

Blackpool Council

12 June 2019

To: Councillors Clapham, D Coleman, Collett, Critchley, Farrell, Mitchell, Owen, Stansfield and Wing

The above members are requested to attend the:

CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE

Thursday, 20 June 2019 at 6.00 pm
in Committee Room A, Blackpool Town Hall

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 either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

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 OF THE RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE HELD ON 7 FEBRUARY 2019 (Pages 1 - 6)

To agree the minutes of the last meeting of the Resilient Communities and Children's Scrutiny Committee held on 7 February 2019 as a true and correct record.

3 PUBLIC SPEAKING

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

4 CHILDREN'S SOCIAL CARE AND YOUTH OFFENDING TEAM INSPECTION UPDATES

(Pages 7 - 120)

To update the Scrutiny Committee on the work of the 'Getting to Good' Journey for Social Care and Youth Offending.

5 EDUCATION AND SPECIAL EDUCATIONAL NEEDS UPDATE

(Pages 121 - 184)

To provide an update on recent Ofsted inspections of schools, numbers of exclusions, school improvement and the new Special Educational Needs and Disabilities Strategy.

6 BLACKPOOL SAFEGUARDING CHILDREN BOARD HALF YEAR REVIEW (Pages 185 - 194)

To consider an update on the operation of Blackpool Safeguarding Children Board and future multi-agency Safeguarding Partnership arrangements.

7 BETTER START UPDATE

(Pages 195 - 210)

To consider an update on the work being undertaken by the Centre for Early Child Development on behalf of the 'A Better Start' partnership.

8 COMMITTEE WORKPLAN

(Pages 211 - 220)

To consider the contents of the Children and Young People's Scrutiny Committee's Work Programme for the remainder of the calendar year and note the date and time of the workplanning workshop.

9 DATE OF NEXT MEETING

To agree the date of the next meeting of the Committee as Thursday 10 October 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 Elaine Ireland, Senior Democratic Governance Adviser, Tel: 01254 477255, e-mail Elaine.ireland@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

Public Document Pack Agenda Item 2

MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE

MEETING - THURSDAY, 7 FEBRUARY 2019

Present:

Councillor M Mitchell (in the Chair)

Councillors

D Coleman
Collett

Humphreys
Mitchello'Hara

Owen
D Scott

Mrs Scott

In Attendance:

Mrs Diane Booth, Director of Children's Services

Ms Kara Haskayne, Head of Safeguarding and Principal Social Worker

Mr Paul Turner, Head of Service School Safeguarding, Standards and Inclusion

Mr Philip Thompson, Head of SEND

Mrs Sharon Davis, Scrutiny Manager

Councillor Simon Blackburn, Leader of the Council

Councillor Kath Benson, Cabinet Member for Schools and Learning

1 APPOINTMENT OF CHAIRMAN

In the absence of the Chairman and Vice-Chairman of the Committee a nomination was sought for a Chairman for the meeting.

The Committee unanimously resolved that Councillor Martin Mitchell be appointed as Chairman for the meeting.

2 DECLARATIONS OF INTEREST

Councillor Debbie Coleman declared a personal interest in Item 7 'Special Educational Needs Update', the nature of the interest that she worked for an early years provider.

3 MINUTES OF THE LAST MEETING HELD ON 15 NOVEMBER 2018

The Committee agreed that the minutes of the meeting held on 15 November 2018, be signed by the Chairman as a true and correct record.

4 PUBLIC SPEAKING

The Committee noted that there had been no requests from members of the public to speak at the meeting.

5 EXECUTIVE DECISIONS

The Committee considered the Portfolio Holder Decision taken since its previous meeting, PH75/2018 'Stanley Park Golf Course' and questioned the reasons for the decision. Councillor Simon Blackburn, Leader of the Council advised that a tender had been

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 7 FEBRUARY 2019**

awarded approximately 11 years ago to Mack Trading (International) Limited to operate the golf course, which had subsequently been renegotiated twice due to changes in the market. The golf course had continued to be unprofitable, with the number of members reducing significantly due to the level of competition in the area and Mack Trading and relinquished the lease. A number of options for the future of the golf course were being considered fully before any further decisions were taken.

6 CHILDREN'S SERVICES UPDATE REPORT OF RECENT INSPECTION JUDGEMENTS

Mrs Diane Booth, Director of Children's Services reported that the Council had been subject to two recent inspections: Her Majesty's Inspectorate of Probation (HMIP) Inspection of the Blackpool Youth Offending Service and the Ofsted Inspection of Blackpool Children's Social Care Services. The overall judgement of both inspections had been inadequate. It was noted that the response to the Inspection of the Youth Offending Service was more developed to that of the Ofsted Inspection and that the full feedback from the Ofsted Inspection had not yet been received.

The Committee referred to the Youth Justice Report received at its meeting in September 2018, and raised concerns that that report had not accurately reflected the position of the Youth Offending Service, demonstrated by the inspection judgement two months later. Mrs Booth advised that a number of perceived inaccuracies in the inspection report had been challenged but not accepted with the inspectorate and that the Service recognised the significant challenges posed.

In relation to the nine recommendations made in the HMIP Inspection Report, Members queried the role of partners in ensuring improvement. In response, Mrs Booth advised that the role of partners was key and that the governance arrangements of the Youth Offending Service had been refreshed and now included higher level leadership from all partners. Councillor Blackburn, Leader of the Council added that a series of meetings had been held with partners and expectations with regards to improvement had been made clear. He also highlighted the involvement and support of the Youth Justice Board and the work being carried out with staff in the Service to map skills and identify training requirements.

Members discussed the importance of staff morale and the ability of the Council to attract good quality staff to key roles in Children's Services. It was considered that the judgement of staff morale was subjective and could vary dependent on the staff member interviewed by the inspectorate. However, it was important to ensure that all staff were supported and had good leadership.

The Committee went on to consider the point at which it was determined that a young person could no longer be kept out of the criminal justice system. Councillor Blackburn advised that the Minister of Justice had not been persuaded that the Police had been doing everything possible to keep young people out of the criminal justice system and that increased engagement with the Police and Crime Commissioner for Lancashire was being sought with the aim of increasing the number of diversionary projects on offer and improving the recording of rapid assessments made by Police Officers when disposing of a reported crime. It was noted that once a young person had a criminal record, they were more at risk of becoming a victim.

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 7 FEBRUARY 2019**

In reference to the Ofsted Inspection of Children's Social Services, Members queried the next steps. Mrs Booth advised that an Independent Commissioner would be appointed to work with services in Blackpool over a period of 12 weeks in order to make an assessment about the ability of services to improve quickly and sustain that improvement. She referred to the additional funding of £1.2 million that had been made available to provide rapid and longer term interventions. A number of additional posts had been created, however, the challenge would be filling those positions with suitable candidates.

Councillor Blackburn highlighted that a number of inaccuracies within the Ofsted report had been challenged, with some accepted by the inspectorate. He advised that he had not been interviewed as part of the process, but that the political leadership had still been found to be inadequate. He also highlighted that key partners had not been interviewed as part of the inspection. It had therefore been difficult to evidence some aspects of the inspection framework.

In addition, Ms Kara Haskayne, Head of Safeguarding and Principal Social Worker highlighted the recent introduction of a new quality assurance framework alongside appropriate training. Members raised concern that a basic standard of recording and demonstrating impact was looking at how services had made a difference to the life of the young person being supported. In response, it was noted that impact on a life had also been considered, but the new framework ensured that information was now being recorded in an auditable and evidenced form.

It was reported that a 12 week plan had been developed in order to immediately commence work on improvements and that the Council had not wished to delay work to wait for the full Ofsted report. Once all the information behind the judgements was known, the plan for improvement could be revisited. Councillor Blackburn added that following the inspection, officers had undertaken additional auditing on additional cases in order to ensure no child was at risk of harm. He added that the full plan for improvement would be made available to the Committee once it had been completed.

The Committee specifically referred to the previous necessary interventions of the Director of Children's Services in individual cases and queried if these interventions had prevented focus on more strategic issues. In response, Mrs Booth advised that the number of individual cases she had input into had significantly reduced due to the appointment to a number of Head of Service positions. She advised that she still undertook random auditing, but had delegated appropriate work to capable managers, ensuring that sufficient time was available to lead whole system and strategic improvement.

In response to a question, Mrs Booth advised that she considered it the role of the Scrutiny Committee to continue to seek information on improvements being made and to use the completed improvement plan to shape the work undertaken, avoiding duplication with the Children's Improvement Board. She added that the Shadow Improvement Board had welcomed the visit from Members of the Committee and suggested that Members continue to play a vital role in ensure staff felt supported by meeting with the Board on a regular basis.

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 7 FEBRUARY 2019**

The Committee agreed:

To receive the Improvement Plan when completed and use it to inform the workplan of the Committee for the 2019/2020 Municipal Year.

7 INCLUSION UPDATE

Mr Paul Turner, Head of Service for School Standards, Safeguarding and Inclusion provided an update on the implementation of the Inclusion Policy and number of fixed term and permanent exclusions made by schools in 2018/2019.

In response to questions, Mr Turner advised that some schools were co-operating more than others, however, the majority did support the aims of inclusion and were more willing and capable of providing support and education to children and young people than might have previously been excluded.

The Committee highlighted the increasing number of parents choosing to home educate their children as an area of concern. Mr Turner concurred that elective home education was a major worry and advised that the majority of parents had indicated that they had chosen to home educate due to concerns that their child was not receiving appropriate and high quality mainstream education. Members further noted that whilst the number of fixed term and permanent exclusions in some schools had decreased, it was in those same schools than the number of children leaving to be home educated had increased. It was noted that there was no evidence to prove a link, however, it was important to note the relationship between the two figures.

Members went on to consider safeguarding concerns relating to absence from schools and queried whether partners were working together sufficiently to deal with pupil absence. Mr Turner advised that processes were in place to pass information from the Police to schools and that the links between school absence and anti-social behaviour had been noted. Key concerns regarding the number of pupils attending school on a part-time basis were also noted. It was reported that the sharing of data had improved in addition to the quality of data.

The reduction in pastoral care provided by schools was discussed and it was considered that care and support was an area for improvement. It was noted that unaddressed issues with bullying were often cited as a reason for poor attendance at school and influenced parents in choosing to home educate their child. The Council worked with parents as much as possible, however, was limited in its role. Educational attendance orders were considered when appropriate.

Mr Turner referred to the Pupil Referral Unit (PRU) and noted that numbers remained high, however, there had been a reduction in numbers and over 100 children were in the current Year 11 and would therefore be leaving shortly. It was considered that further support for schools provided by an additional Inclusion Officer would reduce the number of children and young people in the PRU further and ensure that the children who did attend were appropriately attending. It was further noted that schools were improving their understanding regarding the current needs of children and young people.

In response to a question, Mr Philip Thompson, Head of SEND advised that a temporary

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 7 FEBRUARY 2019**

special educational mental health (SEMH) school had been established within the PRU whilst the completion of the new SEMH free school was awaited, which had resulted in the appearance of a large number of children with special needs currently in the PRU. It was noted that there had been delays in the opening of the new school and when opened it would provide 48 places.

The Committee agreed to receive a further update on Inclusion in approximately six months.

8 SPECIAL EDUCATIONAL NEEDS UPDATE

Mr Philip Thompson, Head of SEND advised that the draft Special Educational Needs and Disabilities Strategy had been out to consultation and received mainly positive feedback. He highlighted that it was a challenging strategy and the action plan to achieve the strategy was still being developed.

In response to questions, Mr Thompson advised that 137 children with additional needs were currently educated out of borough. The new free school would provide places for approximately 48 children, with the further 90 remaining in special schools across Lancashire. It was noted that the cost of educating a child out of borough varied between £38,000 and £60,000 dependent on the needs of the child plus transport costs, which were funded by the local authority. It was noted that the numbers were in line with national averages. The total current spend was £3.7 million on education from the Dedicated Schools Grant plus transport costs and additional social care requirements from the local authority's budget.

It was noted that in addition to the new free school, the strategy aimed to reduce the number of children educated out of borough by increasing support in mainstream schools. Once a child had been removed from a mainstream setting it was difficult to implement a return and therefore emphasis was being placed on keeping the child in full time mainstream schooling. Mrs Booth reported that further emphasis was being placed on identifying special educational needs earlier and building confidence in parents that a mainstream school could provide the support their child requires. The SEND Strategy strongly linked to the new draft Early Years Strategy in seeking earlier interventions.

In reference to the draft Early Years Strategy, it was noted that a delivery plan would be produced following the end of the consultation period. It was agreed that all service and strategy delivery plans would be made available for Scrutiny Members when completed to allow appropriate identification of themes for future workplanning.

The Committee agreed:

To receive all service and strategy delivery plans as part of the workplanning process for the Committee following the election in May 2019.

9 SCRUTINY WORKPLAN

The Committee considered its workplan for 2018/2019 and noted that the meeting was the final meeting of the Committee calendar for the municipal year. It was agreed that the workplan be carried over into 2019/2020, but noted that it was subject to change

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 7 FEBRUARY 2019**

dependent on the make-up of the Committee following Annual Council and the workplanning to be carried out by the membership of the Committee.

Members noted that consideration of the Placement Sufficiency Strategy remained outstanding and questioned Mrs Diane Booth, Director of Children's Services on its expected completion date. Mrs Booth advised that production of the Strategy had been delayed by the Ofsted Inspection and that it would be available in draft form for the next meeting of the Committee.

The outcomes of the Green and Blue Infrastructure Strategy Scrutiny Review were also considered and it was noted that the majority of comments made by Members of the review had been incorporated into the final strategy. All three Scrutiny Committees had been consulted regarding the development of the Strategy as a cross-cutting issue, however, it had been determined that the Resilient Communities and Scrutiny Committee would be responsible for monitoring the implementation of the Strategy going forward. Members commended the approach taken to the development of the Strategy and suggested it be used as a view of best practice for future Strategy development.

10 SUPPORTING THE WORKFORCE SCRUTINY REPORT

The Committee considered the report on the piece of work carried out into the support provided to the Children's Services' workforce. It was reported that the process had been positive and had provided an additional point of view from front line staff on service provision and the support received. Members considered that, in light of earlier discussions regarding the Ofsted inspection of Children's Social Care Services, it would be useful for representatives of the Committee to meet with the Shadow Improvement Board on a regular basis.

The Committee agreed:

1. To note the outcomes of the piece of work on Supporting the Workforce.
2. To meet with the Shadow Improvement Board on a regular basis.

11 DATE AND TIME OF NEXT MEETING

The Committee noted the date and time of the next meeting as Thursday, 20 June 2019, subject to confirmation at Annual Council.

Chairman

(The meeting ended at 8.00 pm)

Any queries regarding these minutes, please contact:
Sharon Davis, Scrutiny Manager
Tel: 01253 477213
E-mail: sharon.davis@blackpool.gov.uk

Report to:	CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Relevant Officer:	Diane Booth, Director of Childrens Services
Date of Meeting	20 June 2019

CHILDREN'S SOCIAL CARE AND YOUTH OFFENDING INSPECTION UPDATES

1.1 To update the Scrutiny Committee on the work of the 'Getting to Good' Journey for Social Care and Youth Offending.

2.0 Recommendation(s):

2.1 To review progress and improvement made in the areas of Children's Social Care and Youth Offending, identifying any specific areas for further review and challenging where progress is not considered to be satisfactory.

3.0 Reasons for recommendation(s):

3.1 To ensure satisfactory progress is being made in the response to the inspections.

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.

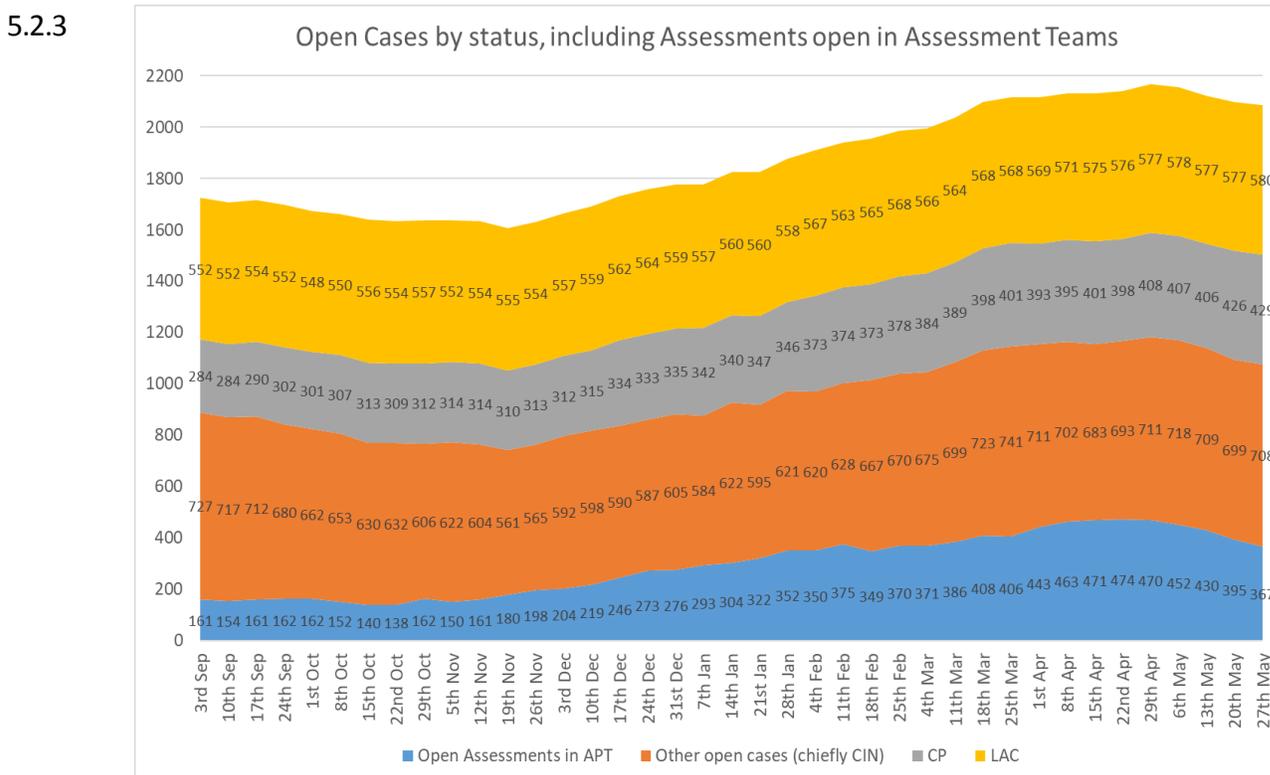
5.0 Background Information

Phase 2 Children's Social Care Improvement Plan can be found at Appendix 4(a).

5.1 Children’s Social Care Performance Overview at Month End – May 2019

5.2 Children open to Children’s Social Care and Early Help

5.2.2 Total number of **open cases** has fallen from its highest ever position at the end of April 2019. The fall has been driven from a decrease in the number of Child in Need/cases under assessment. The number of children looked after continues to rise, slowly, as does the number of children subject to child protection plans. So an increasing proportion of the open cases are open at the higher end of the continuum of need, currently standing at 49% of all open cases (up from 45% as at the end of 2017/2018), compared to an average for similar authorities of 38% and a national average of around a third.



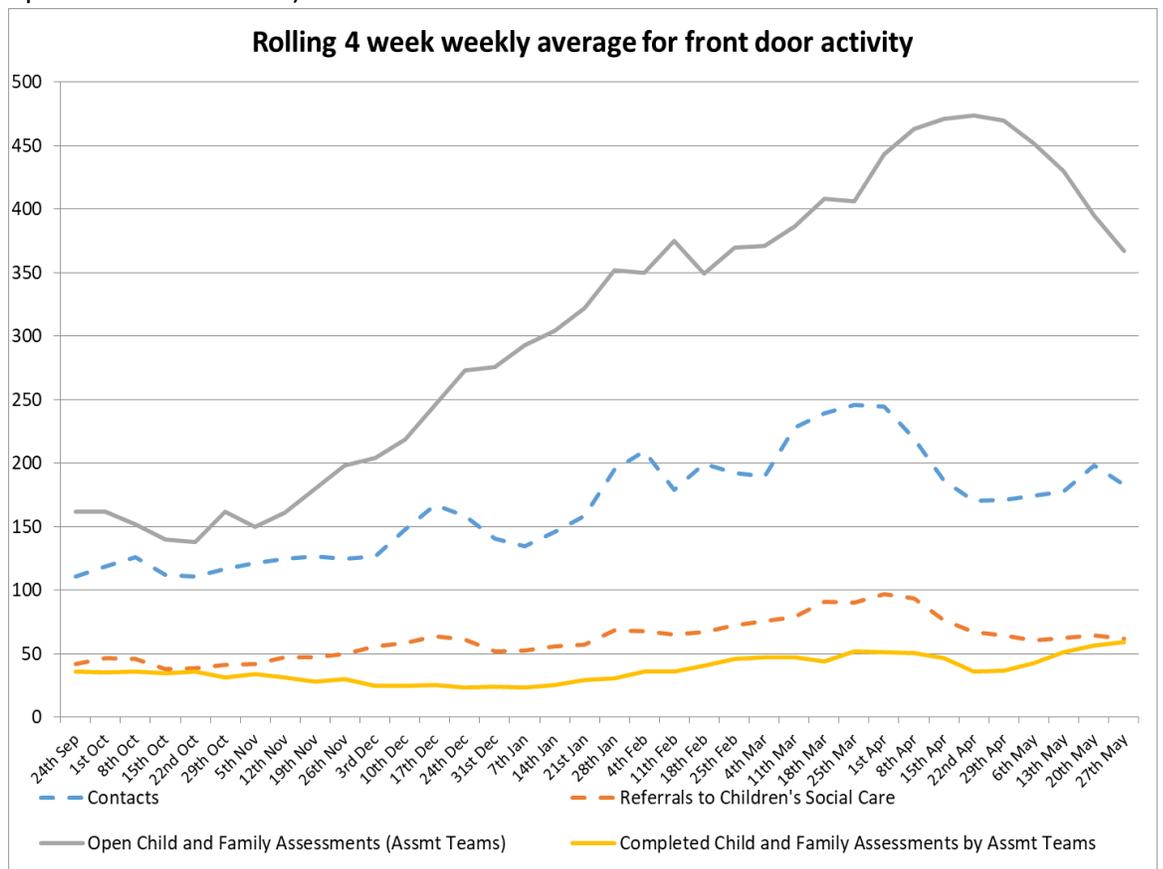
5.2.4 Looked at in terms of the make-up of the local population – boys are overrepresented across the whole continuum of need, except in Early Help, but particularly in children in care (similar to the national picture: 56:44), children in need and in assessments. Girls are very slightly overrepresented in children subject to child protection plans, although this is chiefly in younger age groups, not in teenagers. The past six months have seen an increase in the number of girls open to the service as children in need or subject to a CP plan (up from 44% of a smaller total typically in November to between 46 and 50% now).

5.2.5 Looked at by age, as one would expect, under 1 year olds are overrepresented in the cohorts open to children’s social care – representing vulnerability and the need to assess new circumstances. Primary school age and pre-school children are slightly under-represented, except in child protection planning. Secondary school age children are over represented across the continuum, especially amongst those in care, with the exception of child protection plans. The pattern for all three groups probably reflects differential vulnerability, together with the culmination of long term high entry rates into care. 16 and 17 year olds are over-represented amongst the care cohort, but under-represented everywhere else.

5.3 Front Door Activity – Assessment & Planning

5.3.1 **Contact** – seem to have stabilised at around an average of between 170 and 180 a week – down from a peak of close to 250 in March, but a third higher than before Ofsted inspection (albeit these were historically low levels. Should the figure settle at this level, this would be lower than the typical level for the period between 2012 and mid-2017. It is also worth noting that the proportion of contacts that are repeat contacts within the past 3 months has risen to 12% (it was 8% in the three months up to November 2018).

5.3.2



5.3.3 **Referrals** – the proportion of contacts converting to referrals remains high, although it has begun to fall – down to a third for the past four weeks (N.B. the regional average is around 30%). This figure has fallen from the peak figure of over 40% through most of March and April 2019. This probably suggests that some of the legacy entrants of children and young people for referral and assessment have now passed through the front door to the assessment teams. The weekly number of referrals received, on average, over the past four weeks is 62, down from the peak of 100 a week in March and April and moving to a position of average levels for Blackpool, still well over a 1,000 referrals per 10,000 population, if annualised.

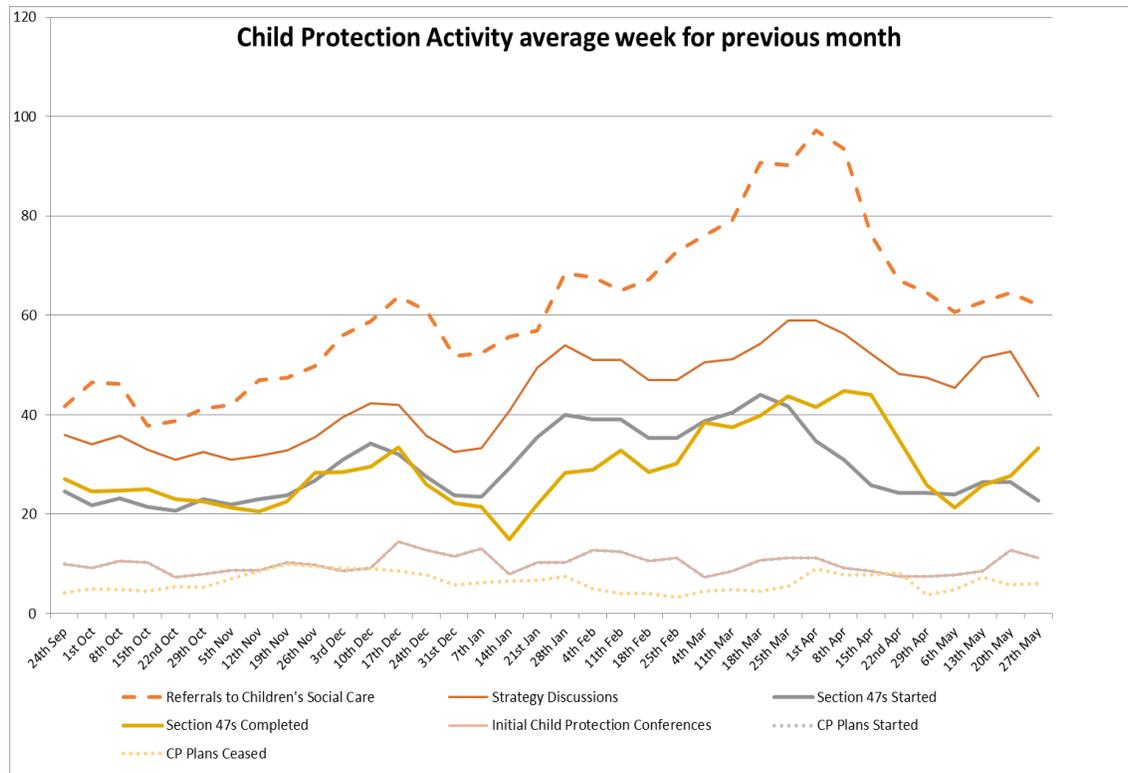
5.3.4 The **number of open assessments** in APT continues to fall – now down to 367, having been as high as 500 before Easter. This reflects the new dedicated resource within the assessment teams; and a dedicated Multi-Agency Safeguarding hub. The Assessment teams are now completing as many or more assessments on a weekly basis, as there are referrals progressing to assessment: the system is in equilibrium. Around three quarters of assessments of new referrals are completed within 45 days; and the number of incomplete assessments that are significantly out of timescale is decreasing. The **proportion of referrals NFA'd after assessment** has begun to rise – up to 48% over the past four weeks, from barely 30% in the period between January and the end of March 2019. This suggests that a higher proportion of the work taken in through the early part of the year is not being deemed to require an ongoing social work intervention following assessment. Finally, it is worth noting that the re-referral rate remains comparatively low: 17% for referrals received in the past three months.

5.4 **Child Protection Activity**

5.4.1 **Strategy Discussions** continue to fall from a peak of 60 in March 2019 to an average of 44 for the past four weeks, with the **conversion rate to section 47 enquiries** also falling to 50% for the past six weeks or so from a peak of 75 to 80% during February and March. The **number of section 47s initiated** weekly over the past four weeks has been 23 – half the number undertaken in February and March. Should the figure stay close to this level, it would represent an annual rate of around 410, which would move Blackpool towards the levels of similar authorities. The **proportion of section 47s resulting in ICPC** seems to be falling towards 20% (the lag in completion makes it difficult to say definitively), having been as high as 45% in February. The number of ICPCs being held weekly has steadied at around 10 to 11 a week, with almost all resulting in a CP Plan. Again, this is down somewhat on the levels immediately before and after New Year. The high level of ICPC conversion to CP Plan – running at 97% over the last 6 months – raises questions concerning the

degree of scrutiny/challenge occurring at conference, as it is nearly 10% above the national average.

5.4.2



5.4.3 While the volume of activity has decreased, **timeliness around child protection processes to ICPC** remains a significant concern – only 50% of section 47 enquiries were completed within 13 days in the past month and performance in this measure has been between 50 and 60% since February; and only 30% of 13 ICPCs held in May were held within the 15 day timescale from the start of section 47 enquiries. This remains the single biggest issue for Assessment and Planning teams to address.

5.5 **Child Protection Plans**

5.5.1 Since the middle of 2018 there has been a sustained rise in the **children subject to child protection plans** – up from a low point of 257 in July 2018 to a figure at month end May 2019 of 429 (149 per 10k). This is more than double the median in similar authorities (70 per 10k); and three times the national average.

5.5.2 This pattern reflects activity running at double the median rate for similar authorities from the front door through each stage of the child protection process (see table below, comparing the current rate in Blackpool with the median rate for similar authorities for the 2017/2018 financial year).

5.5.3

Per 10k rate	Blackpool	Similar LA median	Ratio
Referrals	1247	662	1.9
s.47s	442	278	1.6
ICPC	221	101	2.2
CP reg	190	89	2.1
CP de-reg	110	80	1.4
CP Plan	149	70	2.1

5.5.4

The drive for the rise is a combination of a slight rise in the number of children becoming subject to a plan, combined with a significant fall in the number ceasing to be subject to a plan. The rate per 10k population of **children ceasing to be subject to a plan** in the past 6 months is at its lowest level for the past 7 years. The rate of **children becoming subject to a plan** in the past 6 months is on the high side of normal for Blackpool, i.e. very high when compared to similar areas in England.

5.5.5

The rise in Child Protection Plans since the middle of 2018 has been split more or less evenly across three **age groups**: 1 to 4 year olds, 5 to 9 year olds and 10 to 15 year olds– all provided between 60 and 80 children with a plan in July 2018, now provide between 115 and 130 (5 to 9 year olds). All these age groups have also seen a rise in the numbers entering and a fall in the numbers ceasing. Under 1 year olds have a similar, but less pronounced pattern.

5.5.6

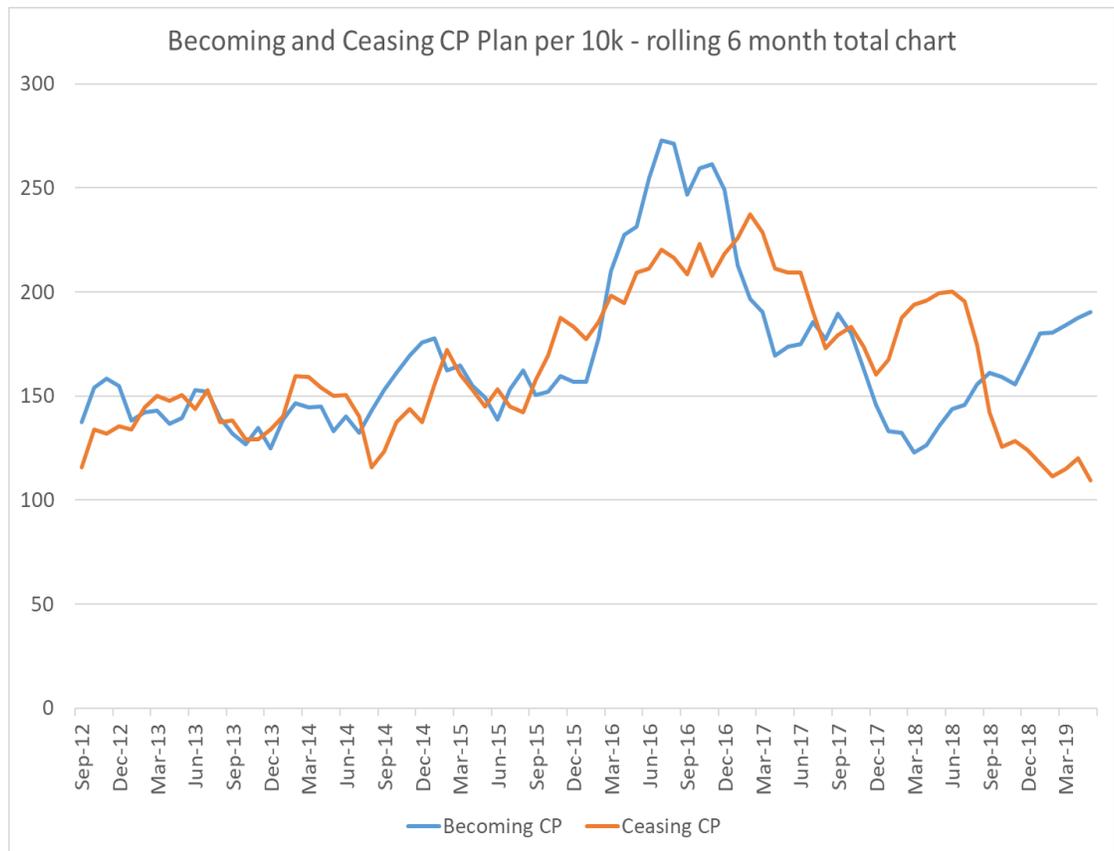
So, across the last year there has been a shift across all age groups - a general shift, but one focused particularly on those aged 5 to 9 year olds and older children, in terms of becoming subject to a plan. Those same age groups also have the most pronounced downward trend in terms of children ceasing to be subject to a plan.

5.5.7

It is difficult to establish precisely why this increase has taken place – three factors are most likely to explain the rise. Firstly, there is a **cyclical element for child protection plan numbers**, with rises in the numbers becoming subject to a plan being mirrored by surges in those ceasing to be subject to a plan 12 months afterwards. One can see the substantial rise in the numbers ceasing to be subject to a plan during late 2017 to the middle of 2018 mirroring the surge of those becoming subject to a plan through 2016. Therefore, the net position in the middle of 2018 was low partially because of the unusually high numbers of children ceasing to be subject to a plan in the preceding 12 months.

5.5.8 However, this explains less than half of the pattern. Other important factors are firstly that **from the latter part of 2017 through to the middle of 2018 there was a significant squeeze on the number of children becoming subject to a plan**, i.e. risk/need was being managed lower down the continuum of need, probably in Child in Need plans. Through the winter of 2017 until the early summer of 2018, the rate of children becoming subject to a plan reached its lowest rate since 2012 (122 per 10k). The rate began to rise in the later part of the summer through the autumn, back to 155 per 10k by the time of the inspection in November, but accelerating back to annualised rates of 190 per 10k post inspection. Finally, **the trend of fewer plans ceasing is an ongoing one (see chart overleaf)**. The rate for the previous six months fell from a peak of 200 per 10k in the middle of 2018 (for the period January to July 2018), to 125 per 10k in October 2018 (the low side of normal in the child protection cycles in Blackpool), but it has continued to fall subsequent to that date – down to 112 per 10k in February 2019; and currently 110 per 10k at the end of May 2019. This suggests that **the fall is driven by factors over and beyond the cycle**.

5.5.9

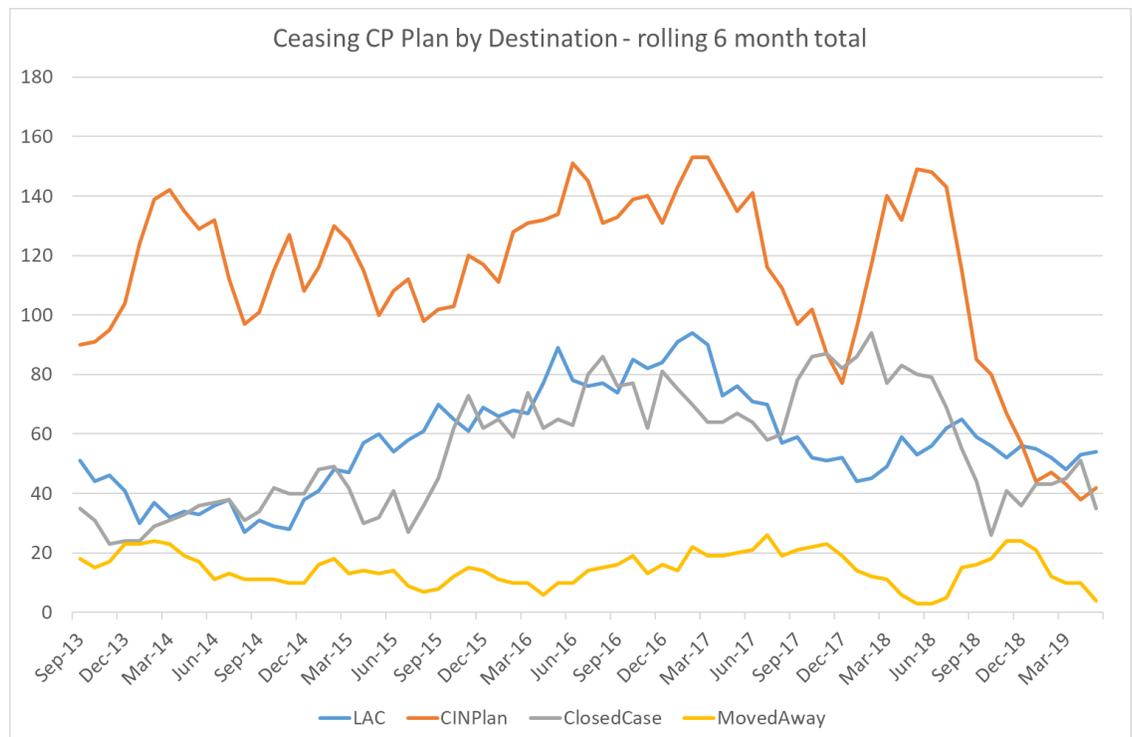


5.5.10 Looking at other aspects of the data for greater understanding, it is notable that **the number of CP Plans for neglect has risen by 86 since the summer of 2018 (up to**

176, 95%), with a particularly sharp rise of nearly 60 since the end of January 2019. Child protection plans for emotional abuse have also risen since the middle of 2018, up 31 to 184, but it is less striking than for neglect. As an aside, the proportion of children with CP Plans for sexual abuse has also risen through this period – up from 8% of the total in November to 13% currently – the age profile of those children subject to a plan under the category of sexual abuse is similar to the overall pattern for CP plans, with only a slightly greater prevalence of teenagers than in other categories, suggesting intra-familial sexual abuse is at least as important as contextual safeguarding issues.

5.5.11 Finally, across this period of time, while there has been a relatively steady number of children ceasing to be subject to a plan because of entering care (around 50 across a rolling six month period), there has been **a considerable fall in the numbers ceasing through de-escalation to CIN or closing to Children’s Social Care** – both these figures are currently running for the past six months at the lowest rate since 2015 (closing to children’s social care), or for the period since the analysis began (2012). In particular, de-escalation to Child in Need has been running at around 40 per six month period since January 2019 (42 for the six months up to the end of May). This compares with a customary range for the preceding six years of 100 to 130 per six months. (see chart below).

5.5.12



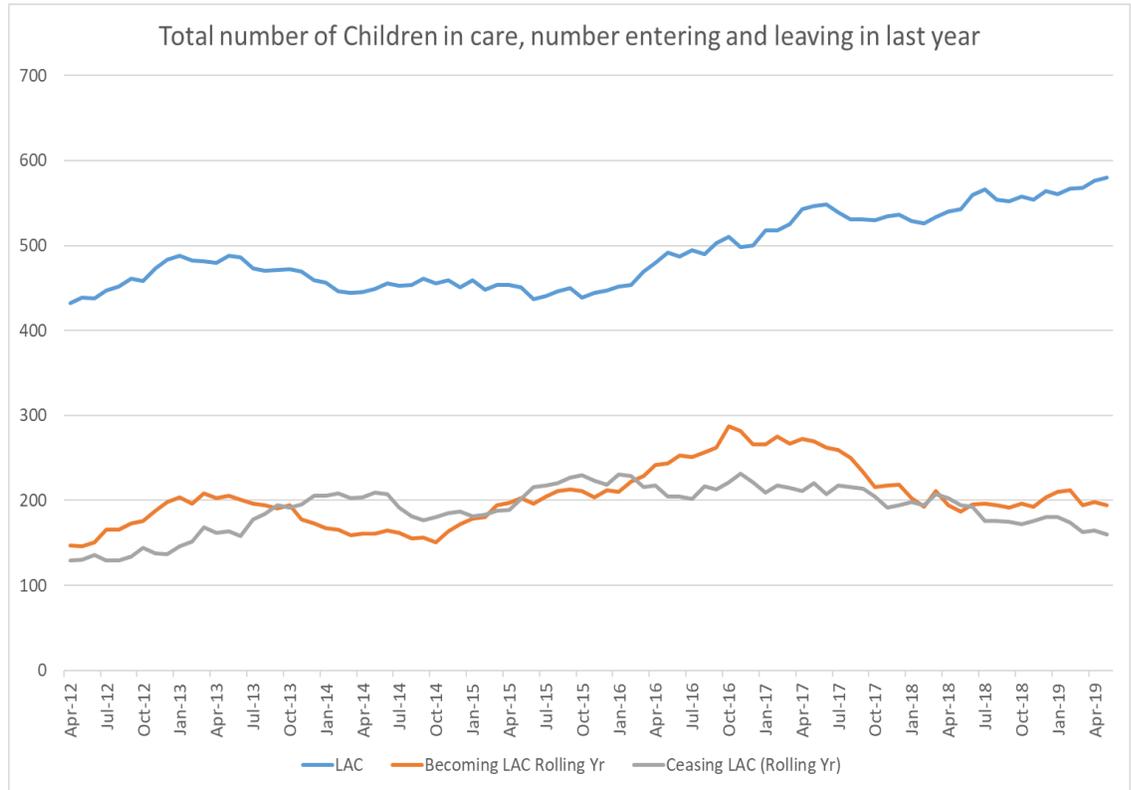
- 5.5.13 So, in summary, the CP system shows signs of both a post-inspection shock, perhaps not surprising in the light of the commentary concerning long-term neglect; and this manifests itself both in terms of increasing number of children subject to plans for neglect, especially in the primary school and early secondary school age bands, but also in a severe slowing down in the number of children ceasing to be subject to a plan and de-escalating to either being a child in need or closed to the service. It points to an understandable recalibration and wobble in confidence. But the result is a child protection system that appears to be gummed up, which in turn raises questions regarding the application of thresholds – has the service become more risk averse? - ; and the effectiveness of work undertaken with children and families by the service.
- 5.5.14 In spite of the increasing number of children subject to plans, basic compliance around children subject to plans remains good, with 89% of **CP visits taking place in timescale**, with a range of 83% to 97% across the main Safeguarding Teams. **CP review and Core Group timeliness** also remain strong. This has been a consistent pattern across recent months and the past 2 years, albeit with a slight dip in February 2019, swiftly remedied. Therefore, the issue is less whether children and families are being seen regularly, it is around the impact of the intervention and the challenge as to whether children (still) need to be subject to a child protection plan.
- 5.5.15 The period following the inspection has not seen a significant rise in the proportion of **children becoming subject to a plan who have previously been subject to a plan** – falling from 22% in November 2018 to a current figure for the last six months of 20%, which is in line with national average levels.

5.6 Children and Young People in Care

- 5.6.1 At month end, Blackpool had the highest number of children in care ever (586).
- 5.6.2 The number of **children becoming looked after** is running at just under 200 a year (68 per 10,000 population) on a rolling year, but lower than that through the first five months of the calendar year (184 a year, 64 per 10k – the lowest sustained rate since late 2014/early 2015). While this is to be very much welcomed, it is still high – the median for similar authorities is 46 per 10k.
- 5.6.3 The rise in the number of looked after children continues due to a greater slowing in the **number of children leaving care** – down to 160 in a rolling 12 months (56 per 10k); and down to 51 per 10k for the first five months of 2019. Again, even with this decline to the lowest position for Blackpool in six and a half years, it remains

markedly higher than the average for similar authorities (30 per 10k).

5.6.4



5.6.5

The continued gap between the number becoming and the number ceasing to be in care explains the ongoing rise in the total number of children in care. While the current figure is the highest on record, it is worth noting that this is not being driven from a notably high number of children entering care. In Blackpool terms, the current rate is low; and it is falling. And this is even following the recent negative Ofsted inspection, which could have been expected to lead to an increase in entry into care. In contrast, there are clear signs of a sustained calming in the entry and exit of children from care. One has to go back to five years to find a period of similarly low activity.

5.6.6

While the vast majority of children in care are on full care orders or interim care orders, the past 6 months has seen a rise in the number accommodated under section 20: currently 10% (56 children) having been 6% in November. 36% of these young people are aged 16 or 17 years old, with a further 39% being aged 10 to 15 years old.

5.7 Changing Age Profile of Children in Care

5.7.1 The current age profile of children in care shows:

- A sustained rise in the number of 10 to 15 year olds in care since January 2018 – up by 37 in that period to 239
- A rise in under 1s as well (up 9) and 1 to 4 year olds (up from 69 to 87)
- The number of 16 to 17 year olds – steady at 86
- The number 4 to 9 year olds falling a little from 127 to 112.

5.7.2 Looked at comparatively, this is not very different to the proportions in the regional care cohort – notably higher in the under 1 year olds and lower in those aged 16 or 17 years old, with a slight preponderance of 10 to 15 year olds (41% of the total, compared with 39% regionally or nationally).

5.7.3 However, the growth in the number of 10 to 15 year olds in care over the past 18 months has not been driven by a rise in the number entering care.

5.7.4 Since January 2018, the number of 10 to 15 year olds entering has remained steady at around 50 per year (slightly less in recent months). The number of 5 to 9 year olds has fallen from around 40 to closer to 30 a year. The number of 1 to 4 year olds has followed a similar pattern across the period.

5.7.5 The groups that are rising are the 0 to 1 year olds (up from 12 to 15 over a year to a current figure closer to 20); and 16 and 17 year olds, where the figure for the past 12 months is 63, compared with mid 50s in the 12 months before January 2018).

5.7.6 What this must mean is that the growth in the 10 to 15 year olds in care is being driven by children ageing within the care system and a declining rate of exit for the age group.

5.7.7 Looking at those leaving care by age, the following age groups have seen a fall in the numbers leaving over the past 16 months:

- 1 to 4 year olds – down from 72 per year to 38 for the past 12 months
- 5 to 9 year olds – down from 35 to 23
- 10 to 15 year olds – down from 35 to 23
- 16 and 17 year olds down from 13 to 9

5.7.8 The number of under 1 year olds leaving care has picked up through the year and is now running at 23, while the number of young people 'ageing out' at 18 has grown

is currently 48 over the past 12 months.

- 5.7.9 Therefore, **the core of the cohort by age – between 1 and 17 years old – has seen a relative fall in the number of children leaving care – down from 155 children and young people a year in 12 months up to January 2018, to 93 in 12 months up to the end of May 2019.** This represents quite a major shift from the previous pattern of entry and exit. While the figures reflects action taken to cease care orders during 2017, the continued fall in the numbers leaving care needs to be arrested and efforts redoubled around reunification of children with families or other routes to permanence. The current pattern across most age groups is a concern, with the high numbers of children ageing out of the system at 18 somewhat masking the degree of slow-down in exit in other age groups.
- 5.7.10 Compliance around Looked after Children remains strong around key social work activity – so the percentage of **statutory visits in timescale** is 88% at month end, with a range of 73% to 96% across individual teams. The percentage of **reviews undertaken in timescales** is 96%. Other aspects of performance are less strong, with only 62% of children in care with up to date **health assessments** and only 65% with an up to date **dental checks**.
- 5.7.11 Analysis of those not receiving dental or health checks show that they are slightly more likely to live in Blackpool than outside the town; and are likely to be older children (between 80 and 90% of 1 to 4 year olds have up to date checks, compared with two thirds of 10 to 15 year olds and half of 16 and 17 year olds). They are also more likely to be in an adoption or foster placement (nearly 80%+ up to date), than in residential provision, independent living or placed at home with parents (typically around 50% with up to date dental and health checks).

5.8 Placements of Children in Care

- 5.8.1 The majority of children continue to be placed in **foster placements** – 71% of the total, of which 75% are in the local authority's own provision. This pattern has scarcely shifted over the past 6 months. 52 children are **placed at home with parents**, down 3 on 6 months ago, still a significant percentage of the total (9%), but now comfortably less than the regional average (13%). The number of young people in **children's homes** has risen a little – up to 57 at the end of May, compared with 49 in November; and this has a substantial cost implication for the council at an average annual cost per external residential placement of £170,000 (8 more placements could lead to an annual pressure of £1.36m).

5.8.2 Detailed analysis of the impact of placement changes in the year to date show an additional projected net full year pressure of £1.17m based on the changes that have taken place since the start of April. This figure reflects additional full year pressures incurred since April of £1.65m. The majority of this pressure is coming from placement moves amidst the group of children and young people already long term in care (52%), rather than new entrants (31%), with a further 10% due to delay in planned placement movement. There are offsetting full year savings of £475,000, chiefly from planned moves of young people aged 16+ (59%), but also some movement out of care through rehab home/discharge (25%) or adoption placement (12%).

5.8.3 **Long term placement stability** stands at 64% of children in young people in care for 2 and a half years being in the same placement for the past 2 years, down a little on 6 months ago (66%). **Short term stability** (the proportion of those in care with 3 placements or more in the past year), stands at 12%, slightly less than 6 months ago. Both these measures of stability are a bit worse than the national average (10% for short term, 70% for long term). Local performance probably reflects the pressure on placements of high (and rising) numbers in care. Short term stability seems to be affected as much by the very young and the eldest within the cohort (see table below).

5.8.4

Number of Children in Care	580	
Children with 3 or more placements	71	12%
Of which by age group:		# Per yr grp
0 to 1 year olds	15	7.5
2 to 9 year olds	12	1.5
10 to 15 year olds	31	5.2
16 and 17 year olds	13	6.5

5.8.5 The number of **children in care with a missing incident** recorded in the last 12 months remains higher than in similar authorities or nationally (14%, compared with 11%). The proportion of children who have been missing who were offered a **return home interview** remains just slightly over half (52%); although the acceptance rate is high (88%). This would appear to indicate that return interviews are not offered consistently, or as a matter of course. This is an aspect of performance worth further exploration, as it could reflect a core of children going repeatedly missing limiting the opportunity to offer an interview, or it could mean that interviews are only being offered to those likely to accept, or a mixture of both.

5.8.6 Further analysis of the children and young people in care going missing from placement and not receiving the offer of a return home interview shows that, paradoxically, those placed outside of the town are just as likely to have been

offered an interview following their most recent missing episode and that the age of the missing young person had little bearing on the offer being made. The frequency that a young person went missing did appear to have an impact with those going missing once or twice in the past 12 months being offered a return home interview 80% of the time, while less than 40% of those going missing three times or more were offered a return interview. Finally, the type of home that a young person was living in also had a differential pattern for the likelihood of the offer of an interview – with those in foster care likely to be offered an interview 70% of the time, while those in residential provision or independent living, or placed at home with parents less likely.

5.9 Adoption and Special Guardianship

5.9.1 There has been a decrease in the **number of children adopted** in the past 12 months, compared to six months ago (down from 30 to 24), with 14 more children now waiting to be adopted (56 at end of May), of which 11 more (42) have a placement order, of which 28 are in adoption placements. So, there are children within the adoption system, but fewer children are leaving care through adoption (just 14% of those leaving care in the last 6 months have been adopted, lower than any full year figure for the past 5 years).

5.9.2 In spite of the above picture, the **time from entry into care to adoption placement** remains good: 346 days and over two thirds of all those children adopted waited less than the national target level. The **time between placement order and deciding on a match** also remains in line with the national threshold level at 116 days. Finally, the local authority seldom changes its permanence decision away from adoption (only once in the last year).

5.9.3 **Special Guardianship Orders** have become a more important exit route from care over recent years; and a quarter of those leaving care in the last six months have left by this route, up from 21% in 2017/18 and more than double the national average, or the average for similar authorities.

5.10 Care Leavers

5.10.1 The past six months has seen relatively consistency in terms of the outcomes achieved for care leavers. There has been a slight growth in the number of care leavers supported, rising from 182 young adults in November to 195 currently. We are **in touch** with 84% of 17 and 18 year olds – a disappointing figure, down from 93% in November; and 89% of 19 to 21 year olds. Nine out of 10 care leavers

turning 18 years old in the last 6 months remained looked after until their 18th birthday – considerably better than the national average.

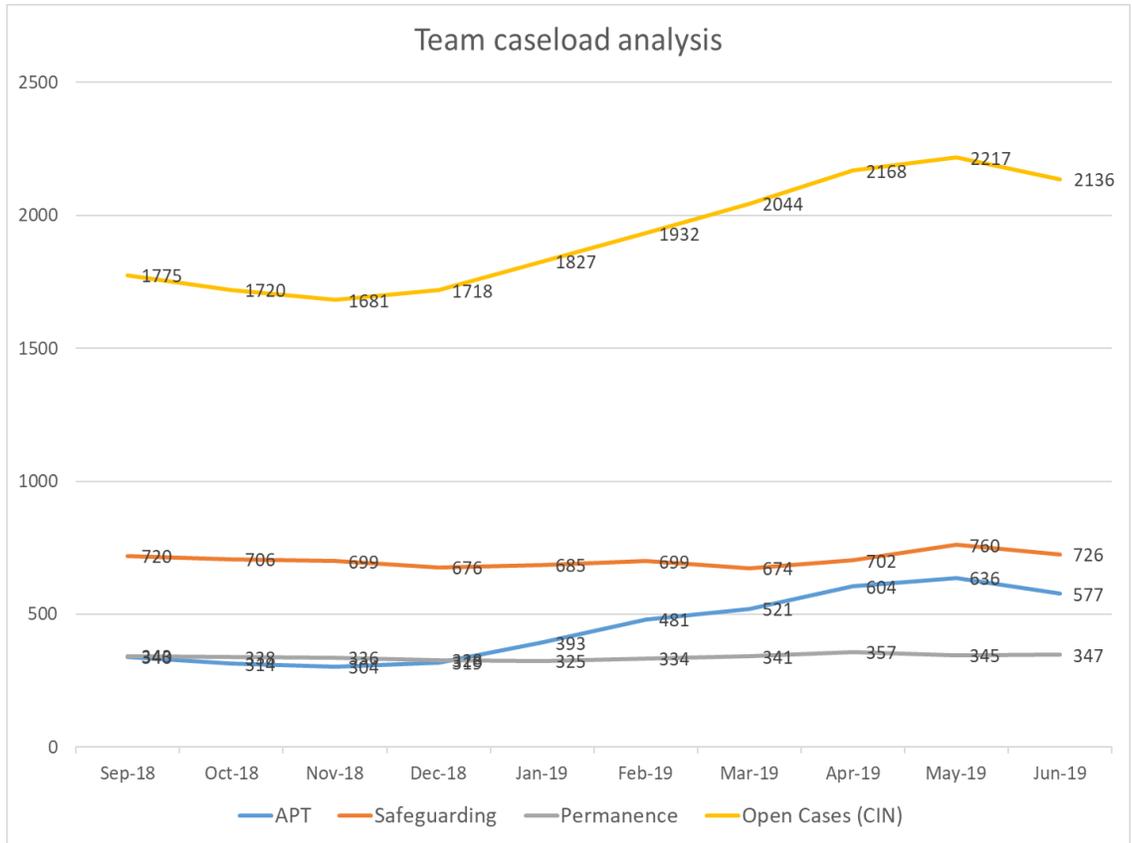
5.10.2 The proportion of 17 and 18 year olds in **suitable accommodation** remains steady at 87% - slightly beneath the national average; and for 19 to 21 year olds, the figure is currently 90%, better than the national average and better than typical performance over the past 5 years within the local authority. However 8% of care leavers are living in houses of multiple occupancy (15 young people, compared with 8 6 months ago. Looking at the detailed type of accommodation, it is noticeable that a higher proportion of care leavers in Blackpool are living independently.

5.10.3 **Care leaver engagement with education, employment or training** remains roughly in line with the national average for 19 to 21 year olds (47% , down 2% on November 2018) and 17 and 18 year olds (54%, rising from 48% six months ago). Pleasingly, the proportion of care leavers in higher education remains higher than the national average or the average for similar authorities, with 1 in 9 of the 19 to 21 year old cohort attending.

5.11 **Caseloads**

5.11.1 As can be seen in the chart (overleaf), the fall in the number of open cases is being seen across all the teams at present, except Permanence, which remain steady.

5.11.2



5.11.3 As you might expect, given the foregoing analysis, the biggest fall in caseloads has been in the Assessment teams. This is because the glut of assessments undertaken in the early part of 2019 are now largely completed and the size of the team has been significantly increased to address the larger volume of incoming work. The remit of the teams had also been narrowed with the introduction of a dedicated MASH team. It is clear that these changes have had a positive impact.

5.11.4 The increase in the number of open cases over the past six months has been around 410 (an increase of just under a quarter of the total number of children and young people open at the start of December). This consists of: 160 more referrals resulting in assessments, 120 more Children subject to Child Protection Plans, 23 more children in care; and 110 more Children in Need.

5.11.4 The significant investment in the service has had a beneficial impact on caseloads for social workers. Average caseloads in Assessment Teams are around 25 (median value 24). In Safeguarding Teams it is around 23 (median 24). Permanence Teams have an average caseload of 19.

5.12 Recruitment and Retention

- 5.12.1 The Improvement Plan has been supported by significant additional investment to recruit qualified social workers to the service and has led to the development of a new service design which builds on the work already underway prior to the inspection to address concerns about our service to children and families. There is a recruitment campaign running across social media, in sector focussed publications and we have an incentive scheme for staff for introducing friends who go on to work with us. So far 33 new appointments have been made to permanent qualified roles, and vacancies and long term absences in essential roles are covered by Agency staff to ensure that teams are resilient to the current demand. Key to the delivery of a different way of working – more family focussed and with more purposeful direct work to support families through change - is having the right number of experienced and confident workers in the right places. A demand management plan has been developed which uses a tool coproduced with Dartington Social Research Lab to ensure resource is deployed effectively to achieve the most impact on outcomes.
- 5.12.2 Commitment from the workforce is high, and we have not seen significant numbers of experienced staff leaving the service even though there is no doubt that caseloads are higher than we would like them to be at the moment. A commitment to the workforce has been shared with all our staff, and is part of our extensive recruitment campaign.
- 5.12.3 Evaluation of the recruitment campaign is underway and will be reported at the next meeting.

5.13 Youth Offending Service

In November 2018, the Youth Offending Service in Blackpool was inspected and found to be inadequate. The service has responded positively to the inspection outcomes and across the partnership there has been significant positive change in support of an improved approach to coordinating and delivering support. There has been a refresh of the Youth Offending Service Board with a clear expectation of participation and engagement and consistency of attendance from members. There is a twelve month partnership improvement plan which is built around the new standards which have been introduced in the sector, each standard is owned by a senior leader from across the organisations who are key to effective service delivery including the Police, Local Authority and Probation. At our invitation, the Youth Justice Board provide an independent chair for the Executive and give an

informed, but impartial, challenge to progress. A specialist Service Manager has been recruited and has now started in post. Other key posts are currently being recruited to which will support the management of and pace of change to deliver improved outcomes.

Performance against the plan is discussed monthly, with a full performance focus every quarter.

The majority (77%) of actions are on track, and there is a report in place for actions which require update or are not meeting initial timescales (attached as example of tracking in place). The YOT Improvement Plan and Progress Tracker are attached at appendices 4(b) and 4(c) respectively.

Does the information submitted include any exempt information? No

7.0 List of Appendices:

Appendix 4(a) - Phase 2 Children's Social Care Improvement Plan

Appendix 4(b) - YOT Improvement Plan

Appendix 4(c) - YOT Progress Tracker

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 Children's Social Care overspent by £5.575m due to ongoing demand pressures relating to Looked After Children (LAC). When budgets were set, LAC numbers were around 530, however numbers increased over the year and peaked at 572 in December. Whilst numbers did fall back to 565 by the end of March LAC totals were consistently above budgeted levels. Furthermore, the breakdown of placements has contributed significantly to the overspend. Additional costs were incurred relating to children with complex needs being moved into more expensive placement categories, requiring additional support or being unable to step down as early as

planned. £282,000 was also spent on the interim support following the Ofsted inspection in December 2018.

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

This page is intentionally left blank

Intensive Recovery Period Post OFSTED Inspection 2019

Appendix 4(a)

Phase 2 – 8th April 2019 – 30th June 2019

Blackpool Council

Page 27



12 Week Plan – Post OFSTED Inspection – Phase 2

Contents

Progress to Date	03
What has gone well?	03
What we have learned?	03
What needs further attention?	04
What are our Priorities for the coming 12 weeks?	04
Areas for Improvement – Summary of Progress	05

Page 28

12 Week Plan – Post OFSTED Inspection – Phase 2

Progress to date

What has gone well?

Our workforce have been passionate and committed to the improvement journey for our children. Despite significant pressures with increased demand for assessments, focus on quality improvement and scrutiny from internal and external sources to check and recheck the safety of children supported by them, our staff and frontline managers in particular have been resilient through challenging times. We have seen high levels of engagement in communication events, and people have taken the opportunity to share their ideas and concerns through Service and Department wide events. Although we continue to experience challenges in securing quality candidates for our permanent vacancies, we have seen significant success in our recruitment programme, with 33 permanent new starters from January.

Management Capacity has been increased to support team managers in bringing staff through change and improving standards of practice and evidencing positive impact on children and families.

The partnership engagement in planning for change has been significant, with attendance at boards and events and participation in planning and resourcing of key areas of work much improved. Making a clear “ask” of our partners has been met positively at a strategic level, and we need to see this matched in the coming weeks at an operational level.

Service improvement plans have been created across social care teams which are now capturing the operational level actions that support the delivery of more strategic actions in this plan, which is now more condensed.

A significant amount of work has been done to build the frameworks needed to set the benchmark for good practice and improve the monitoring arrangements to track the impact that this has across the service on outcomes for children.

What have we learned?

Our communication needs to be clear, concise and key messages shared in a variety of formats to ensure they always reach the target audience. With managers under significant pressure, we cannot always be confident that they are able to cascade all of the information to the workforce that we intended them to share. Our communication plan will reflect this.

12 Week Plan – Post OFSTED Inspection – Phase 2

People need to know that our improvement planning is focussed. A huge amount of work was underway before, during and immediately after the OFSTED inspection which contributes to our practice being less variable, more contextual and supported by a structure and staffing profile which is robust and resilient. How we articulate to our staff and partners what needs to happen now and in the immediate future, what needs to happen in the medium term and what our longer term ambitions are and therefore where our time, attention and resources will be focussed has not always been as clear as it could be.

What needs further attention?

New management roles have been introduced and are positive for developing a robust, practice learning culture and structure, but some vacancies in social work posts have been as a result of the movement of talented staff in to these roles. We need to continue with an aggressive, rolling recruitment campaign for social workers so that we can reduce our need for agency workers and increase the stability and opportunity for practice growth within the teams.

Additional resource to support the MASH has led to more evidential decision making and the contextualisation of safeguarding has increased the number of referrals through to social care and targeted intervention services. Child Protection activity has not risen steeply in line with this, the increase work is at “child in need” level. The additional work was foreseen and additional resource agreed – but getting talented social work professionals in to these posts has been a challenge both permanently and through agencies. We need to support managers to ensure that the work is being progressed in a way which ensures that risk in terms of compliance and timescales is not translated in to risk to children because we are taking the right steps in good time to safeguard them.

In order to support the continued and necessary focus on the improvement within Social Care and protecting the capacity of the DCS and Heads of Service to plan and deliver change –

- The partnership work across the community, to engage with peer led, third sector and health provision to support families to ensure parents and carers are helped to overcome challenges to parenting capacity including mental health, domestic abuse and substance misuse will be led by Dr Arif Rajpura as the Director of Public Health.
- Work to progress the foundations of quality transition work for young people in to Adult Services and to support the effective joint work across Housing and Social Care to ensure a robust and effective offer for young people with housing needs will be led by Karen Smith, Director of Adult Social Care.

12 Week Plan – Post OFSTED Inspection – Phase 2

What are our priorities for the coming 12 weeks?

- **Making sure our staff feel safe and can support children and families.** Our actions will be about making sure we are doing all we can to attract the right candidates and keep hold of our current staff to bring caseloads down and ensure cases are allocated and children and families have a worker they can build a relationship with. Recruitment takes time, and actions will be in place to make sure our frontline managers have the support they need to manage need and feel they and their workers are valued while the process is ongoing.
- **Making the right decisions about need for children and families.** Our actions will be about embedding new ways of working in the front door and through services that ensure that responses to safeguarding concerns are timely, contextualised and where appropriate have multi agency input. We will be taking a methodical approach to ensure that while moving at pace we think through process and practice changes and make sure they do not have unintended consequences.
- **Building the right resource wherever it is needed.** Our actions will be about making sure we use our data and analysis to plan and deliver resilient services, including working with our partners to ensure that strategic engagement is translated in to the support for operational delivery and that multi-disciplinary teams are resourced to meet the needs of Blackpool’s children and families.

Page 31

Deadlines for the plan are described as week 13-24

Week 13	1 th April	Week 14	8 th April	Week 15	15 th April
Week 16	22 nd April	Week 17	29 th April	Week 18	6 th May
Week 19	13 th May	Week 20	20 th May	Week 21	27 th May
Week 22	3 rd June	Week 23	10 th June	Week 24	17 th June

12 Week Plan – Post OFSTED Inspection – Phase 2

Leadership and Engagement

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
1	LA1	<p>(pt1) Develop a programme of work with first line managers and above to engage them and their teams in the development of improvement actions and the implementation of planned interventions based on learning identified via the Quality Assurance Framework (QAF).</p> <p>(pt2) Ensure there is oversight and ownership of Service Improvement Plans in each area and that actions are tracked and exceptions reported.</p>	<p>Managers at all levels of the organisation will be supported to lead their teams through a process of improving practice and learning from PIP and audit learning.</p> <p>Messages will be clearly communicated and there will be a route for managers to influence the pace and direction of change.</p> <p>Increase in % of audits evidencing good quality management oversight.</p>	Children in need of support will be timely safeguarded and their outcomes will be achieved.	<p>(pt1) Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW</p> <p>(pt2) Kate Aldridge – Head of Commissioning and Corporate Delivery</p>	Week 24	<p>(pt1) Senior Quality Auditor is arranging meeting with Services (June) to ensure audit learning issues are implemented into staff IPAs.</p> <p>Stockport PiP undertook Learning Circles re: Court with managers, to inform subsequently PiP support for first line managers (Wk. of 3rd June).</p> <p>Week 19 – (pt2) a schedule has been developed to monitor progress in the service plans and these are discussed in weekly improvement monitoring meetings.</p> <p>Week 20 – Project Support Officer recruited to support tracking of service plans, expected to start late June.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							Week 24 – service plans are being tracked and each week a different plan brought to the weekly improvement meeting for discussion. To date the NEET plan, Education service plan, Targeted Intervention Service Plan and SQR service plan have been discussed.
2	LA2	Plan and deliver practical modelling work supported by Partners in Practice (PiP) and Research in Practice (RiP), with key front line managers to support the development and delivery of improved quality relationships with staff alongside practice improvements.	<p>Staff will be supported by competent and confident managers to identify and deliver good quality work.</p> <p>Managers will have clear and evident oversight across the work of their teams.</p> <p>Increase in % of audits evidencing 'good' quality management oversight.</p>	Children will be safer and support coordinated without drift and delay	Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW	Week 24	Week 24 -

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
			Supervision Audits evidence increased % of social work staff report receiving support / challenge balanced good quality supervision.				
	LA12	Undertake targeted recruitment campaign for qualified social workers and team managers, to stabilise the workforce and ensure caseload levels are maintained/reduced.	<ul style="list-style-type: none"> Increased % of quality audits evidence child centred social work practice informs the assessment and child's plan. 	<p>Children and families will be supported by competent and confident workforce with time to undertake direct work and manage cases well.</p> <p>Enabling relationship based social work leading to better outcomes for families.</p>	Linda Dutton – Head of HR & Workforce Development	Week 13 – 24	<p>A further 46 qualified social work posts were approved at Corporate Leadership team on 4th June 2019. As a result current figures are now as follows.</p> <p>71 posts have been filled since 1st Jan 2019 of which 37 are HCPC qualified (18 of the 37 have not yet started of which 2 are ready to start and we are waiting start dates from the service, 5 have an agreed start date, 11 are in the process of pre-employment checks).</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							<p>There are 61 permanent qualified vacancies to fill broken down as follows:</p> <ul style="list-style-type: none"> • 2 Heads of Service • 9 Team Managers • 4 PDMs • 44 Social Workers <p>2 ASYE co-ordinators</p>
4	LA26	H Heads of Service to attend multi-agency systems leadership development programme for senior strategic leaders across the partnership.	Improved leadership across the partnership will drive improvements in practice.	Children and families will receive a better service from public sector organisations	Supt. Ian Whitehead – Lancashire Constabulary	Week 21	<p>Dates are in calendars and first programme dates have taken place (from Friday 3rd May)</p> <p>Diane to attend the next session</p> <p>PIP to be sourced to deliver systemic solution focussed multi agency leadership</p>
5	LA27	Scope and plan leadership development training to leaders in Children’s Services supported by the	Increase in % of audits evidencing ‘good’ quality management oversight. Supervision Audits evidence increased % of		(Joint delivery) Diane Booth – Director of Children’s Services	Week 24	<p>Week 20:</p> <p>RIP session planned 28th June</p> <p>Appreciative Enquiry strength based event with Head of Service planned 15th July which</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		RiP and PiP programmes of activity.	social work staff report receiving support / challenge balanced good quality supervision.		Linda Dutton – Head of HR and OWD		<p>will be followed by a further 5 Service events in October</p> <p>Diane B to trial planned 360 process ahead of further roll out</p> <p>Some Heads of Service attending System Leadership training being organised by Police</p> <p>Further Leadership development will be considered once model of practice agreed and will also support National accreditation process</p> <p>Leadership concept paper being drafted to summarise direction of travel</p> <p>Individual IPAs are addressing ind needs to include succession planning</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

Page 37

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
6	LA28	Agree with partner organisations what “good” resourcing looks like for joint teams, document this for formal commitment and implement monitor arrangements to ensure these are delivered.	Increase in % of audits evidence effective partnership practice .	Health and police services will be responsive to the development and safeguarding needs of children and families in Blackpool and deliver/ commission strong services	(Joint Delivery) Jeanette Richards – Head of Partnerships and Improvement Moya Foster – Head of Targeted Intervention Service	Week 23	
7	LA29	Review Head of Service capacity and structure in line with the new operating model to deliver, develop and embed a social work model of practice with effective and visible leadership.		Children and Families will be supported by workers who are clear about the vision and ambitions for Blackpool and have the freedom and competence to deliver them.	Diane Booth – Director of Children’s Services	Week 17	AD post to be advertised – current additional HoS support to be retained for a further 4 months. Week 20 – Strategic Senior Head of Service post recruited to. Week 24 – AD commences in post 1 st September
8	LA30	Continue to deliver audit activity and develop the	Audit activity will be robust and will support Practice	Children in need of support will be timely safeguarded	Kara Haskayne – Head of	Week 24	Week 24 –

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		audit programme ensuring it is responsive to areas of concern and checking impact of change, training, development etc.	Improvement across the board.	and their outcomes will be achieved.	Safeguarding, Quality Assurance and PSW		Audit programme being reviewed to ensure staff feel they are being 'worked with' Re: Cohort focused audits and Tier 2 Audit Clinic methodologies. External audit re: children subject of CP Plan being arranged to be completed by end of July '19.
9	LA31	Ensure that there is the provision of weekly focused data analysis and intelligence that identifies current and forecast demand and pressure points.		Children and families will be well supported by teams with sufficient resource to maintain caseloads at a good level and with be able to engage with their support team to deliver on their plan.	Robert Arrowsmith – Head of Performance and Systems Intelligence	Week 13 – 24	Week 24 – Focused data analysis and intelligence is provided on a weekly basis to identify current and future areas of demand and pressure. This is monitored by the Improvement Board and Council's CYP Scrutiny Committee. It has also been used to identify resource requirements and inform the development of the

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							operating model and service structure.
10	LA32 FD5/ S10	Develop the new Model of Practice for Blackpool using the HeadStart principles of co-production with Children, families and staff.	Increased % of quality audits evidence that social work analysis informing assessments, management decisions & plans is based upon the revised Model of Practice.	Decisions made in relation to children are timely, evidence based and defensible	(Joint Delivery) Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW Pauline Wigglesworth – HeadStart Programme Manager	Week 24	Week 24 11. 06.19 update – 3 Co-production meetings undertaken to date. Model of Practice proposed Principles to be confirmed 4 th meeting (17.06.19). PSW has reviewed other LAs ‘outstanding’ & ‘good’ implemented Model of Practice. Wider consultation re: proposed principles with children and families for until end of June. Action Plan date to completed Co-Production Model of Practice Principles 16.07.19.
11	LA33	Document existing and planned robust offer for young people through transition and in to	Increase in % of quality audits evidence that young people’s Plans support their transition to	Young people will be well supported through periods of transition and have a	(Pt1) Karen Smith – Director of Adult Social Care	Week 24	Awaiting date to meet to progress.

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
Page 40		<p>adulthood that promotes resilience and independence alongside appropriate support. With specific focus on -</p> <ul style="list-style-type: none"> (Pt1) Young people with emotional health/ mental health challenges and/ or substance misuse issues and transition into adult health services. (Pt2) Young people with housing support needs. 	adulthood re: health / education / employment / housing needs.	supported journey into services for adults.	(Pt2) Tony Morrissey – Head of Service		
	12	LA34	Publish the Commissioning Strategy and use latest population and forecast data to produce updated sufficiency statement.		Placement and services choice available which meets children and young people’s needs and offers placements/services within Blackpool	Kate Aldridge – Head of Commissioning and Corporate Delivery	Week 24

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
13	LA 35	Develop and present to CLT a focussed 5 year Financial Sustainability Plan to ensure that improvement is sustainable over the long term and link in to Demand Management Plan to track delivery.	Impact is on sustainability of improvement journey and ensuring resource and challenge is appropriately forecast.		(Joint Delivery) Steve Thompson – Director of Resources Robert Arrowsmith – Head of Performance and Systems Intelligence	Week 23	Work has been completed with finance colleagues regarding the financial implications of the new social work model and structure. Further work will be undertaken, based on Dartington Service Design Lab modelling, combined with previous modelling work of Finance colleagues and on-going monitoring of workflow across the children’s social care system, to project the likely impact of the new model over the next 5 years on both the number of children in care and the long-term size of social work establishment required.
14	LA 36	Clarify governance arrangements between the Improvement Board and Safeguarding	Impact is organisational, clarification and focus to existing arrangements.		(Joint Delivery) Diane Booth – Director of	Week 20	Week 20 – revised terms of reference for the Board have been agreed, which will see a sharper focus on overseeing

12 Week Plan – Post OFSTED Inspection – Phase 2

Page 42

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		<p>Children’s Board and reflect in refreshed Terms of Reference</p> <p>Reframe the work of the Improvement Board and consider membership and terms of reference.</p>			<p>Children’s Services</p> <p>Steve Ashley and Linda Clegg (Independent Chairs)</p>		<p>delivery of the improvement plan and improvements to children’s social care and targeted intervention services. Tasks related to improving partners response to addressing need will be delegated to the BSCB Chair. A smaller membership of senior strategic leaders will make strategic decisions regarding policy, finance and resource to improve outcomes for children and young people.</p> <p>Week 24 – the first meeting of the Getting to Good Executive (IB) is 21 June 2019.</p>
15	LA 37	Discuss and agree revision of the Safeguarding Children in Blackpool document and associated guidance (including Continuum of Need) to		Right services provided to children and families at the right time.	<p>(Joint Delivery)</p> <p>Diane Booth – Director of Children’s Services</p>	Week 24	

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		ensure that they support the strategic vision.			Steve Ashley – Chair of Safeguarding Children’s Board		

12 Week Plan – Post OFSTED Inspection – Phase 2

Workforce development

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
16	LA25/S3	<p>Develop and implement a Children’s Service Core and Mandatory Training Offer for all levels of children’s services from ASYE to Heads of Service, specific focus on understanding children’s diversity and unique identity.</p> <p>Conduct a workforce analysis to understand the skills, knowledge and capability of staff and inform a training/development plan.</p>	Ensuring that there is a link between compliance and the impact of “back to basics” on the progress of a case and the quality of practice.	Children will have their unique identity understood and respected as part of any assessment and planning activity.	<p>(Joint Delivery)</p> <p>Kara Haskayne – Head of Safeguarding, Quality Assurance & PSW</p> <p>Linda Dutton – Head of HR and OWD</p>	Week 23	<p>Week 20 – This work within safeguarding will be undertaken through the IPA system, a whole floor meeting will be held where key learning needs for the service are identified linked to the KSS feeding into the improvement plan.</p> <p>Two new AYSE & Learning Co-ordinators and PSW to review Corte & Mandatory Training Offer by end of July ‘19.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

Help and Protection – Front Door, Access to Preventative Support & Child Exploitation, Safeguarding

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
17	FD 16	<p>Work with partners in Housing Options to Refresh the homeless protocol to ensure that the response to all young people at risk of homelessness are consistently supported well and that protocol reflects this.</p> <p>Launch refreshed protocol with Children’s Service Teams and Housing Options</p>	<p>Quality Audits evidence that assessments re: homeless young people presentations comply with the Homeless Joint Children’s Social Care & Housing Protocol and social work practice complies with the Southwark Judgement.</p>	<p>A good consistent service in transitioning to adulthood</p>	<p>(Joint Delivery)</p> <p>Tony Morrissey – Head of Service</p> <p>Antony Lockley – Director of Strategy and Assistant Chief Executive.</p>	<p>Week 24</p>	<p>Draft 16/17 refreshed homelessness protocol completed and going to CSLT on 11/03/19 for approval</p> <p>Working with Anna Whalen/MHCLG/DfE and support visit taking place on the 20/06/19 with meetings taking place with strategic leads and operational managers/staff across both Children’s Services and Housing</p>
18	FD 19	<p>Work with public health as the commissioners of health visiting and school nursing services to explore different</p>	<p>Increase in % of quality audits evidence good partnership practice</p>	<p>Children and families will have access to impactful support at the earliest signs of need,</p>	<p>(Joint Delivery)</p> <p>Arif Rajpura – Director of Public Health</p>	<p>Week 24</p>	

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		ways of working and develop an integrated delivery model that will support families more effectively, intervene earlier and prevent escalation to statutory services		without the need for a statutory framework.	Moya Foster – Head of Targeted Intervention Service Kate Aldridge – Head of Commissioning and Corporate Delivery		
19	FD 20	Work with Adult Social Care to develop and document a way of working that supports families where a parent may have a learning disability and/ or Mental Health concerns.	Increase in % of quality audits evidence good partnership practice	Families who have challenges to parenting are helped by intervention and support from adult focussed services.	(Joint Delivery) Tony Morrissey – Head of Service Karen Smith – Director of Adult Social Care	Week 21	Awaiting date to meet to progress.
20	FD 21	Explore opportunities to work with NSPCC and the University of Glasgow to develop			(Joint Delivery) Moya Foster – Head of Targeted	Week 24	No anticipated outcomes at this time – further exploration

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		expertise in preventative intervention focussing on family and infant mental health and report options for next steps to CLT.			Intervention Service Merle Davis – Director BetterStart Louise Storey – Head of Children’s Social Care		required before potential impact can be understood.

Page 47

12 Week Plan – Post OFSTED Inspection – Phase 2

Children in Care and Care Leavers

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
21	CCL 1	Co-produce, sign off and implement a Care Leaver Strategy	The ambition of the Local Authority as Corporate Parents and children who have experienced care will shape a strategy which delivers real and sustainable focussed support to achieve great outcomes.	Children will be safe and helped to access good support options for health, housing and career planning as they progress through their journey in our care and will be in control of their future.	Moya Foster – Head of Targeted Intervention Service	Week 24	Week 22 – Strategy developed with young people, signed off at Improvement Monitoring meeting, to be approved at Corporate Parent Panel on 25 June.
22	CCL 10	Undertake training and development with staff to improve the quality and understanding of rehabilitation home care plans and regulations Ensure these are quality assured by both managers and	Increase in number and quality of rehabilitation home plans informed by going home tool. Better placement stability. Reduction in issue resolution for home placement agreements. Use of going home tool.	To ensure that reunification plans for families are appropriately identified and supported so they are sustainable	(Joint Delivery) Louise Storey – Head of Children’s Social Care Kara Haskayne – Head of Safeguarding, QA & PSW	Week 24	Going Home and tracking to be taken forward in new service level plans in Safeguarding and Permanence Workshops to be undertaken with staff around the Dartington tool led by PDM permanence.

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		<p>Independent Reviewing Officers</p> <p>Implement the going home tool across the teams and utilise the modelling tool to explore the impact of proposed change.</p>					<p>This is being implemented within the permanence teams and used to identify rehabilitation home plans. This will extend to safeguarding who can use in proceedings and in relation to section 20.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

Governance

Every week heads of service will provide updates on their areas of responsibility due in week, which will be submitted to the Children’s Services Management Team on a Wednesday morning. At this time they will be subject to scrutiny and peer review before being submitted to the weekly update meeting with the Chief executive on a Thursday. These meetings will be used to demonstrate the pace and impact of change, and to highlight any areas which require corporate attention to “unblock” to maintain the pace and qualitative outcomes of change. Evidence will be required to show actions and complete, and impact measures will be tracked throughout the life of the plan and beyond.

12 Week Plan – Post OFSTED Inspection – Phase 2

Appendix 1

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>1 – The identification of and response to risk, particularly in relation to long-standing concerns of chronic neglect</p>	<p>Blackpool Safeguarding Children’s Board (BSCB) will lead the partnership to revise the Neglect Strategy. As part of this work, there will be a formal partnership reflection as to why the previous Neglect Strategy was ineffective in delivering change, and inform a Partnership Implementation Plan to ensure these issues are addressed and that the impact of the refreshed Strategy is effectively quantitatively and qualitatively monitored.</p> <p>Challenge and exploration of the Neglect Strategy for Blackpool and its implementation will be undertaken with strategic partners at a BSCB Neglect Conference in March 2019.</p> <p>A new Neglect Response Strategy will be developed and implemented across Children’s Services and partner agencies, alongside a clear and concise BSCB Contextual Safeguarding Protocol and Partnership Pathway.</p> <p>The Quality Assurance Framework will be reviewed to analyse the quality of practice in terms of analysis of accumulative risk and whether assessments and children’s plans are informed by an understanding of the child’s daily lived experience. Monthly Quality Assurance Reports to the DCS will monitor a trajectory of practice improvement.</p>	<p>The BSCB have met and are looking at a strategy refresh and implementation plan. This meeting included a reflection on what has not worked to ensure that the strategy is visible and making a difference across Blackpool. The event was attended by 50 practitioners from different organisations across the partnership. A plan has been developed to take the identified issues and opportunities forward including the development of the new Neglect Strategy – this action will be part of the BSCB plan and tracked through the board. This work will inform the Children’s Services Neglect Response Strategy which will be co-produced with practitioners and young people.</p> <p>The Quality Assurance Framework has been reviewed and revised to ensure that the analysis of accumulated risk, and its influence of assessments and plans, is scrutinised and learning embedded.</p> <p>Audit reports are tracking practice improvement, reported to the DCS and through Performance Improvement Meetings (PIMS) and regular reports to the board.</p>
<p>2 – The response and recording of decisions in</p>	<p>A specialist social work team, which has evidence based swift practice improvement impact in other local authority areas with</p>	<p>“Skylakes” have been working at the front door supporting the MASH process since February 2019. We have seen an increase in</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>relation to contacts, thresholds and issues of consent at the front door to be clear and proportionate.</p>	<p>regard to the application of thresholds and decision making at the front door will commence at the beginning of February 2019 to support rapid improvement in this key area – equipping the team who are delivering the Multi Agency Triage Hub (MATH) and Assessment and Planning Team (APT) with the time, skills and support to a planned and informed transition to a new way of working, learning from best practice.</p> <p>Enhanced and focussed Independent Quality Audit will be undertaken of the application of thresholds and use of historical information to inform accumulative risk assessment at the front door and throughout the journey of the child.</p>	<p>referrals in to Children’s Social Care, but not an increase in Child Protection activity. Referrals have been well researched, contextualised and directed through the MASH process through for assessment with social care or early help as appropriate.</p> <p>Despite additional resource within the service, the scale of work being progressed has impacted on timescales because it is taking time to fill, even with agency cover, the vacant posts which will support the Assessment and Planning team to ensure that assessments completed are timely and of good quality with clear outcomes. Embedding and ensuring this resource is effective will form part of the next twelve week plan.</p> <p>Monitoring the evidence of clarity and proportionality in front door decisions forms part of the audit plan and independent auditing has taken place.</p> <p>Ensuring that there is clear and transparent change management from the Council across the managed service (Skylakes) and the staff team is a key priority for the coming weeks as the emerging “new model” for MASH is agreed across the partnership and key decisions on next steps are made.</p>
<p>3 – The quality of social work assessments and plans and the extent to which they reflect the child’s history.</p>	<p>The development and implementation of revised Practice Standards and Practice Guidance, together with the delivery of focussed supervision, management oversight and support to ensure that contextual history is well recorded and analysed to support the effective assessment of need and inform quality plans with clear outcomes. The audit framework will ensure that this</p>	<p>The Ten Domains of Effective Practice have been shared with the workforce and form the backbone of the quality assurance framework – building clarity and confidence across the workforce on “what good looks like”. New practice standards were launched with the workforce on World Social Work day.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p>	<p>work has a real and measurable impact on the quality of work recorded across the service.</p>	<p>Supervision is being monitored and there has been a supervision audit, but it is the case that capacity, for both supervisor and supervisee, is a challenge. Managers have engaged well in the exploring how management oversight needs to be reflected in case files, but again, pressure and prioritisation poses a risk to seeing this embedded consistently and sustainably.</p> <p>A weekly audit clinic has been introduced for managers, which supports the completion and moderation of their two audits – as well as helping to explore methods to share learning and themes to develop practice across the service. Tier two audits have been temporarily suspended in areas where the priority is supporting safe working practices.</p> <p>Additional resource has been approved and 33 new appointments have been made in January, February and March, 20 of which are qualified social workers. There is a marketing strategy and recruitment plan underway which is targeting key groups with messages about the benefits of working in Blackpool, and significant work is in progress to support the existing workforce through a time of stress, pressure and change. Managed teams are being sourced to support the areas where recruitment has proved to be the biggest challenge.</p>
	<p>4 – The response to children at risk of exploitation, and those young people who are homeless, and the extent to which their vulnerabilities are</p>	<p>The implementation of a BSCB Contextual Safeguarding Protocol and Partnership Pathway, together with a review of the Awaken Service, will ensure robust Screening, Assessment, Multi Agency Safety Planning and collaborative interventions, in line with the Child Exploitation Strategy priorities; Profile, Prevent, Protect and</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>fully recognised and lead to responsive intervention to keep them safe</p>	<p>Pursue, to safeguard children and young people from exploitation, whilst robustly investigating and seeking to prosecute those who have exploited and abused children in Blackpool.</p> <p>Blackpool will work collaboratively with other police forces across the North West Region, via the Regional Organised Crime Unit, seeking to disrupt County Lines and identify and protect children who are being criminally exploited across our geographical borders at the earliest opportunity.</p> <p>A revised BSCB Missing Children Partnership Protocol will ensure that all missing children are timely offered good quality Return Interviews, which inform appropriate Safety Plans.</p> <p>Robust data analysis regarding Child Exploitation and Missing Children, including analysis of return interviews, will be reported to senior managers and elected members, ensuring they have an effective oversight and understanding of the local problem profile for the area, enabling the prioritisation of action and resource. The needs of vulnerable young people will inform the Commissioning Strategy, to ensure prevention interventions and specialist therapeutic services are available to those at risk of and those who have been a victim of exploitation.</p> <p>The review of the support for young people who are at risk of, or who are homeless, will ensure that there are a range of services and support options available to protect them from harm, improve their outcomes and ensure smooth transitions to adulthood.</p>	<p>number of new ways for children and young people to raise concerns about their own, and peer safety.</p> <p>Work is underway to ensure the missing from home reporting and tracking pathway is robust, and that the partnership have a clear approach to assessing and addressing need. Funding is being explored with the Police for a 24/7 service to conduct missing from home interviews – maximising the opportunity to establish how children can be kept safe.</p> <p>Relationships with Housing Options are being strengthened to review pathways and ensure that robust joint assessments take place to prevent and address the impact of homelessness on children and young people and that they are able to access a range of options that keep them safe.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>5 – The effectiveness of strategic partnerships to work together to improve outcomes and protect children.</p>	<p>A new Head of Service for Partnerships and Improvement will be recruited to focus on building the relationships needed to ensure that there is consistent, effective challenge and engagement with key partners to improve relationships and drive long term change.</p> <p>Urgent work will take place with both the Blackpool Safeguarding Children’s Board and Children’s Improvement Board to secure strategic partnership commitment to lead strategic partnership collaboration and change within their own organisations, to improve children’s outcomes on a sustainable basis and facilitate smooth transitions to adulthood.</p>	<p>The Head of Service for Partnerships and Improvement commences with Blackpool on the 8th April, and it has been agreed that their first focus will be on the front door – ensuring that the Multi Agency Safeguarding Hub is working well protecting children and that the partnership is resourcing it appropriately to meet demand.</p> <p>The BSIB and Children’s Improvement Board have seen commitments made by partner organisations, and our next steps are to clearly articulate what we need on a practical and operational level from them, and to ensure that this is delivered.</p>
<p>6 – Oversight of pre-proceedings work and placement-with-parent practice to address drift and delay.</p>	<p>Additional resource will be deployed to support robust early permanence tracking and ensure good quality and effective management oversight of social work practice. A review of the IRO service, together with a review of the IRO Formal Escalation Procedure will be undertaken, to strengthen and improve the quality of Child Protection Chair and IRO quality assurance. These measures will ensure effective and timely oversight of all children’s plans, seeking to achieve permanence for all children at the earliest opportunity, without children experiencing any drift or delay.</p> <p>Clear Practice Standards, Procedures and Practice Guidance will be informed by learning from Quality Audit findings and will be timely, clearly and effectively communicated to all staff.</p>	<p>New permanence tracking post has been recruited to and is now in place. The IRO service has been reviewed and a new structure proposed, with a clear focus on making sure plans and assessments are right for children.</p> <p>Recruitment in to the new structure will take time, and this will mean that the anticipated impact will not be immediate.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
7 – The quality of decision-making, management oversight and recording of threshold decisions when children come into care.	Supporting tools and principles to be developed and implemented to ensure that there is consistent quality in the depth, quality and contextual analysis of cases presented to the Becoming Looked After Panel, with a robust recording and monitoring process to support oversight and rationale of decisions. The audit framework will ensure that this work has a real and measurable impact on the quality of work recorded across the service.	<p>The Becoming Looked After Panel has been overhauled, and we are seeing results with more robust management oversight and contextual decision making being presented to panel for ratification.</p> <p>The audit plan will revisit the process regularly to ensure that the anticipated improvements are sustained that have a positive impact on children entering, or at risk of entering, care.</p>
8 – Training needs of social workers to ensure that they are prepared for court proceedings.	<p>Develop and launch a Mandatory Core Training Offer for each level of Children’s Social Care staff, from ASYE to Head of Service roles.</p> <p>Undertake analysis of % mandatory attendance regarding Core Mandatory Training Offer. Specific work will be undertaken to ensure training includes, as a priority, diversity, difference and identify. Ensure all Social Workers have attended Court Proceedings Training.</p> <p>Evaluation impact of training on the confidence and quality of work presented at Court via a focused quality audit of documents provided to Court Proceedings.</p>	<p>The core offer has been developed and has been shared with staff across social care.</p> <p>Given the pressures on staff and managers, the work to determine gaps and addressing these with training to upskill workers needs to be well planned, ensuring that there is paced, and prioritised development controlled by managers who can ensure that workloads are manageable alongside learning opportunities.</p>
9 – The quality and impact of personal education plans for children in care, and the extent to which they are effectively supported at all key stages.	Focussed, resourced activity will take place to ensure that PEPs are in place, up to date and effectively monitored for quality and impact on children’s educational outcomes across the service over the next 12 weeks.	The completion rate for PEPs has improved and this trajectory is being monitored. An HMI auditor has reviewed the new ePEP approach and found that the work underway to improve the quality and impact of PEPs was positive, they are returning to undertake further work with the team in April to ensure the

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
		improvements are embedded and sustained – and achieving positive outcomes for children.
10 – A clearer and more consistent approach to agency decision-maker processes for approval and matching of foster carers and adopters.	New guidance and processes to be developed and implemented within the Fostering and Adoption Services, to ensure approval and matching processes are consistently clear and well recorded.	The new ADM has been supported to develop in their role and guidance and processes have been reviewed and revised in Fostering and Adoption. There has been progress in developing the regional adoption agency which also impacts positively on joint fostering relationships and these will be implemented by August 2019.
11 – The strategic and coordinated approach to providing support for care leavers to improve their outcomes, including in education, employment and training.	Work will be done with the Blackpool Young People’s Service to ensure that children in care are linked to a Personal Adviser early in their transition journey, to support them in experiencing smooth transitions to adulthood and independence, promoting engagement and proactive relationship building. Work across the partnership to improve outcomes and access to development opportunities. The audit framework will ensure that this work has a real and measurable impact on the quality of work recorded across the service.	Personal Advisers are being allocated before the age of 16, and the new Care Leaver Offer has been launched. The strategy is being co-produced with young people. We have seen some great engagement from partners to ensure that care leavers get a good range of opportunities for employment and positive housing choices.
12 – The quality and impact of audit and performance management.	A reviewed Quality Audit and Performance Management Framework will be implemented, to ensure a whole system approach to Quality Assurance, on an individual, team and service level. Highly effective quality assurance arrangements will drive continuous practice improvement, focusing on whether child	The foundations are in place, with documents, processes and support articulated to drive practice improvement across the service and to develop a culture of continuous learning and improvement. Reporting, analysis and oversight arrangements are in place, and there is visibility of practice standards at every level.

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
	<p>centred social work practice is timely and effectively improving children’s outcomes against ‘10 domains of effective practice’.</p> <p>Regular reporting to the DCS, Chief Executive, Elected Member, Lead Member and Improvement Board will provide a golden thread insight to the quality of frontline practices and inform an accurate self-evaluation.</p> <p>Establish a baseline of current practice quality against the ‘10 domains of effective practice’. Establish audit quality improvement targets and measure practice quality improvement within revised Improvement Board Performance Dashboard and Quality Audit Findings Monthly Reports.</p>	<p>Practice standards remain too variable, and the need to lower caseloads in order to free up the time to do the work and develop practice is a key priority for the coming plan period.</p>

Youth Offending Partnership Improvement Plan

Blackpool Youth Offending Partnership Improvement Plan

2019

Youth Offending Partnership Improvement Plan

Contents

Introduction and Context	3
Actions taken pre-inspection	3
Actions taken post-inspection	3
Outcomes	3
Governance and monitoring	4
What needs to change	5
Part One	9
<ul style="list-style-type: none"> • Change led by the Board 	
Part Two	23
<ul style="list-style-type: none"> • Theme 1 – Out of Court • Theme 2 – In Court • Theme 3 – In the Community • Theme 4 – Transitions • Theme 5 – Children In Secure Accommodation 	

Youth Offending Partnership Improvement Plan

1. Introduction and Context

The Youth Offending Service was inspected by HMIP in October 2018 and found to be inadequate. Prior to the inspection it had been recognised that there were improvements that needed to be made in both the strategic partnership and the operational teams and a comprehensive improvement plan put into place. The inspection outcome reinforced the need for pace and focussed resource to support the change that is needed to improve the service and ensure that children are well supported across the partnership and good outcomes are achieved.

2. Actions taken pre-inspection

A number of changes had already taken place to address the management capacity and also to refocus the workforce. In conjunction with the Youth Justice Board a further five themes were added to the plan with a strategic partnership individual leading each theme:

1. **Out of Court** (lead Head of Criminal Justice, Lancashire Constabulary)
2. **In Court** (lead Legal Team Manager, Blackpool Magistrates Court)
3. **In the Community** (lead Head of Service, Blackpool Council)
4. **Transitions** (lead Senior Probation Officer, NW Probation Service, and Deputy Director, CRC)
5. **Children In Secure Accommodation** (lead Business Development Manager, Blackpool Safeguarding Children Board)

3. Actions taken post-inspection

This plan has been developed, bringing together the commitments which had been made and were being monitored by the board, with the responses to the nine HMIP recommendations. In some cases there are new actions, and in others, actions from the existing plan have been enhanced to address the recommendations. This is part one of the plan.

Part two of the plan outlines the detailed plans that are sitting within the themes and are led across the partnership – these will be monitored by the theme leads and reported to the Executive Board on a monthly basis.

The HMIP recommendations are listed in this document, and the strategic response outlined, with reference to where they are addressed in the plan. This has been agreed by all partners and signed off by the Executive Board.

4. Outcomes

The plan is focused on delivering change, and the change is designed to support the YOT Service and the Executive Board to deliver key outcomes for children, families and the Blackpool community. These key outcomes are:

- Fewer children are committing offences;
- Fewer children are exposed to the justice system because issues are dealt with proportionately;
- Fewer children are reoffending after entering the justice system;
- Children who are exposed to the justice system achieve good outcomes and are well supported to make change; and

Youth Offending Partnership Improvement Plan

- Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.

The outcomes for those children who are supported by the YOT should be in line with those of any child for whom we are responsible. These are the outcomes our children have told us are most important to them:

- To be happy
- To be healthy
- To feel safe
- To do well in school
- To get a good job
- To be listened to

Page 62

5. Governance and monitoring

Governance arrangements include an Executive Board of sufficiently senior statutory partners and thematic sub groups led by senior partners. The Executive meets monthly and is chaired by the Head of Business Areas of the Youth Justice Board; its role is to oversee and drive delivery of the plan, removing barriers where appropriate, to raise the standard of the service from the current inadequate judgement and improve outcomes for children and young people.

The thematic sub groups are led by senior partners and their role is to ensure delivery of the actions within the plan that are required to improve the operational functioning of the youth justice service.

A Shadow Board, comprising of operational staff has been set up to mirror the arrangement within children's social care; this has proven to be a successful means of engaging with the workforce and ensuring they are linked to the strategic

elements of the service. Representatives from the Shadow Board will be invited to attend the Executive Board to provide input from a frontline worker perspective on the implementation of the actions in the plan and reflect on what is working and what isn't working.

Underpinning the work of the boards will be a comprehensive quality assurance framework and performance dashboard. This will provide the boards with the quantitative and qualitative data required to scrutinise performance, drive improvements and monitor progress.

Youth Offending Partnership Improvement Plan

What Needs to Change (Recommendations from HMIP)

HMIP Recommendation	Planned response summary	Reference in detailed plan
HMIP 1 Commission training to develop the staff's skills and knowledge in key practice areas	<p>The Youth Justice Board (YJB), Head of Service and YOT Manager will work together to engage the workforce and undertake a full skills audit and identify how and when skills and knowledge gaps will be addressed. Training to meet the identified gaps will be commissioned as a priority. Operational Managers will be prioritised for development training with the YJB. The workforce development plan will encompass mentoring and modelling from other, well performing local authority YOT professionals as well as course based training. Staff will be encouraged to participate in the audit and in identifying development opportunities, and the plan will contain challenging but realistic timescales that will be monitored through the board.</p>	<p>Part 1 LM 8, LM 9</p>
HMIP 2 Re-establish the staff's sense of pride in the work of the YOT	<p>The board will need to ensure that the appointment and induction of the new YOT Manager is robust. To be successful in the role the new post holder will need to have the support and engagement of the partnership and have the capacity to, in conjunction with the Head of Service, lead staff through to a position of strength, ownership and pride in the quality of their work and impact on outcomes for vulnerable young people and the victims of crime. Giving staff a voice at board level through the implementation of a Shadow Board will support the evidence base for the impact of change.</p>	<p>Part 1 LM 3, LM 4, LM 5, LM 6, LM 10</p>
HMIP 3 Introduce a process to ensure the timeliness and quality of Asset Plus assessments	<p>The implementation of a YOT specific audit and quality assurance process that tracks key compliance measures and demonstrates the impact of actions on the quality of practice, evidence of management oversight and outcomes for young people will be completed within three months. Reports will be made to every Executive Board on agreed key performance outcomes and track improvements in compliance, quality and impact.</p>	<p>Part 1 LM 7, LM 13</p>

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
HMIP 4 Develop a range of suitable interventions for work with children and young people	<p>A model of delivery is being developed for an innovative and creative junior attendance centre. The YOT Partnership Service need to expand their knowledge, understanding and influence over the wide range of opportunities and support mechanisms available to positively impact on children and young people's lives across Blackpool and reduce the risk of first time entrants and reoffending. The YOT Manager will be supported by the board to ensure that this is embedded within the partnership and the team increase their use of evidence based programmes and specific resources to meet identified need which is focussed on prevention and diversion.</p>	<p>Part 1 LM 12, LM 16</p> <p>Theme 1: Out of Court 1.17</p> <p>Theme 3: In the Community 3.6, 3.7</p>
HMIP 5 Fully analyse the needs and profile of the children and young people and use this to commission appropriate services	<p>A full analysis is underway and this will inform, through the governance of the board, the identification and commissioning of appropriate services. This will be a dynamic process to ensure that as the cohort shifts, the response to accessing, and where necessary developing, new services also shifts in response. This information will support review of the resource commitment from partners to the operational delivery undertaken by the Executive Board.</p>	<p>Part 1 LM 12</p> <p>Theme 3: In the Community 3.9</p> <p>Theme 5: Children In Secure Accommodation 5.1, 5.2, 5.3</p>
HMIP 6 Ensure board members are able to challenge each other and the YOT manager and	<p>All board members will be inducted into the roles and responsibilities of the board and reflective work with partners undertaken to ensure that lessons are learned from the report and concerns from inspectors about the partnership arrangements. A new Terms of Reference will be developed for a more robust governance arrangement with sign off by the Chief Executive of Blackpool Council and the Chief Constable of Lancashire Constabulary.</p>	<p>Part 1 LM 1</p> <p>Theme 5: Children In Secure Accommodation 5.2</p>

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
advocate for the YOT in their own organisations	An Executive Board will be formed to drive and challenge the improvement journey. Sufficiently senior representatives will form the Executive Board including a commitment from an Assistant Chief Constable and Senior Accountable Person from the Clinical Commissioning Group. The Executive Board will be chaired by a senior leader of the Youth Justice Board.	
HMIP 7 Together with the Office of Police and Crime Commissioner, review the out of court disposals processes and commissioned services to ensure informed decision-making and good information-sharing for out of court cases	There will be a partnership approach from the board to consider the options for agreeing, developing and implementing a robust and evidence based approach to delivering an effective out of court disposal process to impact positively of the needs of children and young people and a diversionary approach using a “children first” approach. Specific work to explore whether there is a different Police response in Blackpool to other neighbouring authorities governed by the same police authority will be undertaken, and a review of the panels and processes in place to support consistent and effective decision making will be undertaken.	Theme 1: Out of Court 1.5, 1.11
HMIP 8 Provide further guidance and advice on completing the integrated planning and pathways document in AssetPlus	<p>The YJB will develop further guidance.</p> <p>The service will be required to commission additional training for staff on this recommendation.</p>	Part 1 LM 7

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
<p>HMIP 9</p> <p>Review the national policy for caretaking arrangements for children placed out of their own local authority area</p>	<p>The YJB will discuss with the Department for Education the matter of notification of children who are placed out of area.</p>	<p>Part 1 LM 15</p>

Youth Offending Partnership Improvement Plan

Part One

Change led by the Board

The YOT Executive Board is committed to becoming a strong partnership that drives improvement across the youth justice system and improves outcomes for young people and victims of crime. By implementing the actions below the expectations from the board and senior leaders will be clear to all teams. All board members will play an active role in challenging one another and supporting improvements in the youth justice system in Blackpool, and there will be regular attendance from members who are of a sufficient level of seniority to fully participate.

In order to improve leadership and management of the teams, a full training programme and role modelling will be made available to managers, this will equip managers with the skills needed to improve compliance and raise the quality of practice and provide the right conditions for accountability of managers for the direction of the team.

Key to the service and partnership improvement will be the understanding of the cohort of children who require support so that effective interventions can be put in place and the service can ensure they can measure the impact of their activity and ensure it is achieving good outcomes. Having a clear performance management framework that articulates how activity will be measured, including the quality of work, compliance and adherence to National Standards, is a necessary supporting mechanism for the development of a quality service.

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 1	YOT Plan HMIP 6	Reformat the board to ensure focus and engagement across the partnership. Ensure that all partners understand youth justice in context and their role in holding the service to account:	Effective practice and improvement monitoring is evidenced through the governance structure. Improvements in practice and positive impact on outcomes for children evidenced.	Fewer children are committing offences. Fewer children are exposed to the justice system because issues are dealt with proportionately.	Board Chair	Executive Board established – Jan 2019 Agree standard agenda – Feb 2019 Meetings for the year sent to all	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 2	YOT Plan	<ul style="list-style-type: none"> Establish an Executive Board and themed sub-groups. Agree standard agenda for board meetings. Increase frequency of meetings. Introduce induction requirement for all board members. Develop and agree a quality assurance framework and dashboard that supports board scrutiny. 	<p>Board members understand their role and are enabled to confidently challenge and advocate for the YOT in their own organisation.</p> <p>Increase accountability and transparency; more effective partnership working; and strengthened governance arrangements.</p> <p>The board will have meaningful insight into, and oversight of, the success of the service in delivering improved outcomes.</p> <p>Board meetings will be effective in holding partners to account - encouraging discussion and agreement of key issues and decisions at the board.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>members – Feb 2019</p> <p>Induction requirements signed off – Mar 2019</p> <p>All board members inducted – Apr 2019</p> <p>QA framework developed – Feb 2019</p> <p>Consulted with partners – Mar 2019</p> <p>Approved by Executive Board – Jul 2019</p> <p>QA framework launched – Jul 2019</p>	
		Create sub-groups for each theme with young person's representation and leadership from across the partnership.	Partnership confidence and ability to challenge effectively will increase.	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system</p>	Board Chair / Theme Leads	Sub groups created – Jan 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
Page 69		<p>Develop action plans to drive performance focussed on improvement in each theme.</p> <p>Agree frequency of sub group updates to the Executive Board.</p>	<p>The sub-groups will deliver the strategic expectations and drive the plans to improve service delivery.</p>	<p>because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>Action plans developed – Jan 2019</p> <p>Frequency of updates agreed – Feb 2019</p>	
	LM 3	<p>YOT Plan HMIP 2</p> <p>Ensure that the YOT have the right skills and resource commitment from across the partnership to deliver an effective service.</p> <ul style="list-style-type: none"> Update induction processes for partners with staff seconded into the youth justice service. 	<p>Staff seconded into the youth justice service will have a clearer understanding of roles and responsibilities.</p> <p>The board have a clear MOU to refer to and ensure that every organisation with a role in the YOT are clear about their responsibilities to</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p>	<p>Head of Service (with partners)</p>	<p>New induction process designed – Jan 2019</p> <p>Pen pictures submitted for Exec and shared with YOT – Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
Page 70		<ul style="list-style-type: none"> Update memorandum of understanding (MoU) with all partners to commit to resource and delivery. Pen pictures to be developed for board members to be shared with YOT. 	<p>resource the service and are accountable for impact.</p> <p>Effective communication and challenge understanding of roles and responsibilities.</p> <p>Staff working within the YOT are aware of who is on the board for each representative organisation.</p>	<p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>New MOU for partnership drafted – Mar 2019</p> <p>MOU signed off by Exec Board and cascaded in organisations as appropriate – Apr 2019</p> <p>Induction delivery period – May - Jun 2019</p>	
	LM 4	YOT Plan HMIP 2	Direct additional management capacity to the YOT from other services and refocus the workforce to concentrate on youth justice cases.	There will be greater clarity of strategic and operational direction to support a team ethos and culture of improved practice, quality and compliance.	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	Head of Service and Service Managers	To continue until Apr 2019

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 5	YOT Plan HMIP 2	Service Managers undertake Youth Justice Effective Practice Certificate.	There will be increased knowledge of youth justice at a strategic level.	Fewer children reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Service Managers	May 2019	
LM 6	YOT Plan HMIP 2	Work with management team to improve leadership and culture in the YOT service. <ul style="list-style-type: none"> Embed a cycle of reflective supervision and practice development across the service. Utilise the council wide system for recording, monitoring and evaluating supervision feedback. Complete individual performance appraisals 	Robust leadership and management with a focus on service improvement will be evident in the culture.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Service and Service Managers	New interim service manager appointed – Dec 2018 Support from the YJB from a YOT in the region to commence – Mar 2019 New permanent service manager in post – Apr 2019 Consistent compliance with supervision and appraisals evident - Jul 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>for all staff and identify relevant training needs.</p> <ul style="list-style-type: none"> Review working patterns and flexibility to meet the needs of the service e.g. court cover, group work. 					
LM 7	HMIP 8 HMIP 3	<p>Implement tighter management grip and practice direction daily to YOT managers, including:</p> <ul style="list-style-type: none"> Appoint a new YOT Service Manager. Weekly operational managers meetings in place. Monthly performance monitoring meetings in place chaired by Head of Service. Ensure engagement from the team in Children's Services operational manager events. 	<p>Robust leadership and management with a focus on service improvement will be evident in the culture and ethos of the service.</p> <p>Focus, stability and direction for team and improved practice.</p> <p>Increased ownership of practice will lead to improved accountability, compliance, quality and performance.</p> <p>Provide a detailed insight into the service, highlighting challenges, barriers, what works and what needs to improve as a baseline for ongoing improvement.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community</p>	Head of Service / Service Managers / YOT Manager	<p>New service manager in post – Apr 2019</p> <p>Meetings established and taking place routinely – Feb 2019</p> <p>Full service review completed – Jun 2019</p> <p>New policies and procedures in place – Jun 2019</p> <p>New operating model embedded – Aug 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Carry out a full service review at entry and exit regarding practice and procedures. Develop an operating model to include guidance regarding what information should be recorded on Child View and what is recorded onto MOSAIC. All work needs to be replicated on both systems. Update all policies and procedures. Review practice standards in line with the new service and apply consistently. Implement a back to basics approach to understanding the purpose of Asset Plus and improving the quality of assessments in line with statutory guidance. 	<p>Evidence provided on the following:</p> <ul style="list-style-type: none"> Engagement of young people, parents and carers in minimising risk and safe and wellbeing. Co-ordination of interventions. 	and a negotiated solution agreed.		<p>Practice standards in place - May 2019</p> <p>AssetPlus improvement evidenced – Sept 2019</p> <p>Good practice model in place – Jul 2019</p> <p>Implemented by - Dec 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Develop good practice model for practitioners using Beyond Youth custody report. 					
LM 8	HMIP 1	<p>Carry out full skills audit of all staff in YOT to identify gaps in skills and training needs.</p> <ul style="list-style-type: none"> YJB to provide support to YOT Manager to analyse skills audit and develop comprehensive training plan. Develop a workforce development strategy to include YOT specific requirements. Develop and implement a system wide training plan to include partners. 	<p>Practice and performance will improve as a result of staff training and development.</p> <p>The quality of interventions that young people receive will improve and better outcomes will be achieved for them.</p> <p>This will be evidenced through audit activity to be delivered as part of the QA framework and via the performance dashboard.</p> <p>Staff morale will improve.</p> <p>Recruitment and retention will improve.</p> <p>Improved practice from all partners leading to better outcomes for young people.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	YOT Manager and YJB	<p>Skills audit complete – Feb 2019</p> <p>New Workforce Development Strategy - Apr 2019</p> <p>Training plan delivered and monitored – from Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 9	HMIP 1	<p>Access YJB and peer support to enhance improvement journey:</p> <ul style="list-style-type: none"> Prioritise operations managers for management development programme through the YJB. Support from neighbouring YOT in the region facilitated through YJB for modelling good practice for managers. YJB to provide additional capacity to actively support managers to improve quality and analytical skills. 	<p>Increase confidence for managers.</p> <p>Improve knowledge of required expectations.</p> <p>Improve practice of workforce.</p> <p>Confidence in operational management translating into good practice observed and practice from practitioners.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	YOT Manager and YJB	<p>Prioritise managers for development programme – Feb 2019</p> <p>Support from peers – May 2019</p> <p>Provide additional capacity to support managers – Jul 2019</p>	
LM 10	HMIP 2	<p>Improve communication with and engagement of staff in the service.</p> <ul style="list-style-type: none"> Priority for new YOT Manager once in post. 	<p>Improved commitment to the vision and strategic direction of the service from staff, improved morale and culture.</p> <p>Voice of practitioners heard.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and</p>	YOT Manager / Head of Safeguarding	<p>Shadow Board established – Jan 2019</p> <p>Improved and embedded</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Develop a Shadow Board to create a two-way communication channel between strategic leaders and operational staff. 	<p>Effective vehicle of communication in place for constructive challenge.</p> <p>Governance and frontline ownership and delivery of the improvement plan.</p> <p>Partner engagement strengthened.</p>	<p>are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		communication evident - May 2019	
LM 11		<p>Ensure the systems in use within the YOT support the team to record in a timely, accurate and proportionate way and enable useful data extraction to support the understanding of performance.</p> <ul style="list-style-type: none"> Transfer Information Officer to Systems and Business Intelligence Team. Conduct a data cleansing exercise to ensure the accuracy and integrity of the data that informs the 	<p>Consistently applied information team overseeing service.</p> <p>Reliable and accurate data.</p> <p>Direction of resources using the data.</p> <p>Effective resources in place.</p> <p>Accurate data and performance information available to inform, monitor and drive improvements in service delivery.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the</p>	YOT Manager and Systems Team Manager	<p>Officer transferred to BIT – Jan 2019</p> <p>Data cleansing – Mar 2019</p> <p>Complete review of Child View - May 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 12	HMIP 4	performance figures for the service.		victim and/or community and a negotiated solution agreed.			
	HMIP 5	<ul style="list-style-type: none"> Run monthly data cleansing reports in the Child View system. Introduce a data cleansing schedule in line with audit framework. Report to management team on a monthly basis. Systems and Business Intelligence Team to scope out systems and review Child View contract to explore the possibility of exporting data into report manager. 					
		Ensure that the Executive Board and YOT Team have a clear understanding of the characteristics of the cohort of young people relevant to the YOT:	Better knowledge and understanding of the needs of our young people within the YOT service will enable better service planning and lead to improved outcomes.	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	YOT Manager / Head of Criminal Justice / Head of Safeguarding (Health)	<p>Undertake analysis – Feb 2019</p> <p>Profile taken to Exec Board – Mar 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 13	HMIP 3	<ul style="list-style-type: none"> Analysis of current YOT cohort key characteristics, including diversity and causal factors of offending. Profile current YOT cohort from agency specific perspective to understand partners' contribution. Strategic analysis of the SEND needs of young people known to YOT. Collate and analyse police data regarding those young people who are not part of the YOT cohort but have come into contact with the police. 	<p>Young people with a risk of exposure to the youth justice system and SEND have clearly identified needs and have appropriate provision to meet those needs.</p> <p>Improved understanding of the cohort of young people who come into contact with the police and are dealt with out of court to inform planning for diversionary activities.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>			
		<p>Develop a Quality Assurance Framework to support practice improvement:</p> <ul style="list-style-type: none"> Develop a robust performance framework, 	<p>High quality case recording, compliance (in line with national standards) and practice is evident in case files and positively impacts.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system</p>	<p>Head of Performance and Improvement</p>	<p>QA framework developed – Feb 2019</p> <p>Consult with partners – Mar 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>with all performance data in one place and reporting mechanism established.</p> <ul style="list-style-type: none"> • Undertake gap analysis and develop performance data dashboard. • Scrutinise performance data at monthly Performance Improvement Meetings. • Conduct an audit of compliance with national standards. • Respond to issues highlighted in audit including compliance with national standards. • Implement learning circles focusing on assessment and analysis. • Develop a specific youth justice practice and performance approach to monitor practice and 	<p>Performance data is monitored to improve compliance and enable a focus on areas of poor performance.</p> <p>Improved knowledge of the service.</p>	<p>because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>QA Framework approved by Executive Board – Jul 2019</p> <p>QA Framework launched – Jul 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		performance of the service.					
LM 14		Develop an expectations of YOT document to be shared with staff and available for young people, parents and carers.	Young people and their parents have a clear understanding of what to expect from the YOT. Children, young people, parents and carers are fully engaged in supporting plans and interventions and understand expectations.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Service Manager	Jun 2019	
LM 15	HMIP 9	YJB and DCS to gather facts in relation to the caretaking arrangements for children placed out of the local authority area over the last 12 months. Write to each local authority, with a focus on: <ul style="list-style-type: none"> Home local authorities must notify the receiving authority and health 	Children placed in another local authority will be safeguarded.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Director of Children's Services / Head of Business Area NW (YJB)	May 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		services that a child or young person is moving into their area either before the placement is made, or within 5 working days if an emergency placement, as required by Care Planning, Placement and Case Review (England) Regulations 2010.21.					
LM 16	HMIP 4	Review provision of health services to the YOT.	Staff have a better understanding of the health services available to children and young people. Identify gaps in service provision and areas for improvement.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Exec Board	Review completed - Sept 2019 Next steps identified and agreed – Sept 2019	
LM 17		Implement the new standards for children in the youth justice system 2019 and complete a baseline self-assessment.	Ensure there is a child-first, outcome-focused approach when dealing with children who come into contact with the youth justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager / Head of TIS	New standards implemented – Sept 2019 Self-assessment completed – Mar 2020	

Youth Offending Partnership Improvement Plan

Youth Offending Partnership Improvement Plan

Part Two

Theme 1 – Out of Court

Lead: Lesley Miller, Lancashire Constabulary

Group Members: Carolyn Melvin, David Fleming, Jim Bell, Supt. Sheena Tatum and Insp. Dave Oldfield

Statutory guidance:

- [Youth out-of-court disposals: guide for police and YOTs - GOV.UK](#)
- [How to Use Out of Court Disposals](#)
- [Code of Practice Youth Conditional Cautions](#)
- [Reform of anti-social behaviour powers: statutory guidance for frontline professionals](#)

Page 83

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.1		Police to raise the profile of Out Of Court Disposals (OoCD) within Lancashire Constabulary and externally via the Police and Crime Commissioner and public forums.	Increased awareness and appropriate use of OoCD by police officers.	Fewer children are committing offences. Fewer children are exposed to the justice system because issues are dealt with proportionately.	Head of Criminal Justice / Project, Process and Systems Manager (Police) / BCU	To be circulated in advance of and agreed at OoCD working group – Feb 2019 Promotional work to begin – Mar 2019 Progress review: actions expected to be completed – Jun 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.2		<p>Finalise the pan-Lancashire Joint Agency Protocol for Dealing with Offences in Children's Care Homes, ensuring that it is in line with the National Protocol on Reducing Criminalisation of Looked After Children.</p> <p>YOT and police to review (on a twice yearly basis) offences within Blackpool care homes to ensure that partner agencies are adhering to the protocol.</p>	<p>Ensure consistency of approach pan-Lancashire.</p> <p>Reassurance that the specialist needs of Looked After Children are being considered.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	<p>Place Based Lead Blackpool (Police) / YOT Manager</p> <p>YOT Manager</p>	<p>Final version signed – Feb 2019</p> <p>Implementation of protocol in children's homes to begin – Mar 2019</p> <p>Progress review: actions expected to be completed. Protocol review meetings booked in and attendance confirmed - Jun 2019</p>	
1.3		<p>Police to review the materials used to explain to young people and their parents/carers the different Out of Court Disposal outcomes: Community Resolution, Youth Caution and Youth Conditional Caution.</p>	<p>Young people understand what is happening and the potential implications.</p> <p>Help to ensure engagement with the process and reduction in reoffending.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	<p>Head of Criminal Justice / Project, Process and Systems Manager (Police)</p>	<p>To be circulated and content discussed at OoCD working group – Feb 2019</p> <p>Draft materials completed and circulated for comments – Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						Progress review: actions expected to be completed – Jun 2019	
1.4		<p>Police to map out the current processes for the different Out of Court Disposal youth outcomes, in line with statutory requirements.</p> <p>Identify the check points e.g. Youth Disposal Panel, and identify any gaps.</p>	<p>Ensure checks and balances are in place.</p> <p>Any gaps in the process are addressed.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / YOT Manager	<p>To be circulated and content discussed at OoCD working group – Feb 2019</p> <p>Draft process maps completed and circulated for comments – Mar 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.5	HMIP 7	Police to establish what good Out of Court Disposal practice looks like – consult similar forces to identify best practice.	Improved practices and better outcomes for young people.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes</p>	Head of Criminal Justice / YOT Manager	<p>Visits to like forces completed – Apr 2019</p> <p>Further actions identified and agreed – May 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				<p>and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>			
1.6		YOT to review Youth Conditional Caution intervention provision at Blackpool.	<p>Will ensure that the YOT can meet the needs of all of its young people.</p> <p>Provide reassurance that the conditions are balanced and appropriate.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	YOT Manager / Head of Criminal Justice	<p>Action agreed and plan devised – Feb 2019</p> <p>Progress update provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.7		<p>Police to ensure timely referral of Youth Cautions and Youth Conditional Cautions to the YOT:</p> <ul style="list-style-type: none"> • Improve the frequency and accuracy of PENYs so that all relevant information is included: name, PNC number, offence date, OIC details. • Police custody team and YOTs to provide regular data in order to monitor this. 	Ensure ongoing engagement of young people and better quality of service for victims.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / YOT PC	<p>Data collection started – Feb 2019</p> <p>Analysis of PENYs issues – Mar 2019</p> <p>Provision of first data set. Analysis and further actions identified – Jul 2019</p> <p>Resolution to any PENYs issues identified and work commenced – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.8		Police to ensure that initial police training for Out of Court Disposal input is accurate, of good quality, ongoing input is given, and that guidance is clear and consistent.	Staff are better informed and able to make the right decision.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police)	<p>Action to be completed – Feb 2019</p> <p>Progress review: 6 monthly checks arranged - Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.			
1.9		<p>Police to consult national leads regarding the use of multiple Community Resolutions.</p> <ul style="list-style-type: none"> Identify common themes leading to multiple issues. Link in with the Lancashire Constabulary's Record 4 Victims (R4V) work to ensure that victim needs are being met. Consider changing police processes so that second Community Resolutions are referred to the Youth Disposal Panel prior to being issued. 	Provide reassurance that Community Resolutions are being used appropriately and not being issued multiple times before referred to the Youth Disposal Panel for a Youth Caution or Youth Conditional Caution.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police) / Supt. (Police)	<p>Action agreed and work started – Feb 2019</p> <p>Progress update provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.10		Police and Youth Disposal Panel to ensure that all	Able to confirm that all opportunities for restorative	Fewer children are exposed to the justice	Head of Criminal	Discussions held between YOT and RJ	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
Page 89		opportunities for restorative justice are being explored.	justice are being explored, or if not, plan how to address this.	<p>system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Justice / YOT Manager	<p>team and referral process agreed – Feb 2019</p> <p>YOT to have RJ training – Feb 2019</p> <p>Status review, update to be provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
	1.11	HMIP 7	Police and YOT to clarify what is expected of the YOT PC in terms of daily duties, review and challenge, and performance reporting. Ensure strong line manager support networks are in place.	<p>Consistent pan-Lancashire use of YOT PC resource.</p> <p>Maximising specialist skills and knowledge of YOT PC to benefit young people.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / YOT Manager	<p>Draft manual complete and circulated for comments. Task and finish group set up – Feb 2019</p> <p>Document finalised and implemented – Mar 2019</p> <p>Options paper submitted to the board – Action</p>

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						<p>superseded by pan-Lancs review of YDP</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.12		Police to implement the referral of proposed police charge anticipated guilty plea cases to the Youth Disposal Panel, prior to charge, for consideration of an Out of Court Disposal outcome instead.	<p>Reduce the number of bounce-backs from court.</p> <p>Ensure cases are dealt with properly first time round – better for young people and victims.</p> <p>Reduction in number of young people being prosecuted.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police) / YOT Manager / YJB	<p>Process implemented – Nov 2018</p> <p>Progress review: actions expected to be completed – Feb 2019</p>	
1.13		YOT to map out the Blackpool Youth Disposal Panel process to identify good practice and areas requiring improvement.	<p>Ensure checks and balances in place.</p> <p>Any gaps in process are addressed.</p> <p>YDP decision making recorded accurately and is auditable.</p> <p>Improved panel process leading to better outcomes for young people.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager / Police	<p>Joint panel implemented – Feb 2019</p> <p>Review of joint panel – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
			Consistency pan-Lancashire.				
1.14		<p>YOT and Police to regularly discuss progress on:</p> <ul style="list-style-type: none"> • Young people issued with Youth Conditional Cautions – assess engagement and reoffending. • Youth Cautions with voluntary interventions – is the use of this being maximised? • Youth Caution without interventions – review the rationale for not giving a voluntary intervention. • Community Resolutions with interventions completed. • Restorative justice opportunities in relation to the above outcomes. 	<p>Provide reassurance that timely and worthwhile interventions are being offered.</p> <p>Opportunities to develop a comprehensive diversionary scheme where one has the confidence to divert at every suitable opportunity.</p> <p>Better scrutiny of decision making and use of interventions.</p> <p>Improve effectiveness of partnership working at all levels.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / YOT Manager / YOT	<p>Data collection and review by YOT to have started – Feb 2019</p> <p>Check point, further actions agreed – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.15		Police to devise a mechanism for monitoring reoffending rates for the different Out of Court Disposal outcomes: Community Resolution, Youth Caution and Youth Conditional Caution.	Give a clearer picture as to what works and what doesn't.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / Project, Process and Systems Manager (Police)	Method agreed, data collection started – Mar 2019 Progress review: actions expected to be completed – Jun 2019	
1.16		Multi-agency Out of Court Disposal Scrutiny Panel to consider dedicating a panel meeting to reviewing a selection of youth cases that were reviewed and the crime outcome decided by Blackpool's Youth Disposal Panel. Use to identify further development and check that the correct processes are being followed.	Provide reassurance that Out of Court Disposal decision making is proportionate, consistent and being applied appropriately. Act on feedback from criminal justice partners on how to improve.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / Project, Process and Systems Manager (Police)	Dedicated Blackpool youth OoCD cases panel review. YOT police reps invited – Apr 2019 Further actions identified and agreed – May 2019 Progress review: actions expected to be completed – Jun 2019	
1.17	HMIP 4	Review alternative options for diversionary services available for use by the police prior to	Opportunities to develop a comprehensive diversionary scheme where one has the	Fewer children are exposed to the justice system because issues are dealt with proportionately.	Inspector (Police) / YOT Manager	Assessing available local services and activities – 31st Mar 2019 then ongoing	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		escalation to the Youth Disposal Panel.	confidence to divert at every suitable opportunity.			Communication of options to officers – Sept 2019	

Youth Offending Partnership Improvement Plan

Theme 2: In Court

Lead: Lisa Moorby, HM Courts and Tribunals Service (Blackpool)

Group Members: David Fleming

Statutory guidance:

- [Work in court](#)
- [Reports for court](#)
- [Placing young people in custody guide for youth justice practitioners](#)
- [AssetPlus Joint Working Protocol](#)
- [Community Sentences if you are under 18](#)
- [Revised Referral Order Guidance](#)

Page 94

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
2.1		Maintain a dedicated court team. Support and build relationships between court staff, YOT and judiciary.	Magistrates will have more confidence in the advice given by YOT in respect of remand and sentencing decisions and assurance that sentences in the community will be managed appropriately.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT manager	31st Jan 2019	
		Develop a system to monitor and ensure that pre-court planning meetings between Legal Advisers, CPS, Solicitors	There will be effective communication in the courtroom.	Children who are exposed to the justice system achieve good outcomes	YOT Manager / Legal Team Manager	31st Mar 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		and YOT take place at 9:30am to facilitate the business of the court and identify issues early.		and are well supported to make change.	(HMCTS Blackpool)		
2.2		Offer training for YOT staff regarding court etiquette and expectations at court.	Court staff will be fully prepared and have all the information required to assist the court on all cases and have the confidence to address the Magistrates and District Judges when necessary.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool)	7th Feb 2019	
2.3		Develop a digital system and develop a process for YOT to send pre-sentence reports (PSRs) directly to court / defence ahead of the hearing. Increase the use of stand down reports on the day.	Enable the court / defence to be fully prepared. Reduce delay and adjournments at court.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	Mar 2019	
2.4		Monitor the number of 'bounce backs' from court in respect of OoCDs and bring data to the board.	Reduce the number of cases at court where an OoCD should have been administered.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / Head of	31st Mar 2019 then ongoing	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
			Reduce the number of adjournments required for an OoCD to be considered.		Criminal Justice		
2.5		<p>Develop the problem-solving court at Blackpool Magistrates.</p> <p>Agencies to be identified and data sharing agreements to be in place. Officers from both Lancashire and Blackpool YOT to be identified to lead the process.</p> <p>Agree a system of recording the number of young people seen and referred.</p>	<p>Reduce reoffending.</p> <p>Ensure needs are identified and young people and parents are signposted appropriately.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / YOT Manager	<p>Commencement date – 14th Feb 2019</p> <p>Review meeting to be held before 31st May 2019</p>	
2.6		Establish stronger links with the court and appoint a YOT representative to attend regular local Youth Liaison meetings and Youth Panel meetings with the Lancashire Magistrates and Youth Panel Chairman, Mrs Jean Adam (Mrs Janet Brimley will take	<p>Opportunity to raise profile with Magistrates.</p> <p>Share best practice with other YOTs in Lancashire.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	31st Mar 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		over this position from 1st April 2019).					
2.7		Implement a process to feedback to YOTs on the quality of written PSRs.	Ensure PSRs are considered and detailed, offering appropriate supervision packages with a clear structure to address re-offending. Improve quality.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / YOT Manager	Mar 2019	
2.8		Practitioners to start inputting work live to the system, including at court. Court staff to receive training on inputting. Admin to support at court until staff are confident.	High quality case recording and compliance.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	Mar 2019	

Youth Offending Partnership Improvement Plan

Theme 3: In the Community

Lead: Tony Morrissey, Blackpool Council

Group Members: David Fleming and Moya Foster

Statutory guidance:

- [Use of community interventions](#)
- [Revised Referral Order Guidance](#)
- [National protocol for case responsibility](#)
- [Support for parents of children in the youth justice system](#)

Local practice prioritises children's best interests; constructively promotes their potential and desistance; encourages their active engagement; and minimises the potential damage that contact with the justice system can bring.

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
3.1		A strategic plan for exit of young people from the youth justice system to be developed.	Clear plan involving the role of voluntary organisations, schools, Family Hubs etc. in supporting exit plans and providing diversionary activities to support young people exiting the youth justice system from reoffending.	Fewer children are reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of TIS	Sept 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
3.2		Establish an engagement group of young people who have received a service from YOT.	Evidence of feedback from young people influencing service design based on what works in respect to diversionary activity.	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	YOT Manager	Establish young people's shadow board - Jun 2019	
3.3		Report on feedback from young people on most suitable approaches that would enable them to desist in reoffending.	Service delivery is commissioned/delivered based on evidence of what works for young people	Fewer children are reoffending after entering the justice system.	YOT Manager	Jun 2019	
3.4		Create a bank of evidence based tools that staff in YOT can use to engage young people to increase effective desistence.	Workforce across YOT and partner agencies have access to what has worked to ensure suitable approaches to enabling young people to desist from criminal activity.	Fewer children are exposed to the justice system because issues are dealt with proportionately.	YOT Operational Managers / Partner agencies	Apr 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				Fewer children are reoffending after entering the justice system.			
3.5		<p>Develop a system for capturing service user feedback in order to hear from children and families that receive youth justice services.</p> <ul style="list-style-type: none"> Identify a service user group to engage in providing their views. Provide a mechanism for young people to feedback to the court on their experience. 	Evidence of families informing future service design based on what works.	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	YOT Manager	Apr 2019	
3.6	HMIP 4	Develop junior attendance centre offer.	<p>Prevention of offending.</p> <p>Community based offer developed with young people.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes</p>	YOT Manager	Jul 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				and are well supported to make change.			
3.7	HMIP 4	Develop understanding of wider prevention and early intervention resources for YOT staff and managers.	Pathways and access to resource for children, young people and YOT staff. Improved delivery of interventions and increased use of group interventions; using a whole team approach will improve the experiences for young people.	Fewer children are committing offences. Fewer children are reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager and Service Managers	Ongoing - links with 3.1 and Out Of Court theme.	
3.8		Periodic engagement of the board with young people to hear their experiences and what would be the best approach to engage them and support them in desisting in criminal activity.	Service design is influenced where appropriate by children and young people's experience. Increased use of parental engagement and diversionary work with siblings in our Family Hubs.	Fewer children are committing offences. Fewer children are reoffending after entering the justice system.	Board Chair	Jun 2019 and then biannually	
3.9	HMIP 5	Ensure that the commissioned services designed to support desistance, reparation etc.	Good quality evidence based services are in place that	Fewer children are committing offences.	Commissioners / YJB (Strategic Support) / Police	Sept 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>are effective and that where appropriate, joint commissioning arrangements with neighbouring YOTs are considered.</p> <ul style="list-style-type: none"> • Focus on quality of practice for YOT staff. • Use of whole family interventions to impact positively on young people and use of wider organisational resource. 	<p>support young people in their desistence.</p> <p>Strong collaborative working with neighbouring YOTs and sharing of what works.</p> <p>Better use of resources and commissioning to obtain value for money.</p> <p>Improved use of wider resources that meet the needs of young people and their wider families.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	<p>and Crime Commissioner</p>		

Youth Offending Partnership Improvement Plan

Theme 4: Transitions

Lead: Paul Bridgeman, NW Probation Service and Elaine Seed, CRC

Group Members: Moya Foster and Mark McElroy

Statutory guidance:

- [Custody and Resettlement](#)
- [Youth to adult transition protocol \(England\)](#)
- [Youth to adult transition protocol \(Wales\)](#)
- [How to make resettlement constructive](#)
- [Beyond Youth Custody resources and research](#)

Page 103

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
4.1		To ensure the transition from YOS to adult criminal justice services is managed effectively and within prescribed timescales.	Young people know what is expected of them and can comply with adult criminal justice service requirements thus reducing the numbers going into breach and custody.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to the Board - ongoing	
4.2		To ensure that Blackpool YOT has a system in place to identify transition cases and notify the CRC and NPS at the earliest opportunity.	Ensuring that transition cases are identified and receive planned interventions to support effective transition.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						the Board – ongoing	
4.3		To develop a clear process to identify those young people who were looked after and now in the adult criminal justice system and ensure they receive an enhanced service.	To ensure that our children and young people are supported through the justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Oct 2019	
4.4		To ensure that NPS and CRC have a process in place to manage transitions which include dedicated staff with experience of working with 18-25 year olds.	Ensure that once identified, children who transition into adulthood are supported appropriately. Issues of both risk and need are taken into account when working with young people in the criminal justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to the Board – ongoing	
4.5		A process is in place to ensure sentence planning always takes place with transition to adult services in mind, with all interested parties working to ensure that this starts when the relevant young person	Ensure that once identified, children who transition into adult services are supported appropriately. Issues of both risk and need are taken into account when	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Housing / Health / NPS / CRC / Secure Establishments	May 2019 then ongoing	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		enters the criminal justice system.	working with young people in the criminal justice system.				
4.6		Deliver Positive Transitions actions that: <ul style="list-style-type: none"> • Increase the accommodation options available to young people 16+, including family mediation. • Ensure suitable emergency accommodation. • Ensure a transition plan for every young person from age 16, including housing and support. 	Young people established in the most suitable accommodation for them, with appropriate support. Reduced transience and homelessness.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Housing / Housing Options / YOT Team	Ongoing - review Jun 2019 Jun 2019 Mar 2019	

Youth Offending Partnership Improvement Plan

Theme 5: Children in Secure Accommodation

Lead: Paul Threlfall, Blackpool Safeguarding Children Board

Group Members: David Fleming

Statutory guidance:

Page 106

- [How to place a child in secure settings](#)
- [Custody and Resettlement](#)
- [Detention and Training Orders section 73 – 79 C&D 1998](#)
- [Section 90 Criminal Justice Act 2003](#)
- [Section 91 Criminal Justice Act 2003](#)
- [Section 226 Criminal Justice Act 2003](#)
- [Youth to adult transition protocol \(England\)](#)
- [Youth to adult transition protocol \(Wales\)](#)
- [Transfers for over 18s to young adult estate](#)
- [Former looked after children in custody](#)
- [SEND code of practice](#)
- [Comprehensive Health Assessment Tool Manual](#)
- [Children and young people in the secure estate national partnership agreement](#)
- [healthcare standards for children and young people in the secure estate](#)
- [Working together to safeguard children](#)

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
5.1	HMIP 5	<p>Establish a reporting framework to the YOT Executive Board in respect of children in secure accommodation.</p> <ul style="list-style-type: none"> • Scope out what information is currently known. • Agree what additional information is required to establish programme of reporting and challenge. 	<p>The YOT Executive Board is able to understand:</p> <ul style="list-style-type: none"> • the scale of the issue; • the reasons for the use of secure accommodation; • the secure environment; • the management of children in secure accommodation; • the resettlement of children from secure accommodation; and • the outcomes for children in secure accommodation. 	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	<p>High level data in place – 15th Feb 2019</p> <p>More detailed data in place – 15th Mar 2019</p>	
5.2	HMIP 5	<p>Establish a multi-agency panel to review all children who are in secure accommodation. This will analyse the chain of events that led to their being placed in secure accommodation (including the type of placement), with a view to preventing children in similar circumstances being</p>	<p>Systematic issues are identified, flagged and addressed.</p> <p>Any issues in respect of the management of individual children are identified and addressed.</p> <p>Understanding of the wider needs of this cohort to enable</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	<p>Establish Terms of Reference and schedule for review panels – 28th Feb 2019</p> <p>Review of all current children in secure</p>	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
Page 108		incarcerated in the future. It will also ensure that children currently in secure accommodation are being managed appropriately.	appropriate preventative services to be put in place.			accommodation – 31st Mar 2019	
	HMIP 6	Establish a programme of exception reporting to the YOT Executive Board for cases where the use of secure accommodation or management of the child within secure accommodation raises broader issues.				Schedule of exception reporting established – Apr 2019	
5.3	HMIP 5	Establish which secure establishments most frequently hold Blackpool children and develop appropriate ongoing links, to challenge any concerns, including ensuring that children are held as close to Blackpool as possible.	A means to understand and address any issues in respect of individual secure establishments is in place.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	Compile high level data – 15th Feb 2019 Letter to be sent to Governor of HMYOI Wetherby re: concerns about custodial issues – 31st May 2019	

Youth Offending Partnership Improvement Plan

This page is intentionally left blank

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

Number of individual actions completed this quarter: 73 of 95 (77%)

Change Led By the Board		
Completed	25	
On track	0	
Behind schedule	11	
Off track – requires action	0	

Out of Court		
Completed	30	
On track	0	
Behind schedule	3	
Off track – requires action	0	

In Court		
Completed	8	
On track	1	
Behind schedule	1	
Off track – requires action	0	

In the Community		
Completed	1	
On track	1	
Behind schedule	3	
Off track – requires action	0	

Transitions		
Completed	3	
On track	0	
Behind schedule	2	
Off track – requires action	0	

Secure Accommodation		
Completed	6	
On track	0	
Behind schedule	0	
Off track – requires action	0	

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

Summary of actions which are behind schedule or off track and require action (20):

ID	Action	Deadline	Accountable Person	Progress
Change Led by the Board				
LM 1 (HMIP 6)	Reformat the board to ensure focus and engagement across the partnership.	All board members inducted – Apr 2019	Board Chair	Awaiting further update. 23/05/19 – induction to be re-circulated to Board members.
	Ensure that all partners understand youth justice in context and their role in holding the service to account: <ul style="list-style-type: none"> Establish an Executive Board and themed sub-groups. Agree standard agenda for board meetings. Increase frequency of meetings. Introduce induction requirement for all board members. Develop and agree a quality assurance framework and dashboard that supports board scrutiny. 	QA Framework approved by Executive Board – Apr 2019 QA Framework launched – Apr 2019		QA Framework to be taken to Exec Board on 23/05/19 for approval. Once signed off the framework will be launched and a plan for implementation developed. 23/05/19 – item moved to the next Board meeting. Timescale to be amended to July 2019 in the Improvement Plan.
LM 3 (HMIP 2)	Ensure that the YOT have the right skills and resource commitment from across the partnership to deliver an effective service. <ul style="list-style-type: none"> Update induction processes for partners with staff seconded into the youth justice service. Update memorandum of understanding (MoU) with all partners to commit to resource and delivery. Pen 	New MoU for partnership drafted – Mar 2019 MoU signed off by Exec Board and cascaded in organisations as appropriate – Apr 2019	Head of Service (with partners)	MoUs for Police, Probation and Courts complete. Health not yet complete. 23/05/19 – provide update to Board Clerk on outstanding pen pictures.

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
	pictures to be developed for board members to be shared with YOT.	Completion of pen pictures – Apr 2019		
LM 7 (HMIP 3 and 8)	Implement tighter management grip and practice direction daily to YOT managers, including: <ul style="list-style-type: none"> • Appoint a new YOT Service Manager. • Weekly operational managers meetings in place. • Monthly performance monitoring meetings in place chaired by Head of Service. • Ensure engagement from the team in Children’s Services operational manager events. • Carry out a full service review at entry and exit regarding practice and procedures. • Develop an operating model to include guidance regarding what information should be recorded on Child View and what is recorded onto MOSAIC. All work needs to be replicated on both systems. • Update all policies and procedures. • Review practice standards in line with the new service and apply consistently. • Implement a back to basics approach to understanding the purpose of Asset Plus and improving the quality of assessments in line with statutory guidance. 	Full service review – Mar 2019	Head of Service / Service Managers / YOT Manager	Full service review at entry and exit partially complete. The pre-court focus has been extremely resource intensive. The court expectations are in place. The post-court practice and procedures not completed. 23/05/19 - Timescale for this action to be amended to June 2019 in the Improvement Plan.

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
	<ul style="list-style-type: none"> Develop good practice model for practitioners using Beyond Youth custody report. 			
LM 8 (HMIP 1)	<p>Carry out full skills audit of all staff in YOT to identify gaps in skills and training needs.</p> <ul style="list-style-type: none"> YJB to provide support to YOT Manager to analyse skills audit and develop comprehensive training plan. Develop a workforce development strategy to include YOT specific requirements. Develop and implement a system wide training plan to include partners. 	<p>New Workforce Development Strategy - Apr 2019</p> <p>Training plan delivered and monitored – from Apr 2019</p>	YOT Manager and YJB	<p>YJB have offered mentoring for the operational managers and ILM 7 management training. The YJB are in the process of developing the skills audit tool, due to feedback from a number of YOTs. Once finalised this will be completed with Blackpool staff and a workforce development plan developed to match specific requirements.</p> <p>23/05/19 - Timescale for this action to be amended to October 2019 in the Improvement Plan.</p>
LM 13 (HMIP 3)	<p>Develop a Quality Assurance Framework to support practice improvement:</p> <ul style="list-style-type: none"> Develop a robust performance framework, with all performance data in one place and reporting mechanism established. Undertake gap analysis and develop performance data dashboard. Scrutinise performance data at monthly Performance Improvement Meetings. Conduct an audit of compliance with national standards. 	<p>QA Framework approved by Executive Board – Apr 2019</p> <p>QA Framework launched – Apr 2019</p>	Head of Performance and Improvement	<p>QA Framework to be taken to Exec Board on 23/05/19 for approval. Once signed off the framework will be launched and a plan for implementation developed.</p> <p>23/05/19 – item moved to the next Board meeting. Timescale to be amended to July 2019 in the Improvement Plan.</p>

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
	<ul style="list-style-type: none"> Respond to issues highlighted in audit including compliance with national standards. Implement learning circles focusing on assessment and analysis. Develop a specific youth justice practice and performance approach to monitor practice and performance of the service. 			
Theme 1 – Out of Court Disposals				
1.7	<p>Police to ensure timely referral of Youth Cautions and Youth Conditional Cautions to the YOT:</p> <ul style="list-style-type: none"> Improve the frequency and accuracy of PENYs so that all relevant information is included: name, PNC number, offence date, OIC details. Police custody team and YOTs to provide regularly data in order to monitor this. 	Provision of first data set. Analysis and further actions identified – Mar 2019	Head of Criminal Justice / YOT PC	<p>Data collection methodology established and collation of police dashboard has begun – this process requires time consuming manual case extraction, for which an additional staffing resource has been secured. Data is currently still being collated (cases finalised in Q4 2018/19 complete) and has now been expanded to include the previous quarter to obtain sufficient data to draw out any themes or trends. Q1 19/20 is also now being included.</p> <p>23/05/19 - Timescale for this action to be amended to July 2019 in the Improvement Plan.</p>

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
1.13	YOT to map out the Blackpool Youth Disposal Panel process to identify good practice and areas requiring improvement.	Review of joint panel – Apr 2019	YOT Manager / Police	<p>LM to visit YOT to understand intervention procedures and progress – awaiting reply from YOT re: suitable dates. YOT Manager to follow up.</p> <p>April OoCD Scrutiny Panel which took place on 29/04/2019 considered 12 Blackpool youth OoCD cases. Reps from Blackpool YOT (police and YOT) attended the meeting and participated in the case reviews. The CPS representative was unable to attend but has agreed to review the cases and provide CPS comments retrospectively.</p> <p>The overall findings will be communicated to the Scrutiny Panel and Blackpool police/YOT when received.</p> <p>23/05/19 – action now completed.</p>
1.17 (HMIP 4)	Review alternative options for diversionary services available for use by the police prior to escalation to the Youth Disposal Panel.	Communication of options to officers – 30th Apr 2019	Inspector (Police) / YOT Manager	<p>Six local service providers have expressed an interest in delivering diversionary services. The joint workshop on 14/05/19 will now consider the trigger point and referral route/process for developing these provisions. Options can then be communicated to officers.</p>

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
				23/05/19 - Timescale for this action to be amended to September 2019 in the Improvement Plan.
Theme 2 – In Court				
2.7	Conduct a multi-agency audit on the number of custodial sentences imposed on young people in the past 12 months.	Apr 2019	BSCB Business Manager	23/05/19 – action no longer required. To be removed from the Improvement Plan.
Theme 3 – In the Community				
3.1	A strategic plan for exit of young people from the youth justice system to be developed.	Mar 2019	Head of TIS	Blackpool have been to a presentation at Widnes from an award winning diversion arrangement. A follow up workshop on 15/05/2019 has been arranged to determine how the lessons from Widnes can be adapted to meet the needs of Blackpool. 23/05/19 - Timescale for this action to be amended to September 2019 in the Improvement Plan.
3.2	Establish an engagement group of young people who have received a service from YOT.	Mar 2019	YOT Manager	This formal engagement group has not been formed as yet however young people receiving a service from YOT have been included in care leaver consultation on the strategy and health passports.

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
				<p>YOT practitioners are being encouraged to complete the AssetPlus self-assessments with children / young people and their parents / carers at the end of intervention. These will be reviewed and analysed and learning used to inform service developments.</p> <p>23/05/19 - New action to set up young people's shadow YOT board by June 2019 added to the Improvement Plan. Option to use HeadStart to undertake one off consultation exercise to be discussed with Pauline Wigglesworth.</p>
3.5	<p>Develop a system for capturing service user feedback in order to hear from children and families that receive youth justice services.</p> <ul style="list-style-type: none"> Identify a service user group to engage in providing their views. Provide a mechanism for young people to feedback to the court on their experience. 	Apr 2019	YOT Manager	<p>YOT practitioners are being encouraged to complete the AssetPlus self-assessments with children/young people and their parent/carers at the end of intervention. These will be reviewed and analysed and learning used to inform service developments.</p> <p>Blackpool YOT are currently working with the local court to develop the 'Problem Solving Court'. This will give children/young people an opportunity to feedback on their court experience.</p> <p>23/05/19 – as above for action 3.2.</p>

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
Theme 4 - Transitions				
4.3	To develop a clear process to identify those young people who were looked after and now in the adult criminal justice system and ensure they receive an enhanced service.	Mar 2019	LA / Senior Probation Officer / Deputy Director (CRC)	<p>Meeting took place in April and defined the roles and responsibilities of each agency. Attendance from NPS and LAC team but CRC and Housing were missing.</p> <p>It has been agreed that LAC advisors will attend team meetings at both CRC and NPS to explain their role to frontline staff. Paul Bridgeman (NPS) and Claire Ainsworth (CRC) will attend LAC team meeting to explain the roles and responsibilities of Probation services. Mark McElroy is organising a series of 'learning lunches' to take place at Brunswick Children Centre for frontline LAC and Probation staff.</p> <p>System is now in place for LAC to identify cases aged 17 plus who are in the Criminal Justice System and NPS will identify all newly sentenced under 25's to cross check. Paul will share the list of resettlement panel cases with LAC team and they will attend if cases are known/ current.</p> <p>23/05/19 - Timescale for this action to be amended to October 2019 in the Improvement Plan.</p>

Youth Offending Partnership Improvement Actions – Quarterly Update (May 2019)

ID	Action	Deadline	Accountable Person	Progress
4.6	Deliver Positive Transitions actions that ensure a transition plan for every young person from age 16, including housing and support.	Mar 2019	Head of Housing / Housing Options / YOT Team	<p>Update as at 06/03/19:</p> <ul style="list-style-type: none"> – YOT will ensure that every young person has a transition plan as soon as the need is identified and no later than when the young person reaches 17 years and 5 months of age. – The transition plan will include actions related to all needs (not just criminogenic) and which services are better able to meet those needs. The views of the young person will be sought and learning & communication needs will be planned and managed.

Report to:	CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Relevant Officer:	Paul Turner, Head of School Standards, Safeguarding and Inclusion
Date of Meeting:	20 June 2019

EDUCATION AND SPECIAL EDUCATIONAL NEEDS UPDATE

1.1 To provide an update on recent Ofsted inspections of schools, numbers of exclusions, school improvement and the new Special Educational Needs and Disabilities Strategy.

2.0 Recommendation(s):

2.1 To review the update provided, challenging where required and identifying areas for improvement or for further scrutiny.

3.0 Reasons for recommendation(s):

3.1 To ensure effective scrutiny of the new strategy and school improvement.

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:

3.3.1 None.

4.0 Council Priority:

4.1 The relevant Council Priority is:

- Creating stronger communities and increasing resilience.

5.0 Background Information

5.1 Ofsted Inspection

5.1.1 Nine Ofsted inspections have taken place this year –

	<u>Outstanding</u>	<u>Good</u>	<u>Requires Improvement</u>	<u>Inadequate</u>	<u>Yet to be inspected</u>
<u>Primary</u>	0	2	1	0	0
<u>Secondary</u>	0	2	1	1	0
<u>Special</u>	1	1	0	0	0

5.1.2 Overall, judgements are good and improving.

	<u>Outstanding</u>	<u>Good</u>	<u>Requires Improvement</u>	<u>Inadequate</u>	<u>Yet to be inspected</u>
<u>Primary</u>	2	27	2	0	2
<u>Secondary</u>	0	4	2	1	1
<u>Special</u>	2	1	0	0	0

5.2 Statutory assessment and moderation

5.2.1 Since the introduction of the revised Testing and Assessment Frameworks (2016) for Key Stage 1 and Key Stage 2, we have ensured that the teachers in Year 2, Year 6, Key Stage leaders and Assessment leaders have received quality professional development alongside personal support programmes to assist them in accurately assessing their pupils. 36 school based teachers have been approved as LA Moderators by the Standards and Testing Agency (STA) this year.

<u>EYFS</u>	<u>KS1 and KS2</u>
5	31

5.2.2 All moderators passed their assessment through STA. Such a high proportion has again ensured that there are trained moderators working across academies, trusts and maintained primaries. Key Stage 1 and Key Stage 2 statutory assessment and moderation has been completed successfully.

5.3 Appropriate Body

39 Newly Qualified Teachers (NQTs) have been working towards a successful statutory Induction Year. Blackpool Council has retained the ownership of a proportion of this function and the rest is owned by the Teaching School Alliances. Blackpool Council will continue to offer an Appropriate Body function for 2019-2020.

5.4 Inclusion update

5.4.1 44 Secondary permanent exclusions have been issued, similar to last year, but currently rising.

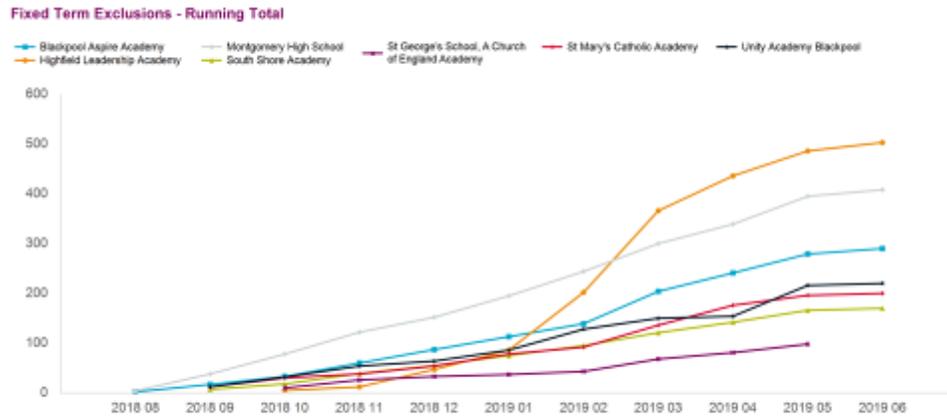
5.4.2 ***NB - Data correct as of 04/06/2019***

Blackpool Aspire	10
Highfield	13
Montgomery	10
St George's	5
St Mary's	2
Unity	7
South Shore	4

5.4.3 Fixed term exclusions have increased since last year. This is the highest figure since 2015. However, Highfield's fixed term exclusions are disproportionately high. The increase in these numbers highlights the lack of alternatives in Blackpool for pupils who struggle in mainstream schools. Support is in place through bespoke funding from the Opportunity Area programme to support Highfield in reducing their exclusion rates and they have been linked to the charity 'Nurture UK' to provide bespoke opportunities for young people with additional needs.

5.4.4

Fixed Term and Permanent Exclusions - Secondary



Secondary FT and Permanent Exclusion Totals

10/06/2019

Page 1 of 7

- 5.4.5 A review of the Pupil Referral Unit and alternative provision to enable high quality teaching and curriculum for all pupils has been completed and an improvement plan is being developed to change the commissioning model and the offer to young people and schools. On 2 May 2019 283 children were on roll at the Pupil Referral Unit. A significant proportion of these pupils are dual registered with mainstream schools.
- 5.4.6 There is still a problem securing prompt admission to some Blackpool schools, including for Our Children or Children who are Looked After and are placed in Blackpool. We are working towards a system of distinct Service Level Agreements and specialist provision, procured through the High Needs Block. Multi Academy Trust Chief Executive Officers and the Local Authority are working on a revised In Year Fair Access protocol and agreements related to managed moves and reintegration.
- 5.4.7 Attendance in Blackpool is a serious issue and has been poor for many years. The safeguarding risks attached to young people not being in school and the level of educational neglect is significant. Over the past few years investment by schools in the Pupil Welfare Service has increased, complex casework, hand in hand with increased use of legal proceedings, has made a significant improvement. Blackpool as a Local Authority has traditionally always been in the bottom 6 Local Authorities. Over the last two years the impact of the increased focus and provision is starting to show and Blackpool for the first time ever has outperformed national averages in primary schools and closed the gap in secondary schools and Pupil Referral Units.

2017/2018: 5.0%
 2016/2017: 4.9%
 2015/2016: 4.7%

5.4.8 Elective Home Education numbers have risen again. At the North West regional Elective Home Education meetings, all Elective Home Education officers reported an increase of children who are on the register. There is no specific increase in groups over recent years: the general pattern remains the same that secondary aged young people account for the majority of the numbers on roll. For all new Elective Home Education requests the parents were informed of alternative educational provision and availability of places at other schools and academies which they were able to consider. In all cases parents have been clearly informed about the requirements of Elective Home Education. There have been efforts to dissuade parents from opting for Elective Home Education in many cases. Blackpool Council has appointed a 0.4FTE additional Elective Home Education worker on a fixed term contract until Spring 2020.

5.4.9

Monthly Analysis on Elective Home Education												
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
Register 2016-17	121	138	141	144	157	151	172	175	181	158	161	
Register 2017-18	162	166	179	188	195	206	207	204	211	183	185	
Register 2018-19	187	195	212	221	226	233	244	256				

5.5 Virtual School

5.5.1 The Virtual School team consists of five full-time staff.

- 1 x Virtual School Head Teacher (full time), Special Educational Needs and Disabilities Case Worker
- 1 x Education Officer/Personal Education Plan Coordinator and Post-16 Case Worker (term-time only)
- 2 x Pupil Achievement Support Officers (Primary and Secondary)
- 1 x Administration Officer

5.5.2 Personal Education Plan (PEP) completion rates have risen this year to 97.5% although the quality is variable, with some poor. This is a strategic focus for this year and training will be increased. Pupil Premium Plus (PP+) funding will not be released to schools unless the quality is of a sufficient standard. Some PP+ funding is already retained centrally and this may be increased if the quality of PEPs does not increase

quickly. Post-16 destinations for Our Children are of variable quality and this is an ongoing concern. Continued work in this area is necessary to ensure that all pupils have a considered and appropriate pathway Post-16.

- 5.5.3 Attendance within the Virtual School is now 93% and rising, but this requires considerable input from the Virtual School staff and ongoing monitoring. Fixed term exclusion and permanent exclusion rates are too high. Where permanent exclusion is a possibility, the Virtual School works with all schools to avoid this, but too often it is left to the Virtual School to find an alternative placement. 6.5% of Our Children are still educated in Pupil Referral Units. This is too high.
- 5.5.4 An external consultant is working with the Virtual School for the foreseeable future. Tony Gallagher is an ex-Her Majesty's Inspector of Education.

5.6 Blackpool School Improvement Board

- 5.6.1 The revised Blackpool School Improvement Board Strategy Group has been successful and will be integrated into the Continuing Professional Development offer for next year. The Continuing Professional Development programme delivered through the Strategy Group has focused upon literacy, with inputs from -
- Alex Quigley
 - Gary Wilson
 - National Literacy Trust
 - Sue Cowley
- 5.6.2 This has been provided for free to all schools. Over 175 people have attended the four sessions.
- 5.6.3 The Blackpool School Improvement Board Inclusion Strategy has been re-written and an April update issued. Revised governance arrangements for the Blackpool School Improvement Board will be in place from September 2019. A fully school-led system will be operational from September 2020.

5.7 Opportunity Area Projects

- 5.7.1 There is an ongoing drive to improve attainment and progress in maths at Key Stage 2 through the Strategic School Improvement Fund Maths Bid that aims to produce a quality programme of study and curriculum for maths that bridges the gap between Primary and Secondary. This attracted over £750,000 of funding from the Department for Education in August 2017. The maths project through the Strategic School Improvement Fund has now been completed.
- 5.7.2 The Leadership Project through the Strategic School Improvement Fund has now also

been completed and engagement has been good, with funded qualifications such as National Professional Qualification (NPQ) for Middle Leaders, National Professional Qualification for Senior Leaders, National Professional Qualification for Head Teachers and National Professional Qualification for Executive Leaders being taken by a number of Blackpool leaders. Funding for up to 67 teachers to take up the NPQ offer was made available.

- 5.7.3 At Key Stage 3 and 4 projects have been established to improve maths, literacy and English at GCSE and also to support the most disadvantaged pupils through the new school “Family Groups” that will promote cross-phase working and breaking down social barriers to attainment and progress. The KS3 Literacy project is ongoing. The KS4 English project has completed and we are awaiting the Summer GCSE English results. Engagement has been good and the review of the project suggests that outcomes should improve across Blackpool this year, although the gains may only be small.

5.8 Team Around the School

- 5.8.1 A successful tendering process has been completed and the contract was awarded to the charity School to Home Support. Chris Ibbotson, formerly Deputy Head Teacher at St George’s school, has been leading on the establishment of a cohort of pupils and working with schools and the Blackpool Admissions and Inclusion teams to establish a way of working. Over 60 children are currently working with School to Home Support staff. Inclusion leads have been identified in nearly all of the Secondary Academies.
- 5.8.2 A number of other projects are ongoing, but are at the developmental stages or have just begun. A number of schools who have very specific, urgent improvements, have been given funding to develop bespoke school improvement strategies.
- 5.8.3 Recruitment of quality staff is still an issue. Too many staff still leave the profession in Blackpool. A “Teach Blackpool” OA funded initiative has been commissioned by the Department for Education and will begin in Autumn 2019.

5.9 Upcoming Meetings and Initiatives

- 5.9.1 A revised Blackpool School Improvement Board governance framework and programme of meetings is being devised and rolled out for the 2019-2020 school year.
- 5.9.2 A new Chief Executive Officer / Multi Academy Trust leaders meeting which feeds into the Blackpool School Improvement Board has been established to work on town-wide areas of need at a strategic level.

6.0 Expected Outcomes Summer 2019

6.1 We are expecting small improvements at Key Stage 2 and GCSE level, but not significant.

6.2 Free School

6.2.1 To note the new Social Emotional Mental Health Free School for Blackpool will be open for September 2020. When Blackpool Council originally submitted an expression of interest to the Department for Education for a new special free school, the business case was based on the assumption of an opening date of September 2019. It had been assumed that this would allow the school to open with 24 pupils at that time, rising to full capacity of 48 pupils by September 2020. Despite the expression of interest being submitted in November 2016, the approvals process with the Department for Education was protracted, and proposer interviews were not held until January 2018. As a result of further delays at the Department for Education, including the appointment of a new Secretary of State, approval for the self-delivery of the building by Blackpool Council was not secured until July 2018. This meant that the planned opening date of September 2019 was no longer achievable, and the building will now not be ready for handover until March 2020.

6.2.2 Discussions have taken place with Champion Education Trust and the Department for Education regarding the potential to open the school as originally planned in September 2019, but from a temporary home at the Oracle until the new school building is completed. This building will be vacated in summer 2019 when Educational Diversity move pupils into the newly extended accommodation at Pegasus. The Trust and the Council's education consultant have visited the Oracle and deem it to be fit for purpose to house the new school, with a small number of minor adjustments. The Department for Education officials are not minded to agree to the early opening at the alternative site, but have invited us to submit a business case setting out the reasons for the request, to include responses to some specific queries.

6.2.3 Given the limited savings that could be delivered by opening in the Oracle, combined with the likely unviable position in which this would place the Trust, it is recommended that plans to open in September 2019 are not taken forward. A significant amount of work would be required to enable this to happen and any savings that could be realised would be negligible.

6.2.4 It has been agreed the opening date be put back from April 2020 to September 2020, given that the earlier date is unlikely to be financially viable for both the Council and the Trust. The later date will allow for a better planned lead in time, with the best chance of success for the pupils and new school.

6.3 SEND Strategy

- 6.3.1 Since the introduction of the Children and Families Act in 2014, the Local Area are required to publish on their Local Offer a Special Educational Needs and Disabilities Strategy. The strategy must be consulted on with wider partners and stakeholders. It must include arrangements on how the Local Area plan to meet the needs of young people. Those aged 0-25 years will have their needs identified and support if they have a Special Educational Need.
- 6.3.2 The SEND Strategy vision is:
'For all young people in Blackpool, particularly with SEND or are looked after, to have the right support and opportunities at the right time. So that they become resilient, happy and successful in their adulthood.'
- 6.3.3 We want to achieve this by doing the following:
- To support early year's providers and mainstream schools to improve inclusion and education for all children with Special Educational Needs and Disabilities.
 - To develop a continuance of local provision and services to meet the needs of children with Special Educational Needs and Disabilities.
 - To improve post-16 education, employment and training.
- 6.3.4 Children and young people with SEND to enjoy good physical and mental health and wellbeing emotional health.
- 6.3.5 The Local Area are required to publish a strategy detailing how the needs of young people with Special Educational Needs will be met. This new strategy will replace the current strategy that ended in December 2018. The strategy has been out for public consultation since November and closed on 4 January 2019. The draft strategy has also been shared with parents and the Young People's Voice forum for Special Educational Needs and Disabilities. The Young People's forum has produced a child friendly version. The draft Strategy requires sign off but has been delayed due to recent elections.
- 6.3.6 The SEND self-assessment is being reviewed and will be available for the next Scrutiny Committee meeting with a robust action plan.

6.4 Early Years

- 6.4.1 The Early Years Foundation Stage Statutory Framework, the Children and Families Act and the Early Years Workforce Strategy published by the government place a requirement on Local Authority areas to follow the frameworks and plan and monitor the quality of Early Years education. This new strategy will support meeting these requirements and will detail the Local Authority priorities for the next 3 years. The

Early Years strategic objectives will be:

- Improve health and wellbeing for children in Blackpool and reduce inequalities
- Support and Increase parents' knowledge and skills
- Children ready for school and schools ready for children
- Support the development of high quality leadership together with a highly skilled and responsive workforce
- Integrated working and system change

6.4.2 The Local Area is required to publish a strategy detailing how the local area will support and educate early years children and support their family in supporting their children for school readiness. The strategy is in the early stages of development and the Local Authority are still meeting with partners to discuss the strategy and its content. The draft Strategy requires sign off but has been delayed due to recent elections.

Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 5(a) - SEND Strategy
Appendix 5(b) - Young People Friendly version
Appendix 5(c) – Early Years Partnership Strategy

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 The Education division overspent by £371,000. Special Educational Needs Transport pressures of £612,000 were offset by savings on direct payments and staffing underspends. Staffing, supplies and services underspends in the Early Help and Business Support & Resources divisions partially offset the pressure by £392,000 and £59,000 respectively.

12.0 Risk management considerations:

12.1 None

13.0 Ethical considerations:

13.1 None

14.0 Internal/ External Consultation undertaken:

14.1 The SEND strategy will need to be agreed at the SEND Board. Health and other partners sit on the SEND Board. The Strategy has been out for public consultation and has also been through the Young People's Voice forum for SEND.

15.0 Background papers:

15.1 None

This page is intentionally left blank

SEND Strategy 2019 - 2021

Draft document for consultation

Blackpool Council

Page 133

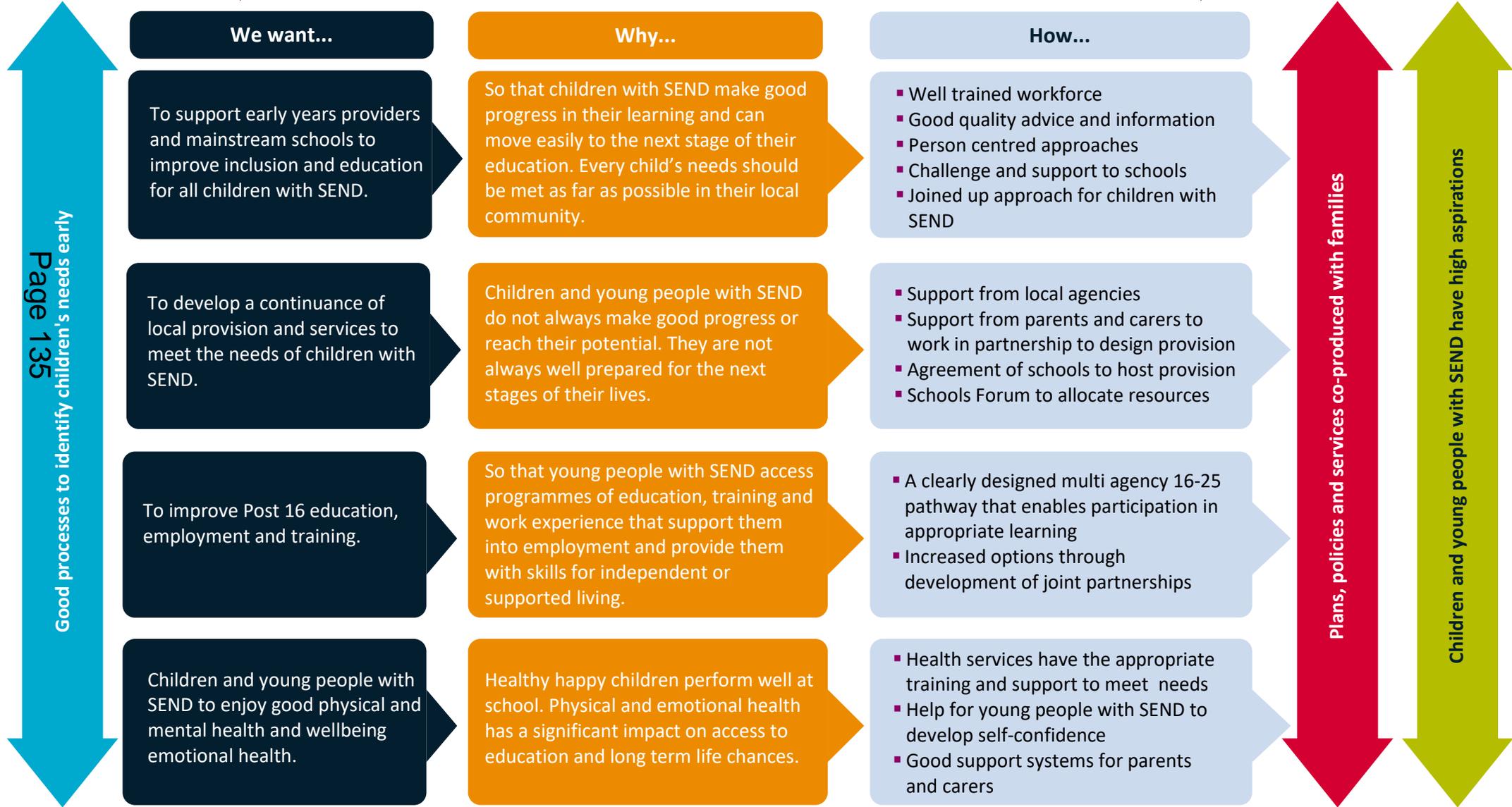


Contents

Summary	3
Introduction	4
Our vision for SEND support in Blackpool	5
Strategic principles	7
Key enablers	8
Strategic objective - One	10
Strategic objective - Two	13
Strategic objective - Three	15
Strategic Objective - Four	18
The strategy will be successful if...	20
Key data	21
Next steps	22
Delivery plan	23

Summary of SEND Strategy for 2019 - 2021

Our vision...
 Is for all children and young people in Blackpool, particularly those with special educational needs and disabilities or are looked after, to have the right support and opportunities at the right time.
 So that they become resilient, happy and successful in their adulthood.



Introduction

The Children and Families Act 2014 introduced the biggest changes to SEN in a generation; a new statutory duty on the local authority to ensure that the views, wishes and feelings of children, young people and their parents/carers are at the centre of decision making and they are given the right support and information to ensure they are able to participate in decisions which help them to achieve good outcomes.

Now in 2018, we have completed a review of our progress in delivering the requirements of the Children and Families Act 2014; this document is our shared vision and our next steps for improving the outcomes for every Blackpool child and young person with SEND.

This strategy aims to meet the requirements of the Children and Families Act in a way that is ambitious, inclusive and realistic in a challenging financial context. It forms the Council's policy for SEND.

Developments so far include the formation of a SEND Strategy Board and Operational groups focusing on the effectiveness of the local area to meet the needs of young people with SEND. The board oversees the strategic vision and implementation of the SEND reforms. Person centred planning, young people and parental engagement have been key focuses since 2014. A Young People's Engagement Strategy has been written and a Young People's Voice Coordinator appointed across health and education. The Local Area have made positive efforts to complete the conversion of Statement to Education, Health and Care

plans (EHCP) in a timely manner and all conversions were completed within the DfE timescales set.

Positive engagement is now in place with parents/carers and members of local third sector organisations are members of the SEND Board and Operations Group. Local Authority Officers attend parent forum meetings and parental engagement days occur with a multi-agency approach to gaining parental feedback.

The SEND Board oversee the completion of the Local Area Self Evaluation and monitors the action plan behind it. The development of the Local Offer continues to improve and there is an expectation the Local Offer will become a daily platform for people to use for identifying support and accessing resources.

Going forward we recognise that there is still much to do, to keep pace with demand, to improve the quality of provision further and to ensure that more children and young people can have the specialist support they need in local schools and early years settings.



Our vision for SEND support in Blackpool

Page 137

Our vision is for all children and young people, particularly those with special educational needs and disabilities or are looked after to have the right support and opportunities at the right time, so that they become resilient, happy and successful in their adulthood

We want to be aspirational and ambitious for all our children and young people with SEND, especially where that child may be looked after. To achieve our ambitions for children and young people with SEND, we will continue to focus on taking actions to reduce inequalities and closing the gap between those who already do well and those who may need extra support to thrive.

Where possible we believe that every Blackpool child and young person should be supported in the community where they live.

We will achieve this through access to good high quality local early years provision, schools and further education settings. In addition to the right learning opportunities, children with SEND should be offered access to appropriate health and care support in response to their assessed needs.

Underpinning this vision is

- A focus on individual strengths and assets
- An understanding of children, young people and families' skills and knowledge
- A focus on building resilience
- The effective use of finances and resources
- Enhancing social networks
- Developing a deeper understanding of the barriers children, young people and their families/carers may face
- Strengthening the involvement in community activities.

Blackpool is committed to early intervention and prevention, providing early help in a timely way so that the needs of local children and young people do not increase. Making sure that we identify needs early and provide the right support, is key to improving outcomes for children and young people with SEND. We will continue to focus on a 'Quality First' approach in our universal settings (in early years, schools and colleges) so that more children learn and make good progress without the need for additional support.

We are committed to safeguarding and protecting all our children and young people with SEND.



Our vision for SEND support in Blackpool

Everyone who comes into contact with children and young people with SEND and their families has a role to play in:

- Page 138
- protecting children from maltreatment;
 - preventing the impairment of children's health or development;
 - ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
 - taking action to enable all children to have the best outcomes

We want to provide a well-planned continuum of provision from birth to age 25. This means high quality and well-integrated services across education, health and social care, which work closely with young people, their parents and carers and where individual needs are met without unnecessary bureaucracy or delay. We aim to meet the needs of children and young people in universal and mainstream settings wherever possible and where more specialist help is needed, we will aim to provide it in Blackpool wherever possible.

We want the journey from childhood to adolescence and through to adulthood to be a good and positive experience for every child and young person. We want them to be getting the right information, advice and guidance in the right places at the right time depending on their needs. We want young people's experience of adolescence to be one where taking informed risks, making choices, being

challenged and challenging boundaries is about the preparation for adulthood journey.

The term "special education needs" does not mean the child/young person's needs will only be educational. Whilst educational progress is fundamental to the SEND Code of Practice, ensuring that children and young people with SEND have access to good opportunities to make educational progress requires a broader approach which includes family and health needs.



Strategic principles

In essence, our vision is underpinned in our strategic principles

- Our plans, services and policies are coproduced with families
- Children and young people with SEND feel safe and protected from harm. They are seen, heard and helped, effectively safeguarded, properly supported and their lives improved by everyone working together
- A person-centred approach to service delivery
- A focus on inclusive practices, removing barriers to learning and high-quality teaching
- Systematic, proactive and appropriate early identification and early help and provision made available locally within supportive communities
- Children, young people and their parents/carers are enabled to plan and make choices about their support and involved as much as possible in decision making
- Greater independence, choice and control for young people and their families over support
- Successful preparation for adulthood, including supporting independence, independent living and training and employment
- Partnership – Education, Health and Social Care services working well together, supported by voluntary and independent organisations and sharing accurate information in the best interests of the child and family
- Integrated, evidence based, high quality services, interventions and approaches – locally provided as far as possible
- Funding and support are allocated fairly and openly.



Key enablers

The key enablers to take this strategy forward and to realise our vision

Processes

Page 140

- A well-planned continuum of provision from birth to 25 years that meets the needs of children and young people with SEND and their families. This means integrated services across education, health and social care which work closely with parents and carers and ensures that individual needs are met without unnecessary bureaucracy and delay.
 - Ensuring local SEND services are inclusive of and integrated with high quality Social Care, NHS and voluntary and community services so that the experience of families accessing services is positive and children and young people's learning, development, safety, wellbeing and health outcomes are well promoted alongside their educational progress and achievements.
 - Our strategy requires a robust system of early identification of children and young people's needs. Early identification is being developed on the principle of evidence based, targeted interventions delivered by trained staff to ensure families have their needs met early and they do not experience the level of challenge and difficulty in their lives that require statutory interventions.
 - A coherent SEND system designed with the child's need at the centre.
 - The success of our strategy is reliant on a multi-agency and whole school/team approach rather than a stand-alone and therefore fragmented "silo" approach to children and young people with SEND.

Infrastructure and resources

- Strong strategic leadership by the Council, the education sector and Health, across the SEND system in Blackpool.
- Local education, training and support: a place in a good or outstanding school or provision, mainstream where appropriate, as close to home as possible with health and social care support for children and their families.
- Improving provision and increasing parental choice: working in partnership with providers in the voluntary, community and independent sectors who share our values and vision.
- As we continue to see our High Needs expenditure increase, indications are that the National Funding Formula will cap this. Partnership working with schools will be fundamental to develop more effective and innovative ways to use high needs funding in mainstream schools.



Key enablers

People

- Parents/carers and young people to have confidence in SEND services in improving the quality of life for them and the opportunity to coproduce these services.
- Early years settings, schools, colleges and care support services to have the capacity, skills and confidence to deliver high quality provision for children and young people with SEND to improve their educational and health outcomes and their access to wider social development and opportunities and to participate in their local community.

Page 141

The importance of providing good training for all staff, whichever setting they are working in. To achieve this aim, we need to use the best expertise and knowledge in educational establishments and other services, to increase capacity throughout the area by sharing best practice and by promoting a model of collaborative working and shared responsibility.

- A commitment to achieve the best possible outcomes for children and young people, which supports inclusion and understands the barriers to learning, independence and successful preparation for adulthood.

Joint strategic leadership and management

- Strong governance, accountability and challenge through the Blackpool SEND Strategic Partnership Board.
- The vision for SEND is a golden thread weaving through all provider services, including schools, through a clear commitment from senior leaders including school governing boards.
- Robust pace and delivery of our plans through joint working with the range of support, provision and services across a child or young person's life from birth through to young adulthood.
- All teams and services working towards our strategy through team plans, individual performance and development targets.
- Budgets aligned to our strategic priorities.



Strategic objective - One

Page 142

We want to support early years providers and main stream schools to improve inclusion and education outcomes for all children particularly those with SEND, including those children who are looked after

Research tells us conclusively that high quality care and learning experiences in the early years have a significant impact on outcomes for children and lay the foundations for better life chances. There is no group for whom this is more important than children with SEN and Disabilities.

We are committed to ensuring the inclusive education of children and young people and the removal of barriers to learning.

There is an expectation that all educational settings will work to enable all children and young people to develop, learn, participate and achieve their best possible educational potential and achieve their aspirations.

We want every child's needs to be met, as far as possible, in their local community, by local early years providers and mainstream schools.

We expect every early years provider and mainstream school to make effective provision for children with SEND, so that they make good progress in their learning and can move on easily to the next stage of their education and later into employment and independent adult life.



Strategic objective - One

Why is this important	What outcomes do we want to see?	What do we need in place to achieve our outcomes?
<ul style="list-style-type: none"> ▪ Taken from the January 2018 statistics in Blackpool there are 18,996 school age children. There are 3,037 currently identified as having a special educational need, this is 16% of the total school population. There are 555 pupils have an Education Health and Care Plan not including early years and post 16 ▪ The national average split of pupils with EHC plans is 47% in mainstream and 53% in special. In Blackpool the split is 21% in mainstream and 79% in special ▪ The total percentage of pupils with SEND support is 18.9% compared to an England average of 14.6% ▪ Blackpool meets the England average for the number of pupils with EHC plans ▪ The total number of pupils with EHC plans in mainstream schools is significantly less than the national average even though the numbers identified are higher than average. The total 	<ul style="list-style-type: none"> ▪ The percentage of children with SEND assessed in Early Years Foundation Stage as achieving a Good Level of Development to increase year on year. These children are better able to engage with the national curriculum and more likely to reach their full potential at school ▪ Children and young people with SEND achieve well at every stage of their learning, including in Literacy, Phonics, and Maths at all key stages, including post 16. This will be demonstrated through good exam results ▪ All children and young people with SEND make good progress relative to their starting points and needs ▪ The overall gap between attainment of children with SEND including those who are looked after compared with all children to reduce ▪ The number of children with SEND being excluded from schools to reduce ▪ Above expected levels of attendance for children with SEND 	<ul style="list-style-type: none"> ▪ Integrated reviews for all two and three year olds in early years provision, to support the early identification of SEND ▪ Professionals who work with very young children, including health visitors, identifying children with SEND early and making appropriate onward referrals ▪ Funding arrangements in early years settings and mainstream schools to identify, assess and support children with SEND, following the graduated approach set out in the SEND Code of Practice (“assess, plan, do, review”) ▪ A knowledgeable and well trained workforce with sufficient skills to support children with SEND effectively in early years settings and schools ▪ Access for families and schools to a range of support services to assist with identification and assessment ▪ Good quality information, advice and guidance to assist early years settings and schools to meet the needs of children with SEND ▪ Commitment to person centred approaches across all education settings and services so that children and families are equal partners in decisions which are made about how their needs are met

Strategic objective - One

Page 144

number of pupils on SEND support is also above national average in mainstream schools

- In real terms this means approximately 131 pupils (71 at primary and 60 at secondary) are in special school provision more than mainstream

- Children with SEND to make clear evidence based progress against their EHC plan outcomes

- The percentage of children with EHC plans who are being educated in mainstream as opposed to special schools, to increase to be consistent with national averages

- NHS providers work in a formal partnership arrangement with the council to provide a joined up approach for children with SEND
- The School Improvement Board to challenge and support schools in raising attainment, attendance and improve outcomes for young people
- Rigorous scrutiny of pupil documentation in place to ensure maximum benefit and use of all funding given to schools for SEND/LAC to ensure wise spending than has maximum impact on outcomes for learners

Strategic objective - Two

We want to develop a continuum of local provision to meet the needs of children with SEND, including Moderate Learning Difficulties, Autism Spectrum Disorder and Social Emotional and Mental Health

Page 145

Blackpool Council maintains a range of provision for children with special educational needs. Most children with SEND will have their needs met in their local mainstream schools. All schools have delegated SEN budgets to help them to support children who have SEND but who do not have an Education, Health and Care Plan, that is, children who are at “SEN Support”. In the case of children with Education, Health and Care Plans, the school’s resources will be supplemented by additional funding provided by Blackpool Council. There is now a high level of pressure for places in our local special schools which needs to be addressed, as well as increasing numbers of children transferring to non- Blackpool special schools. Blackpool will never be entirely self- sufficient in being able to meet the needs of all children with SEND locally. However, there is scope to develop more local provision so that more children are able to have their needs met in local schools and within their own communities.

The cost of specialist placements outside of Blackpool is rising to a significant extent; the rate at which these costs are rising is not sustainable in the long term and could lead to a reduction in local SEND support services in order to move resources in to specialist placements.

It is fully acknowledged that there will always be some young people who require very specialist provision which cannot be provided within Blackpool. However, if we can create additional local provision to meet the needs of some of these young people, this will have benefits for those young people and their families and will also enable us to contain costs of specialist placements and protect local SEND support services.

Strategic objective - Two

Why is this important	What outcomes do we want to see?	What do we need in place to achieve our outcomes?
<p>Page 146</p> <ul style="list-style-type: none"> ▪ In Blackpool there are three Special Schools, in addition a new school for students with social, emotional and mental health needs is due to open during 2019. Currently pupils have to travel long distances outside Blackpool to attend independent special schools ▪ The special school provision is at capacity and the number of children with EHC plans educated in specialist provision exceeds the average for England. The High Needs budget has increasing pressure to fund places outside Blackpool and this is unsustainable ▪ The vision is for a well-planned continuum of provision from birth to age 25 in Blackpool that meets the needs of children and young people with SEND and their families. This means integrated services across education, health and social care which work closely where individual needs are met without unnecessary bureaucracy or delay ▪ Where schools and other education settings offer good or outstanding provision, children and young people with SEND can be supported to achieve their ambitions and make good progress ▪ Data shows us that a significant number of children and young people with SEND do not always make good progress or reach their potential, and are not always will prepared for the next stages of their lives 	<ul style="list-style-type: none"> ▪ Most children with EHCPs attend and achieve well in high quality local provision and are able to remain with their families and in their local communities ▪ Children remain in contact with local services and as a result of remaining within local education services, and so have continuity of support ▪ There is an enhanced range of local specialist provision and reduced reliance on external specialist placements ▪ The number of children with Education, Health and Care plans remains within national averages ▪ Where children do need to become Looked After, their needs arising from the EHCP are fully considered when deciding upon suitable education and home placements 	<ul style="list-style-type: none"> ▪ Agreement of local schools to host new provision, where the provision is going to be linked to an existing mainstream or special school ▪ Support from other local agencies including health to develop new facilities in partnership ▪ Support from local parents/carers to co-design the new provision and ensure it meets parents/carers requirements ▪ Agreement from the Schools Forum to allocate resources to meet the set up and running costs of new specialist provision ▪ The use of the Local Authority Inclusion, Virtual School, Education Psychology, Children with Complex Needs, and SEN officer teams to support schools with inclusive whole school practice approaches

Strategic objective - Three

We want to improve Post 16 - education, learning, employment and training

We want all young people with SEND in Blackpool to fulfil their potential and, as far as possible, meet their aspirations; so that they lead happy, healthy lives and are able to make positive contributions as members of their communities.

We want to support this vision through high quality provision in education, training, work experience, apprenticeships and study programmes that support young people into engagement or employment and provide them with skills for independent or supported living.



Strategic objective - Three

Why is this important	What outcomes do we want to see?	What do we need in place to achieve our outcomes?
<ul style="list-style-type: none"> ▪ We want all young people with SEND in Blackpool to fulfil their potential and as far as possible meet their aspirations so that they lead happy, healthy lives and are able to make positive contributions as members of their communities ▪ We want to support this vision through high quality provision in education, training, work experience, apprenticeships, and study programmes that support young people into engagement or employment and provide them with skills for independent or supported living 	<ul style="list-style-type: none"> ▪ Provision available to all young people with SEND aged 16-25 to enable them to access purposeful activities (including education, work experience, supported employment, supported internships, apprenticeships, training including voluntary and community projects as appropriate) ▪ All young people with SEND have a clear destination pathway and they are able to make appropriate progress whatever their starting point ▪ All young people with SEND Post 16 and their parents and carers have access to high quality impartial carers have access to high quality impartial careers advice guidance which prepares them for their next steps in life ▪ All young people have access to work related learning activities, as appropriate to their level of ability to enable them to work towards paid employment wherever possible ▪ Through partnership working and joint commissioning arrangements for Post 16 SEND services are delivered in a coordinated way 	<ul style="list-style-type: none"> ▪ A clearly defined multi agency 16-25 pathway for all young people with SEND that enables participation in appropriate learning opportunities which enable young people to reach their potential and achieve as much independence in life as they can, including paid employment wherever possible. There is no automatic entitlement for young people with an EHCP to remain in education until the age of 25, and for some young people there will be more appropriate pathways to adult life ▪ Our vision of SEND Post 16 recognises that some young people with SEND will require longer to achieve their education or training outcomes to enable them to prepare for adulthood in a meaningful way, therefore we need in place: <ul style="list-style-type: none"> ▪ High quality provision for education, work experience, supported internships and employment ▪ Jointly commissioned arrangements and agreed protocols between the Blackpool SEND Strategic Partnership Board, its

Strategic objective - Three

- All young people have access to a range of SEND Post 16 services and support to provide increased choice and control
- Reduction in NEET figures for SEND and Looked After Children

- partners and its providers for agreed standards of provision
- Increased options and appropriate pathways for Post 16 with Blackpool and its neighbouring local authorities through development of joint provision where appropriate
- Strengthened collaborative partnership working between Education, Children's and Adult Social Care services and Health to enhance local provision for young people with significant needs

Strategic objective - Four

We want children and young people with SEND to enjoy good physical and mental health and wellbeing emotional health

Page 150

A happy and healthy child will have the best opportunities for learning. The Education, Health and Care Plan will ensure that all children with SEND receive integrated support from education, health and social care services. Support for children with SEND will be the golden thread running through all these services and staff will have the capacity, skills and confidence to provide family centred support to all children.

There will be a focus on prevention and early intervention to ensure that health and care services are provided in a timely manner. Children and families will be provided with information about their health and social care to enable them to make informed choices about the services that they receive. These can and will evolve as the child grows, focussing on early years and adapting as required.

Emotional health and wellbeing underpin child development. This strategy will ensure that all children with SEND to receive appropriate service to support their health and wellbeing needs.

Strategic objective - Four

Why is this important	What outcomes do we want to see?	What do we need in place to achieve our outcomes?
<ul style="list-style-type: none"> ▪ We know that healthy, happy children perform well at school and we know how a child’s physical and emotional health has a significant impact on their access to education and their long-term life chances <p>We will work together in partnership with children and young people and their families/carers to improve access to the support they need in order to have good health, from both universal and specialised services</p>	<ul style="list-style-type: none"> ▪ Information about health provision is clearly explained to children and young people ▪ Children and young people learn how to manage their own health and wellbeing ▪ Universal services are understood and accommodate the needs of children and young people ▪ Children and young people are satisfied with the quality of services offered to meet their needs and have confidence in the professionals working with them ▪ Children and young people feel involved in planning and decision making about their health ▪ The families of children and young people have the support they need to help them to support their children ▪ There are effective networks for children and young people, including friends and family ▪ Children and young people’s care is coordinated and connected so people understand their needs and jointly meet them so that they don’t have to keep telling their story 	<ul style="list-style-type: none"> ▪ Universal health services which have the appropriate training and support to meet the needs of children with SEND ▪ Specialist health services which have the appropriate training and support to meet the needs of children with SEND ▪ Specialist health services which can be assessed in as timely manner a way as possible, and support made available for families if they do need to wait to access services ▪ All providers offering person centred services which put the child at the centre ▪ Good co-ordination between services ▪ Support systems for parents and carers of children with SEND ▪ Help for young people with SEND to develop self-confidence and resilience

The strategy will be successful if...

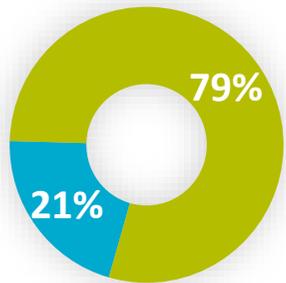
- There are clear processes to identify children's needs early and partners communicate and coordinate services well working together to meet these needs
- Early preventative services help parents/carers to provide appropriate physical and emotional care to their children
- We rely less on statutory assessment of children's special educational needs (SEN) and more on getting the right level of support when it is needed
- Reviews are thorough and lead to improvements in outcomes for the child or young person
- Children and young people with SEND can take part fully in all aspects of education, community and fun activities
- We meet children's needs in mainstream settings wherever possible, and when more specialist help is needed we are able to provide this in Blackpool wherever possible
- We use appropriate evidence-based interventions so all children and young people at all key points through to adulthood. All children, young people and families are positive about their experiences
- There is well co-ordinated transition for children and young people at all key points through to adulthood. Children, young people and families are positive about their experiences
- Children and young people with SEND have high aspirations and we support them to be independent and well prepared for adult life
- We know that provision is improving outcomes: that aspirational yet realistic targets are agreed and progress towards them monitored, and that children and young people with SEND and their parents and carers have been involved in setting and reviewing goals
- We give young people with SEND and their parents/carers the right information and advice about the services they can use at the right time
- Practitioners in education settings feel confident about providing for children with a broad range of SEN and working closely with their parents/carers to provide effective evidence based approaches across the setting
- Children and young people with SEND tell us that they are satisfied with services and that their needs have been met appropriately
- Our workforce has the right skills, competencies and confidence to meet needs of children and young people with SEND
- Children and young people with complex and additional needs have more choice in services based in the community



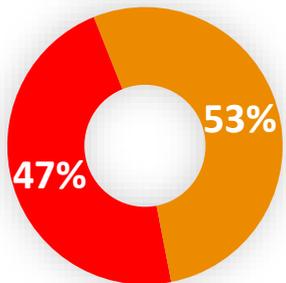
Key data

Page 153

Comparison of pupils with EHC plans 2018



Mainstream Special
Blackpool

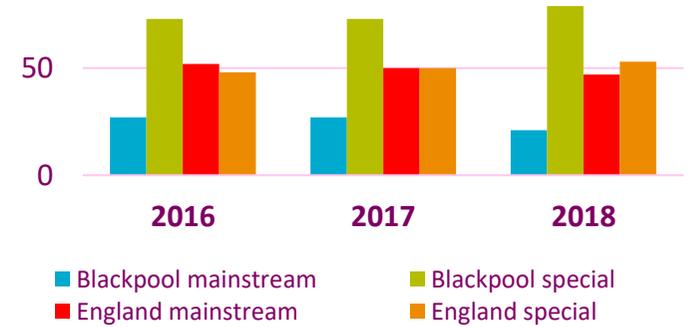


Mainstream Special
England

The Challenge

- 3.5%** Higher than the England average number for pupils with SEND Support
- 4.3%** Higher than the England average number for pupils with SEND
- 32%** More pupils on EHC Plans in special schools, compared to mainstream than England average

Percentage of pupils with EHC Plans by type of school

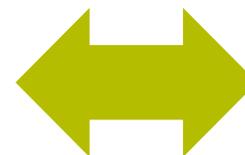


Percentage of pupils with SEND support



Going forward...

Page 154



Successful delivery of the strategy

Requires a partnership approach owned by all stakeholders working with children, young people and families, including:

- Health
- Education
- Social Care
- Schools
- Voluntary and community organisations

Blackpool SEND Strategic Partnership Board

- Will ensure that the work is undertaken to achieve the vision
- Monitor and challenge progress
- Will bring together local plans, partnerships and initiatives to enable public, private, community and voluntary organisations to work together

Blackpool SEND Operational Group

- Provides the strategic drive, co-ordination and oversight
- Receives regular performance and outcome indicator reports

Partners

Grouped under thematic priorities:

- Will be the delivery mechanism for implementation of the strategy

Delivery plan

This section will be updated with a detailed delivery plan once feedback from the consultation has been completed.

Delivery plan

To ensure our services are accessible to all, documents are available in alternative formats.
Please ask for details.

SEND Team

Children's Services
PO Box 4
Blackpool, FY4 1NA

Contact

T: (01253) 476602
E: send@blackpool.gov.uk
www.blackpool.gov.uk

This page is intentionally left blank

Our Vision



We want...

How will we do this?

Because...

Children and young people's needs are identified early

Page 159

Plans, policies and services are created with families and young people
Children and young people with SEND have high aspirations

To support early years services and mainstream schools to improve inclusion and education for children with SEND.

There is a high percentage of children and young people with an EHC plan in our mainstream schools.
We want to be consistent with the national averages.

- Staff are well trained.
- Good advice and information.
- Use person-centred approaches.
- Provide support to schools.
- Work in partnership to support young people with SEND.

To make sure there are local services that are continually available and are accessible for children and young people with SEND.

Children and young people with SEND do not always reach their potential.
They are not always well prepared for the next stages of their lives.

- Support from local services.
- Working in partnership with parents/carers to design services.
- Agreement from schools to host services.
- Ask the Schools Forum to decide how resources are used.

To improve education, learning, employment and training for young people who are over 16.

Young people with SEND should be supported into employment or engagement, and they should be able to learn skills for independent or supported living.

- A clear pathway for 16-25 year olds, that involves different services for appropriate learning.
- More options for education through partnership working.

Children and young people with SEND to enjoy good physical and mental health and wellbeing emotional health.

Young people who are happy and healthy are better able to do well at school.
Your health can impact your access to education and your options throughout your life.

- Health services have training and support to meet young peoples' needs.
- Help for young people with SEND to develop their confidence.
- Good support for parents/carers.

This page is intentionally left blank

Blackpool Early Years Partnership Strategy January 2019 – September 2020



Blackpool Council



Contents

Introduction and Context	3
What will Early Years Services look like for children, families and partners in Blackpool?	6
Good maternal and child mental health and well-being	8
Parental engagement	10
High quality inclusive education	13
Workforce development	16
Integrated working and system change	18
Appendix	19

Working effectively together to make sure that every child in their early years has the opportunity to be the best they can be.

From the point of conception through to the first day at school, parents, babies and young children have regular contact with a range of different services including midwifery, health visiting, GPs, Family Hubs/Children Centres, childcare and early education provision.

The early years is a crucial stage in human development, brain development begins before birth and is rapid and intensive throughout the first three years of life. A young child's development is profoundly affected by their early care-giving experiences. When parents are struggling with problems like substance misuse, mental ill health or domestic abuse, children are affected too. These are modifiable causes of unnecessary child suffering at the population level. Scientists have shown that exposure to high levels of early adversity can be harmful, predisposing the child to problems in learning, behaviour and health across their life course. Getting services right in these critical years is crucial to ensure that parents are supported sufficiently and that all babies and children are given the best possible start in life.

An effective Early Years Strategy needs to be based on the assumption that parents are the first educator and ensure that there is a robust system in place to support them in this vital role.

Research shows social class, income, co-parental relationships, living conditions and parent's own education levels are directly related to child development outcomes. However, the quality of the early home learning environment (from birth) acts as a significant modifying factor. All parents can enhance their child's progress if they engage regularly in activities that encourage positive social development, communication and thinking.

Children with strong early home learning environments are ahead in both social and cognitive development at the age of three.

They show secure language ability, higher levels of confidence, co-operation and sociability, and this advantage continues as they progress through school.

Services need to be focused on delivering an approach that is underpinned by supporting parents in good parenting skills. This will provide the basis for them to have an understanding of how a child learns and ensure that they are an active participant in their child's brain development, enabling the child to become an active learner with a strong attachment and healthy relationships.

Whilst parents are recognised as the child's first educator, this strategy recognises the impact that access to high quality education can have in improving outcomes for children. Research shows us that access to high quality educational experiences can have a significant impact on the outcomes a child achieves. This strategy has a strong focus on ensuring children have a breadth and depth in their learning within early year's settings and building upon the good and outstanding provision that exists within Blackpool.

For the purpose of this strategy **school readiness** is defined as:

“Children will be able to express their needs, feelings and wants effectively with their peers and adults. A setting/school will ensure that children feel heard and understood by their practitioners. Children will be excited, enthused and demonstrate a willingness to learn both inside and outside of the setting/school”.

National context

It is now recognised that the earliest years of a child’s life can have an important impact on his or her long- term development. These are formative years, physiologically, cognitively, socially and emotionally.

For a child to flourish and fulfil their potential, they need their environment to provide them with specific types of support from conception to the age of five. The parent or primary caregiver is the most important part of a child’s environment, and attachment has long been recognised as a key factor in positive child development.

Research found that children who are supported to develop positive behaviour are associated with a number of improved outcomes in later life, including income and aspects of mental health and well-being.

Language development - one of the earliest areas of cognitive development and an important stepping-stone to future success - is also influenced by parents or caregivers. If adults talk with children effectively - taking the lead from the child, elaborating on what they say, asking questions, sharing rhymes or songs or books - then children are given the best start in developing the cognitive tools they need to succeed at school.

Local Context

For many years research has helped us understand that intervening early in the lives of young children can have a positive influence on their lives as they live and grow. Intervening early for those children and families who need it most makes a positive difference and the importance of the contribution of the Blackpool Better Start Partnership and through this partnership the Family Hubs/Children Centres, Public Health and the Early Years Quality and Inclusion service can make to this process cannot be underestimated. Yet intervention from services has historically often started at a higher level of need.

Early child health and development begins in communities where children are conceived, grow-up, learn and play in a positive way. The Better Start partnership in Blackpool is responsible for implementing services, which families need for their children to be healthy, happy and ready to learn. The Partnership is determined to make a decisive change to

transform their life chances. The Partnership want to achieve a generational shift, ensuring that today's babies enjoy the early care and nurture they need for healthy development and to be ready for school, and that in turn, as they grow up and become parents themselves, they will pass on the Better Start legacy to the next generation.

Investing in the early years of a child's life with effective evidence-based interventions, with both universal services and also targeted approaches with families and children at risk, ensures all children will have improved outcomes and reduces inequalities. The cost benefit of this approach in terms of an 'invest to save' model for the future is also clearly evidenced.

Blackpool aims to offer support at a much earlier stage, building resilience, preventing the escalation of needs, wherever possible, and reducing the likelihood of problems emerging in the first place.

Early intervention services directly support the most vulnerable children and families who require additional and intensive support, focusing on improving outcomes. Services aim to improve the resilience and well-being for children and families and ensure they are able to access the right services at the right time in the right place. They also aim to make a significant difference in reducing demand for statutory services and to provide support to families who are stepping down from statutory services.

This approach helps to provide responses to the most vulnerable families and reduce inter-generational cycles of poor outcomes. The approach has far-reaching implications, which extends to both universal and targeted services who work with adults, young people, children and families and who work across all sectors.

Systems and services have recently been redesigned to ensure vulnerable children, young people and adults secure better outcomes, by coordinating the support they receive and the impact that services have. However, it is recognized in Blackpool that there is still much to do.

Blackpool's approach is designed to be flexible enough to support all children and families whatever their need, whenever they need it.

It aims to respond in a meaningful, supportive way, working with parents wherever possible. It takes into account that everyone involved with the family has an important part to play and puts the wellbeing of children and families at the heart of any support.

What will Early Years Services look like for children, families and partners in Blackpool?

There is good practice happening across Blackpool and families are supported well overall. However, more needs to be done not only in embedding this good practice but in constantly improving the outcomes for children and families.

As a Better Start Partnership we will deliver an integrated early years' service delivered by health, early education, social care and voluntary service partnerships. The more that agencies join-up to deliver services to meet the needs of families with young children, the more those needs can be met in a seamless way. We want to ensure parents and carers are integral to service design and have access to the services they need and feel confident, competent, well informed and secure in their role as parents so that children thrive in an environment where they are encouraged and supported to reach their potential.

In order to capture a child and family's journey and ensure the services we offer to them impacts on their outcomes, the Early Years Strategy has identified a number of key strategic priorities, which have been grouped into the following five themes:

- **Good Maternal and Child Mental Health and Well Being**
 - Giving our babies the best start in diet and nutrition.
 - Tackling poor parental health and unhealthy gestation and birth.
 - Tackling poor mental health and well-being along with other parental risk factors.
- **Parental Engagement**
 - Safeguarding and protecting the most vulnerable children and families.
- **High Quality Inclusive Education**
 - Enabling our youngest children to enter school ready and able to learn and reach their full potential.
 - Giving our babies the best start in relation to Language and Communication and Social and Emotional Development
- **Workforce Development**
 - Delivering quality services through a committed, professional and motivated workforce.
- **Integrated working and system change**

Our Values

- We are **accountable** for delivering on the promises we make and take responsibility for our actions and the outcomes achieved.
- We will have the **courage** to communicate openly and honestly, challenging the status quo and using our independence and experience to lead change for children in all our activities
- We take pride in delivering **quality** services that are community focussed and based on listening carefully to what the families need.
- We will **respect** all children and seek to foster respect for them in others.
- We are **trustworthy** in all our dealings with children and families and will be honest and transparent about the decisions we make and the services we offer.
- We are **compassionate**, caring, hardworking and committed to deliver the best services that we can with a positive and collaborative attitude.

Good maternal and child mental health and well-being

Objective 1: Improve health and wellbeing for all children in Blackpool and reduce inequalities.

Good health and wellbeing is vital if children and young people are to enjoy their childhood and achieve their full potential. Establishing good lifestyle habits in childhood provides the basis for lifelong health and wellbeing.

This theme focuses on ensuring there is a consistent approach to the delivery of health services for families with a clear pathway from conception to age five, in line with the Healthy Child Programme, which is an enhanced offer, outlining what families can expect from professional services. This will be achieved through good partnership working that ensures specialist services such as drug and alcohol and mental health services receive referrals at the earliest possible point, to help parents develop and sustain a strong bond with their child. The achievement of successful outcomes as a result of early intervention will support parents across Blackpool.

Family Hubs/Children's Centres offer both universal and targeted support to families across Blackpool. Blackpool Better Start has invested £1 million to ensure facilitation and delivery of activities and services by a range of multi - agency professionals. Delivering universal services to every child and family provides an invaluable opportunity to identify children at risk of poor outcomes and provide early help to families. Research around early attachments tells us that promoting secure attachments and good maternal health are important for the emotional well-being and development of both mother and baby to secure the best start in life.

Blackpool Better Start has invested £1million into transforming the health visiting service across the town. The service redesign sees Blackpool as the first town in England to increase the number of home visits that every family receives from their Health Visitor from the statutory five to a minimum of eight. Other changes include the introduction of a Trauma Informed approach, which is being rolled out across all Blackpool services. In addition, a new speech and language assessment has been changed to better identify any delays that a child may have. This will work in conjunction with the new speech and language service 'Talk with Me' that Better Start has commissioned for children in the town.

By offering a consistent and well-planned approach to service delivery, families will be supported in developing secure attachments and identification of early needs. A clear pathway will ensure the ease of access to services such as early parenting support, specialist health services (such as community-based health services/professionals) and Family Hubs/Children's Centres.

Parents	Professionals
Will be engaged in health/ universal services at the earliest point and are clear about what is on offer across the Blackpool.	Will launch a pathway that all professionals who support children and families in the early years will sign up to that offers a consistent message and ensures the best start in life
Will participate in services so that their children have the opportunity to receive high quality health care	<p>Will provide services at the appropriate milestones to ensure children get the best start in life.</p> <p>Will initiate whole family Early Help Assessment where needed and coordinate a plan to meet identified needs.</p>
Will understand their child’s development milestones and how they can support them through their parenting	Will provide Perinatal Education classes that offer an attractive Early Parenting Programme to expectant parents and beyond including sessions focused on early attachment/bonding.
	Will identify and make available a suite of multi - agency services to support expectant/new mothers and fathers at the earliest point, especially those who may present with early signs of low mood or historical mental health issues
	<p>Will support parents’ access to services already on offer.</p> <p>Will inform and support parents in their understanding of the importance of physical and mental wellbeing in child development.</p>

Parental engagement

Objective 2: Support and increase parents' knowledge and skills

Parenting is an important, exciting, complex and challenging role. Positive parenting has a strong and significant impact on children's ability to maximise the available opportunities and reach their full potential both personally and academically.

This theme focuses on developing the provision of universal services for families in order to support parental engagement. Parents will be supported to develop good parenting skills to enable them to help their child(ren) achieve their full potential. This meets the key strategic priorities, by developing a clear pathway for parents and professionals that promotes an understanding of child development and improves readiness for school.

Effective Provision of Pre-school Education (EPPE) research shows that parental engagement with their child's learning has a significant impact on their outcomes. The role of *Universal Services Practitioners* is to support parents in becoming their child's first educator, as well as supporting families with school readiness. Practitioners and other professionals; including Health workers; are promoting Early Education Funding for eligible 2-year olds and all elements of 3 and 4 year old entitlement. Access to high quality educational experiences can have a significant impact on narrowing the attainment gap.

We are aware that parents are the first and most important educators in their child's lives and the things that parents or carers do with children at home, like talking to, reading to, and playing with them, are key predictors of future development and readiness for school. We will develop the skills of providers to build warm and genuine relationships with parents and carers to support this 'home learning environment'.

To ensure healthy minds and bodies we will promote children having access to active and energetic play on a regular basis and support the development of high quality active outdoor learning in early years establishments and green spaces.

Through home learning and promotion of services parents will be assisted to build resilience and be the child's first educator also supporting school readiness. This will be measured by monitoring referrals for home learning and attendance at both play and stay and library groups. By developing the existing parent champions' programme and working in partnership with other professionals, promotion of Early Education Funding will support engagement with families within community groups, Family Hubs/Children's Centres, Schools and Childcare Providers.

The Volunteer Academy - a programme investing in volunteering standards in Blackpool has been launched through the Better Start Partnership. The three-year project has been created to help raise the standard of volunteering across Early Years resources in Blackpool by investing in and supporting volunteers.

Parents	Professionals
<p>Will increase their understanding of their child’s developmental milestones and how they can support them</p>	<p>Will promote services available to families in their community in order to deliver prevention and early Intervention support</p> <p>Will engage with parents in ways that enable them to effectively support their children’s learning and development and skills in building relationships.</p> <p>Will initiate whole family Early Help Assessment where needed and coordinated a plan to meet identified needs.</p>
<p>Will develop skills and resilience to be their child’s primary educator providing good home learning environments</p>	<p>Will provide child development resources regarding ages and stages to inform parents of expected progress</p> <p>Will promote awareness and access to information to support parenting</p> <p>Will support with school readiness by developing a holistic understanding which supports families</p> <p>Will actively engage parents as partners in their children’s learning.</p>
<p>Will feel supported to participate in services.</p> <p>Will access Bookstart, Literacy Weeks, Play and Stay groups, communication and language support and other universal services available within the community including Family Hubs, and Libraries.</p>	<p>Will increase the number of parent champions/volunteers across Blackpool</p> <p>Will develop the skills and knowledge of parent champions so that they can:</p> <ul style="list-style-type: none"> • Promote universal services • Encourage other parents to access Early Education Funding • Enable them to signpost and support families to other services available in their community
<p>Will support their children to access high quality Early Education Funding (EEF) for 2,3 and 4-year Old’s and Early Years Pupil Premium (EYPP)</p>	<p>Will raise awareness of Early Education Funding and further improve the take up of places</p>

Blackpool Early Years Partnership Strategy



	Will identify eligible children so that resources can be targeted to the right children and families at the right time
	Will provide a life and basic skills offer for parents to maximise their engagement in their child's education" Rationale : If parents have low functional skills ,digital skills , poor wellbeing they are less able to develop parenting skills

High quality inclusive education

Objective 3: Children ready for schools and schools ready for children

Good communication and language skills combined with strong social and emotional skills are essential for children to be effective learners throughout life and achieve their potential and improve their life chances.

This theme focuses on ensuring all children in the Blackpool have access to high quality inclusive pre-school experience and education which will enhance and improve their learning outcomes throughout their education.

Research (EPPSE3-16+) which tracked children from 1997 through to their educational and developmental outcomes at 16 years old in 2013 continues to drive and shape current government policy. The report demonstrates how pre-school experience continues to influence the outcomes of young children most significantly:

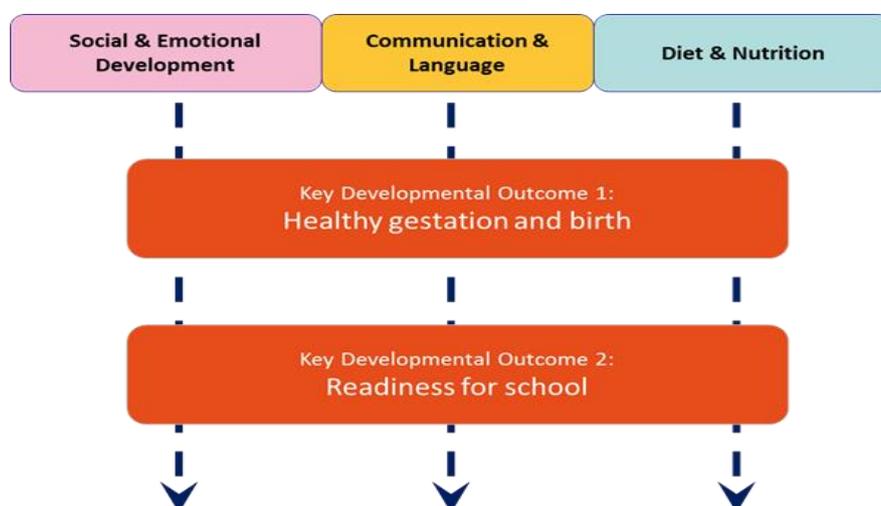
- The quality of pre-school experience predicted both total GCSE scores and English and Maths grades. Quality education was also linked to better pro-social behaviour and lower levels of hyperactivity. The quality of pre-school experience was especially important for children whose parents have low qualifications.
- Attending a high quality pre-school, experiencing a longer duration, or attending settings of higher quality all predicted a greater likelihood of following an academic pathway post 16 as well key findings as a reduced likelihood of taking a lower academic route.

Key findings from Ofsted's good practice survey, "Teaching and play in the early years-a balancing act?" (July 2015) included:

- Accurate assessment of children's starting points was based on constant reflection about what was deemed typical for each child given their chronological age in months. Where we observed this to be most effective, staff entered into frequent discussion, within and between providers, to check and agree their judgments. This included the frequent sharing of information between parents, other pre-school settings and health visitors.
- Collaboration between early years' providers was key to securing a higher quality of teaching and play. We found that where schools and settings shared a site, were directly managed by one overarching leader or had entered into a professional network with others in the locality, expertise was shared effectively to allow all early years professionals to learn from the best. Many had become early years' hubs for their area, championing the importance of early education and raising the quality of learning and development.

Every child has the right to access a good or outstanding early years' provision and to have access to the best support for their learning and achievement. They should also benefit from providers working in partnership with each other to share the best practice as they continue to improve together. No child should be disadvantaged by not being able to attend a good quality early years provision, ensuring their 'readiness' for school.

This developmental strategy focuses on achieving the three overarching outcomes of Social and Emotional development, Communication and Language development and Diet and Nutrition.



In their first few years most children learn to walk and run, speak and communicate, relate to others and explore learning through play but for all children, including those for whom these skills are more difficult, realising and reaching their full potential is the goal and these are the key elements of “school readiness”.

- By the age of five children should be ready to make the most of the wealth of opportunities available to them at their next stage of learning and development.
- Ensuring all children make good progress in the early years requires a good understanding of their development, the early identification of any problems, and support for these children through universal and more specialist services.
- The quality of early years and childcare provision is second only to the quality of parenting in shaping how well children do in the early years.

It's our ambition that everyone who works with expectant mums, and 0-4 year olds in Blackpool will be supported by colleagues during this period of systems transformation through training opportunities and resources.

Children	Professionals
<p>Will have increased Good Level of Development at the Early Years Foundation Stage and will attain in line with National expectations</p>	<p>Will develop a clear pathway for parents and professionals that promotes a common understanding of child development and how this can be supported</p> <p>Will establish a robust transition protocol to support children's' move onto statutory education including the sharing of data</p>
<p>Will not achieve to a lesser degree if they receive Early Years Pupil Premium compared to those not receiving Early Years Pupil Premium</p>	<p>Will develop a school readiness definition to improve readiness for school for all children with particular regard to disadvantaged and vulnerable children at age 5</p>
<p>Will receive high quality preschool education in settings that are judged to be good or outstanding</p>	<p>Will provide high quality learning environments and all settings engaged in a Quality Mark</p> <p>Will achieve and maintain a "Good" or above Ofsted judgement</p> <p>Will develop self-confidence and resilience in children through high quality inclusive play and experiences.</p> <p>Will provide a support and challenge function within and to settings in order to develop and continually improve practice</p> <p>Will develop training materials, opportunities and practice to support providers in implementing changes in practice that will impact on children's outcomes</p>
<p>Will achieve successful outcomes as a result of early intervention</p>	<p>Will track cohorts of children to monitor progress ensuring children at a disadvantage are fully supported</p> <p>Will use their best endeavours through the graduated approach to make sure that children with SEN get the support they need.</p> <p>Will initiate whole family Early Help Assessment where needed and coordinated a plan to meet identified needs.</p>

Workforce development

Objective 4: Support the development of high quality leadership together with a highly skilled and responsive workforce

Strong leadership and a highly skilled and responsive workforce are essential to the delivery of high quality services. Effective intervention and evidence-based practice and intervention can support every child in achieving the best outcomes.

This theme focuses on challenging and supporting schools and childcare providers to deliver the best education for children and young people through developing a highly skilled Early Years workforce with strong and effective leadership and management. This meets the key strategic priorities, by establishing Early Years forums with a clear programme for improving outcomes. Also, to establish a robust transition protocol and to ensure the workforce support effective transitions between settings.

The model environments focus on strengthening leadership and management to raise the quality of learning environments, progress of implementation is monitored during quality support visits. The Local Offer came into effect from September 2014; this provides parents with information regarding how early years provision can support children with additional needs.

Research demonstrates that inspirational practitioners providing stimulating and challenging environments support children in accelerating their learning.

Through the promotion of focused early years forums, workshops and drop in the workforce will be supported to share and disseminate good practice, building effective working relationships with other partners such as Blackpool and Fylde College and Adult Education services, to provide a consistent approach in developing high quality early years practice. Regular monitoring of the quality of early years practitioners entering the workforce and maintaining a continuous cycle of staff development within provision, will assist in ensuring the stability and quality of practitioners.

Workforce development will focus on achieving:

- Practitioners receiving a strong grounding in current early years child development research and theory to inform practice
- Practitioners being equipped to enhance the quality of adult-child interactions through Sustained Shared Thinking - encouraging 'back and forth' discussions to build vocabulary
- Practitioners who know how to implement evidence-based approaches across language, literacy and numeracy
- Staff that have increased skills and confidence to engage with parents around children's learning – to support the home learning environment
- Staff that are equipped to identify children with SLCN and know how to put into place suitable support strategies

Children	Professionals
<p>Will learn in high quality learning environments</p>	<p>Will share and disseminate good practice</p> <p>Will maintain a continuous cycle of staff development within the provision to ensure the stability and quality of the workforce</p>
	<p>Will develop and maintain Early Years forums to enable leaders and managers to enhance their knowledge of the sector and to build locality networks</p> <p>Will develop high levels of skills in graduate leaders</p> <p>Will promote and develop a common language, messages and use of evidence-based practice</p> <p>Will access training to support the development of model environments and peer support opportunities</p>
<p>Will achieve to their full potential with those more disadvantaged than their peers progressing well.</p>	<p>Will demonstrate an in-depth knowledge of child development and how to support families</p> <p>Will embed effective key worker practice within provision</p> <p>Will implement observation planning and assessment to meet individuals needs and interests</p>

Objective 5: Integrated working and system change

Integrated working and system change is integral to the delivery of effective services and providing early help for vulnerable children and families in order to meet the full range of needs within each family and strengthen their ability to provide care and support to each other.

Context:

- Systems and processes need to be streamlined to remove duplication, identify and address any gaps.
- Resources are limited and there is a need for cost effective and readily available services for all families.
- We need to ensure all partners work together in an integrated way to make best use of our resources, to ensure consistent, high quality provision across Blackpool.
- To improve outcomes and reduce inequalities we need to ensure our most vulnerable families are identified early and encouraged through easily accessible services to sustain engagement.

Our Priorities:

- Ensure improved communication, information and data sharing.
- Promote and develop a common language and shared evidence-based messages.
- Improve timely interventions and appropriate help at the right time.
- Improve team around the child and family partnership approaches to improve outcomes and reduce inequalities.
- Ensure the Integrated Care Pathway is fully and effectively implemented and linked to all other key pathways.
- Aligning multi-agency pathways and services to ensure maximum impact on outcomes and inequalities.
- Ensure effective transition of family support from Family Hubs/Children's Centres and health visitor services to schools.

Appendix 1: Ofsted Inspection Outcomes October 2018

Setting Outcomes

The tables below outline the current Ofsted inspection figures as of October 2018 – judgement at most recent inspection for where providers have received a grading.

All provision types %					
	Outstanding	Good	Requires Improvement	I	Good & Outstanding
All England 31/03/18	18	76	5	1	94
Blackpool 14/10/18	28.7	68.8	2.5	0	97.5

Childminders %					
	Outstanding	Good	Requires Improvement	I	Good & Outstanding
All England 31/03/18	16	78	5	1	94
Blackpool 14/10/18	34.1	65.9	0	0	100.0

Non-domestic %					
	Outstanding	Good	Requires Improvement	I	Good & Outstanding
All England 31/03/18	22	73	4	1	95.0
Blackpool 14/10/18	22.2	72.2	5.5	0	94.4

Appendix 2: Summary of EYFSP Outcomes

In August 2018 the Early EYFSP data (not nationally published or validated) showed that **Overall GLD has increased from 66.7 in 2017 to 67.9 in 2018**, continuing the upward trend. Unvalidated national data obtained via Nexus system suggests that the gap between Blackpool and National has further narrowed, albeit slightly. The % of boys attaining GLD has increased by 2.3 percentage points (ppts), compared to an increase of 0.4 for girls, this has resulted in a slight reduction in the gap between boys and girls.

% achieving at least expected in all 17 ELGs has increased from 65.1 in 2017 to 66.8 in 2018, again continuing the upward trend. As with GLD, the increase has been greater for boys (2.8 ppts) than girls (0.9 ppts).

Average total point score has decreased from 33 in 2017 to 32.7, continuing the downward trend from 2017. Again unvalidated national data indicates a slight increase (0.1 point) nationally after a static picture last year. The ongoing downward trend this year is as a result of **a decline of 0.6 in the performance of girls**, whilst boys have stayed the same.

Whilst GLD and the % achieving at least expected in all 17 ELGs have increased, the total % of children attaining the expected level in individual goals is a less positive picture. The majority of goals have seen slight decreases compared to 2017, with only listening and attention, understanding, writing, technology and exploring and using media and materials seeing an increase, and managing feelings and behaviour remaining the same.

Main concerns are around falling **Average Total Point Score and reduction in % of children attaining the expected level in several ELGs**. This could be indicative of the impact of increased focus on maths and literacy.

Appendix 3:

Legislation

The statutory duties of the Local Authority in relation to early years and childcare are set out in a number of key legislative tools which govern the work that Blackpool Council undertakes with partners to support children and families. Key legislation is listed below with more details set out in Appendix 1.

Key legislation

Children Act	1989
Education and Inspection Act	1996
Children Act	2004
Childcare Act	2006
Apprenticeships, Skills, Children and Learning Act	2009
Working Together to Safeguard Children	2015
Children and Families Act	2014

These duties strengthen the ambitions of the Local Authority to ensure every child in Blackpool gets the best start in life through development of integrated and accessible access to; early years and childcare provision, high quality Family Hubs and timely information, advice and guidance.

Statutory responsibilities arising from the Childcare Act 2006 include:

- Delivering the Free Early Education Entitlement for all three and four year olds and 40% of the most disadvantaged two year olds.
- Offering 30 Hours Free Childcare for eligible working parents of three and four year olds.
- Making effective use of the Early Years Pupil Premium and Early Years SEND funding, including the Disability Access Fund.
- Securing sufficient Children's Centres to meet local need with integrated provision of Early Years services.
- Maintaining sufficient childcare to meet the needs of working parents or parents in education or training.
- Providing support and professional development opportunities for all early years settings deemed 'Inadequate' or 'Requiring Improvement' with a power to support continuous quality improvement for all providers.

National Context Drivers:

- Promoting social mobility through the delivery of coherent and integrated Education, Health and Family Support Services.
- Aligning the Early Years Foundation Stage Statutory framework and Healthy Child Programme, using data effectively to ensure that every child can make good progress in their learning and development.
- Promoting access to free early education for all three and four year olds and eligible two year olds.
- Promoting access to 30 Hours free childcare for eligible working parents
- Building a coherent, self-improving sector to give every child a good start in life.

Blackpool Early Years Partnership Strategy



Document Control

Document owner:	Colette Gollcher
Document number:	Version 4
Document category:	
Document location:	
Issued by:	Colette Gollcher
Last edited:	12 th April 2019

Record of Amendments:

Date	Version	Amended by	Description of changes

Approved By:

Name	Title	Signature	Date

This page is intentionally left blank

Report to:	CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Relevant Officer:	Stephen Ashley, Independent Chair of Blackpool Safeguarding Children Board
Date of Meeting	20 June 2019

BLACKPOOL SAFEGUARDING CHILDREN BOARD HALF YEAR REVIEW

1.0 Purpose of the report:

1.1 To consider an update on the operation of Blackpool Safeguarding Children Board and future multi-agency Safeguarding Partnership arrangements.

2.0 Recommendation(s):

2.1 To consider the contents of the report, provide challenge and identify any issues for further scrutiny.

3.0 Reasons for recommendation(s):

3.1 For Members of the Scrutiny Committee to be fully informed of the work of Blackpool Safeguarding Children Board and future multi-agency Safeguarding Partnership arrangements.

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

4.0 Other alternative options to be considered:

4.1 None

5.0 Council priority:

5.1 The relevant Council priority is:

- "Communities: Creating stronger communities and increasing resilience"

6.0 Background information

- 6.1 Blackpool Safeguarding Children Board (BSCB) continues to discharge its responsibilities under Working Together 2015, during a transitional period while the multi-agency Safeguarding Partnership arrangements required by Working Together 2018 are established. Since the last report to the Scrutiny Committee, the BSCB Independent Chair, Nancy Palmer, has stepped down and been replaced by Stephen Ashley. Mr Ashley is an experienced LSCB Independent Chair, having previously held the same role in Rotherham, Tower Hamlets and Hillingdon. He has subsequently been appointed to the same role in Lancashire.
- 6.2 As a consequence of the recent Ofsted inspection of Children's Services, BSCB has formalised its governance arrangements with the Children's Improvement Board Appendix 6(a). BSCB consequently takes responsibility for any elements of the Children's Services Improvement Plan that require partnership actions, while the BSCB Independent Chair sits as a member of the Improvement Board and provides independent challenge.

6.3 Neglect

- 6.3.1 BSCB's response to neglect has been provided in accordance with an agreed strategy that ran from 2016-2019. Central to this strategy was the adoption of a suite of neglect assessment tools that would enable multi-agency practitioners to consistently identify and address neglect. The Ofsted Inspection of Children's Services identified that the overall response to neglect was ineffective and left too many children living with chronic neglect. They did not find evidence of the use of the neglect assessment tools in cases that they reviewed. BSCB has consequently decided to undertake a more thorough review of the multi-agency response to neglect. To date this has included a consultation with strategic board members, as to how they implemented the current strategy, and with practitioners to determine their experiences of working with neglected children. A recently established Early Help and Neglect Task and Finish Group will now be responsible for the development of a new strategy.

6.4 Early Help

- 6.4.1 BSCB agreed an Early Intervention and Prevention strategy - Appendix 6(b) - in October 2018 and launched this to practitioners through its Early Help Support Network in December 2018. While this strategy provides a framework for the multi-agency provision of Early Help, it is acknowledged that more detailed work is required to ensure consistent practice throughout Blackpool. This will be developed through the previously mentioned Early Help and Neglect Task and Finish Group. It is anticipated that this group's work will include the development of a consistent operating model, building on current examples of co-located place based service provision; a review of current assessments and documentation; a review of support

available to multi-agency practitioners and consideration as to how early help activity is captured.

6.5 Child Exploitation

6.5.1 BSCB agreed a multi-agency Child Exploitation pathway, together with a screening tool and specialist assessment, in February 2019. This process was launched to approximately 250 multi-agency practitioners at the end of March 2019 and is now embedded in Awaken team practice and disseminated through the BSCB training programme. The remit of the multi-agency Awaken team has been expanded to cover all forms of exploitation, together with modern day slavery, trafficking, honour based violence, forced marriage, female genital mutilation and radicalisation. Awaken practitioners use the new specialist assessment tool to agree a Child Missing, Exploited or Trafficked plan, which is developed and monitored in multi-agency monthly meetings. The expansion of the team's remit has seen its caseload expand from 40 cases in November 2018 to 91 on 31 March 2019.

6.6 Future Multi-Agency Safeguarding Partnership Arrangements

6.6.1 The Blackpool Council Executive approved a framework for future Safeguarding Partnership arrangements in February 2019. These are in response to the Children and Social Work Act 2017, which places equal responsibility on local authorities, clinical commissioning groups and the chief constable of police to establish Safeguarding Partnership arrangements. The Safeguarding Partnership will cover the Lancashire Constabulary area, so also include colleagues in Blackburn with Darwen and Lancashire. The Safeguarding Partners will publish their arrangements by 28 June 2019, in accordance with statutory requirements.

6.6.2 The Safeguarding Partnership arrangements will come into place in September 2019, at which point BSCB will cease to exist (save for a one year grace period to complete outstanding Serious Case Reviews). In the meantime BSCB activities will continue, with a final annual report in process and a Board meeting set for 24 July.

6.7 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 6(a) Partnership Agreement between Blackpool Children's Improvement Board and Blackpool Safeguarding Children Board
Appendix 6(b) BSCB Early Intervention and Prevention Strategy

8.0 Legal considerations:

8.1 There are no legal issues to consider.

9.0 Human resources considerations:

9.1 There are no human resources issues to consider.

10.0 Equalities considerations:

10.1 There are no equalities considerations.

11.0 Financial considerations:

11.1 There are no financial considerations – new Safeguarding Partnership arrangements will be delivered from the previously agreed LSCB budget.

12.0 Risk management considerations:

12.1 There are no risk management considerations.

13.0 Ethical considerations:

13.1 This update does not contravene any of the Council's core values, morals and beliefs.

14.0 Internal/external consultation undertaken:

14.1 None

15.0 Background papers:

15.1 None

APPENDIX 6(a)



Partnership Agreement between the Blackpool Improvement Board and Blackpool Safeguarding Children Board

The Governance arrangements in place to deliver the 12 week Blackpool Children's Services Improvement plan.

Introduction

Blackpool Children's Services were inspected by Ofsted in November/December 2018. The report gave an overall effectiveness judgement of "inadequate". Whilst this inspection process did not directly involve the inspection of safeguarding partners who work with Children's Services, the final report makes significant comment about partnership engagement.

In particular, it makes two specific points. In the summary inspectors state:

"Strategic partnerships have not addressed key weakness effectively, including chronic neglect, which leads to poor outcomes for too many children in Blackpool". It goes on to say that ***"the effectiveness of strategic partnerships to work together to improve outcomes and protect children"*** needs to improve.

At section 37 under the section, "The impact of leaders on social; work practice with children and families is inadequate" the report states:

"BSCB is more closely aligned with the improvement board than it was, but attendance of key partners has been a constant challenge at both strategic s and further work is required to hold partners to account".

Clearly the role of the safeguarding partnership will be crucial in ensuring Blackpool Children's Services are able to improve and meet the requirements of at least a 'good' judgement from Ofsted.

Commissioners have been appointed by the Department for Education to oversee an improvement process. Commissioners are expected to make an initial assessment in June.

In order to deliver the required level of improvement Blackpool Children's Services have developed a 12 week improvement plan.

On Thursday 23rd April key partners engaged in a 'governance' meeting to discuss how partners would best be able to work together to ensure that Children's Services is properly supported, whilst continuing to fulfil the needs of their own agencies and the wider partnership of the safeguarding board.

This paper provides below a summary of the key ways in which the safeguarding partners will work together to achieve our aims and objectives.

Governance arrangements

Representatives from the police, CCG and Blackpool Victoria hospital were present at the meeting as well as the DCS, chair of the improvement board and chair of BSCB. Given the changes currently underway with regard to the BSCB it was agreed that the focus of the meeting would be on the way in which partners engage with the improvement board and how the work of that board will dovetail to that of the BSCB.

The following points have been agreed:

The Improvement Board

- The improvement board is responsible for ensuring the improvement plan is progressing.
- The improvement board is a multi-agency board that will focus on holding partners to account as well as monitoring the performance of Children's Social Care. It will monitor the partnership response to statutory child protection processes.
- Actions relating to partnership working, contained in the improvement plan, will be tasked to the chair of BSCB who will report to the improvement board on areas of progress and any reasons for delay.
- The chair of the improvement board will task the chair of the BSCB to resolve child protection issues involving safeguarding partners.
- It is essential that there is clarity in meeting structures to avoid duplication of effort.
- The chairs of the BSCB and improvement board will coordinate their meeting structures.
- Relevant agencies will ensure that attendance at the improvement board is at a "senior level".
- Improvement board members will ensure they are fully briefed prior to attendance, to ensure that they are able to hold each other to account in an effective manner.

The Blackpool Safeguarding Children Board

- BSCB will deliver multi-agency responses contained in the improvement plan.
- BSCB will focus on the areas of child protection which involve a multi-agency approach.
- Whilst it is acknowledged that the improvement plan for Children's Services is a critical area of business, it was important that partnership work in other areas is not ignored. For example, work that is currently underway to improve the way in which the partnership responds to domestic abuse.
- Where work is to be undertaken by partners, the BSCB chair must ensure that these requests are SMART in nature. It needs to be: "*explicit; what is the 'Ask'?*".
- The BSCB will consider the current Early Help offer as part of its work along with issues of Neglect. Current BSCB priorities will remain in place.
- The BSCB will focus on the following priorities:
 - Multi-agency statutory child protection (in particular the areas highlighted at the improvement board).
 - Early Help
 - Neglect
 - Criminal exploitation
 - Domestic abuse

- The Awaken team
 - MASH
- The BSCB chair will ensure that the risks associated with the transition arrangements (moving to a pan Lancashire Safeguarding Partnership) are understood and mitigated.

Conclusion

This is a summary of the agreements made at the meeting of the 23rd April. Partners have confirmed that these governance arrangements are agreed.

This 'agreement' was finalised on 8th May 2019.

This page is intentionally left blank

BLACKPOOL EARLY INTERVENTION AND PREVENTION STRATEGY

Outcomes for Children and Families:

Safe, happy, healthy, do well in school, get a good job, have a voice and feel listened to.

The vision

FAMILY EXPERIENCE

The right services are available at the right times, in the right places and family's are confident in accessing them. All practitioners work whole family with 1 plan that crosses services. All members of the community understand the offer and are plugged in.

CULTURE

Commitment to transform services to improve outcomes. All staff can articulate outcome focused whole family working in practice. All staff take personal responsibility and ownership for improving outcomes and celebrating success.

STRATEGY

- Careful consideration has been given at every level and every stage to ensure a sound evidence base to support sustainability.
- There is a clear commitment to integrated family focused, outcome based services are embedded into strategic plans for all partners.

WORKFORCE DEVELOPMENT

Whole Family approach is understood and applied. Practitioners have a good understanding of the impact of their work and are outcome focused. A clear training offer is in place that includes peers support and opportunities for reflective practice. Strong learning culture that supports innovation.

LEADERSHIP

- All leaders across services are passionate about outcome focused localised delivery.
- Strong governance drives commitment to common goals and support an integrated approach to managing demand.
- Leaders support each other to know their communities and respond to local and national priorities.

DELIVERY STRUCTURES & PROCESSES

- Shared outcomes framework built on what has worked.
- Integrated working is embedded.

THE JOURNEY

1/NOW

Opportunities

- Journey of the Child
- BetterStart and Children's Centre review
- School Improvement and Opportunity Area agenda
- Sustainability and service transformation through Troubled Families

Focus areas

- Neighbourhood working
- Partnerships including police, health and local authority
- Resilient communities



2/CHANGES

Changes to the local system

- Place / Neighbourhood Based
- Focus on outcomes for children and families not processes and the system

Changes to practice

- Whole Family approach
- Evidence of compliance and quality across the service
- Improved working together (consistent and integrated)



3/INTERMEDIATE OUTCOMES

Intermediate outcomes

- Improved Family Experience.
- Strong Leadership and Governance.
- Strategies are outcome family focused and sustainable.
- Strong learning culture that supports innovation.
- Embedded integrated working.
- Culture of outcome focused whole family working.



4/INDICATORS

Measuring progress and impact

Mature in all six transformation strands.

Strong Self View

Healthy Dashboard

- More families accessing and benefitting from neighbourhood based services
- Reduced contacts to early help and social care
- Fewer children subject to a Child Protection Plan
- Fewer looked after children



5/MEASURES/SOURCES

Measuring progress and impact

- DCLG maturity matrix
- Inspection Ready
- Data Dashboard



6/LONG TERM OUTCOMES

Our long term outcomes

- Reduction in demand and cost of high end services.
- Increased family Stability.
- Improve social mobility and work readiness.
- Resilient, Healthier and Safer Community.



Report to:	CHILDREN'S AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Relevant Officer:	Merle Davies, Director, Blackpool Centre for Early Child Development
Date of Meeting:	20 June 2019

BLACKPOOL BETTER START UPDATE

1.0 Purpose of the report:

1.1 To consider an update on the work being undertaken by the Centre for Early Child Development (CECD) on behalf of the A Better Start (ABS) partnership.

2.0 Recommendation(s):

2.1 To note the update and identify any matters for further scrutiny.

3.0 Reason for recommendations(s):

3.1 To ensure effective scrutiny of Blackpool Better Start.

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

4.0 Council priority:

4.1 The relevant Council priority is

- "Communities: Creating stronger communities and increasing resilience"

5.0 Background information

5.1 Blackpool was awarded £45 million from the National Lottery as part of a ten-year strategic investment, to develop new approaches to improve early child health and development. Using a place-based approach, the A Better Start Partnership (Police, Blackpool Teaching Hospital, Clinical Commissioning Group, Local Authority, NSPCC and the community) work collectively to break the intergenerational cycle of poor outcomes for children. The partnership aims to reduce critical pressures, (e.g. mental health and substance misuse) and build capabilities (e.g. self-efficacy and positive parent-child interaction) in a collaborative manner to achieve collective impact. By using a public health approach, behaviour change is being achieved at a population level. Early indications of success include a significant

reduction in childhood dental caries, reduced numbers of children being admitted to hospital due to unintentional and serious injury, and an increase in the number of children achieving a good level of development by the end of reception. Key elements of the approach have been identified as 1) coproduction of services alongside the community; 2) building community capacity through the creation of volunteer support structures and providing entry-level jobs for local parents; 3) collaboratively implementing a range of innovative and evidence-based programmes to tackle systemic issues; 4) the creation of a common language for professionals and parents to discuss early child development and 5) workforce and systems reform through the implementation of trauma-informed practice. The CECD works with and through partners to deliver the ABS strategy on behalf of the Partnership Board.

5.2 The legal partnership with the National Lottery Community Fund (NLCF) is made up of the Local Authority, Clinical Commissioning Group and the NSPCC. The NSPCC is the accountable body.

5.3 **Governance - Reporting Structures and Accountability**

5.3.1 The Governance of the Partnership is shown in Appendix 7(a) attached. Membership of the groups is attached at Appendix 7(b). The main decision making Board is the Executive Board which will only approve new work if they have sign off from the 3 key decision making Boards. The role of these groups is as follows:

5.3.2 **The Executive Board:** has decision making powers and agrees the work of the CECD and where investment will be made. Members have to be able to make decisions on behalf of their organisation. The Board is Chaired by the NSPCC National Director of Children's Services. However, no decisions are agreed without sign off from the following 3 boards, each of which has equal weighting. These are:

5.3.3 **Community Partnership Board:** this Board is made up of community representatives voted onto the Board by 'Community Voice' members to represent their views. This Board is responsible for ensuring that the work of the CECD and any interventions have community agreement and support and are based on strengthening communities through being strengths focused.

5.3.4 **Operational Partnership Board:** made up of Assistant Director level posts from across the partnership and Chief Executives of relevant Voluntary Sector Groups and/or Organisations. The group ensures that programmes and interventions being developed are 'do able' and will be able to be delivered within the current structure. The Board is Chaired by Merle Davies, Director CECD.

5.3.5 **Finance Board:** made up of the Senior Finance Officers from the three partner agencies named in the legal agreement with the NLCF. The Board is responsible for ensuring value for money but most importantly for the long term planning of how programmes and interventions that are showing evidence of improving outcomes are sustainable and can be funded after the end of the NCLF funding. The Chair of this Board is Steve Thompson,

Assistant Chief Executive, Blackpool Council.

5.3.6 As shown in Appendix 7(a) there are several sub groups that feed into the Executive Board (EB) and are chaired by EB members to ensure they are integrated into mainstream practice. These are:

- Communications – chaired by Arif Rajapura, Director Public Health
- Workforce – chaired by Linda Dutton, Head of Organisation and Workforce
- Monitoring, Evaluation and Research – chaired by Arif Rajapura, Director Public Health

5.3.7 Expert Advisory Board – brings together a range of national and international experts to advise the CECD on specific areas of work.

5.3.8 Expert Research Group – brings together a range of national and international experts to advise the Monitoring, Evaluation and Research Group. Currently being established by Professor Leon Feinstein, Director of Research, Office of the Children’s Commissioner.

5.3.9 In addition a range of working groups feed into the Operational Partnership Board including the Enhanced Healthy Child Programme Group, led by Public Health, the Public Health Early Years Group, led by Public Health and the Early Years Group, led by Children’s Services.

5.3.10 The NSPCC, as the accountable body, is responsible for ensuring appropriate governance procedures are in place regarding, finance, Human Resources and ethics. These are monitored by their internal procedures and ultimately through the NSPCC Board of Trustees.

5.4 **Key area of work:**

5.4.1 Implementation of the Enhanced Health Visiting Offer now entering year four of a service transformation, see Appendix 7(c).

5.4.2 Delivery of a range of evidence based parenting programmes, see Appendix 7(d).
£1.6 million development of Parks and Open Spaces across the 7 ABS wards, see Appendix 7(e).

5.4.3 Investment in Early Years Park Rangers - £90,000 per annum.

5.4.4 £450,000 investment in the Volunteer Academy and volunteering infrastructure. Including the co-ordination of ‘Community Voice’ across the town to give parents a chance to have their say on the support they want.

5.4.5 Development of Dad’s4 Life and enabling Dads to be more involved in their children’s lives.

5.4.6 Development across the town, led by Glasgow University, focusing on the ‘Town We Want’ involving a wide range of Voluntary Sector organisations and working towards a National

Lottery Bid.

- 5.4.7 Development and implementation of Community Connectors across the 7 ABS wards and Health Connectors across the Town. This has led to Blackpool being the only Harvard University Frontier of Innovation site in the UK and one of only two in Europe.
- 5.4.8 'Be Your Baby's Hero Keep Alcohol to Zero' town wide public health campaign using local role models. Done in consultation with parents and supported by Frameworks, Washington DC
- 5.4.9 Training events including seconding trainers into the LA Training team to work across police, health professionals (including GPs) and Children's Services. To date 3711 professionals have been trained.
- 5.4.10 Developing a Quality Mark across all Early Years Settings and skilling up the workforce.
- 5.4.11 Sustainability of targeted parenting programmes.
- 5.4.12 Developing a Trauma Informed approach across the town. This is taking place with professionals but also with local parents and community members and building the approach into the way services work with families.
- 5.4.13 Commissioned by NHS England to write the national guidance for Trauma Informed Care Pathways in Perinatal Mental Health and Maternity Services.
- 5.4.14 Consultations with Community on a range of subjects that will inform future practice i.e. Diet and nutrition, Early years and Alcohol in pregnancy etc.
- 5.4.15 Putting Blackpool on the map by partnering with International Centres of excellence in Early Child Development, for example:
- Harvard University, US
 - Murdoch Children's Research Institute, Australia
 - New York Academy of Science, US
 - University of Michigan, US
 - Oxford University, UK
 - Cambridge University, UK
- 5.4.16 Our Expert Advisory Group along with other international experts regularly give their time to train the Blackpool workforce. The Dad's Conference on 17 June is being Chaired by Professor Paul Ramchandani, the Lego Professor at Cambridge University. Our Annual conference on 14 November has Professor Frank Oberklaid from Murdoch Children's Research Centre keynoting. Members of the Centre for Early Child Development are regularly invited to international conferences to showcase the work taking place. As part of the Royal Commission interest in ABS, Blackpool hosted TRH's the Duke and Duchess of Cambridge visit to the town in March.

5.5 **Current Challenges**

- 5.5.1
 - Working with partners to develop the 'Town We Want'
 - Increasing volunteering across the town
 - Working to agree additional funding for a central shopfront to raise the profile of volunteering
 - Ensuring the work of Headstart on Resilience and ABS on Trauma is framed to show synergy between the two approaches. Embedding these approaches with professionals and community members.
 - Development, with Headstart, of a Junior Park Ranger Scheme to complement the EYS Park Rangers
 - Finalising the evaluation strategy to identify which key areas will be the focus of the next six years to see what works and how it has been implemented
 - Establishing a Creative Evaluation approach with the Grand Theatre which over the next six years will build resilience in communities but also capture the lived journey

5.6 **Next Steps**

- 5.6.1 ABS is a 10 year Systems Change programme. Alongside the Community element of the approach, work is taking place with services to improve commissioning processes and work with professionals and communities to identify what the community need and how services can support an asset based approach.

Does the information submitted include any exempt information? No

6.0 **List of Appendices:**

- 6.1 Appendix 7(a) - Governance structure of Blackpool A Better Start
- Appendix 7(b) - Membership of Executive Board, Operational Partnership Board, and Finance Board
- Appendix 7(c) - Implementation of the Enhanced Health Visiting offer
- Appendix 7(d) - Evidence based programmes offered
- Appendix 7(e) - £1.8 million development of Parks and Open Spaces

7.0 **Legal considerations:**

- 7.1 Not Applicable.

8.0 **Human resources considerations:**

- 8.1 Not Applicable.

9.0 **Equalities considerations:**

- 9.1 Not Applicable.

10.0 Financial considerations:

10.1 Sustainability is considered through the ABS Finance Board and governance arrangements.

11.0 Risk management considerations:

11.1 Not Applicable.

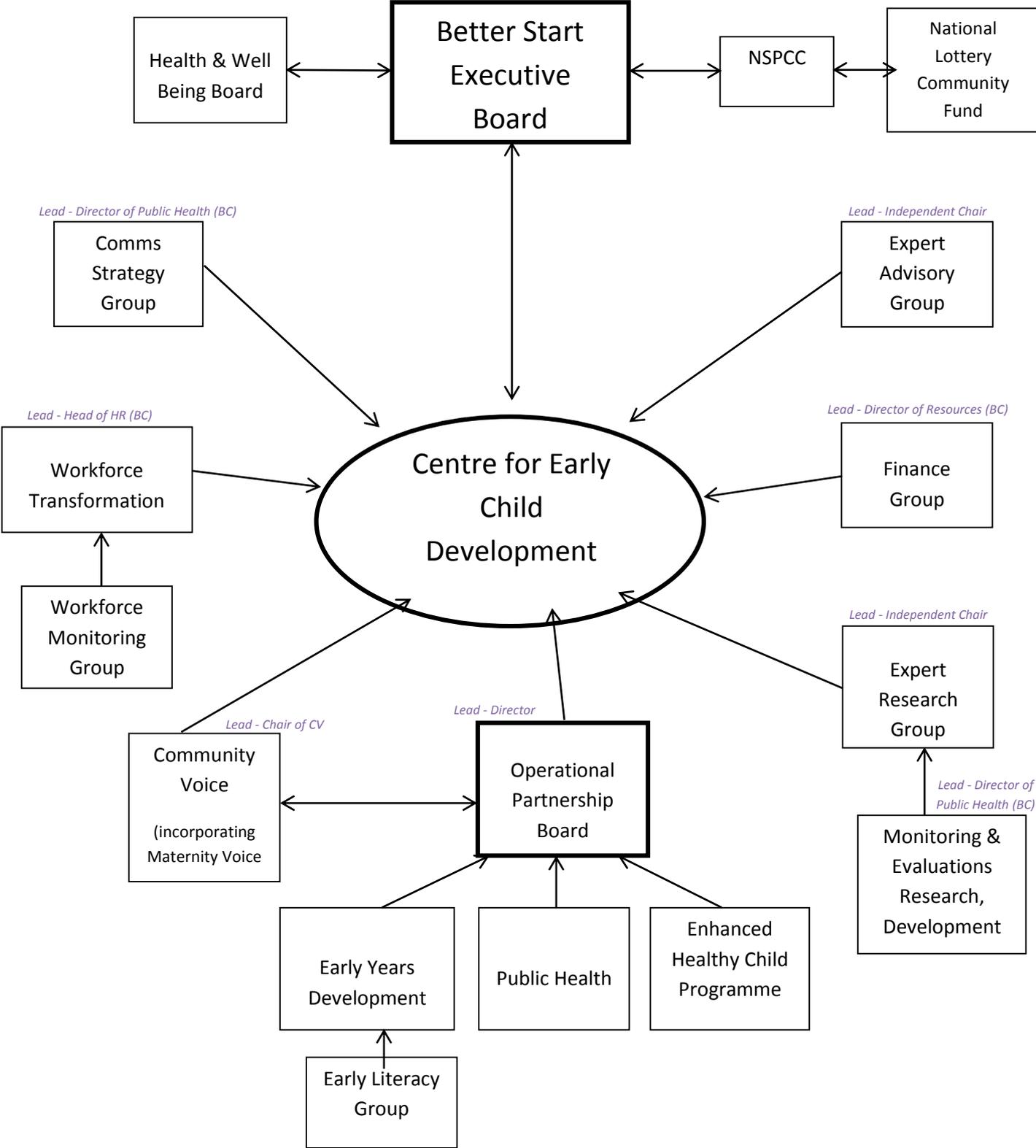
12.0 Ethical considerations:

12.1 Not Applicable.

13.0 Internal/external consultation undertaken:

13.1 Not Applicable.

APPENDIX 7(a)



KEY
 BC - Blackpool Council
 CV - Community Voice
 HR - Human Resources

This page is intentionally left blank

Membership of the Executive Board

- Director Children's Service Development and Delivery (NSPCC) - chair
- The Chief Executive of the Council or her/his designated deputy
- Director of Children's Services (Blackpool Council)
- Director of Nursing & Quality (Blackpool Teaching Hospitals NHS Foundation Trust)
- Director of Finance (Blackpool Council)
- Director of Public Health (Blackpool Council)
- Senior representative from the Clinical Commissioning Group or her/his designated deputy (CCG)
- Divisional Commander or her/his designated deputy (Police)
- Elected member from the Community Partnership Board
- Director of Centre of Early Child Development
- Consultant Paediatrician (Blackpool Teaching Hospitals NHS Foundation Trust)
- Cabinet Member - Blackpool Council

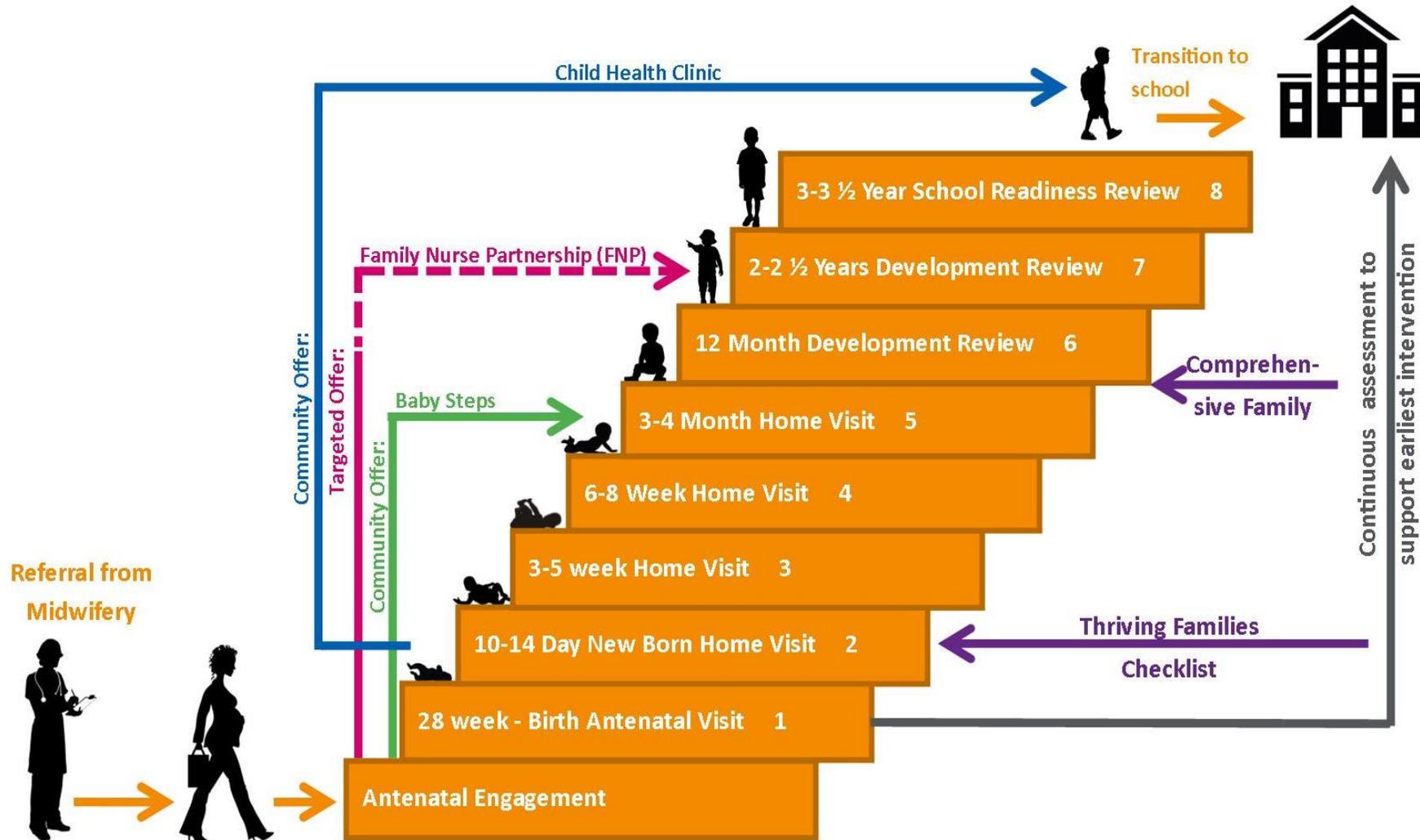
Membership of the Operational Partnership Board

- Chair - Director Centre for Early Child Development
- Deputy Chair - Chief Nurse, CCG
- Addaction
- Ambulance Service
- National Lottery Fund Community Fund
- Blackpool Council - Commissioning
- Blackpool Council - Early Help
- Blackpool Council - Leisure Services
- Blackpool Council - Public Health
- Blackpool Council - Schools
- Blackpool Council - SEND
- Blackpool Council - Social Care
- Blackpool Teaching Hospitals NHS Foundation Trust - Safeguarding
- Blackpool Teaching Hospitals NHS Foundation Trust - Universal Services
- CECD - Business Manager
- Clinical Commissioning Group
- FE/HE representation
- General Practitioner
- Head Teacher (Schools)
- Home Start
- NSPCC
- Police
- PVI Sector Rep
- Volunteer Centre, Community Voice Representation

Membership of the Finance Board

- Director of Resources, Blackpool Council, Steve Thompson (Chair)
- Blackpool CCG Finance, Andrew Harrison (Deputy)

- Director of Corporate Services, NSPCC, David Roberts
- Blackpool Council Finance, Mark Golden
- Blackpool Centre for Early Child Development, Annette Algie
- Procurement, Blackpool Council, Helen Thompson (as and when required)



This page is intentionally left blank

Programme	Summary
Baby Steps	Baby Steps is a manualised universal antenatal programme which promotes positive parent-child relationships and provides antenatal education. Women are recruited from 24 weeks pregnant across the whole of Blackpool. The programme is delivered by NHS Health Staff (Midwives and Health Visitors) alongside NSPCC staff (Family Engagement Workers) across 12 sessions. There are seven antenatal group sessions, 3 post-natal group sessions and two home visits (one before and one after birth).
Empowering Parents Empowering Communities (EPEC) Being a Parent	EPEC – Being a Parent - is a universal evidence-based parenting course aimed at helping parents learn practical communication skills to enable them to improve their parenting abilities and increase positive parent-child interactions. The eight week programme is delivered by trained parent facilitators in children’s centres.
Family Nurse Partnership (FNP)	FNP is an intensive home visiting programme for mothers aged less than 19 years who are first time parents. Mothers are recruited early in the pregnancy and remain on the programme until their child is 2/2.5years old. Currently FNP ADAPT work is taking place to explore the how outcomes for both mother and child can be improved further.
Fathers Reading Every Day (FRED)	FRED is a universal level programme which encourage fathers to read every day to their children. Fathers are provided with books, stories and rhymes to use with their child and access to children’s centres, libraries and other local resources are promoted during the sessions. Membership of local libraries is part of our local delivery. It also encourages wider engagement with the portfolio of dads work.
Mellow Parenting (Dads)	Mellow Dad’s is a parenting group specifically for dads (CIN level) developed by Mellow Parenting. It is primarily focused on improving father-child attachment in circumstances where family relationships are very difficult and children are considered to be at risk of harm. The programme is co-delivered with partners once a week over a 14 week period.
Parents Under Pressure (PuP)	PuP is an evidence-based parenting programme which provides support to families where parental substance misuse is an issue. The programme aims to support parents through the increasing the use of mindfulness techniques and parenting skills, whilst reducing child behavioural difficulties and ultimately the potential for child abuse and neglect. The intervention is delivered to families (CIN level and CP plan) in the home over 20 weeks by a PuP trained member of the NSPCC delivery team.
SafeCare	SafeCare is an evidence-based parenting programme for parents whose children are not having their emotional or physical needs met and are at risk of abuse or neglect. The programme aims to reduce home hazards, improve child health knowledge and increase positive parent-child interaction. SafeCare is delivered in the home to families (CIN level and CP Plan) over 20 weeks by a trained member of the NSPCC delivery team.
Survivor Mum’s Companion (SMC)	SMC is a psycho-education programme for pregnant women (before 28 th week of pregnancy) who have experienced trauma or abuse. It aims to reduce symptoms of trauma, improve maternal mental health and promote positive parent-child interaction. The pilot has adapted the US model to ensure suitability for Blackpool and is currently being delivered through the NSPCC service delivery team. The programme is currently undergoing evaluation to examine the potential for up scaling.
Video Interaction Guidance	VIG is an evidence-based programme that uses a strengths based approach to

(VIG)	improve parent-child relationships where it has been identified that children are not having their emotional or physical needs met. Families are videoed on three separate occasions in the home and given positive feedback about their parenting capabilities and shown clips of positive parent-child interaction. The programme is delivered in the home to families (CIN level) over 10 weeks by a trained member of the NSPCC delivery team.
Enhanced Health Visiting Programme	The development of an enhanced model has provided additional contacts to all women and given health visitors new tools of assessment which enable them to identify and provide the support needed for each family. Includes FNP and Baby Steps.
Talk with Me	"Talk With Me" is a speech, Language and Communication (SLC) Home Visiting Service offered across the seven Better Start Wards to all young children who show SLC delays that do not meet criteria for support through specialist services. The 'Talk With Me' Service is offered to all those meeting criteria following the Health Visitor WellComm assessments at 1 year, 2-2.5 years. Families will be offered a six visits in their own home that provide language and interaction support from a trained early years professional with enhanced SLC skills and training. Additional family groups will be based in local children's centres offering group support for parents of children with similar needs.
For Babies Sake	For Babies Sake is a manualised domestic violence intervention developed by the Stefanou Foundation which works with both partners within a violent relationship to focus on relationships and the impact on the child within the household and remove harm

Better Start Parks and Open Spaces

Ward	Location	Investment	Progress
Bloomfield	George Bancroft Park	£70,000	Complete
		£70,000	
Victoria	Revoe Park (phase 1)	£186,740	Complete
Victoria	Revoe Park (phase 2)	£92,643	Complete summer 2019
Victoria	Children's Centre (St. C)	£40,000	On hold - awaiting review outcome
Victoria	Football Pitches	£30,000	Potential summer 2019
		£356,740	
Claremont	Claremont Park	£240,414	Complete
Claremont	Children's Centre	£30,000	On hold - awaiting review outcome
		£288,000	
Clifton	Children's Centre	£41,263	Complete
Clifton	Langdale Green	£100,000	Build August 2019
Clifton	Clifton Drive	£35,000	Build August 2019
Clifton	Windmill Green	£5,000	Build August 2019
		£181,263	
Park	Children's Centre	£36,182	Complete
Park	@TheGrange	£60,163	Complete
		£96,182	
Talbot & Brunswick	Children's Centre	£75,000	Build August 2019
Talbot & Brunswick	Community Garden	£10,000	Build August 2019
Talbot & Brunswick	Counce Play Area	£75,000	Build August 2019
Talbot & Brunswick	Queens Park Play Area	£60,000	Complete
		£220,000	
Waterloo	Children's Centre	£15,180	Complete
		£15,180	
Haweside	Children's Centre	£24,610	Complete
		£24,610	
Kincraig	Children's Centre	£13,812	Complete
		£13,812	
Mulitple	Bus Shelters	£30,000	Build 2019/20
Mulitple	Maintenance Budget	£50,000	
Mulitple	Park Rangers	£454,000	Additional Rangers being appointed
Mulitple	Junior Park Rangers	£20,000	Summer 19
		£554,000	
TOTAL SPEND		£1,795,007	

This page is intentionally left blank

Report to:	CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting:	20 June 2019

SCRUTINY WORKPLAN

1.0 Purpose of the report:

- 1.1 To consider the contents of the Children and Young People's Scrutiny Committee's Work Programme for the remainder of the calendar year and note the date and time of the workplanning workshop

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.
- 2.3 To note the date of the Committee's Workplanning Workshop as 25 June at 12.15pm.

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 Children and Young People's Scrutiny Committee remit

5.1.1 Following the May 2019 Local Elections the Council agreed at its annual meeting to amend the remits of the scrutiny committees. As a result of this the Resilient Communities and Children's Scrutiny Committee has become the Children and Young People Scrutiny Committee.

5.1.2 The remit of the Committee is outlined as;

1. To scrutinise the functions and responsibilities of the Council relating to Children's Services.
2. To undertake financial management monitoring of the services that fall under the remit of the Committee including holding relevant budget holders to account.

5.2 Scrutiny Leadership Board

5.2.1 The Council has established a Scrutiny Leadership Board (SLB), Chaired by Councillor Mrs Callow to co-ordinate the scrutiny function at Blackpool and to undertake scrutiny of cross-cutting strategies and plans amongst other things. As a result the Workplan of the Committee will be submitted to the Scrutiny Leadership Board for consideration and requests could be made by the Board to include additional work or make amendments. The Chair and Vice Chair of the Committee are members of the SLB and will provide liaison as appropriate between the Committee and Board.

5.3 Scrutiny Workplan

5.3.1 The Scrutiny Committee Workplan is attached at Appendix 8(a). The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.

5.3.2 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.

5.3.3 A Scrutiny Workplanning Workshop will be held on Tuesday 25 June 2019. As this will be after the first meeting of the Committee the workplan will be updated following the workshop.

5.4 **Scrutiny Review Checklist**

5.4.1 The Scrutiny Review Checklist is attached at Appendix 8(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.

5.5 **Implementation of Recommendations/Actions**

5.5.1 The table attached to Appendix 8(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.

5.5.2 Members are requested to consider the updates provided in the table and follow up questions as appropriate.

Does the information submitted include any exempt information?

No

5.6 **List of Appendices:**

Appendix 8(a): Children and Young People’s Scrutiny Committee Workplan

Appendix 8(b): Scrutiny Review Checklist

Appendix 8(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.

Children and Young People's Scrutiny Committee - Work Programme 2019-2020	
7 February 2019 (RC)	<ol style="list-style-type: none"> 1. Children's Services Update Report – including Youth Offending Team Inspection outcome, changes to the Awaken Team, Demand Management Update, Neglect Strategy and the Dashboard, CS Ofsted Inspection 2. Strategy Development: SEND and Inclusion Strategy, Early Years Strategy 3. Blackpool Youth Offending Team Strategic Plan 4. Supporting the Workforce Scrutiny Outcomes 5. Green and Blue Infrastructure Strategy feedback report on scrutiny work in workplan item
20 June 2019	<ol style="list-style-type: none"> 1. Youth Offending Team Inspection - To receive an update on progress in relation to the inspection of the Youth Offending Team 2. Children's Services Ofsted Inspection – To receive an update on progress in relation to the Ofsted inspection of Children's Services. 3. BSCB Half Year Review - To receive a half-year review of the Blackpool Safeguarding Children Board - to include changes to structure, Neglect, Children Missing from Home, Child Criminal Exploitation, Early Help 4. Better Start - To receive a report on the Better Start project, to include consideration of outcomes and value for money
10 October 2019	<ol style="list-style-type: none"> 1. Youth Offending Team Inspection - To receive an update on progress in relation to the inspection of the Youth Offending Team 2. Children's Services Ofsted Inspection – To receive an update on progress in relation to the Ofsted inspection of Children's Services. 3. Headstart Annual Report – To receive an annual report on the Headstart programme 4. CPP Annual Report

CHILDREN AND YOUNG PEOPLE'S SCRUTINY REVIEW WORK	
tbc	Proposed joint piece of work with Adult Social Care and Health Scrutiny Committee: Child and Adolescent Mental Health to include prevalence, performance of CAMHS, emotional health, looked after children, additional educational needs

This page is intentionally left blank

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
1	29.06.17	To request that a precis of school Ofsted reports be sent to Members outside of Committee meetings.	Ongoing	Director of Children's Services	Recommendation amended following Committee meeting December 2017. First document received.	Green
2	12.04.18	To receive the Placement Sufficiency Strategy in late 2018.	November 2018	Director of Children's Services	Consideration of the Placement Sufficiency Strategy has been included on the workplan for November 2018. Update: Mrs Booth, Director of Children's Services has advised that the Strategy is not yet completed and that it will be circulated to Members of the Committee as soon as possible.	Red
3	13.09.18	That a future piece of work be carried out on the dangers present in Blackpool to children and young people.	2019	Tbc	Colleagues at the Police have been contacted to assist with the work, no response received to date.	Not yet due
5	13.09.18	That Mrs Booth be requested to report on partners who did not engage.	N/A	Director of Children's Services	Members are requested to consider how to implement and monitor this recommendation.	N/A
6	13.09.18	To receive an update performance report on HeadStart in 12 months.	September 2019	Programme Leader, HeadStart	Added to workplan.	Not yet due

This page is intentionally left blank