

Bournemouth Borough Council, Children, Young Peoples and Families Services

Our ambition is to improve the lives, and respect the uniqueness of children, young people and their families by ensuring the provision of high quality services delivered by skilled staff who feel valued for the work they do.



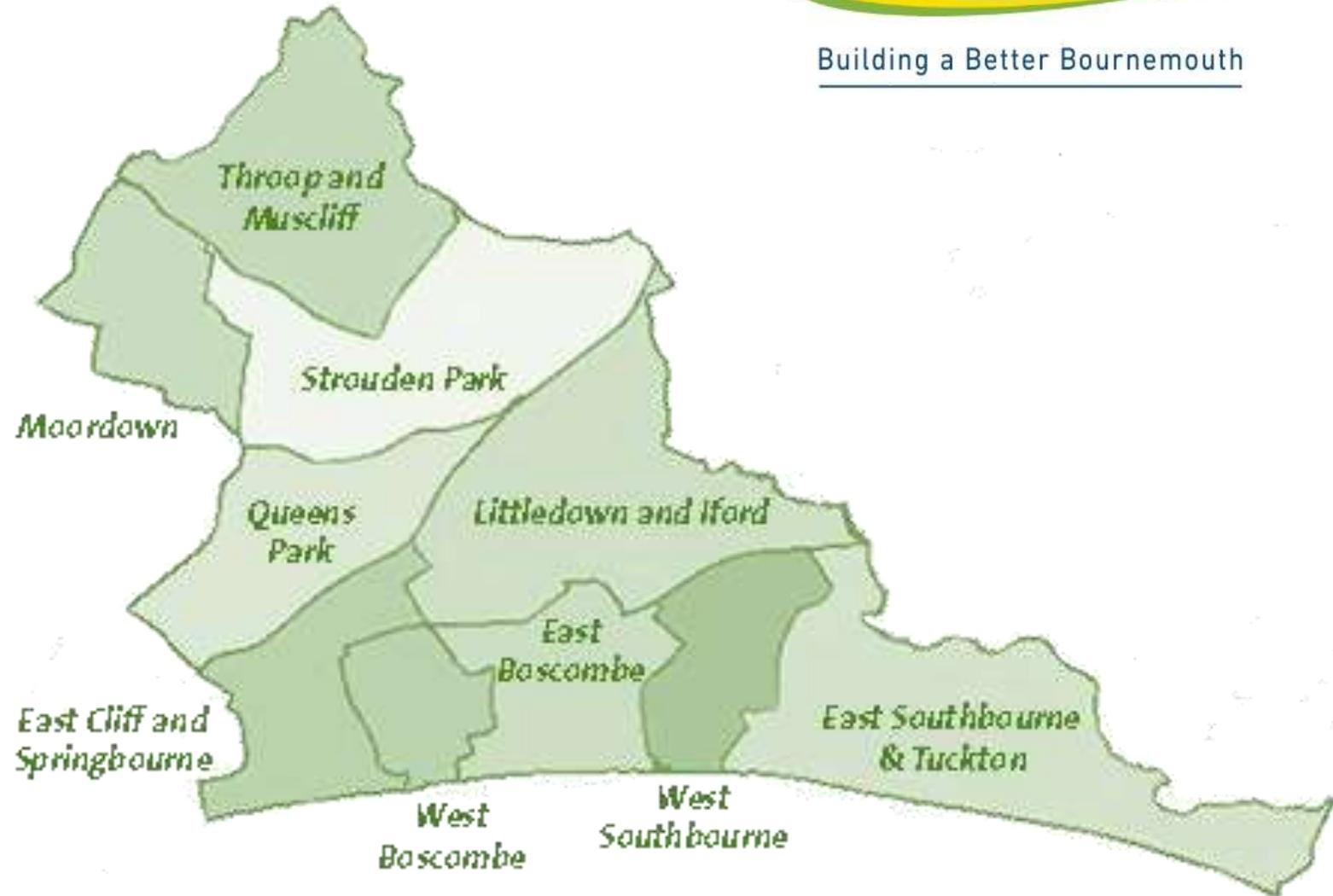
Building a Better Bournemouth

About Bournemouth



Building a Better Bournemouth

- Bournemouth is 17.83 sq miles (46.15 sq km).
- 6.88 m visitors a year.
- Tourism is a major part of the economy.
- Banking, finance and insurance sector is the most valuable to Bournemouth's economy.
- Mid 2016, Bournemouth had an estimated population of 197,700, and of those an estimated 35,500 are children.



Key features of our Journey - SEF

1. Recruiting high calibre sustainable workforce in CYPFS

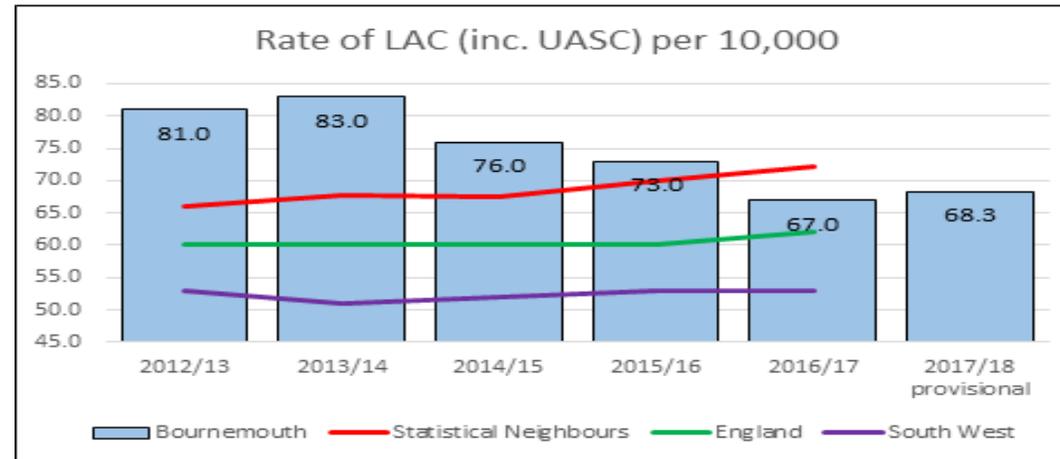
- Reduction in agency social workers
- ‘Grow Our own’ strategy
 - Step Up students and secondments to the BA and MA in Social Work
- Developing the retention ‘offer’
 - Research sabbatical, Masters opportunities. Investment in Signs of Safety as a practice model with Poole
- Grow the market pan-Dorset
 - Teaching Partnership
 - Pan-Dorset Health & Social Care Academy
 - Staff teaching at Bournemouth University
 - Graduate Certificates in Practice Education

2. Develop an effective organisational framework

- Restructure into small managed POD teams to support practice
- Creation of MASH and Family Support Hub in Early Help
- Bournemouth host and lead the Regional Adoption Agency to deliver high quality adoptive placements and support for special guardianship
- Bournemouth host the Dorset Youth Offending Service
- Develop specialisms for emerging areas of practice
 - CSE
 - County Lines
 - Separated and trafficked children seeking asylum
 - Private fostering service
 - Support for care leavers through a volunteering mentoring scheme
- Procure and implement the new client information system MOSAIC to enable better performance management and to support front line operational delivery

3. Reduction in rates of children in care

Rate of LAC (including UASC) per 10,000 has reduced by 14.7, (excluding UASC) by 19.1
We are now 3.8 below statistical neighbour national average as opposed to being 15.2 above
back in 2013/14



Bournemouth is 1.9 away from the national average. Our aim to be on or below the national average

- Achieved by
- careful review of plans (Legal Gateway Panel, Best Care Panel, permanence planning, case reviewing)
 - community based support through early help and commissioned services through ART with wider 'menu' of support available to young people and families

4. Our challenges

- a) Creating a seamless 'journey': Early Help/MASH, Assessment, step up and step down – creation of new Service Manager role across all three. Reduce handoffs for Children, Young People and Families
- b) Improving quality of assessments and plans to reduce re-referral rates.
- c) Reducing use of legal proceedings to remove children through PLO when family alternatives have not been fully exhausted
- d) Improving community based offers to adolescents entering the care system improving focus on prevention and improving the support we give care leavers
- e) Managing performance and using case audit to develop quality of practice developing tools and skills in this area, learning from our audits
- f) Narrowing the educational attainment gap for disadvantaged children and young people
- g) Improving leadership and management lines of sight into practice.
- h) Respect professional autonomy of practice, yet hold people accountable through their managers
- i) Building a culture based on openness, honesty and integrity that values the workforce and encourages growth and learning.
- j) Successful merger with Poole and Christchurch following Local Government Reorganisation (2019)

Inspection of Bournemouth's Children's Social Care Services

The inspection, by Ofsted, took place between 16th and 27th July 2018

The final report was published on Ofsted's website on the 24th August.

<https://reports.beta.ofsted.gov.uk/provider/44/80434>

Our overall judgement is Requires Improvement.

The inspectors concluded that when children in Bournemouth are identified as in need of protection, they are safeguarded well. Effective work is undertaken with them to reduce risk and address their needs and, when their circumstances do not improve, timely action is taken to safeguard their welfare. However, too many children with less acute needs, experience delays in receiving a response. This means that many of these children wait too long for assessments and interventions.

Highlights

- Children and families benefit from a wide range of evidenced based early help services which make a difference to families and improve children's lives.
- Initial child protection conferences and subsequent reviews are timely.
- Social Workers in the safeguarding team know their children well and they engage well with both families and other professionals.
- The vast majority of CP and CIN plans are of good quality.
- There is effective use of the Public Law Outline (PLO)
- The quality of the help and protection offered by the disabled children's team (CHAD) is a strength.
- Most strategy discussions are timely and have appropriate multi-agency attendance.
- Children who are privately fostered receive timely visits and a thorough assessment of need.

- CYP considered to be at risk of sexual exploitation receive a timely and effective initial response.
- There are good systems in place to monitor and track children who are electively home educated.
- SWs engage effectively with agency professional and families to support children to remain with their families where it is safe for them to do so.
- Thresholds for care proceedings are well understood and appropriately applied.
- Children benefit from early and well-considered permanence planning.
- Children benefit from timely matching with adopters who are able to access a range of therapeutic and support services.
- Social Workers have well established, positive relationships with children in care and know them well.
- Creative life-story work is undertaken with children in care.

- Placement disruptions are minimised.
- Independent Reviewing Officers (IROs) provide effective oversight of children's plans.
- Children in care and care leavers are effectively supported to participate in a variety of social activities and groups.
- The virtual school is enthusiastic and committed to providing children in care with support. The service is valued by schools.
- Effective support is provided by the Virtual School to post 16 children in care and care leavers.
- Return Home Interviews are generally timely, detailed, reflect the views of the child and include an analysis of risk.
- Some strong strategic partnerships, including with the judiciary and CAFCASS, have been developed.

However...

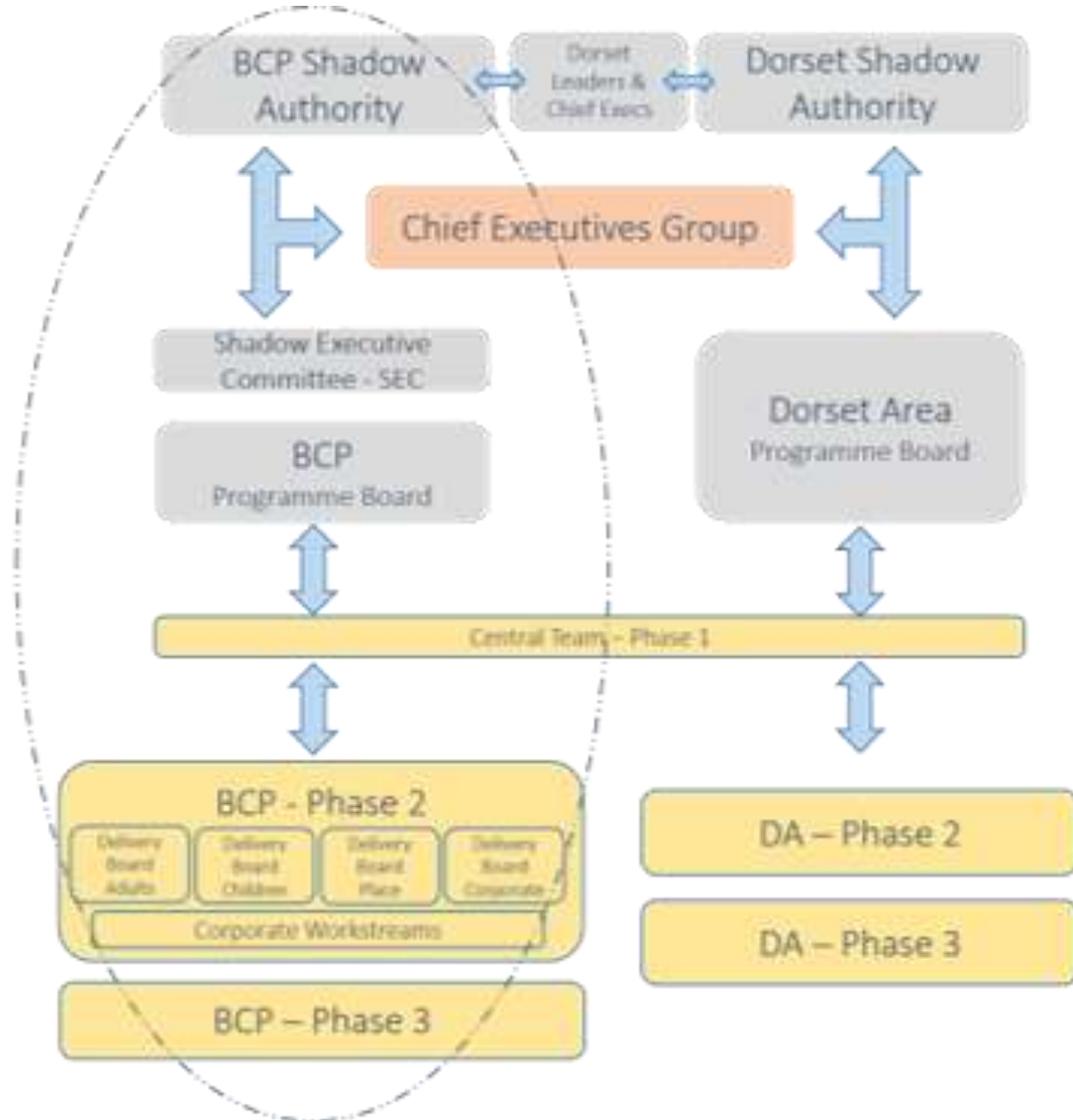
- Children and families accessing early help too often experience delays in the assessment of their needs.
- Delays in decision making in the Multi Agency Safeguarding Hub (MASH) mean that children live in circumstances of unassessed need for too long and there are missed opportunities to intervene early.
- In a minority of CP cases seen by inspectors, children were stepped down to early help services before sustained change was evidenced resulting in subsequent re-referrals to social care services.
- The out of hours service is not sufficiently robust.
- The rationale for decisions at Strategy Meetings is not always well recorded.
- The vast majority of assessments undertaken in the assessment team...are of poor quality and not consistently carried out within timescales that reflect children's needs, or updated when children's circumstances change.
- Insufficient progress has been made to develop an edge of care service for adolescents.

- When sexual exploitation is the presenting issue, broader safeguarding concerns are not consistently considered.
- There are significant delays in completing the record of return home interviews, therefore these do not consistently inform planning.
- Oversight and coordination of allegations of abuse against adults are not sufficiently rigorous.
- The quality of Personal Education Plans (PEPS) is variable with weaker plans nor sufficiently focusing on learning.
- High caseloads of Personal Advisers in the Care Leavers team are impacting on the ability to deliver an effective service.
- The quality of planning for the majority of care leavers is poor with the young people not sufficiently actively involved in planning for their futures.

The report makes 9 recommendations for improvement.

- The effectiveness and oversight of leaders to drive forward service improvements.
- Management oversight and review of social work practice, including supervision.
- The quality of performance information available to senior managers and regular review of actions arising from auditing activity
- The quality of assessments, plans and service provision for care leavers.
- The quality and timeliness of responses to contact and referrals, including strategy discussions and child protection enquiries.
- The application of thresholds in relation to referrals and decision-making following the completion of assessments.
- The quality of responses to homeless 16 and 17 year olds and adolescents on the edge of care.
- The educational progress and achievement of children in care and effectiveness of the oversight and challenge to schools for children on part-time timetables.
- The quality of responses to children at risk of sexual exploitation or to children who go missing.

BCP Programme Overview



BCP Programme Governance consists of:

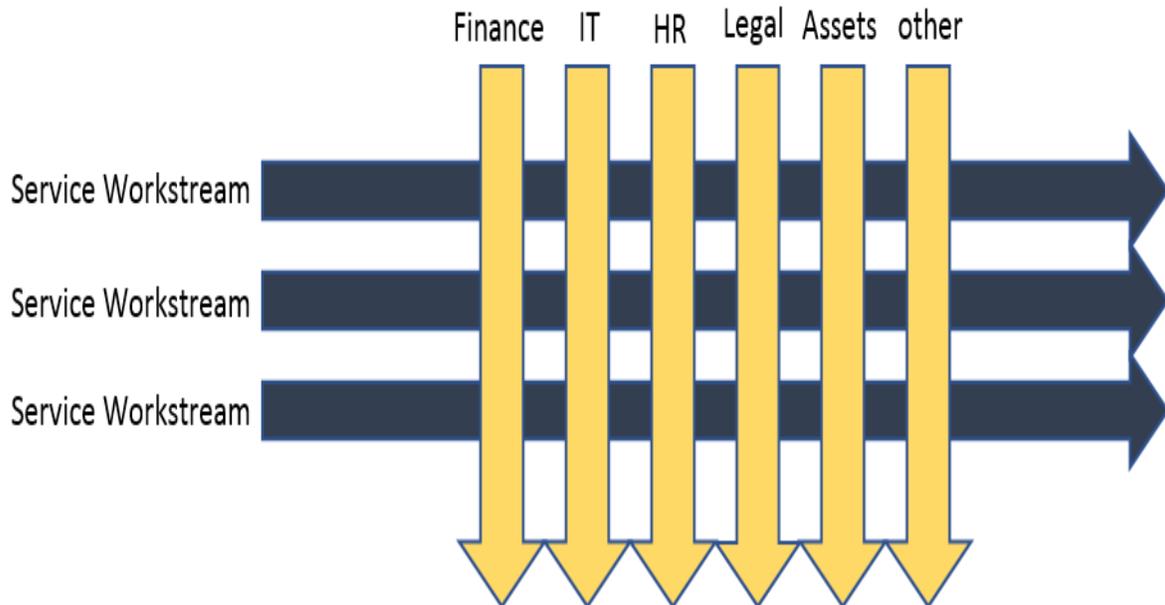
- A member led Shadow Executive comprised of 16 elected members from Bournemouth, Christchurch and Poole
- A Programme Board, led by Jane Portman as SRO with Chief Executives David McIntosh (CBC), Andrew Flockhart (BoP) and Debbie Ward (DCC), now with an extended membership including Strategic and Executive Directors, Statutory Officers and Supporting Officers.

The Programme has been designed around three key phases

1. Creation of the new Council
2. Delivering services on April 2019
3. Designing and Building the new Local Authority

BCP Phase 2

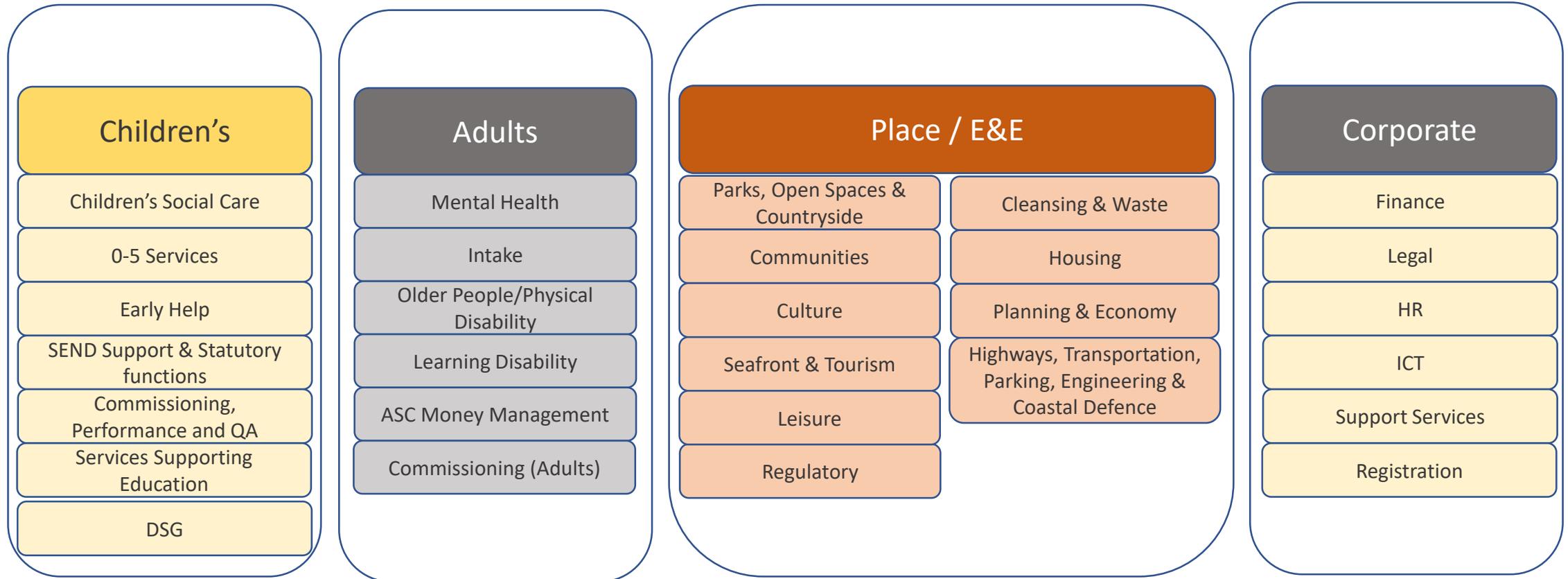
Phase Two will focus on issues that are critical to ensure a smooth transition from the four preceding councils to the new Council on Day One – 1st April 2019.



- **Service Delivery Board (horizontal)** to cover each unit of service
- **Corporate Worksteams (verticals)**– will determine the principles or non-negotiables for all services to adopt from 1st April 19.
- The **BCP Programme Board** will maintain an overview of progress, resolve issues that are escalated and allocate resources as appropriate.
- For consistency, the **Communications Workstream** will support both BCP Programme and Portfolio Boards with finalising and issuing key messages.

BCP Phase 2 Service Boards(horizontal)

4 Service Delivery Boards to manage 32 horizontal workstreams



What is **critical** to address for a smooth transition to the new Council on Day One?

