it would heighten risk of significant harm to a child or young person. Ensure that historical information is included so that risks can be better analysed and understood	A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published. Similarly, the information-sharing protocol to govern work within the proposed Multi-Agency Safeguarding Hub (MASH) is yet to be finalised and formally agreed. This results in confusion and poor practice in relation to consent and confidentiality issues.	Information-sharing between agencies and professionals is timely, specific and effective and takes full account of the requirements set out in legislation and guidance about the need to obtain parental consent for enquiries to be made, except where in seeking that consent a child is likely to suffer significant harm or further harm.
A08	Ensure that children and young people are visited regularly, seen alone by their social workers, and have enough time with them to build and maintain positive relationships	Caseloads in many teams are too high, meaning social workers cannot do their job effectively. As a result, some children at risk and in care are not visited regularly by their social workers. Children and their families experience frequent changes in social workers, often at short notice. This has a negative impact on children developing meaningful relationships with their social workers and leads to drift and delay.	Children, young people and families benefit from stable and meaningful relationships with social workers. They are engaged in all actions and decisions and understand the intentions of the help they receive.

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
A09	Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs, and detailed reasons for key decisions	Social workers understand the wishes and feelings of children, but this is not always reflected in case records. The diverse needs of children arising from culture, religion, ethnicity, gender, gender identity or sexuality are not detailed enough in assessments or addressed in plans. This information is critical in helping children understand their experiences.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences.
A10	Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases	There have been some recent improvements in the First Response Team. A revised duty system is improving the response to referrals. The timeliness of child protection strategy discussions has improved, although these are normally telephone conversations only between the social care manager and the police. This therefore excludes other professionals known to be involved with the child and limits the effectiveness of the discussions.	Children and young people are protected through effective multi-agency arrangements. Case conferences, strategy meetings, core groups and multi-agency risk assessment conferences (MARAC) ¹ are attended by key participants and are effective forums for timely information-sharing, planning and risk-based decision-making.
A11	Ensure that all plans for children and young people focus on their assessed needs, with clear timescales and outcomes by which progress can be measured	All child protection plans sent to parents' state what needs to happen to enable the plan to end. However, most of the plans simply list tasks: they are not specific, do not have clear timescales and do not specify what the intended outcomes are.	Children in need have a plan setting out the help that is offered. Children and young people who need protection are subject to a child protection plan that clearly identifies the work that will be offered to help the family and the necessary changes to be achieved within appropriate timescales for the child or young person. Social workers engage with the family who understand the help they will receive, what has to change and the options for the future.
A12	Ensure that core groups consistently review progress in achieving the aims of the child protection plan and that escalation processes follow if parents fail to engage	Most core group meetings review a family's circumstances rather than measure progress, leading to drift and delay. The core groups do not act or escalate matters where parents are not cooperating.	Where families refuse to engage there are continued attempts to help them to do so. However, where there are concerns about the safety and protection of children and parents do not engage, there is a full risk assessment and urgent involvement of a senior manager in all decisions about next steps.
A13	Undertake timely statutory visits to all looked after children and record on the	Care for some looked after children is not good enough. Managers do not know if all statutory visits are completed because performance information is	Children and young people are ... consistently seen and seen alone by social workers where statutory guidance requires that this should happen and it is

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	children's case files whether they are spoken to alone	missing. In some cases, statutory guidance setting out the minimum frequency of visits is not followed.	professionally judged to be in the best interests of the child.
A14	Ensure that managers' decisions for children to return to their families are clearly recorded and supported by a risk assessment and support plan to enable them to be reunited successfully	Inspectors saw a number of cases where children had recently returned home, but none of these young people had had a risk assessment to consider whether previous concerns had been ameliorated. For a small number of children this led to continued instability and further periods in care. Managers' decision-making was not clear.	Where the plan for a child or young person is to return home, there is evidence of purposeful work to help the family to change so it is safe for the child to return. Further episodes of being looked after are avoided unless they are provided as a part of a plan of support.
A15	Ensure that allegations of abuse, mistreatment or poor practice by professionals are dealt with promptly and recorded accurately	The system for managing allegations against professionals and the lack of resources has resulted in the Local Authority Designated Officer (LADO) not being able to respond promptly to allegations of harm or potential harm caused by professionals. Records are not always accurate. In one case seen, unsafe recruitment practice was evident but the recording of the LADO's actions was unclear. The LADO remains without an adequate database and this affects how managers' record and quality assure the work.	Allegations of abuse, mistreatment or poor practice by professionals and carers are taken seriously. Steps are taken to protect children and young people and the management of allegations is robust and effective.
B01	Ensure that the local authority and partners coordinate and target early help effectively, so that families receive support when their need is first identified	The absence of coordinated, early, multi-agency arrangements to support universal services, such as health and schools, is leading to increased referrals to social work services.	Children, young people and families are offered help when needs and/or concerns are first identified and, as a consequence of the early help offered, children's circumstances improve and, in some cases, the need for targeted services is lessened or avoided. The interface between early help and statutory child protection work is clearly and effectively differentiated.
B02	Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning	The quality of care planning and reviews is inconsistent. Of particular concern is the number of reviews which take place without a social work report. This means that children's progress and changing needs are not always considered. Although IROs provide a safety net in these cases, there is a risk that important information will be missed and plans not tailored to meet changing needs.	Care plans comprehensively address the needs and experiences of children and young people.

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
B03	Review and improve the electronic recording system to ensure that information about children is contained in one place and can easily be accessed by staff	Too many case files lack chronologies and, even when they do include them, the chronologies are incomplete or not up to date. Records of management decisions and weekly unit meetings are not comprehensive. Some records, such as core group minutes are duplicated to sibling case files, which mean that they are not always personal to the child. This prevents new workers and managers from swiftly understanding when they take over a case or when the allocated social worker is absent. It also reduces the value of the records to children when they read them.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences
B04	Ensure that children's records are accurate and up to date including ensuring that records of looked after review meetings, reports and minutes are on the child's case file.	The majority of case records are poor. The electronic social care record shows blank plans and review reports entered on the system and key documents stored in other systems. Case records do not accurately reflect the child's journey and the reasons for key decisions. This limits social workers' ability to talk to children in the future about their lives and new social workers' understanding of the case. This also limits the capacity of IROs and managers to track young people's progress effectively.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences.
B05	Ensure sufficient Independent Reviewing Officer capacity exists for them to undertake their statutory responsibilities, including monitoring children's care plans and visiting children between statutory reviews	The Independent Reviewing Officers (IROs) do not have enough time to meet all their statutory responsibilities, including monitoring children's progress and visiting them between reviews. They prioritise the children who are most in need of visits, routinely see all children alone before their reviews and challenge poor practice on behalf of individuals. However, a lack of capacity in the Children in Need teams means the challenge from IROs is not having a significant impact on overall practice for looked after children.	Plans to make permanent arrangements for children and young people are effectively and regularly reviewed by independent reviewing officers (IROs). IROs bring rigour and challenge to the care planning and monitor the performance of the local authority as a corporate parent, escalating issues as appropriate. They enable timely plans to be agreed to meet the needs of children and to ensure that their best interests remain paramount.
B06	Improve the quality of information about individual children in their permanence reports (CPRs) and about	Child Permanence Reports are not consistently satisfactory, yet these are essential to ensure that children are matched with the right adoptive parents and to give prospective adopters the information	The CPR provides information of sufficient quality for decisions to be made about whether the child should be placed for adoption and assists the agency in matching the child with an appropriate prospective

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	prospective adopters in adoption assessments and ensure that a senior manager agrees the reports before they go to the panel	they need.	adopter. The CPR provides information about the child on which the prospective adopter and the child, on reaching adulthood, can rely
B07	Ensure that all care leavers have a pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history, and be updated promptly as circumstances change	A high proportion of care leavers (70 of 142) do not have a current, complete pathway plan or equivalent. This means that managers do not have an explicit record of the young person's views and assessed needs for review and quality assurance.	Pathway planning is effective and plans (including transition planning for looked after children with learning difficulties and/or disabilities) address all young people's needs and are updated as circumstances change.
B08	Improve the timeliness of initial health assessments for looked after children who live outside Buckinghamshire	Initial health assessments take too long, an average of 62 days from when the child becomes looked after, so any health needs are not tackled early enough. This is particularly worrying in cases of long-term neglect where information about health is needed to inform assessments and long-term plans.	Children and young people are in good health or are being helped to improve their health and their health needs are identified. Children and young people who live away from their 'home' authority have immediate access to education and health services that meet their needs as soon as they begin to live outside of their 'home' area.
B09	Ensure that sufficient foster carers and children's home placements are available in Buckinghamshire to meet needs, that children are placed out of area only when it is part of their care plan	Children and young people do not have enough choice about their placements. The local authority provides six residential beds in the county and 111 local authority foster carers. This means that over 50% of looked after children are placed out of the county. For particular reasons, some children need to live away from their home area, but most do not. The majority of placements out of the county are the result of insufficient resources within it and not because of assessed needs. For children placed out of area, distance adversely affects their relationships with family, the frequency of their visits home, the ability to maintain continuity of school place and access to health assessments.	The recruitment, assessment, training, support, supervision, review and retention of foster carers including kinship carers (connected persons) and, as appropriate, special guardians, ensures that families approved are safe and sufficient in number to care for children and young people with a wide range of needs.
B10	Review all foster carers	Insufficient capacity in the fostering team means that	The recruitment, assessment, training, support,

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	annually to determine their continued suitability as carers and to identify their support needs	approximately 25% of foster carers did not have annual reviews last year. The result is that oversight to confirm their continuing suitability and identify any support, training and development needs is insufficient, although foster carers say they are well supported. Supervising social workers do not always visit them often enough and do not provide sufficient support and supervision.	supervision, review and retention of foster carers including kinship carers (connected persons) and, as appropriate, special guardians, ensures that families approved are safe and sufficient in number to care for children and young people with a wide range of needs.
B11	Strengthen work to close the gap in educational attainment at secondary school between looked after children and other pupils in Buckinghamshire and make sure that looked after children have access to 'good' and 'outstanding' schools.	<p>Looked after children do well at primary school. The large majority make better than expected progress from their starting points and, overall, they are doing almost as well as other children in the same age group by the end of Key Stage. However, the gap between their attainment and that of all children in Buckinghamshire has widened by the age of 16. As is the case nationally the worst performing group comprises those who become looked after in their teens.</p> <p>In 2013, only 4% of looked after pupils who are eligible to sit exams achieve five GCSEs at A* to C including English and mathematics. This is in stark contrast to the 71% rate for all children in Buckinghamshire and to the 15.3% for all looked after children in England.</p>	The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers.
B12	Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge	Representation of care leavers on 'We Do Care' is low and continuity is fragile. At a time when the authority is considering revising the Care Leavers' Pledge, care leavers have too little opportunity to exchange their views and have a say.	Children and young people are represented by a Children in Care Council or similar body which is regularly consulted on how to improve the support they receive.
B13	Increase awareness and take-up of the 'staying-put' arrangements for young people to remain with foster carers beyond the age of 18 and develop more choice for care leavers' accommodation,	The lack of a published 'staying put' policy means that not enough care leavers are aware of the possibility of remaining with their foster carers beyond their 18th birthday.	Young people aged 16 and 17 are encouraged to remain looked after until their 18th birthday where (and this will usually be the case) this is in their best interest. They can remain in placements beyond their 18th birthday or, where more appropriate, live in permanent and affordable accommodation that meets their needs and those of their children, where relevant.

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	including when they need or wish to settle outside the county		
B14	Develop further opportunities for care leavers to take up work experience, apprenticeships and work-based learning	Provision for care leavers to take up vocational training and work-based learning is insufficient. Very few care leavers are currently in apprenticeships and only one of these is within the authority's services.	Care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 to 24 years.
B15	Raise the proportion of children in care and care leavers who are in education, employment or training and close the gap between them and other children and young people in Buckinghamshire	The proportion of care leavers who are not in education, employment or training (NEET) is too high at 25%. Although this is lower than the national average for care leavers, the rate is much higher than that for their peers in Buckinghamshire (6%).The figure of 25% represents 38 care leavers between 18 and 24 years of age. It is a continuation of the gap in achievement seen for older looked after children, with too few gaining useful qualifications, skills and experience for work.	The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers. Care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 to 24 years.
B16	Raise awareness to private fostering and assess and support all privately fostered children in accordance with regulations and guidance	The local authority has a lack of focus on children who are privately fostered. The capacity of the team has been reduced and it is not always meeting regulatory requirements. The number of privately fostered children is low at only three. There is a lack of awareness across the county about the importance of notifying the authority of such arrangements.	Children and young people who are privately fostered are identified by the local authority, in conjunction with partners. Once they are identified, the local authority discharges in full its statutory responsibility to ensure that they are safe and that their health and well-being are properly promoted.
B17	Embed the new performance management framework so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and deliver improvements	At all levels, managers and partners lack a sense of critical enquiry about the impact of poor performance on vulnerable children. Performance management information and effective quality assurance are not established. As a result, senior leaders have not analysed, in detail, the deep-seated problems, the findings from which could drive improvement.	The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders, including elected members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and a track record of responding appropriately and quickly to service deficiencies or new demands
B18	Review governance	Arrangements across the Children & Young People's	The governance arrangements enable LSCB partners

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	arrangements between the Children & Young People's Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership	Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board to make outcomes for children a shared priority are not aligned. This means that the collective accountability of these boards in helping and protecting vulnerable children is inhibited.	(including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. The LSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into a delivery plan to improve outcomes.
C01	Ensure that all partners are fully engaged in the delivery of the Prevention and Early Intervention Strategy so that children and their families have timely access to early help and support.	The BSCB has failed to ensure that all key partners contribute fully and actively to improving the delivery of prevention and early help services. Partners have been too slow to take on full responsibility for their roles in promoting children's welfare. The Early Help Strategy and offer is a very recent development.	Children, young people and families are offered help when needs and/or concerns are first identified and, as a consequence of the early help offered, children's circumstances improve and, in some cases, the need for targeted services is lessened or avoided. The interface between early help and statutory child protection work is clearly and effectively differentiated
C02	Ensure that the multi-agency thresholds document is agreed and understood fully by all partners, supported by clear guidance, including on partners' roles and responsibilities, and implemented and monitored effectively.	Thresholds for services are not understood. Professionals from other agencies report high levels of concern about intervention by children's social care. Agencies do not agree about the threshold for intervention by children's social care. A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published.	Thresholds for intervention accord with the requirements of legislation, are appropriate, understood by partners, consistently applied, well embedded, reviewed and updated regularly. Drift and delay are avoided.
C03	Ensure that the leadership role of the BSCB in safeguarding is clearly established across Buckinghamshire, and that governance arrangements within the Board and with other key strategic bodies are effective in identifying and prioritising work to meet the		The governance arrangements enable LSCB partners (including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. The LSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into a delivery plan to improve outcomes.

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	needs of children, young people and their families.		
C04	Ensure that a funding formula is developed, agreed and implemented to provide sufficient resources for the Board to undertake its core business	<p>The work of the Board and the Child Death Overview Panel is compromised by funding cuts. The appointment of a BSCB Training Manager is for one year only as funding is not assured beyond this.</p> <p>The Board's capacity to maintain breadth in its training activity is significantly compromised, both by funding restrictions and because some agencies do not release staff to participate.</p>	
C05	Ensure that staff in all agencies are aware of the escalation policy within and between partner agencies and how to use it.	Inspectors found variable knowledge, for example, about compliance with and the use of the child protection, medical and escalation policies.	Children and young people in need of help and protection are identified by professionals, including those in adult services, and appropriate referrals are made to children's social care. Social work expertise and advice is available to support other professionals in determining the best steps to take next. There is a timely and effective response to referrals, ² including out of normal office hours.
C06	Ensure that the Board evaluates its effectiveness and provides challenge when necessary.	<p>The BSCB does not monitor and evaluate the quality and effectiveness of multi-agency safeguarding work systematically or robustly.</p> <p>The focus of the information presented is too narrow and the Board members are not sufficiently enquiring to understand and challenge day-to-day practice. As a result, practice and performance remain poor.</p>	Regular and effective monitoring and evaluation of multi-agency front-line practice to safeguard children ³ identifies where improvement is required in the quality of practice and services that children, young people and families receive. This includes monitoring the effectiveness of early help.
D01	Ensure that operational staff are included in a programme of routine multi-agency audits of front-line practice to provide rigorous scrutiny of work in this area. Individual agencies must own the findings of audits and		The LSCB uses case file audits including joint case audits to identify priorities that will improve multi-agency professional practice with children and families. The chair raises challenges and works with the local authority and other LSCB partners where there are concerns that the improvements are not effective. Practitioners and managers working with

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	use this information effectively to promote improvement.		families are able to be involved in practice audits, identifying strengths, areas for improvement and lessons to be learned. The experiences of children and young people are used as a measure of improvement.
D02	Ensure that young people's views routinely inform service improvement.		The views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking.
D03	Ensure that more privately fostered children and young people are identified and supported by promoting awareness of private fostering.	The number of children known to be privately fostered remains extremely low. Actions to promote agency and public awareness of private fostering arrangements have not led to more children being identified. The BSCB needs to do more to promote such awareness so that children, young people and carers can be assessed and offered support.	The number of children known to be privately fostered remains extremely low. Actions to promote agency and public awareness of private fostering arrangements have not led to more children being identified. The BSCB needs to do more to promote such awareness so that children, young people and carers can be assessed and offered support.
D04	Ensure that the BSCB undertakes effective monitoring and quality assurance of multi-agency safeguarding practice. This should include robust analysis of safeguarding data, including information from all key partner agencies so that issues and implications for multi-agency safeguarding practice are identified and addressed.	The Board does not have a performance dataset from across the partnership. The focus of the information presented is too narrow and the Board members are not sufficiently enquiring to understand and challenge day-to-day practice. As a result, practice and performance remain poor.	The LSCB, through its annual report, provides a rigorous and transparent assessment of the performance and effectiveness of local services. It identifies areas of weakness and the causes of those weaknesses, and evaluates and where necessary challenges the action being taken. The report includes lessons from management reviews, serious case reviews and child deaths within the reporting period.

Current Post Holders

Ref	Post	Current Postholder(s)
A&F Advisor	Adoption & Fostering Advisor	Carol Hughes / Janet Travis
A&L Service Manager	Adult Learning Service Manager	Beth French
ADM	Agency Decision Maker Adoption & Fostering	Gill Steckiewicz
Bucks Youth PM	Bucks Youth Project Manager	Ben Cahill
CBS Business Partner	Corporate Business Support Business Partner	Michelle Hughes
Chair of ES&C Select Committee	Chairman of Education, Skills and Children's Services Select Committee	Cllr Val Letheren
CEO	Chief Executive	Chris M Williams
Comm Man Connexions	Commissioning Manager Connexions	John Everson
Conferencing Manager	Conferencing Manager	Chris Jennion
CSWMs	Consultant Social Work Managers	
FIS Manager	Family Information Service Manager	Anna Ellis
FM Business Manager	Facilities Management Business Manager	Gill Smith
FS Digital Prog Lead	Future Shape Digital Programme Lead	Sophie Payne
GMs	Group Managers	
Head of CCM	Head of Children's Care Management	Kathy Forbes
Head of CCS	Head of Children's Care Service	Steve Tanner
Head of CiN	Head of Children in Need	Sarah Harris Barry Kirwan
Head of FRS	Head of Family Resilience Service	Joy Shakespeare
Head of FRT	Head of First Response Team	Amanda O'Bone
Head of P&C	Head of Prevention & Commissioning	Ben Thomas
Head of QSP	Head of Quality, Standards and Performance	Diane Davies
Head of Virtual School	Head of Virtual School	Penny Todd
Health Commissioners	Head of Joint Care Commissioning - Buckinghamshire CCGs	Debbie Richards

Health Commissioners	CYP Health Commissioner – Buckinghamshire CCGs	Sue Burke
ICS Manager	ICS Safeguarding Procedures Manager	Cecilia Bool
ICT Service Manager	ICT Service Manager	Paul Hobart
IRO Manager	Independent Reviewing Officer Manager	Elaine Miles
L&D Business Partner	Learning & Development Business Partner	Kate Glover-Wright
Leader	Leader of the Council	Cllr Martin Tett
Managing Director	Managing Director Children’s Social Care & Learning	David Johnston
MI Reporting Advisor	MI Reporting Advisor	Jonathan Bullard
Ops Man CBS	Operations Manager Corporate Business Support	Pauline Page
OM Comm	Operations Manager Commissioning	Simon Brown
PIMs	Practice Improvement Managers	
P&E Manager	Policy & Equalities Manager	Yvette Thomas
P&I Officer	Policy & Information Officer	Muriel Alleaume
Sen Info Officer	Senior Information Officer	Hayleigh Carter
SMT	Senior Management Team	
Senior Practitioner Participation	Senior Practitioner Participation	Simon Billenness
Service Director C&F	Service Director Children & Families	Carol Douch
Service Director HR	Service Director Human Resources	Chris Daltry
Service Director LSP	Service Director Learning, Skills and Prevention	Chris Munday
Strategic Director Resources and Business Transformation	Strategic Director Resources and Business Transformation	Gill Quinton
Strategic Property Manager	Strategic Property Manager	James Mulroy
SWs	Social Workers	
Team Leader Org Dev	Team Leader Organisational Development	Frances Mills
Team Leader O&S	Team Leader Overview & Scrutiny	Sara Turnbull
TMs	Team Managers	
TM Aftercare	Team Manager Aftercare	Gill Roscoe
TM CAS	Team Manager Court Assessment Service	
TM FS	Team Manager First Steps	Yoni Ejo
TM Fost	Team Manager Fostering	Lyn Peachey
Workforce Man Manager	Workforce Management Manager	Jenny O’Neill
14-19 Commissioner	14-19 Commissioner	Adam Johnson

Improvement Board Members (draft)

Post	Organisation
Chief Officer	Buckinghamshire County Council
Leader of the Council	Buckinghamshire County Council
Cabinet Member Children's Services	Buckinghamshire County Council
Cabinet Member Education & Skills	Buckinghamshire County Council
Managing Director Children's Social Care & Education	Buckinghamshire County Council
Managing Director Business Enterprise	Buckinghamshire County Council
Service Director Children & Families	Buckinghamshire County Council
Service Director Learning, Skills & Prevention	Buckinghamshire County Council
Director of Assurance	Buckinghamshire County Council
Superintendent, Local Policing Area (LPA) Commander - Aylesbury Vale	Thames Valley Police
Chair of Buckinghamshire Safeguarding Children Board	
Chief Operating Officer	Aylesbury Vale CCG
Headteacher	Representative of Primary Schools
Headteacher	Representative of Secondary Schools
Director of Local Delivery Children's Social Care	Essex County Council
Executive Director of Children, Families & Adult Services	Cambridgeshire County Council
Independent Expert	Independent
Improvement Programme Manager	Buckinghamshire County Council
DfE Adviser	Red Quadrant / DfE



Buckinghamshire County Council Select Committee

Education, Skills & Children's Services Select Committee

Report to the Education, Skills & Children's Services Select Committee

Title:	Bucks Youth – <i>an alternative delivery model for services for young people</i>
Committee date:	7 April 2015
Author:	Ben Cahill – Project Manager, Bucks Youth bcahill@buckscc.gov.uk, 01296 38 7186
Cabinet Member sign-off:	Mike Appleyard, Cabinet Member for Education & Skills

Purpose of agenda item

1. This report is intended to update members of the select committee on progress and current status of the Buck Youth project to establish an alternative delivery model for young people. The new model proposes to align current services in order to improve the collective service offer for young people and make required efficiencies.

Background - *why is this an issue?*

2. Over recent years, services for young people across England have experienced a significant decrease in levels of funding resulting from local authority and government funding reductions. At Buckinghamshire County Council (BCC), estimates based on reducing finances highlight that to continue to provide current services for young people 'as is' will result in financial unsustainability and damage the front-line offer of each of these services. Nationally, services for young people are an area of service change, for example Kensington & Chelsea and Knowsley Councils have established forms of mutuals, and Gloucestershire CC have packaged-up a number of their services for young people and commissioned this to a single provider.
3. Services for young people can include a wide range of services and provide support for young people with needs listed in paragraph 7. For the purposes of this paper, BCC Youth Services refers to: participation youth work, Mobile & Detached youth work, Duke of Edinburgh's Award, Targeted Youth Work, open access VCS development work, and informal educational group work. These services form the

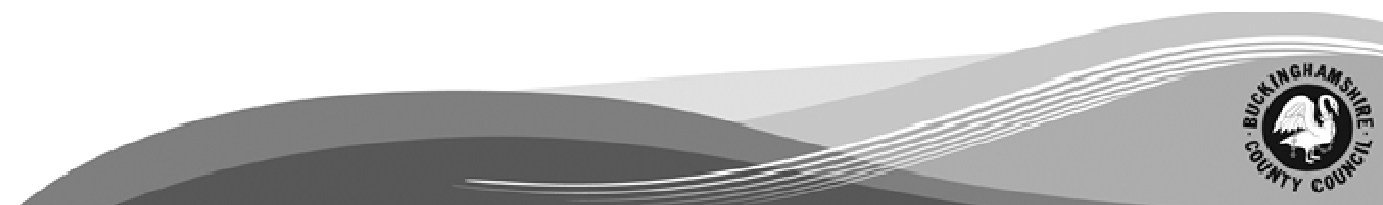


combined offer of the BCC Youth Service team. Other teams also provide support to young people, for example the BCC After Care team, which provides advice and financial support to young people leaving BCC care arrangements. BCC also commissions information, advice and guidance support to young people via the Connexions Buckinghamshire contract; and a young people's counselling service (Time to Talk) provided by Adviza. There are other services for young people that are not in scope for this project for example the Youth Offending Service. The services in-scope for this project are detailed in paragraph 9.

4. At BCC, proposals are being developed to form a new delivery model (working title of Bucks Youth) to meet the twin objectives of improving outcomes for young people, and making efficiencies through improved coordination of service planning and delivery. The outcome sought from Bucks Youth is to establish an integrated service that supports the young person as an individual, reduces duplication, and provides a coordinated and needs-led service. Financially, the aim of Bucks Youth is to realise Medium Term Plan savings targets, become less dependent on core funding, and attract revenue where appropriate. Bucks Youth will also contribute to the Ofsted Improvement Plan by supporting systems to reduce unnecessary social work referrals.
5. The project need was developed in Spring 2014, and commenced in September 2014. In October 2014 BCC was successful in securing funding support from the Cabinet Office's Delivering Differently for Young People (DDYP) programme to receive expert advice on forming alternative delivery models. This support was provided through appointment of an external agency with relevant expertise. This organisation supported BCC in the development of an Assessment Criteria in order to inform an Options Appraisal process to identify suitable alternative delivery models for BCC services for young people. Short-listed options progressed into a business case development stage (project status as at March 2015).
6. Throughout the project to date, BCC Cabinet Members have been consulted and provided steer and approval on project direction. The project is governed by a Project Board with Cabinet Member and business partner representation. The project team have also undertaken a number of workshops and engagement events with young people to input their ideas and concerns into project design. In addition, relevant BCC business partners, senior service officers, and providers and partners have been engaged and consulted.

Current arrangements

7. The in-scope services provide support to young people via a variety of approaches, with the aim of helping them to reach their full potential, make a successful transition into adult life and prevent them from escalating into statutory/specialist services that can result in compromised outcomes and substantial costs. Universal, open access youth activities are primarily provided by the voluntary and community sector (VCS)



and this is not proposed to change, however young people from at risk groups, or with early signs of needs, are provided with additional support funded by the Council. These groups (not exhaustive) include young people who are:

- At risk of or currently not in employment training or education;
- Leaving care;
- At risk of offending;
- Provide care for a family member;
- Experiencing bereavement;
- Experimenting with drugs/alcohol;
- Who have witnessed/experienced domestic violence;
- At risk of sexual exploitation;
- Disadvantaged or/and with significant life issues;
- Disabled or with a special educational need;
- Members of other vulnerable groups.

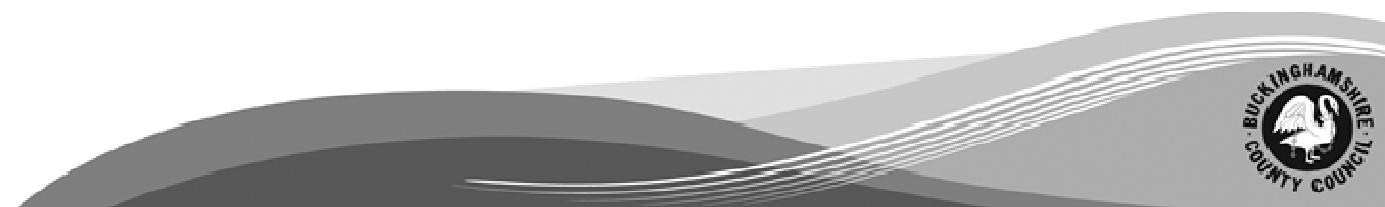
8. The following statutory requirements relating to the services area above need to be observed in any new model:

- Section 507B of the Education and Inspections Act 2006 – local authority duty to secure services and activities for young people 13-19 and those with learning difficulties to 24.
- Section 68 of the Education and Skills Act 2008 specifies that a local education authority in England must make available to young people for whom is responsible services appropriate to encourage or assist effective participate in education or training.
- Education Act 2011 and Section 42A of Part VII Education Act 1997 - a duty to secure Independent and Impartial Careers Guidance for young people in schools.
- Section 72 of the Education and Skills Act 2008 requires schools to provide relevant information about pupils to local authority support services. Schools are under a duty to notify local authorities whenever a 16 or 17 year old leaves education.
- After Care is covered by a number of legislative documents including the leaving care provisions of the Children Act 1989 and the Care Leavers (England) Regulations 2010.

Services in-scope for Bucks Youth

9. There are 5 services in-scope for service transformation under Bucks Youth proposals, including BCC in-house and externally commissioned services. In total, the services represent 130 FTE staff. Services:

- I. BCC Youth Service (consisting of the following teams/functions: Participation, Mobile & Detached, Duke of Edinburgh's Award, Targeted Youth Work, Open Access VCS Development and informal educational group work)
- II. BCC After Care (services for young people leaving local authority care arrangements)



- III. Connexions (Information, Advice & Support service 13-25yrs, provided by Adviza. Contract due to expire end of March 2016)
- IV. Young People's Counselling Services (provided by Time to Talk/Adviza)
- V. Contract to support management committees of community run youth clubs (Action4Youth. Contract due to expire end of March 2016)

Reasons for change and outcomes sought

10. The main drivers for change associated with BCC in-house and commissioned services for young people are summarised below:

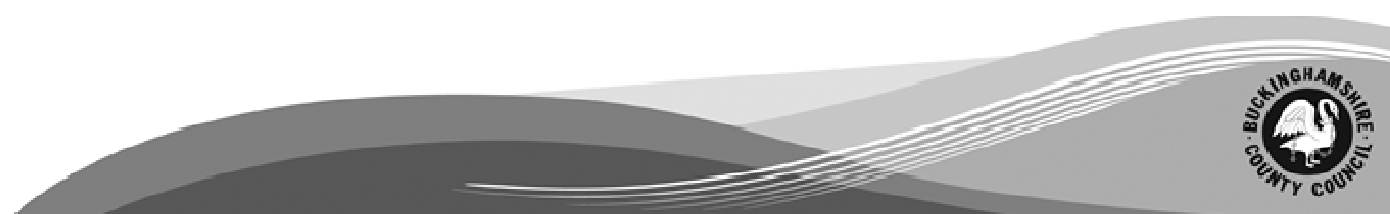
- A. Desire to improve outcomes for young people in need
- B. Requirement to ensure long-term sustainability of services in-scope
- C. Requirement to support recommendations of the Ofsted improvement plan
- D. Requirement to operate within objectives of Future Shape (BCC organisational change programme)

11. Further details on each of the drivers are provided below:

A. *Improving outcomes* - BCC has investigated options for alternative delivery models for its offer of services for young people in order to meet financial efficiencies but also to fulfil a belief that improved coordination of planning/delivery would result in improved outcomes. The delivery of, and budgets for, services for young people are planned and delivered by a variety of partners and are often focused on one specific issue/need rather than on the young person as a whole. This can lead to a substantial overlap, duplication and silo working. Young people rarely have issues in isolation, for example care leavers may be teenage mothers and those at risk of offending may be experimenting with drugs, excluded from school and end up not in education employment or training. The following outcome areas are sought and will be developed as part of business planning, in line with the business unit plan:

- Reduction in numbers of not in employment, education or training (NEET)
- Reduction in antisocial behaviour, attachment to gangs and youth offending
- Decrease in school exclusions
- Improved school attendance
- Improved educational outcomes ('narrowing the gap')
- Greater numbers of young people with disabilities able to make successful transitions into adult life
- Reduction in sexual exploitation
- Fewer young people going into care
- Great numbers of young people leaving care able to make successful transitions into adult life
- Improved health and wellbeing of young people
- Decrease in the number of young people escalating into statutory services

B. *Sustainability* - Over recent years, services for young people across England have experienced a significant reduction in levels of public funding. BCC estimates



that based on reducing finances highlight to continue to provide the range services for young people 'as is' will result in financial unsustainability and damage the front-line offer. Two of the contracts within the services in-scope are due to expire at the end of March 2016 and would require procurement regardless of Bucks Youth proposals.

C. Ofsted inspection - The most recent Ofsted inspection report (August 2014) of BCC services for children in need of help and protection, children looked after and care leavers, returned an overall inadequate judgement. The report's feedback did however identify several positives; it highlighted that the Council's Youth Service was targeted effectively and that it commissioned a good range of early help services. Nevertheless, the report emphasised the need for greater coordination of early help to stop unnecessary social work referrals, and that care leavers must have up-to-date pathway plans to support them into employment, education and training and work-based learning such as apprenticeships.

D. Organisational change programme - Corporately, the BCC Future Shape Business Case identifies the considerable budgetary pressures that BCC is under and predicts an age of public spending austerity to continue to at least 2020.. As a response, BCC is restructuring how it will plan and deliver services, focusing on delivering cross-cutting outcomes through identifying alternative delivery approaches.

Stakeholder engagement

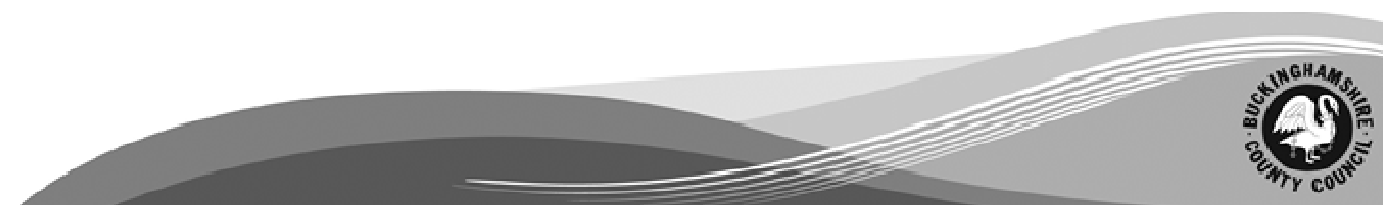
12. Significant stakeholder engagement has taken place throughout project development (for example to inform the Assessment Criteria process) and is summarised below. Further detail on stakeholder engagement and consultation will be captured in Consultation and Communication Plans once a final business option is determined.

Young people

13. Workshops with young people have already been held to inform the Assessment Criteria and business case development. Examples include focus groups with service area groups, and agenda items at Youth Voice events. Further workshops with young people are planned as the project progresses. As far as possible, young people will be supported to co-design the eventual model (for example in governance arrangements). Services in scope already design delivery in consultation with young people and would undertake further consultation before moving the proposal into a detailed design stage.

Elected Members

14. The relevant three Cabinet Members for the services in scope are members of the Bucks Youth Project Board and have been involved in project development including attending stakeholder workshops and having 1-1s with consultants to inform the



Assessment Criteria. Member engagement will continue via the Project Board and other means, and will particularly inform design of governance and oversight arrangements for any new delivery model.

Providers and commissioners

15. In-scope providers and commissioners have been involved in stakeholder workshops and will continue to be consulted as part of business case planning.

Employees

16. Staff of services in scope will be a key area of consultation. Due to the large number of staff involved, a Staff Reference Group has been established to represent staff views. This group has been in operation since January 2015.

Partners

17. Wider partners will be consulted as appropriate once a delivery model is defined.

Options Appraisal process and findings

18. As mentioned above, in October 2014 BCC won support from the Cabinet Office's *Delivering Differently for Young People* programme. Over November, a number of information collection workshops and 1-1s with stakeholders were held to construct an Assessment Criteria to deliver an Options Appraisal. The following paragraphs summarise the Options Appraisal process and findings of the Options Appraisal.

19. The following three categories were used to undertake the Options Appraisal:
 1. Desirability – is there a preferred alternative delivery approach that would allow BCC to meet statutory requirements, address strategic priorities and promote the voice of young people?
 2. Viability – how economically viable is each of the identified options, and what are the anticipated benefits/costs associated with each option?
 3. Feasibility – can any of the options be implemented?

20. The above categories were detailed further in the Assessment Criteria and a weighted scoring methodology was used to place emphasis on BCC priorities. Prior to the Options Appraisal being undertaken, a stakeholder shortlisting workshop was held to rationalise the number of potential delivery models to assess. The final four delivery options selected were:

1. Re-engineering of in-house services while maintaining outsourcing arrangement with external VCS providers (Option 1)
2. All services procured from VCS providers via separate contract lots (Option 2)
3. Fully Integrated Youth Support Service – all in-scope services delivered by a single external VCS provider (Option 3)
4. Establishment of a Community Joint Venture (Option 4)



21. Following application of the Assessment Criteria, an Options Appraisal was completed and delivered to BCC in January 2015. The overall scores presented in the Options Appraisal for the four shortlisted options were:

	Option 1	Option 2	Option 3	Option 4
Desirability	81.1	60.6	84.8	96.2
Viability	49.2	59.2	75.0	71.7
Feasibility	88.5	74.1	79.9	83.3
Score (out of 300)	218.7	193.9	239.7	251.2
%	72.9%	64.6%	79.9%	83.7%
	3 rd	4 th	2 nd	1 st

22. Based on these rankings, the Options Appraisal recommended further detailed examination of a Community Joint Venture (Option 4) as the preferred option for Bucks Youth.

Community Joint Venture

23. A Community Joint Venture (CJV) would involve BCC procuring a third party that would assume some level of ownership and control within the newly established CJV. The third party (the joint venture partner) would be procured to provide Bucks Youth with both senior management/commercial acumen via the Board and Senior Management Team, while also (potentially) providing shared support services and acting in partnership with staff and young people to ensure the co-production of future services.

24. The CJV's Board and Senior Management Team will be required to ensure close co-ordination of services (in line with the required characteristics of Bucks Youth), allowing for the delivery of needs-led and young people focussed services. While staff expertise and specialisms will be respected, the delivery of services should be fluid and consist of staff from different areas of the CJV working together to address the needs of the young people, under the supervision of a keyworker who has an existing relationship with the young person in question.

25. In addition to supporting the delivery of services, the JV partner would be required to provide senior management capacity and expertise to assure the commercial development of the CJV. Experience in developing new service/income streams, accessing external funding and developing collaborative/consortia bids will bring added value to the CJV and will help to ensure that future funding reductions to core contracts are offset by revenue generation.

26. Under this proposal, BCC staff from the Youth Service and After Care service would transfer via TUPE to the new organisation, while 'in-scope' staff from the currently procured services would transfer from their existing employers to the new

organisation (with the exception of Action4Youth staff associated with the contract to support community run youth clubs).

Fully Integrated Youth Support Service (commissioned)

27. The Options Appraisal considered a Fully Integrated Youth Support Service (Option 3) as the second best option. This would involve BCC undertaking a single procurement exercise for all the in-scope services and would result in externalising the current in-house Youth Service and the After Care service. Under this proposal, a single provider would manage the combined services in-line with a commissioning arrangement determined by BCC.

The above in mind, the recommendation of the Options Appraisal process was:

28. *The Options Appraisal recommends that BCC consider undertaking two business cases to inform the next stage of decision-making. The business cases would develop Option 3 (Fully Integrated Youth Support Service) and Option 4 (Community Joint Venture).*

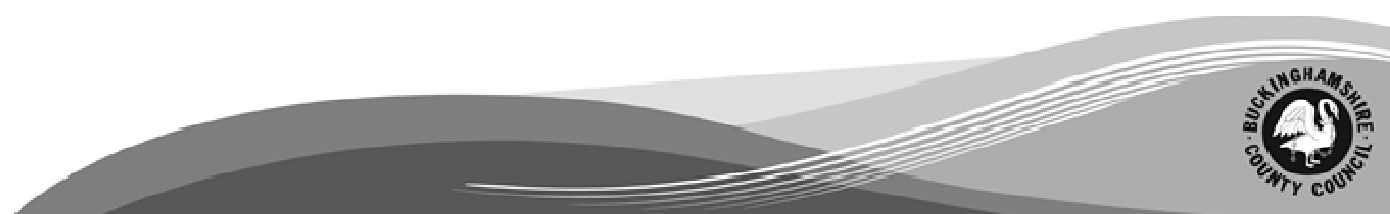
29. This recommendation was supported by the Project Board and senior BCC member and officer advisory groups with steer given to the project team to undertake business case development for the two options.

Business case stage

30. From February 2015, work has been undertaken on business cases for the two options agreed by the Project Board. The final business cases will be compared and presented to Cabinet in Summer 2015 for a decision over which option to progress to a business planning stage.

31. There are a number of areas of commonality between the two options (enhanced coordination, improved outcomes, realising efficiencies, potential to secure additional income, etc) however there are differences that will inform eventual recommendations to Cabinet. The following areas outline the differences and wider considerations being examined as part of the business case stage and will feature in relevant business case sections on benefits, risks, etc:

- Option 3 (commissioned Fully Integrated Youth Support Service) would offer benefits in terms of a single organisation providing all the services in scope and a single strategic direction for these services (contracted managed by BCC), however this model would see externalisation of current in-house services, including TUPE transfer arrangements, which would need to be managed.
- Option 4 (Community Joint Venture) would offer benefits in terms of allowing elements of staff involvement, and greater scope for young people to take part in co-production and governance, however at this stage it is unclear whether a joint



venture model would deliver the level of coordination sought. In addition, establishing a new organisation would entail greater set-up costs over and above the cost of a commissioning option.

- Like other alternative delivery models, this project will have implications for corporate services. For example, any 'spin-out' of current BCC services into a new organisation or provider could result in these services no longer choosing to procure BCC support services (HR, finance, ICT). This presents challenges to BCC support services and requires costings to ascertain financial and timescale impacts.
- At this stage, exact financial estimates are difficult to determine but each option presents differing opportunities and risks for realising savings, set-up and operating costs, but these are being developed as far as possible in the business case stage. Similarly, commercial strategies for each option will be developed as part of a business plan stage.
- Both the options will require a tendering process but for different providers. Option 3, will require a single provider. Option 4 will require a joint venture partner to provide management/commercial leadership function. At present, it is unknown whether the market contains required providers. This is currently being assessment via a soft market testing request for information. Similarly, both options will require procurement process but these will differ in terms of method and timescales.
- Both options present opportunities, if taken forward, to add other services for young people currently not in-scope. There are a number of wider services for young people to consider, and how these could be included as appropriate.
- Staff – As mentioned above, staff of services in scope are being engaged via a Staff Reference Group with proportional representatives from each service area. A number of staffing areas are being explored in the business case stage including appetite for levels of staff involvement, terms and conditions, and TUPE options.

Next steps and timescales

Milestone	Date
Develop business cases for internal consideration and steer	February – April 2015
Continued engagement with relevant stakeholders	March – May 2015
Business cases to Cabinet for decision on final option to develop into Business Plan	June 2015
Business Plan stage and transition stage (procurement)	June onwards
Scheduled 'go live'	April 2016



Education, Skills & Children's Services Select Committee

DATE	TOPIC	DESCRIPTION AND PURPOSE	CONTACT OFFICER	ATTENDEES
7 Apr 2015	The Children's Services Improvement Plan	A report to update the committee on progress of implementation of the Children's Services Improvement Plan (all workstreams). DCI Richard North TVP will be attending to give a partner perspective on this item.	David Johnston, Managing Director: Children's Social Care and Learning	Lin Hazell – Cabinet Member for Children's Services David Johnston – Strategic Director, Children and Young People Service Frances Gosling-Thomas – Chairman of the Buckinghamshire Safeguarding Children Board. DCI Richard North, Protecting Vulnerable People Buckinghamshire
7 Apr 2015	Buckinghamshire Youth - An alternative delivery model for services for young people	To review the plans for the Buckinghamshire Youth Service	Ben Cahill, Project Manager – Bucks Youth	Chris Munday Service Director Learning Skills and Prevention

7 Apr 2015	Education Skills and Children's Services Select Committee Work Programme	For the Committee to agree it's updated Work Programme	Reece Bowman, Committee Adviser	
5 June 2015	The Children's Services Improvement Plan	A report to update the committee on progress of implementation of the Children's Services Improvement Plan (all workstreams).	David Johnston, Managing Director: Children's Social Care and Learning	Lin Hazell – Cabinet Member for Children's Services
5 June 2015	Education, Skills and Children's Services Select Committee Work Programme	For the Committee to note its updated Work Programme	Reece Bowman, Committee Adviser	
5 June 2015	Educational Support for Service Children	A report to provide a brief overview of the educational support for children of service men and women in Buckinghamshire.	Chris Munday, Service Director, Learning, Skills and Prevention	Ed Mallam, Head of Children's Partnerships

5 June 2015	Narrowing the Gap	<p>For the Committee to receive a 12 month update and to ask questions on the implementation of the Narrowing the Gap Select Committee Inquiry agreed recommendations.</p> <p>For members to make an assessment of progress against recommendations based on the update and questioning of the Cabinet Member and to highlight the completion status of each of the recommendations.</p>	Raza Khan, Chris Munday, Service Director, Learning, Skills and Prevention	<p>Mr Mike Appleyard Deputy Leader and Cabinet Member for Education and Skills Mr Chris Munday Service Director, Learning Skills and Prevention Ms Amanda Hopkins Director of Education Bucks Learning Trust</p>
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5 June 2015	Performance Reports – Children’s Services Portfolio and Education and Skills Portfolio – Quarter 4.	Questions to the Cabinet Member for Children’s Services, the Cabinet Member for Education and Skills and chief officers on Education, Skills and Children’s Services performance for the fourth quarter 2014-2015.	Chris Munday, Service Director, Learning, Skills and Prevention	Mike Appleyard – Deputy Leader and Cabinet Member for Education and Skills Lin Hazell - Cabinet Member for Children's Services Chris Munday - Service Director, Learning, Skills and Prevention Amanda Hopkins – Director of Education – Bucks Learning Trust Ed Mallam - Head of Children's Partnerships.
22 Sep 2015	The Children’s Services Improvement Plan	A report to update the committee on progress of implementation of the Children’s Services Improvement Plan (all workstreams).	David Johnston, Managing Director: Children's Social Care and Learning	Lin Hazell – Cabinet Member for Children’s Services
22 Sep 2015	Children's Internet Safety Inquiry Progress Update	For the Committee to receive a report and to ask questions on the implementation of the Children's Internet Safety Inquiry agreed recommendations	Reece Bowman, Committee Adviser	

22 Sep 2015	Education, Skills and Children's Services Select Committee Work Programme	For the Committee to note its updated work programme	Reece Bowman, Committee Adviser	
3 Nov 2015	The Children's Services Improvement Plan	A report to update the committee on progress of implementation of the Children's Services Improvement Plan (all workstreams).	David Johnston, Managing Director: Children's Social Care and Learning	Lin Hazell – Cabinet Member for Children's Services
3 Nov 2015	Education, Skills and Children's Services Select Committee Work Programme	For the Committee to note its updated work programme	Reece Bowman, Committee Adviser	
8 Dec 2015	The Children's Services Improvement Plan	A report to update the committee on progress of implementation of the Children's Services Improvement Plan (all workstreams).	David Johnston, Managing Director: Children's Social Care and Learning	Lin Hazell – Cabinet Member for Children's Services
8 Dec 2015	Education, Skills and Children's Services Select Committee Work Programme	For the Committee to note its updated work programme	Reece Bowman, Committee Adviser	

