

Blackpool Council

29 August 2017

To: Councillors Collett, Critchley, O'Hara, Owen, Rowson, D Scott, Stansfield and L Taylor.

Co-optees Johnson and McErlane

The above members are requested to attend the:

RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE

Thursday, 7 September 2017 at 6.00 pm
in Committee Room A, Town Hall, Blackpool

A G E N D A

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

2 MINUTES OF THE LAST MEETING HELD ON 29 JUNE 2017 (Pages 1 - 8)

To agree the minutes of the last meeting held on 29 June 2017 as a true and correct record.

3 PUBLIC SPEAKING

To consider any applications from members of the public to speak at the meeting.

4 EXECUTIVE AND CABINET MEMBER DECISIONS (Pages 9 - 16)

To consider the Executive and Cabinet Member decisions within the remit of the Resilient Communities and Children's Scrutiny Committee.

5 CHILDREN'S SERVICES UPDATE REPORT (Pages 17 - 52)

To inform the Committee of the work undertaken by Children's Services on a day to day basis and to update on the progress and implementation of developments within the areas.

6 SCRUTINY WORKPLAN (Pages 53 - 62)

The Committee to consider the Workplan, together with any suggestions that Members may wish to make for scrutiny review.

7 DATE OF NEXT MEETING

To note the date of the next meeting of the Committee as Thursday, 19 October 2017, commencing at 6pm.

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Chris Kelly, Acting Scrutiny Manager, Tel: 01253 477164, e-mail chris.kelly@blackpool.gov.uk

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MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE MEETING - THURSDAY, 29 JUNE 2017

Present:

Councillor Rowson (in the Chair)

Councillors

D Coleman
Collett

Critchley
Galley

Maycock
O'Hara

Stansfield

In Attendance:

Councillor Graham Cain, Cabinet Secretary (Resilient Communities)

Councillor Kath Benson, Cabinet Member for Schools and Learning

Ms Diane Booth, Director of Children's Services

Ms Val Watson, Delivery Development Officer

Mr Steve Sienkiewicz, Clerk to the Committee.

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 27 APRIL 2017

The Committee agreed that the minutes of the last meeting of the Resilient Communities Scrutiny Committee held on 27 April 2017 be signed by the Chairman as a true and correct record.

3 PUBLIC SPEAKING

The Committee noted that there were no applications from members of the public to speak at the meeting.

4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered the Executive and Cabinet Member decisions within its remit, taken since the last meeting of the Committee.

Councillor Benson, Cabinet Member for Schools and Learning responded to questions from the Committee in connection with decision number PH35/2017 'Development Scheme at Woodlands School'. Asked if it was intended for a sprinkler system to be installed, she explained her understanding that current regulations stipulated that such an installation was necessary and would be carried out. She agreed to confirm the details and respond back in due course.

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The Committee expressed concern that the cost of the development had risen substantially, pointing out an increase from the original estimate of £1.5m to the current figure of £2.1m. Councillor Benson responded by explaining that the previous estimated budget had proved to be insufficient in order to achieve what was required for a school of this type, which educated children with a range of complex and challenging needs. The building was in a poor state and a recent survey had highlighted the requirement for additional works including electrics, gas mains, pipes and other infrastructure. In addition, a new road was being constructed into and out of the building that would enable easier and improved access. Councillor Benson added that a full consultation had been carried out and the outcomes were fully supported by the respondents and stakeholders. Following a request from a Committee Member whose Ward encompassed Woodlands School, Councillor Benson agreed that she would distribute the results of the consultation to the Committee.

The Committee expressed its support for the scheme, but at the same time challenged why the initial survey had proved inadequate, leading to the requirement for additional works and a substantial increase in costs. Councillor Benson explained that initially the improvement works were not as ambitious, although it became apparent as things developed that the children needed more in order for the full potential of the school to be realised. In the past, the school had been added to in a piecemeal fashion and the current scheme would make it fully fit for purpose well into the future. The development would include extensive works to corridors and other spaces in order to meet the complex needs of the children.

The Committee agreed to note the Executive and Cabinet Member decisions.

5 CHILDREN'S SERVICES UPDATE REPORT

The Committee considered a report which highlighted key areas of work and progress within the Children's Services Directorate. The report was presented by Ms Booth, Director of Children's Services, who began by providing a summary of the main content of the report. She explained that currently, the service was experiencing high levels of demand across all of its areas. This was described as a cause for concern on a number of counts, including the additional levels of scrutiny that such demand attracted from Ofsted and the Department of Education, as well as concerns around children currently placed in care, some of whom it was considered need not be there. In terms of overall numbers of looked after children, the number stood at 571 at its peak earlier this year, but had now reduced to the current figure of 546. Ms Booth explained some of the detail around the current Improvement Programme that was underway, including the need for decisions to be made timely, the discharging of children from care and the stepping down of children from care. Considerable efforts were also underway to return children currently placed in care outside of Blackpool, to more appropriate arrangements within the town.

Ms Booth responded to a number of questions from the Committee. Asked to explain more about the Review of High Needs Provision that would be undertaken, she explained that children within the category had a number of different needs and requirements. The review would be carried out independently and would consider questions around the possibility of offering services in a different way.

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In relation to the high levels of demand across Children's Social Care, the Committee questioned the apparent reasons given to scrutiny in the past for the levels being as high as they were, quoting 'children with complex needs' as the usual answer that had been given. The Committee suggested that the organisational support should be adequate to deal with the situation and questioned whether the current approach adopted within the Directorate was correct. Ms Booth responded that the end to end review that was currently underway would be completed by the end of the first week in July. Following that, a plan for operational change would be developed that would be considered by the Priority 2 Board. It would then be made available for scrutiny by the Resilient Communities and Children's Scrutiny Committee. She stressed the importance of the scrutiny process and welcomed the input that the Committee could provide.

The Committee asked for details as to the areas within Blackpool where the greatest numbers of looked after children originated from. Ms Booth explained that a piece of work had been commissioned to determine that. A 'heat map' would be produced that would also indicate:

- 1) The numbers of children in need
- 2) The numbers of children subject to Child Protection Plans
- 3) The numbers of children being looked after
- 4) The numbers of children subject to youth offending reports
- 5) The numbers of children subject to family support plans
- 6) The challenges faced by schools.

Ms Booth went on to explain that the intention was to think about social work in a different way, with the work being designed around the needs of the communities and schools. She emphasised that the views of elected members would be sought during this process.

The Committee discussed further the assertion made that not all children currently in care needed to be there and also asked whether schools were doing enough in terms of the support that they provided. Ms Booth explained the desire to deliver more services at family support level and that in future, no child would be admitted to care without her express authority. She further explained that every effort was being made to influence the work carried out within schools and that a school led improvement plan was now in place that covered five key areas.

Members queried the difference in costs between a child placed in care outside of Blackpool, against alternative support services that might be provided closer to home. Ms Booth explained that on average, it cost approximately £3,000 per week to place a child in care in (for example) Cumbria. There could often be additional costs involving other agencies that might increase the total cost to £10,000 per week and possibly even more. She stressed that it was necessary to tailor individual plans for each child but there was no doubt that it was far more cost effective to provide care packages around the home where possible.

The Committee asked about the possibility of creating a residential property within Blackpool for children with extremely challenging behaviour. Ms Booth explained the

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danger in such an approach, being that it was likely to fill up very quickly and was not necessarily the best solution. Instead, an efficiency approach would be developed in line with future needs.

Asked about the administration process for school places, Ms Booth explained that this process was carried out by the Council who were in full control of it. She agreed to provide an update on the outcome of the school appeals process at the next meeting.

The Committee pointed out that in the past, there had been a number of problems relating to the transition of children from junior to senior schools and requested an update on the current situation. Ms Booth explained that a number of transition days would be taking place during the next few weeks. A transition sub-group had been established which was looking at the production of a passport scheme, which would contain all relevant details of the child to aid the transition process.

The discussion around schools moved onto the topic of inclusion, with Members asking about what happened in relation to certain schools which decided they would no longer provide certain services, particularly in relation to more challenging pupils, resulting in other schools taking a higher proportion of pupils from that category. Ms Booth explained that an Inclusion Strategy was being developed and there would be consequences for schools that were not acting in an inclusive and fair way. Additionally, an in-year access poll was being established regarding children that had been excluded from school in order to determine a fair and equitable approach across all schools, including academies.

The Committee requested that a shortened version of school Ofsted reports be attached to the Children's Services update report at future Committee meetings.

The Committee agreed:

1. To note the report.
2. To request an update on the outcome of the school appeals process at the next meeting.
3. To request that a shortened version of school Ofsted reports be attached to the Children's Services update report at future Committee meetings.

Background papers: None.

6 COUNCIL PLAN PERFORMANCE REPORT 2016/2017

The Committee considered a report which detailed performance against the Council Plan 2015-2020 for the period 1 April 2016 – 31 March 2017.

The report was presented by Ms Watson, Delivery Development Officer, who explained that there were 13 indicators within the performance basket for Resilient Communities and 8 indicators within the performance basket for Children's Scrutiny. She pointed out that information on the indicators where performance was below target or where performance had deteriorated compared with 2015/2016, could be found in Appendix 6(b) of the report.

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Ms Watson went on to explain that the Corporate Delivery Unit was working on a revised set of indicators that would better reflect the Council's priorities. It was proposed that the new basket of indicators be reported to the Committee for the 2017/2018 reporting year.

It was further explained that to allow Members to receive more timely and appropriate performance information, it was proposed that performance reports in 2017/2018 be aligned to the future workplan for the Committee, with a full break down of indicator performance reported as an overview report at year end. It was hoped that this would equip Members with more relevant performance information reported at the same time and topic as future scrutiny reports. The reports would be focussed and more in-depth than the current reporting arrangements and would give Members more insight and narrative to current performance issues. Furthermore, the Corporate Delivery Unit would work closely with the Democratic Governance Team and relevant departments to ensure that the reports be as insightful as possible.

Ms Watson, Ms Booth and Councillor Cain then responded to a number of questions from the Committee on the content of the report.

The Committee asked about the below target figures for the death to service time for cremations and whether family preferences were taken into account. Councillor Cain explained that family requests and funeral directors' requests were taken into account. Also, the times offered for services might not always be convenient. It was pointed out that the factors could skew the figures. Councillor Cain stressed that the service was trying to be as flexible as possible to accommodate family needs and preferences.

Regarding the performance indicators that were included in the report, in response to questions from the Committee, Ms Watson explained that some of the indicators were as a result of statutory requirements and some were not.

Members asked that in future, if it would be possible to include an indicator that related to children discharged from care, who were subsequently re-admitted after a certain period of time. Ms Booth explained that a major part of the current improvement plan was to develop a performance plan that was fit for purpose. Some measures would be included as a result of statutory requirements and some for comparison purposes with other local authorities. It was envisaged that the performance plan would include, in relation to children:

- 1) How many came into care
- 2) How many are discharged from care
- 3) How long they remained out of care.

Ms Booth also pointed out that the information collated for the performance plan would be the kind of data that was important for first line managers in their day to day work.

The Committee pointed out that in the past, there had been a plethora of key performance indicators and quoted the 'purple book' and other sources as examples. Asked if it was possible to better collate the data, Ms Booth explained that it was intended to adopt a monthly scorecard approach, showing changes within the service.

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The scorecard would concentrate on exception reporting, so it could readily be seen where key changes had occurred.

In response to questions from Members, Ms Booth confirmed that in relation to children who were subject to home education facilities, they were included in all of the reported statistics.

The Committee discussed the issue relating to mandatory requirements for schools to take on challenging pupils and questioned how that correlated with the push to raise school standards. Ms Booth acknowledged that the two factors created a conflict. She pointed out that the quality of teaching was a key issue and that three school improvement bids were currently in place. There would be more support provided and the aim was for each school to have a plan that would detail improvements around behaviour, attainment and attendance. The Committee went on to discuss the challenges around recruiting and retaining high quality teachers and asked what was being done to achieve this. Ms Booth explained that a Communications Strategy was being developed as part of the overall Improvement Plan. Part of this would be to hold events that would celebrate the work of the good schools and help to attract good quality staff. She explained that a great deal of work was already taking place to attract good quality teaching staff. Encouraging self belief formed a big part of this and the celebratory events would add to the initiatives underway. Ms Booth also pointed out that Blackpool was linked with Blackburn with Darwen, Lancashire and Cumbria within a regional school improvement approach.

Regarding a section of the report which indicated that Blackpool Children's Safeguarding Board had invested in rolling out training on the Graded Profile of Neglect Tool across all agencies, the Committee requested further details. Ms Booth explained that it would support partner agencies with identifying areas that families need support with and enable them to target support where it was required. She added that a risk sensible model would be rolled out and would be one of the tools available within that package.

The Committee asked about the Headstart scheme and when outcomes from this would be able to be measured. Ms Booth explained that an outcomes framework was being sought from Headstart, but seeing as it was a longer term model, it was not possible to suggest a date for this as yet. As to its longer term viability, Ms Booth suggested that in the fullness of time, it would be right to question whether the model was actually providing the required results and question if it was actually working.

The Committee agreed to note the report.

Background papers: None.

7 SCRUTINY WORKPLAN

The Committee considered its Workplan for the remainder of the current Municipal Year and the Chairman invited suggestions from Committee Members as to possible Workplan items. She also suggested that it be requested that the Blackpool Safeguarding Children's Board Business Plan be sent out to all members of the Committee.

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The Committee agreed:

- 1) To note the Workplan
- 2) To request that the Blackpool Safeguarding Children's Board Business Plan be sent out to all members of the Committee.

Background papers: None.

8 DATE OF NEXT MEETING

The Committee agreed to note the date of the next meeting as Thursday 7 September 2017, at 6.00pm.

Chairman

(The meeting ended at 7.15 pm)

Any queries regarding these minutes, please contact:

Chris Kelly, Acting Scrutiny Manager

Tel: 01253 477164

E-mail: chris.kelly@blackpool.gov.uk

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Chris Kelly, Acting Scrutiny Manager
Date of Meeting	7 September 2017

EXECUTIVE AND CABINET MEMBER DECISIONS

1.0 Purpose of the report:

- 1.1 To consider the Executive and Cabinet Member decisions within the remit of the Resilient Communities and Children's Scrutiny Committee.

2.0 Recommendation:

- 2.1 Members will have the opportunity to question the Cabinet Secretary or the relevant Cabinet Member in relation to the decisions taken.

3.0 Reasons for recommendation(s):

- 3.1 To ensure that the opportunity is given for all Executive and Cabinet Member decisions to be scrutinised and held to account.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

- 3.2b Is the recommendation in accordance with the Council's approved budget? N/A

- 3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

- 4.1 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience'.

5.0 Background Information

- 5.1 Attached at the appendix to this report is a summary of the decisions taken, which have been circulated to Members previously.

- 5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.
- 5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

6.0 Witnesses/representatives

- 6.1 The following Cabinet Members are responsible for the decisions taken in this report and have been invited to attend the meeting:
- Councillor Maria Kirkland, Cabinet Member for Leisure Services and Third Sector Engagement
 - Councillor Graham Cain, Cabinet Secretary (Resilient Communities).

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 4(a): Summary of Executive and Cabinet Member decisions taken.

7.0 Legal considerations:

- 7.1 None.

8.0 Human Resources considerations:

- 8.1 None.

9.0 Equalities considerations:

- 9.1 None.

10.0 Financial considerations:

- 10.1 None.

11.0 Risk management considerations:

- 11.1 None.

12.0 Ethical considerations:

- 12.1 None.

13.0 Internal/ External Consultation undertaken:

13.1 None.

14.0 Background papers:

14.1 None.

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APPENDIX 4(a)

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
PARTNERSHIP AGREEMENT (COVENANT) WITH THE FAITH SECTOR The Executive agreed the recommendation to agree the Partnership Agreement with the Faith Sector.	To consider a new collaborative arrangement with the Council's Faith Sector partners to provide a framework for the growth in joint action to build resilient communities in the years ahead.	EX21/2017	19 June 2017	Councillor Maria Kirkland, Cabinet Member for Leisure Services and Third Sector Engagement
HOME TO SCHOOL DISCRETIONARY FAITH TRANSPORT The Cabinet Secretary agreed the recommendations as outlined namely: Page 13 1. That Council funding for the hire of four special Blackpool Transport school buses (services 400, 401, 402, 403) for pupils attending St Marys Catholic Academy ceases from the end of summer term 2017. All pupils requiring a bus service would then be expected to access main Blackpool Transport services. 2. To cease to provide free home to school transport support on the grounds of religion or belief to those that are not statutorily entitled to it. Transitional arrangements are proposed for those pupils that are currently in receipt of discretionary (non-statutory) support. 3. To therefore agree the following arrangements from September 2017 onwards a) For pupils where there is a statutory requirement, where pupils are aged 11 – 16	To consider the implementation of proposed changes to the provision of Home to School transport where parents have chosen to send children to a school because they adhere to a particular faith or belief; with particular reference to the arrangements for St Mary's Academy, Blackpool.	PH39/2017	11 July 2017	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p>years and are eligible for free school meals or where parents are in receipt of maximum working tax credits and living 2 – 15 miles from school a bus pass will be provided to access Blackpool Transport main services. This would apply to approximately 16 pupils.</p> <p>b) Transitional arrangements for those pupils that are already receiving discretionary (non-statutory) support (e.g. those that do not fall into the above category). For these pupils that continue to live more than three miles from school they will continue to receive a bus pass to access Blackpool Transport main services. The bus pass will be provided until the pupil concludes their education or moves to another school if sooner. It is estimated these transitional arrangements will currently apply to approximately 49 pupils. The number eligible for this proposed transitional support will diminish each year as pupils leave school.</p> <p>c) All new applications for support will be considered if there is a statutory entitlement in accordance with a) above.</p> <p>4. To note that there will be the ability to exercise discretion where the new arrangements may result in exceptional hardship to families or children. Parents will be able to make a written submission for consideration in line with the School Transport Policy.</p>				

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
EARLY YEARS SERVICE PROVISION The Cabinet Secretary agreed the recommendations as outlined namely: <ol style="list-style-type: none"> 1. That the Early Years internal service provision is restructured as a result of budget changes and to reflect the changes in funding arrangements and that some non-statutory functions for example preparation and checking for inspections and routine visits will be curtailed. 2. That no financial support from the Council will be provided towards training for providers. 3. To note that work will continue to take place with the Blackpool Safeguarding Children's Board to identify the most effective way for settings to access training in line with the Board's guidance. 4. That the rental of a bespoke training room at Claremont Academy will cease. 5. To note that the promotional pack including first aid material and free insurance issued to potential Childminders will be discontinued and training courses for potential Childminders will be discontinued 6. To note that there will be a reduction in the number of roles within the internal service and that these savings will be achieved through voluntary redundancies. 	To consider the implementation of proposed changes to Blackpool Council's internal Early Years service.	PH41/2017	25 July 2017	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Diane Booth, Director of Childrens Services
Date of Meeting:	7 September 2017

CHILDREN'S SERVICES UPDATE REPORT

1.1 To inform the Scrutiny Committee of the work undertaken by Children's Services on a day to day basis and to update on the progress and implementation of developments within the areas.

2.0 Recommendation(s):

- 2.1
- To note the contents of the report and to ensure that current work continues to meet statutory obligations and that work to prepare for external inspections continues.
 - To continue to meet statutory monitoring, challenge and support obligations.
 - To identify any further information and actions required.
 - To highlight areas of concern and proposed remedial action.

3.0 Reasons for recommendation(s):

3.1 For Members of the Scrutiny Committee to be fully informed as to the day to day work of the Children's Services Directorate and have assurance that Blackpool is continuing to meet its statutory obligations for future inspection requirements. The Local Authority remains and retains a statutory responsibility to monitor all schools in order to support improvement and raise the attainment and progress for all children in the Local Authority Area.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options considered:

Services are subject to national and statutory frameworks.

4.0 Council Priority:

- 4.1 The relevant Council Priority is: Creating stronger communities and increasing resilience.

5.0 Background Information

5.1 Blackpool Young People's Service

- 5.1.1 The new Blackpool Young People's Service went live on 3 July 2017, with an all-new set of assessment, planning, intervention and review processes and case management system in place as planned. Working together by drawing on existing skills in new ways is proving challenging and enjoyable for staff working together from our main base at Market Street, which is generating lots of learning and further questions to be answered along the way to strengthen and embed the structure as designed by the Change Team, which is operating as it was envisaged and designed to do.

5.2 Review of high needs provision

- 5.2.1 The Council has appointed a consultant company to carry out a review of high needs provision in the town, they are called 'Premier Advisory Service'. They are being tasked with reviewing the current Special Educational Needs and Disability provision in the local area and to make recommendations for improvements and cost effectiveness. The Council is using the £57,000 we were given by the Department for Education to do this task (this is a national thing and all Local Authorities are doing this). The Council anticipates the consultant review costing £25,000 and we will use the remainder of the £57,000 to support implementing any changes required.

5.3 Social, Emotional and Mental Health Free School

- 5.3.1 The Council is advertising for proposer to express an interest in running the school. This is being supported by the Department for Education and Free Schools Network and the advert will run until 24 November 2017. The Department for Education will cover the costs of the building but have now said we will have to project manage the build. It is anticipated we will look for the Local Education Partnerships to support this project and we are still in discussion with the Department for Education to show the building development will work.

5.4 Edge of Exclusion Project

- 5.4.1 The Virtual School and Head Start have come together to develop the Edge of Exclusion Project. Our Children from 10-16 who are in danger of being excluded from mainstream education can have access to a resilience coach. Referrals are made by schools and social workers and are considered at a Panel. The panel has met twice and six young people have been assigned resilience coaches.

5.5 Ofsted Inspection Gradings

- 5.5.1 Attached at Appendices 5a and 5b are the Ofsted inspection gradings and change identified to drive improvement in our nursery and child minder settings and primary and secondary schools.

5.6 Unvalidated School Results

- 5.6.1 All data outcomes are unvalidated and a more detailed breakdown will be provided in September 2017.

Early Years:

This is measured on Good Level of Development (GLD).

In 2017, 66.9% of Blackpool children reached Good Level of Development, compared to 64% in 2016

In 2017, 70.7% of children nationally reached Good Level of Development, compared to 69% in 2016.

This means that Blackpool has improved at a better rate than national.

Year 1 Phonics:

In 2017, 81.3% of Blackpool children reached the required level in phonics compared to 80% in 2016.

In 2017, 81.3% of children nationally reached the expected level in phonics, compared to 81% in 2016.

This means that Blackpool pupils have now overtaken the national percentage of pupils reaching the expected standard in Year 1 Phonics.

Year 2 Outcomes:

In 2017, 75.2% of pupils reached the expected standard in reading compared to 74% in 2016 and 75.6% nationally.

In 2017, 22.2% of pupils reached the **Greater** Depth Level in reading compared to 22% in 2016 and 25.2% nationally

This means that there is an improvement in reading at the expected level and Blackpool is roughly in line with national. At the higher level Blackpool pupils are below national.

In 2017, 67.5% of pupils reached the expected standard in writing compared to 66% in 2016 and 68.3% nationally.

In 2017, 11.3% of pupils reached the Greater Depth Level in writing compared to 12% in 2016 and 15.6% nationally.

This means that at the higher levels in writing Blackpool has dropped since 2016 and is below national.

In 2017, 75.7% of pupils reached the expected standard in maths compared to 74% in 2016 and 75.2% nationally.

In 2017, 18.8% pupils reached the Greater Depth Level compared to 18% in 2016 and 20.5% nationally.

This means that although Blackpool pupils attain higher than national pupils at the expected levels they are below national in the higher levels. Blackpool pupils have also made less improvement since 2016 than national pupils.

Key Stage 2 Outcomes:

In 2017, 61.5% of pupils reached the expected standard in Reading, writing and maths combined compared to 47.5% in 2016 and 61.1% nationally.

This means that Blackpool has increased significantly in this measure and has moved from 5.8% below average in 2016 to 0.4% above average in 2017. This increase is largely due to the increase in reading, as below:

In 2017, 71.2% of pupils reached the expected standard in reading compared to 59.8% in 2016 and 71.5% nationally.

In 2017, 76.3% of pupils reached the expected standard in writing compared to 76.1% in 2016 and 76.4% nationally.

In 2017, 77.4% of pupils reached the expected standard in maths compared to 68.5% in 2016 and 74.9% nationally.

In 2017, 7.3% of pupils reached the higher levels of combined reading, writing and maths compared to 3% in 2016 and 8.7% nationally. Increases in reading, writing and maths at the higher levels have been made since 2016 and at a greater rate than national apart from writing.

This means that Blackpool pupils are above national pupils for the expected level in maths and have increased at a greater rate.

Progress in reading at the expected standard reached 56.8% compared to 51.1% in 2016 and 51.1% nationally.

Progress in writing at the expected standard reached in 61.2% compared to 69.1% in 2016 and 51.9% nationally.

Progress in maths reached 62.2% compared to 57.8% in 2016 and 50.3% nationally.

This means that although the percentage in progress in maths at expected has decreased in maths, Blackpool has increased.

Overall, some schools have declined in terms of progress, whilst other schools, e.g. Stanley (reading), Our Lady's (Maths), Revoe (reading) have improved.

5.7 School Admission Appeals

- 5.7.1 Following the allocation of places for primary and secondary schools, parents have the right to appeal the decision. Independent admission appeal panels make legally binding decisions in relation to appeals and individual admission authorities do not participate in this decision-making process. The Council's Democratic Governance team administers the independent appeals process on behalf of the Academy, Community and Voluntary Aided (Faith schools) sectors.
- 5.7.2 For the September 2017 intake, the Panels heard a total of 61 appeals in respect of schools in Blackpool. All of these appeals were in respect of Academy schools. Details and the outcome are as follows:
- Primary (Reception Year): 23 appeals over nine schools, 0 not allowed
 - Secondary (Year 7): 38 appeals over 3 schools, 19 allowed and 19 not allowed
 - Total: 19 out of 61 appeals allowed – 31.1%.
- 5.7.3 The Appeals Panel must first consider if the Admission Arrangements for the school are lawful and have been applied correctly and then balance the school's needs with that of the appellant. In all cases the Panel agreed that the Admission Arrangements for the school were lawful and applied. There is the possibility of further appeal to the Education Funding Agency for appellants who remain dissatisfied with the process to date none have been received.

Demand Management/Early Help Thresholds

- 5.8 From 1 September 2017 a revised agreed multi-agency continuum of need and guidance will come into effect. Partners are expected to complete early help assessments early in the emergence of identification of additional needs to prevent escalation and the need for statutory intervention. Over 500 managers and practitioners have been briefed. Audit activity will take place in the late autumn period to measure success.
- 5.8.1
- See attached at appendix 5c the Priority 2 Board plan. The plan shows a range of ongoing work aimed at managing thresholds, driving demand at the right level and reducing cost. Partners are engaged in a full review of the journey of the child and focus will be on early help, early in the emergence of a problem and at a neighbourhood level. All of which will be supported by Opportunity Area activity.
- 5.8.2
- Much of the work is focusing on skill development, change of behaviours, building resilience and the right child and young people being supported by statutory services only when necessary.
- 5.8.3

5.9 Improvement Plan

- 5.9.1 The twelve week plan focuses on back to basics and readiness for inspection and is closely linked to the work of the demand plan. An improvement board has been established.

5.10 Opportunity Area

- 5.10.1 **National announcements:** Under the umbrella of the Careers and Enterprise Company, leading UK businesses and business groups have backed a commitment to help the social mobility of young people in the 12 Opportunity Areas including Blackpool. Sir Kevan Collins, Chief Executive of the Education Endowment Foundation, will become the evidence champion for the Opportunity Areas. St Mary's Catholic Academy has been named as one of 11 new Research Schools by the Secretary of State for Education, Justine Greening.
- 5.10.2 **Local update:** Membership of the Partnership Board has been extended to now include Merle Davies, Director of the Centre for Early Child Development (Better Start). A process is underway to also identify school and voluntary sector representation. The governance has also been closely aligned with the Blackpool School Improvement Board to ensure a coherent approach in the work with schools.
- 5.10.3 A further wider partnership meeting was held on 19 July 2017 to share the latest version of the draft delivery plan following initial consultation with the wider partnership group in March 2017. Additional feedback was received on the key priorities, performance measures and youth consultation. The Draft Delivery Plan will be submitted to the Secretary of State for Education in September 2017 for sign off.

5.11 Neglect

- 5.11.1 Attached at appendix 5d is the Blackpool Safeguarding Children's Board report highlighting our multi-agency response to neglect.

5.12 Compliments

- 5.12.1 The lessons relating to latest feedback reports for children services are closely linked with the ongoing demand and improvement plan being related to lack of skill, impact of workload and turnover of staff. All workers have been briefed re the importance of reliable communication and the need to inform our service users of any changes as soon as possible. Positively in recent weeks, I have heard and been sent lovely compliments about some of the work of the teams.

6.0 Does the information submitted include any exempt information? No

7.0 List of Appendices:

Appendix 5(a): Ofsted Inspection Gradings – Nursery Settings and Child Minders

Appendix 5(b): Ofsted Inspection Gradings – Primary and Secondary Schools

Appendix 5(c): Demand Plan (Priority 2 Board)

Appendix 5(d): Neglect Report.

8.0 Legal considerations:

8.1 None

9.0 Human Resources considerations:

9.1 None

10.0 Equalities considerations:

10.1 None

11.0 Financial considerations:

11.1 None

12.0 Risk management considerations:

12.1 None

13.0 Ethical considerations:

13.1 None

14.0 Internal/ External Consultation undertaken:

14.1 None

15.0 Background papers:

15.1 None

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Appendix 5a

Ofsted gradings

1-Outstanding 2-Good
3-Requires Improvement
4-Inadequate

Main themes of recommendations

Engaging parents and involving them in their children's learning. Continuing professional development. Monitoring and tracking learning and progress. Learning about diversity.

Setting/CM	Reg number	Inspection Date	Overall grade	Actions / recommendations
Unity Nursery	EY488508	08/09/16	1	Continue to find even more innovative ways to engage parents in their children's learning.
Little Rainbows	EY436056	12/09/16	2	Focus professional development more precisely so that it improves the good quality of teaching and practice to even higher levels. Enhance opportunities that focus even more closely on promoting children's developing awareness of counting.
Planet Kaos Preschool	EY494241	16/09/17	1	Continue to expertly reflect on areas for improvement and maintain exceptional levels of practice.
Dunes Nursery	EY494238	21/09/16	2	Build on the strategies used to encourage all parents to fully engage in their children's learning. Provide children with more opportunities that help them to use technology for a purpose
Baines Endowed Nursery	EY490860	26/09/16	2	Focus more precisely on extending children's learning even further. Build on the systems in place to help support all parents to in their children's learning, both at nursery and home.
Primrose House	EY496035	06/10/16	3	Monitor the quality of teaching effectively and guide staff's development through performance management to increase the proportion of good or better teaching. Improve the partnerships with parents so they are well informed about their child's progress and better supported to share information about what children are learning and achieving at home. Improve the way that children's progress is assessed and tracked in order to identify where there are gaps in aspects of learning and plan more effectively to fill them. Extend the way information is shared about children's personal learning plans so all staff have consistently high expectations of children when supporting activities.
PK Kids Nursery and Preschool	EY459000	24/11/16	2	Enhance the self-evaluation process, so that priorities for improvement are sharply focused and challenging, and includes the views of all parents, staff and children. Strengthen ways to support parents to share information about what children can do at home.

Setting/CM	Reg number	Inspection Date	Overall grade	Actions / recommendations
Little Angels	403611	14/12/16	2	Build on the range of methods in place that encourages parents to contribute towards children's learning. Maximise opportunities for children that help them to learn about people and communities beyond their own experiences.
Our Lady's Breakfast and After School Club	EY301807	10/01/17	2	Support children more effectively in making decisions about how they wish to explore and develop their own ideas before providing solutions. Enhance opportunities for children to explore their own and the communities beyond their immediate experience and help children to find out about the differences and similarities of others.
The Village Nursery	EY369663	27/01/17	2	Enhance good monitoring systems even further to ensure that there is a greater focus on assessing the progress of different groups of children. Provide further opportunities for children to help them to understand how good practices with regard to hygiene contribute to their good health.
Ashcroft Nursery	EY420173	06/02/17	2	Build on the strategies for staff professional development and provide ongoing opportunities for less-experienced staff to learn from others. Maximise opportunities to share ongoing, highly focused and targeted information and ideas for parents and help them to continue children's learning at home.
Seashells Nursery	EY491270	24/03/17	3	Ensure the quality of teaching is consistently strong and helps children to develop a positive attitude to learning. Ensure that all parents know the name of their child's key person. Improve the organisation of the pre-school room, for example, by ensuring that staff adopt consistent strategies to help children understand appropriate behaviour. Build on the current observation and assessment procedures so that they are sharply focused and give an accurate picture of what children know and can do.
Anchorsholme Preschool, Out of School and Holiday Club	EY396665	22/05/17	2	Help staff to further develop their questioning skills so they are even better equipped to support children's learning. Help children to further develop their understanding of the similarities and differences in families and communities within and beyond their own.

Setting/CM	Reg number	Inspection Date	Overall grade	Actions / recommendations
Norbreck Happy Days Nursery	EY364223	26/05/17	2	Extend the current monitoring procedures and focus more sharply on developing the quality of teaching and learning to the highest level. Support staff to recognise when to give children more space to engage in active physical play.
Sarah Sloane	EY482160	05/09/16	1	Continue to attend training to help to maintain current excellent practice.
Joanne Hanslip	502043	11/10/16	2	Ensure that each child is given opportunities that support them to remain fully engaged in challenging experiences, to help maximise their learning potential. Build on the methods used to support parents to continue children's learning at home.
Natalie Eaves	EY453739	19/10/16	2	Build on the methods used to promote effective partnership working with other settings children attend. Make better use of opportunities to promote parental engagement in their children's learning.
Beverley Peacock	EY287395	07/12/16	2	Build on methods used to share information with parents and provide ideas for parents to continue children's learning at home. Enhance the opportunities provided to children to learn about other people, communities and the world around them.
Janet Lumley	EY450591	09/01/17	1	continue to build on the excellent programme of training and professional development to maintain superb quality teaching and learning.
Julie Eustace	EY483947	25/04/17	2	Build on the programme of training and professional development and review the impact of training on outcomes for children to ensure the quality of learning and development is constantly improving. Provide more opportunities for children who enjoy exploring, investigating and using all of their senses.
Tracey Reeds	308838	06/12/17	2	Sharpen the detail with which practice is reflected on, in order to support raising the quality of all aspects of provision to consistently exceptional levels. Enhance parental involvement to encourage them to contribute what they know about their child to strengthen the shared approach for children's learning.

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SCHOOL INSPECTION OUTCOMES SEPTEMBER 2016 – JULY 2017

1) PRIMARY SCHOOLS

Revoe Primary Academy - Inspected 25 October 2016. Judgement of Requires Improvement.

Areas for Improvement:

Reading and writing progress,
Overall quality of teaching,
Low level misbehaviour,
Use of funds for disadvantaged pupils.

St Bernadette's Catholic Primary School - Inspected 27 November 2016. Judgement of Good – Good previously.

Areas for Improvement:

Progress in KS1,
Role of governors,
More able pupils in reading.

Holy Family Catholic Primary School - Inspected 25 January 2017. Judgement of Good – was Good.

Areas for Improvement:

Track progress of vulnerable groups,
Monitor use of funding e.g. Pupil Premium,
Clearer communication with parents.

Boundary Primary School - Inspected on 3 May 2017. Judgement of Good – was Requires Improvement.

Areas for Improvement:

Quality of writing,
Embed pupils reading,
Ensure all groups are challenged.

Kincraig Primary School - Inspected on 9 May 2017. Judgement of Good – was Good.

Areas for Improvement:

More able pupil progress,
Monitoring of school plans.

Education Diversity - Inspected on 3 May 2017. Judgement of Good – was Good.

Areas for Improvement:

Leaders need to equip pupils to move on,
Management committee needs to hold leaders more robustly to account.

Christ the King Academy - Inspected on 16 May 2017. Judgement of Good – was Good.

Areas for Improvement:

Increase higher ability writing outcomes.

2. SECONDARY SCHOOLS

St George's Academy-Inspected on 16 November 2016. Judgement of Requires Improvement.

Areas for Improvement:

Progress in English, maths and science,
Close the gap for disadvantaged pupils,
Role of middle leaders,
Data not robust,
Provision for SEN pupils,
Quality of teaching.

Aspire Academy - Inspected on 13 December 2016. Judgement of Requires Improvement.

Areas for Improvement:

Pupil progress,
Disadvantaged and more able pupils' achievement,
Progress in Year 7,
Quality of teaching,
Attendance – improving but not high enough.

South Shore Academy - Inspected on 21 March 2017. Judgement of Requires Improvement - was Inadequate.

Areas for Improvement:

Quality of teaching,
Reading for more able pupils,
Improve attendance,
Strengthen curriculum.

St Mary's Academy - Inspected on 21 March 2017. Judgement of Good – was Good.

Areas for Improvement:

Develop strategies for more able pupils,
Reduce persistent absenteeism,
Monitor curriculum,
Attend 'Prevent' training.



Demand Management Plan

03/07/2017

The Blackpool Ambition

- Building confidence to ensure children and their families get the right service, at the right time for the right purpose.
- A proactive demand management approach which starts with positive, challenging leadership and ends with building community resilience.
- Developing support which enables children to maintain their community support networks by ensuring placement availability close to home.
- **Reducing the number of Looked after Children by 20% in the year 2017/2018**
- Increasing the quality and consistency of assessments and risk management approaches across the service.
- Having a skilled, experienced workforce of practitioners and managers who provide Early Help and collectively manage risk, meeting presenting needs and preventing unnecessary contacts, referrals and statutory assessments.

The Blackpool Challenge

- How do we deliver lasting, positive, constructive change in a time of resource and performance pressure?
- How do we support families that are able to recognise they have additional need to access the right support at the right time from the right source?
- How do services work together in order to intervene proportionality and appropriately where there is a need to protect children?
- How do we help practitioners to recognise that the wrong level of intervention can be as damaging to children as not intervening?
- How can significantly reducing resources be deployed to have the most impact and achieve good outcomes?

Action	Detail	Responsible Officer (s)	Anticipated Outcomes	Timescale	Comment/ Update
A1 New “Continuum of Need” which is in line with thresholds applied by Lancashire and Blackburn with Darwen, to provide continuity for schools, health, police etc. working across organisations agreed at Safeguarding Childrens Board and implemented.	1a CoN agreed by the Safeguarding Childrens Board	Blackpool Safeguarding Childrens Board (via Diane Booth)	More consistent decision making, clarity for partner agencies and internally.	June 2017	New approach agreed at 7 th June Safeguarding Board COMPLETE
	1b Revised early help assessment and planning documentation rolled out	Blackpool Safeguarding Childrens Board (via Diane Booth)	Documentation supporting asset based assessment and planning – enabling early help interventions by the right resource and supporting joint working.	Sept 2017	Workshops and roll out of new Early Help documentation is underway – due to conclude (bar mop ups) September 17.
	1c Staff/ partnership briefings on new CoN delivered	Josie Lee	All staff briefed	Sept 2017	Roll out of new CoN and associated documentation commenced June 2017 – due to conclude (bar mop ups) Sept 17.
	1d Refreshed CoN is operational	Josie Lee	Continuum of Need embedded in service and partner agencies.	Sept 2017	To coincide with new School term.
How will we know if this has been effective? Impact on KPIs – DIRECT. The number of early help assessments which lead to a single, or multi agency plan without referral to social care will be maintained or increase as agencies will be clear about the level at which further intervention is required. Impact on KPIs –CONSEQUENTIAL. Longer term, if there is a continuum of need which is widely understood, accepted and applied, the number of contacts will reduce, and there will be a reflection in conversion rates from contact to referral and referral to assessment. By When? – Following implementation and roll out in September, direct and consequential impacts should be evident in the KPIs by January 2018.					

A2 Develop a multi-agency early help strategy for Blackpool which clearly outlines the expectations on providers of services to families across the town – and is about prevention through the utilisation of services already engaged.	2a Write and publish refreshed Early Help Strategy for Blackpool	Moya Foster	Engage and consult with partner agencies to ensure all early help services are captured in strategic planning. Early Help offer is well understood and stakeholder agencies can demonstrate that it is implemented.	September 2017	Engagement activity with partners has taken place. First draft of strategy is now being updated with feedback.
	2b Develop and articulate a clear vision and strategy of how Social Care and Internal Early Intervention services will work together to build preventative and recovery capacity (FiN, Children's Centres, Better Start, Head Start, etc.)	Moya Foster/ Cindy Hunter	Internal support services available to strengthen family resilience will be utilised to facilitate positive step down plans from statutory services.	September 2017	
	2c Develop "early help offer on a page" product	Moya Foster/ Cindy Hunter	Clarity for all Safeguarding and Permanence teams on the support available via EH.	September 2017	
	2d Develop clear	Kathy Gardener/	Long term – reduction in re referral rates,	September 2017	Clear guidance being developed jointly by Kathy Gardener and Suzy Robertson.

	step down/ direct access process to FiN and other services where statutory intervention not required	Suzy Robertson	reduction in contacts/ referrals at the front door.		Needs to be brought in to discussions about Journey of the Child. Proposal for a new approach to receiving concerns which may not require a statutory intervention will be presented to CMT.
<p>How will we know if this has been effective?</p> <p>Impact on KPIs – DIRECT. Referrals to FiN from external and internal services will be appropriate and will be outcome focussed.</p> <p>Impact on KPIs – CONSEQUENTIAL. Longer term, the relationship between FiN and Children’s Social Care will continue to improve and communication and joint working will be evident across cases.</p> <p>By When? – Following implementation and roll out in September, direct and consequential impacts should be evident in the KPIs by January 2018.</p>					
<p>A3</p> <p>Review aims and objectives of MASH and lead on systems redesign for Blackpool which targets appropriate resource from Police and social care focussed on determining the right intervention designed to prevent escalations to formal services</p>	<p>3a</p> <p>Speak to Police about no longer sharing “standard” PVPs.</p>	Diane Booth	Anticipate immediate reduction in contact volumes.	September 2017	Early discussions have taken place with local and regional Police stakeholders about the suitability of the MASH process in Blackpool and a fundamental shift in approach including ceasing “standard” PVPs. Meeting scheduled for 31 July 2017.
	<p>3b</p> <p>Work with Police to redesign a multi-agency “receive, review and respond” approach to concerns raised through the PVP process that is more focussed on the right person/ agency responding when</p>	Diane Booth	A new approach is designed, agreed and resources in place to deliver a new way of working that reduces unnecessary contacts long term.	November 2017	<p>Key questions currently being worked through - should MASH sit with CSC duty or would more of an early help focus be appropriate?</p> <p>Can there be more face to face joint assessment and intervention rather than information exchange?</p> <p>Mash group formed – draft new ways of working to be circulated ahead of meeting date in September 2017.</p>

	a response is required.				
How will we know if this has been effective? Impact on KPIs – DIRECT. There will be a reduction in the number of “contacts” attributable to the MASH process. Impact on KPIs –CONSEQUENTIAL. – A different approach to introduce genuine multi-disciplinary working with the Police and Health will support early help and preventative work. There will be more early help plans which have the Police, Schools and Health working together without statutory Social Care involvement. By When? – Following implementation and roll out by December 2018, direct and consequential impacts should be evident in the KPIs by January 2018.					
A4 Embed defensible decision making at the right level for work presented to Childrens Social Care which is proportionate to risk and commitment. Develop a risk management approach to support effective practice, determine learning needs of managers, develop and deliver training.	4a Revise and share scheme of delegation documents including early oversight from management on decision making.	Cindy Hunter	Clear and Evidenced Decision Making at all points in the journey of the child.	June 2017	Revised scheme of delegation signed off and operationally implemented. COMPLETE
	4b Ensure no Section 17 assessments are accepted without clear informed consent and receipt of appropriate assessment documents.	Cindy Hunter	Challenging the relationship with other agencies ensuring that assessments are in place before referrals are accepted.	September 2017	Message has been cascaded, audits required to ensure compliance.
	4c Embed Independent Reviewing Officer role in to Initial	Cindy Hunter/ Steve Cook	Ensuring that the IRO is engaged in the process at the right time to support effective case progression.	September 2017	

	Child Protection Conference decision making				
	4d Ensure assessment checkpoints are established and embedded through the initial assessment process.	Cindy Hunter/ Kathy Gardener	Ensure that there are clear “checkpoints” throughout the life of a case for managers to review with case holders what progress is being made and challenge the input and outcomes being achieved.	September 2017	
	4e Evaluate the implementation of “Risk Sensible” type approach (preferred tool as already in use in Lancs and BwD so reduced training requirement for agencies working across boundaries)	Tony Morrissey	A risk management tool supporting positive case management approach in place to support assessment and decision making process.	July 2017	Complete – Risk Sensible model to be applied in Blackpool.
	4f Purchase model	Diane Booth		August 2017	
	4g Implement new way of working applying model	Tony Morrissey		September 2017	
	4h	Cindy Hunter		September 2017	

	Development and delivery of practice standards to include compliance with data requirements.		the expected standards of service, recording and timelines which they are required to comply with.		
	4i Ensure that all work transferred from team to team is done to a consistently high standard with all key work completed before transfer point.	Cindy Hunter	Compliance standards will be met.	September 2017	
	4j Where work is “shared” between teams/ services working together to manage risk and achieve outcomes one consistent plan should be developed and a lead professional identified to hold	Cindy Hunter/ Moya Foster.	It will be clear to all plan participants what outcomes are to be delivered to support the child/ young person and no plans will be working in opposition.	September 2017	

	and update it.				
	4k Audits to take place across cases and to lead to development of improved recording and lessons learned.	Cindy Hunter			Auditors are in place and providing effective feedback.
<p>How will we know if this has been effective?</p> <p>Impact on KPIs – DIRECT. Staff will have clarity about the decision making process and there will be evidence that thresholds and risk tools are applied in appropriate considerations . There will be evidence of improved compliance with recording standards. Audits will evidence good workflow management and a reduction in drift and delay. Transfers between teams will be safe and effective and in the best interests of the child. Decision making in relation to risk will be well evidenced and supported by a clear toolkit.</p> <p>Impact on KPIs –CONSEQUENTIAL. – Staff confidence and recording quality will improve with the tools in place to support the assessment and recording process. Fewer cases will be referred up to senior managers for decision making where they do not agree with the recommendation from the worker and their manager. There will be a reduction in section 47 enquiry rates which are currently high.</p> <p>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</p>					
A5 Develop data set to support management oversight at all levels regarding demand at the Front Door which is live, and supports effective decision making and resource management	5a Dashboard of performance indicators available to first line managers support resource management to ensure compliance.	Tony Morrissey	Managers at all levels will have access to the performance information which supports effective decision making and resource management. Improve compliance with key performance indicators that are within managers control i.e.– - % assessments completed within 45 days - section 47 enquiries initiated	September 2017	Business Information Team (BIT) working with CSMT to develop and deliver new dashboard and reports which are accessible directly by the manager. Timetable for delivery of new reports is in place with clear prioritisation.

How will we know if this has been effective?

Impact on KPIs – DIRECT. There will be evidence of the application of the performance information with an increase in compliance KPIs including assessments within timescales, LAC and CP visits etc.

Impact on KPIs –CONSEQUENTIAL. – Managers use of data will become more sophisticated and they will start to direct the BIT team to support them to get the information they need to direct performance improvements.

By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.

A6 Consider the implementation of a portal to MOSAIC to allow third parties to directly input information on to the system and allow authorised third parties to access basic information	6a Business case to be developed to outline cost/ benefit analysis of a portal from Corelogic.	Sara Coombs	Reduced calls to front door to check basic information (whether case is open, name of allocated worker) and increased quality of information exchange.	Sept 17	Systems team to research the cost and delivery plan for a portal for consideration of a business case.
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How will we know if this has been effective?

Impact on KPIs – DIRECT. There will be a reduction in the volume of calls at the front door services to obtain basic information as this will be accessible directly.

Impact on KPIs –CONSEQUENTIAL. – Information sharing and joint working across agencies will be more easily facilitated.

By When? April 2018.

A7 Consider services currently within management scope and ensure that focus is on statutory functions and management time is released to develop practice and system	7a Recruit new Service Manager to support a reduction in the workload of the current “our Children” service manager	Diane Booth	More focus on compliance and service development through increased focus in both provider and LAC teams.	Sept 17	Recruitment complete – new employee to join service managers on the 14 th August
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change.					
<p>How will we know if this has been effective?</p> <p>Impact on KPIs – DIRECT. Team managers will reports feeling more supported, and Service Manager attention will be possible in “lower risk” and “lower volume” areas than is currently possible with existing resource.</p> <p>Impact on KPIs –CONSEQUENTIAL. – There will be more development and engagement activity from provider services and any concerns about conflict of interest which are current will be allayed.</p> <p>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</p>					
<p>A8</p> <p>Understand financial pressures and ensure robust processes and sign off procedures are in place for all appropriate spend. Ensure that payments from individuals and other agencies are recovered promptly, that children are supported to budget as part of their transition to adulthood and that spend is appropriately controlled.</p>	<p>8a</p> <p>Blackpool Young Peoples Service to develop a plan to review and address concerns about care leaver financial management to ensure that spend is appropriate and proportionate and that there no duplication of commitment or spend between social workers and PAs</p>	Moya Foster	Ensure that there are appropriate steps in place to support young people to budget and make positive and responsible spending decisions	Sept 2017	
	<p>8b</p> <p>Transparency of budget regularly shared with staff and team managers</p>	Diane Booth	Staff and managers will have a greater level of understanding of the relationship between performance and budget.	August 2017	Complete – information now shared at CSMT.

	8c Develop a Charging Policy for Children in Care.	Diane Booth	There will be a clear policy statement on the responsibility of parents to contribute in appropriate circumstances to the cost of care.	October 2017	
How will we know if this has been effective? Impact on KPIs – DIRECT. The budget pressure will reduce over the year. Impact on KPIs –CONSEQUENTIAL. – Projects and initiatives which are designed as invest to save will be possible and will deliver long term benefits. By When? – April 2018.					
A9 Ensure that there are clear terms of reference for all panel meetings and all submission requirements are proportionate and built in to MOSAIC	9a Review panel arrangements in place for the key decisions and ensure they are focussed and effective.	Cindy Hunter	A revised panel process which is focussed and is making anticipatory decisions.	August 2017	
	9b New processes built in to MOSAIC when required	Cindy Hunter		December 2017	
How will we know if this has been effective? Impact on KPIs – DIRECT. Staff will have more time to work on cases as time is freed up from panel paperwork and attendance. Impact on KPIs –CONSEQUENTIAL. – Quality of recording and decision making will improve as panel process is more focussed and timely. By When? – January 2018					
A10 Understand the issues that create delay and unnecessary transfer points through the	10a Review the journey of the child through the whole system	CSMT/ Dartington/ CDU	Timely decisions will be taken to support the incremental transformation of the service at a pace which	December 2017	1 st Journey of the child session held – Dartington co-facilitated. Plans in place for next session to build on lessons learned. Future workshops will be full days.

Journey of the Child	and functions.		delivers performance improvement and takes staff and service users on a supportive journey.		
	10b Review the care planning process	Cindy Hunter		Sept 2017	
	10c Amalgamate under and over 12s teams to create a permanence team	Vera Hadwin		Sept 2017	Staff consultation has closed and feedback received. Implementation to progress with a supportive training plan. Unions consulted.
	10d Review and reduce paperwork in place supporting practice	Cindy Hunter		Sept 2017	
	10e Develop robust monitoring systems and management oversight	Cindy Hunter		Sept 2017	
	10f Develop data set to support tracking and outcomes	CDU/ BIT		Sept 2017	
How will we know if this has been effective? Impact on KPIs – DIRECT. Change will be impactful on the budget pressure, LAC and CiN figures. Impact on KPIs –CONSEQUENTIAL. – Staff will be engaged in a change programme and understand the need for change.					

By When? – April 2018					
A11 Work with Dartington to build a model for the social care legislative system design that can be used to forecast the impact of structural, practice and process change on performance.	11a Develop workshop format to share System Dynamic theory with key staff and stakeholders. Develop data to support retrospective data modelling.	Josie Lee/ CDU	There will be a model built by Dartington which has been based on the Blackpool system and has retrospective data which can be used to forecast the impact of prospective change on performance	October 2017	Data requirements to be met by second week in August, Dartington workshops arranged to review Systems Map for 12 th and 13 th Sept, stakeholders from across social care, education, health and police invited to attend.
How will we know if this has been effective? Impact on KPIs – DIRECT. The model will forecast the impact of change on the KPIs and this will be delivered as expected. Impact on KPIs –CONSEQUENTIAL. – Future change will be tested in the model before implementation and improvements will be clearly monitored.					
By When? – July 2018					
A12 Review all plans and outcomes from reviews over past two years and ensure actions have either been implemented or plans are clear on delivery.	12a A review to take place of audits, SCR outcomes, commissioning reviews and action plans to be checked for implementation.	Kate Aldridge	There will be an understanding of where recommendations have been made that have not been implemented, and the reason why, so that these can be implemented if they remain relevant, or lessons can be learned to ensure that future recommendations for change are seen through.	October 2017	
How will we know if this has been effective? Impact on KPIs – DIRECT. There will be evidence of the application of the performance information with an increase in compliance KPIs and reduction in Sec 47 enquiries.					

Impact on KPIs –CONSEQUENTIAL. – Managers use of data will become more sophisticated and they will start to direct the BIT team to support them to get the information they need to direct performance improvements. By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.					
A13 DCS to review communication methods and frequency. Impact to be monitored with staff group.	13a Visioning and Engagement Days to be delivered directly to all staff.	Diane Booth		July 2018	Dates sent to all teams
	13b New “brief” sent weekly from DCS.	Diane Booth		July 2018	Brief cascaded weekly
How will we know if this has been effective? Impact on KPIs – DIRECT. Staff will report an improvement in communications. Impact on KPIs –CONSEQUENTIAL. – Staff will receive a single, clear message and feel engaged in a transformative service. By When? – April 2018					
A14 Improve approach to staff recruitment and retention across the service	14a Ensure that there is a robust business case for all recruitment requests made to CLT	CSMT		July 2018	
	Implement support identified to improve retention including “compliance Fridays” and “stop the clock”	CSMT	Data cleansing will be brought up to date, and recording quality and compliance will be supported.	July 2018	Implementation under way .

	days.				
How will we know if this has been effective? Impact on KPIs – DIRECT. Recruitment will progress more promptly through the system and the quality of business cases will improve. Staff will report feeling more supported and express a desire to remain with the service. Impact on KPIs –CONSEQUENTIAL. – Retention rates will improve. By When? – October 2017.					
A15 Ensure that new and developing services have clear plans and governance and risk management arrangements in place. Including the Link, BYPS, Pause etc.	15a Implement and evaluate joint working project with key lead workers in the Blackpool Young Peoples service and share learning points.	Moya Foster		Sept 2017	
	15b Ensure that there are clear impact measures defined for Blackpool Young Peoples Service	Moya Foster		Sept 2017	
	15c Ensure that there are clear impact measures defined for The Link	Vera Hadwin		Sept 2017	
	15d Ensure that there are clear impact measures	Moya Foster		Sept 2017	

	defined for Pause				
	15e Review the Family Group Conferencing offer, and pathways targeting edge of care.	Steve Cook/ Josie Lee		Sept 2017	
	15f Determine any gaps in service evident in early help and/ or social care and consider how this can be addressed	CSMT		December 2017	
How will we know if this has been effective? Impact on KPIs – DIRECT. Projects will have identified KPIs which are measurable and outcome focussed. Impact on KPIs –CONSEQUENTIAL. – Areas where joint working is effective will be used as learning tools for further developments. By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.					
A16 Review positive pathways for homeless 16/17 year olds and care leavers.	16a Develop a positive pathway which supports young people to access and maintain appropriate housing	Josie Lee	Joint work with Housing needs will lead to a strategy and process which is supportive and preventative.		
How will we know if this has been effective? Impact on KPIs – DIRECT. Young people will not become LAC because of a lack of appropriate housing.					

Impact on KPIs –CONSEQUENTIAL. –Housing strategy will support LAC as well as ensuring that LAC status is not applied where needs can be met in an alternative way. By When? – April 2018					
A17 Develop and roll out a phased discharge strategy which supports a positive risk management approach, is proportionate to capacity, is focussed and dynamic.	17a Increase adoption activity – including reviewing the process in place to ensure that local families are encouraged to adopt in Blackpool.	Josie Lee		August 2017	
	17b Understand the current LAC cohort and identify cases where accelerated discharge is an option to explore.	Josie Lee		August 2017	Discharge plan in place and shared with CSMT and CLT – implementation underway.
	17c Phase one of detailed discharge plan approved and implemented	Josie Lee		August 2017	CLT approval received and implementation underway.
	17d Phase 2 of detailed	Josie Lee		October 2017	

	discharge plan approved and implemented				
	17e Introduce and embed IRO midpoint reviews	Steve Cook		July 2017	
<p>How will we know if this has been effective?</p> <p>Impact on KPIs – DIRECT. Discharge activity will increase and we will not see a consequential impact on the front door with cases being re referred due to poor discharge planning. Spend on adoption placement costs will reduce, without a reduction in adoption numbers.</p> <p>Impact on KPIs –CONSEQUENTIAL. – New ways of working will develop to reduce drift and delay and ensure that children and young people are only “looked after” or on a plan for the period that this is beneficial and necessary.</p> <p>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</p>					
A18 Compliance and data cleansing exercise – ensure that all records are up to date and accurate on the MOSAIC system and outstanding workflow items are dealt with.	18a “Stop the Clock” days to be used across teams to ensure that workflows are up to date.	CSMT		Sept 2017	Implementation underway.
<p>How will we know if this has been effective?</p> <p>Impact on KPIs – DIRECT. Data on the MOSAIC system will be up to date and recording quality will be high.</p> <p>Impact on KPIs –CONSEQUENTIAL. – The records of children and families will be accurate and robust decision making evident without outstanding workflow items.</p> <p>By When? – October 2017.</p>					
A19 Support collation of the OFSTED self- view tool as part of pilot exercise.	19a Review information required for self assessment for	CDU supporting Josie Lee and Amanda Whitehead	<i>There will be an honest appraisal submitted to OFSTED which is clearly demonstrates that Blackpool leaders have a</i>	1 st draft 11 th September Final draft 26 th Sept.	

	social care and education and support a focus on – 1 – What do we know about quality of practice and leadership in each area 2 – How do we know this/ supporting evidence 3 – Plans for the next 12 months to improve.		<i>clear evidenced based view of the performance, practice and improvement journey for Social Care and Education and that there are plans in place to deliver further improvements which are effective and sustainable.</i>		
	19b Positive challenge from “critical friends” prior to submission	Josie Lee and Amanda Whitehead		13 th October	

Blackpool Safeguarding Children Board Response to Neglect

- 1 The prevalence of neglect in Blackpool and the attendant multi-agency response has been a concern of Blackpool Safeguarding Children Board (BSCB) for a number of years now. Following the completion of a thematic review of the management of children who had been neglected and an apparent rise in the number of children subject to Child Protection Plans on the grounds of neglect, the issue was agreed as a priority area within the Blackpool Safeguarding Children Board 2015-2017 Business Plan.
- 2 Blackpool Safeguarding Children Board has subsequently agreed a Neglect Strategy which includes the following priorities:
 1. To ensure that the multi-agency workforce is properly equipped to identify neglect
 2. To evaluate the effectiveness of assessment tools
 3. To enable multi-agency practitioners to effectively respond to neglect
 4. To ensure that Blackpool Safeguarding Children Board understands neglect in Blackpool
 5. To hold partner agencies and commissioners to account for the provision of services to address neglect.
- 3 Blackpool Safeguarding Children Board has sought to develop its understanding of the prevalence and response to neglect through consultation with practitioners and through the development of a Joint Strategic Needs Assessment (JSNA) chapter on the topic. The Joint Strategic Needs Assessment chapter highlights the breadth of issues that neglect can encompass and the attendant difficulties in measuring its overall prevalence. It is able however, to provide an estimate that 2,500 children in Blackpool experience some form of neglect based on national data. A smaller number will require statutory intervention to address neglect and more recent received data indicates that 58.5% of the 369 children subject to a child protection plan on 31 March 2017 were registered under a category of neglect, although this figure has fluctuated between 49% and 65% during the last five years (Blackpool's practice of allowing registration under multiple categories of abuse renders comparisons with other local authorities difficult); this approach has been changed.
- 4 Delivery of the Neglect Strategy was initially delegated to the Neglect subgroup whose primary focus was the identification and delivery of a neglect assessment tool. By providing a Blackpool Safeguarding Children Board mandated neglect tool it was expected that practitioners from different agencies would be able to identify neglect consistently, thereby enabling them to evidence their assessments and measure change over time. Blackpool Safeguarding Children Board consequently agreed to pilot, in conjunction with the NSPCC, a suite of neglect assessment tools that includes a basic screening checklist to identify if neglect is present, the in-depth Graded Care Profile 2 (GCP2) assessment that assesses the type and scale of neglect, together with a number of more specialist assessment tools that assess issues associated with neglect. The assessment tools were piloted by a small multi-agency group of practitioners in the Spring of 2016, before being fully implemented later in the year.
- 5 Blackpool Safeguarding Children Board trained trainers provide basic briefings within their own agencies that cover the characteristics of neglect and the use of the more basic tools, including the screening checklist (Blackpool Safeguarding Children Board also delivered this briefing to approximately 35 attendees at a schools' twilight meeting). Practitioners with more direct involvement with children who may be experiencing neglect attend a two day training programme delivered by Blackpool Safeguarding Children Board, the completion of which is necessary to become a licenced user of the Graded Care Profile 2 tool and to use the wider suite of tools. At the time of writing 238 practitioners have completed the two day training programme, including 76 children's social care staff, 51 schools staff and 39 health professionals. Training courses continue to be offered on a monthly basis, while more targeted approaches have been employed to train early years settings and are planned for Health Visitors and Probation.

- 6 Anecdotal feedback from practitioners regarding their use of the tools has been positive and has indicated that the tools enable them to better identify neglect and, equally, can provide them with the confidence not to make a referral to children's social care when they have evidence that neglect is not as severe as they initially thought. Blackpool Safeguarding Children Board has however, been concerned as to the lack of evidence of the use of the tools in referrals to children's social care and has therefore recently agreed a protocol for the use of the tools that makes the use of the screening mandatory for all referrals to children's social care on the grounds of neglect and introduces an expectation that the tool will be used for all children subject to a child protection plan on the grounds of neglect. The use of the tools is also being supported through the new Keeping Children Safe in Blackpool thresholds document, which includes specific reference to their use to assess neglect, and the attendant assessment and referral forms. Blackpool Safeguarding Children Board will further evaluate the use of the tools through meetings with all Graded Care Profile 2 licenced practitioners during the autumn period and through audits of the use of the new referral form and thresholds document in the new year. A marketing campaign to professionals is also planned for the autumn period with the aim of increasing awareness of the issue of neglect and promoting sign up to the training programme.
- 7 Blackpool Safeguarding Children Board continues to seek assurance from partner agencies that interventions are in place to identify and address neglect. Recent examples have included the universal roll out of the Baby Steps programme, as part of Better Start. Baby Steps provides prospective parents with an eight session educational programme that supports attendees to know how to care for their baby, reduce the stress associated with parenting a new-born and to improve the lives of their babies. Equally, the resilient therapies approach that forms the centre of Head Start (and is embedded within the new thresholds document) seeks to address many of the factors associated with neglect in older children. The ability of all staff who have contact with families to identify neglect has been recognised by Blackpool Coastal Housing who have developed safeguarding 'cue cards' for their maintenance staff that outline what neglect (and other safeguarding issues) might look like and who to report it to. The need for more universal approaches to the use of the neglect screening checklist has also be recognised by Waterloo Primary Academy who used it to assess their entire reception intake in 2016 and in the commissioning of the health visiting service which will make it a mandatory part of the assessment of all pre-school children from April 2018.
- 8 More recent Blackpool Safeguarding Children Board activity in terms of neglect has focussed on preparation for a potential Joint Targeted Area Inspection that would focus on the front door of children's services and the multi-agency response to the neglect of older children (aged 7-15). The Neglect Subgroup has consequently been re-purposed as a Joint Targeted Area Inspections preparation group and a process developed to meet the requirements of inspectors. An initial audit of five children subject to child protection plans under the category of neglect did provide evidence of effective identification of neglect, application of thresholds and multi-agency working. However, issues were noted in respect of responses to plans that were not progressing as expected and in the completion of parenting assessments. As a consequence of this audit Blackpool Safeguarding Children Board is developing a Multi-Agency Safeguarding Standards document that outlines the expectations of all agencies and practitioners at each stage of the safeguarding process. Agencies are currently undertaking single-agency audits of a number of cases that have been identified as falling within the cohort that the Inspectorates may review, while a further multi-agency audit is planned for late September. More generally, Blackpool Safeguarding Children Board recognises the need for ongoing work to develop the partnership response to neglect in Blackpool and has therefore retained the topic as a key theme within its 2017-2019 Business Plan, with a focus on the need to embed and evaluate the use of the neglect assessment tools.

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Chris Kelly, Acting Scrutiny Manager.
Date of Meeting	7 September 2017

SCRUTINY WORKPLAN

1.0 Purpose of the report:

- 1.1 The Committee to consider the Workplan, together with any suggestions that Members may wish to make for scrutiny review.

2.0 Recommendations:

- 2.1 To approve the Committee Workplan, taking into account any suggestions for amendment or addition.
- 2.2 To monitor the implementation of the Committee's recommendations/actions.

3.0 Reasons for recommendations:

- 3.1 To ensure the Workplan is up to date and is an accurate representation of the Committee's work.
- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No
- 3.2b Is the recommendation in accordance with the Council's approved budget? N/A
- 3.3 Other alternative options to be considered:
- None.

4.0 Council Priority:

- 4.1 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience.'

5.0 Background Information

5.1 Scrutiny Workplan

- 5.1.1 The Scrutiny Committee Workplan is attached at Appendix 6(a). The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.
- 5.1.2 Committee Members are invited, either now or in the future, to suggest topics that might be suitable for scrutiny in order that they be added to the Workplan.

5.2 Scrutiny Review Checklist

- 5.2.1 The Scrutiny Review Checklist is attached at Appendix 6(b). The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

5.3 Implementation of Recommendations/Actions

- 5.3.1 The table attached to Appendix 6(c) has been developed to assist the Committee to effectively ensure that the recommendations made by the Committee are acted upon. The table will be regularly updated and submitted to each Committee meeting.
- 5.3.2 Members are requested to consider the updates provided in the table and ask questions as appropriate.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 6(a): Resilient Communities and Children's Scrutiny Committee Workplan

Appendix 6(b): Scrutiny Review Checklist

Appendix 6(c): Implementation of Recommendations/Actions

6.0 Legal considerations:

- 6.1 None.

7.0 Human Resources considerations:

- 7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE WORKPLAN 2017/2018	
29 June 2017	Children's Overview Report Council Plan Overview Report
7 Sept 2017	Children's Overview Report Children's Services – Demand Management and Early Help Thresholds Thematic Discussion: Neglect
19 Oct 2017	Children's Overview Report Education Attainment Priority Two – Key Priority report: Young People BSCB Annual Report Corporate Parent Panel Annual Report
7 Dec 2017	Children's Overview Report - Priority Two – Key Priority report: Safeguarding Leisure Services Overview report
8 Feb 2018	Children's Overview Report Thematic Discussion: Child Sexual Exploitation and Abuse – to include inter-familial abuse
12 April 2018	Children's Overview Report - Thematic Discussion: Looked After Children - Priority Two – Key Priority report: Community
7 June 2018	Annual Council Plan Performance report on relevant Priority Two projects, complete with 'Blackpool Outcomes' – for summer 2018

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SCRUTINY SELECTION CHECKLIST

Title of proposed Scrutiny:

The list is intended to assist the relevant scrutiny committee in deciding whether or not to approve a topic that has been suggested for scrutiny.

Whilst no minimum or maximum number of 'yes' answers are formally required, the relevant scrutiny committee is recommended to place higher priority on topics related to the performance and priorities of the Council.

Please expand on how the proposal will meet each criteria you have answered 'yes' to.

	Yes/No
The review will add value to the Council and/or its partners overall performance:	
The review is in relation to one or more of the Council's priorities:	
The Council or its partners are not performing well in this area:	
It is an area where a number of complaints (or bad press) have been received:	
The issue is strategic and significant:	
There is evidence of public interest in the topic:	
The issue has potential impact for one or more sections of the community:	
Service or policy changes are planned and scrutiny could have a positive input:	
Adequate resources (both members and officers) are available to carry out the scrutiny:	

Please give any further details on the proposed review:

Completed by:

Date:

MONITORING THE IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
04.02.16	To receive any action plans developed from the Serious Case Reviews and the details of lessons learnt for detailed consideration.	Tbc	Director of Children's Services	To be received at a future meeting. Members to determine if the item should form the basis of a thematic discussion.	Not yet due
17.03.16	The Committee agreed to receive a CSE update report once the Ofsted inspection had been undertaken.	Following inspection	Philippa Holmes	Date for update to be received once inspection has been undertaken.	Not yet due
13.10.16	To consider the new Blackpool Safeguarding Children Board Business Plan following its approval by the Blackpool Safeguarding Children Board.	April 2017	David Sanders / Paul Threlfall	The Business Plan was circulated to Committee Members by email on 16 August 2017.	Green
29.06.17	In regards to Woodlands school – to provide information to the Committee on whether a sprinkler system had been installed and to provide the results of a consultation that was undertaken.	Before next meeting	Director of Children's Services	The information was circulated to Committee Members by email on 16 August 2017.	Green
29.06.17	To request an update on the outcome of the school appeals process at the next meeting.	At the next meeting	Director of Children's Services	Information contained within the Children's Services Update Report.	Green
29.06.17	To request that a shortened version of school Ofsted reports be attached to the Children's Services update report at future Committee meetings.	N/A	Director of Children's Services	Information contained within the Children's Services Update Report on Ofsted inspection gradings and change identified to drive improvement in our nursery and child minder settings and primary and secondary schools. In future, summary versions of Ofsted reports be attached to the Children's Services update.	Green

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