

Lancashire County Council

Children's Services Scrutiny Committee

Wednesday, 6th December, 2017 at 2.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No.	Item
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1.	Apologies
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2.	Disclosure of Pecuniary and Non-Pecuniary Interests
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Minutes from the meeting held on 18 October 2017	(Pages 1 - 4)
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4.	Secure Accommodation	(Pages 5 - 8)
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5.	Recruitment and Retention - Children's Social Care	(Pages 9 - 42)
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6.	Children's Services Scrutiny Committee Work Plan 2017/18	(Pages 43 - 50)
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7.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

8.	Date of the Next Meeting
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The next meeting of the Children's Services Scrutiny Committee is due to take place on Wednesday 31 January 2018 at 2pm, Cabinet Room C, County Hall, Preston

County Hall
Preston

I Young
Director of Governance,
Finance and Public Services

Lancashire County Council

Children's Services Scrutiny Committee

**Minutes of the Meeting held on Wednesday, 18th October, 2017 at 2.00 pm
in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

Present:

County Councillor Andrea Kay (Chair)

County Councillors

N Hennessy	H Khan
I Brown	J Potter
A Cheetham	J Rear
J Cooney	D T Smith
B Dawson	P Steen

Co-opted members

Councillor Zara Khan, Children's Partnership Board -
Chorley, South Ribble, West Lancs

County Councillors Bernard Dawson, John Potter and Peter Steen replaced Loraine Cox, David Howarth and Andrew Gardiner respectively.

1. Apologies

Apologies were received from Co-optee non-voting members Gail Goodman, Children's Partnership Board Fylde, Wyre and Lancashire North; and Stella Brunskill, Children's Partnership Board, Hyndburn, Ribble Valley and Rossendale.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None were disclosed.

3. Minutes from the meeting held on 6 September 2017

Resolved: That the minutes from the meeting held on the 6 September be confirmed as an accurate record and signed by the Chair.

4. Tracking of Care Leavers - Overview of New Process

The Chair welcomed Audrey Swann, Head of Education for Looked After Children, to the meeting.

The report presented explained that it was the Local Authority's responsibility as corporate parents to support Lancashire's children looked after (CLA) and Care Leavers, and to enable them to become independent and successful adults. A key element of this was access to education and training that would lead to positive outcomes. A review of the current offer of support was in process to develop more effective systems and practices.

Regarding persons who were coming up to 18 and had been in care all their lives, Members enquired if the Council was encouraging them to aim high and pursue university once leaving school. Of the 171 school leavers a high proportion of these had only been in care a short time. Those who came into care late, appeared to do less well educationally. There was around 35 young persons in university at the moment. Each young person who entered higher education was allocated a bursary of £2000 over 3 years from the Council. It was reported that the Council had a commitment to support a person in care, who went to university up to the age of 25.

It was noted that when children in care moved or dropped out, the Council faced a number of challenges in getting those young people back into education as quickly as possible.

The Council had a duty to utilise the statutory Personal Education Plan process and meetings to identify reasons why a child in care was not thriving in school. Those involved in every PEP meeting included the social worker, carer and the school.

The Committee was informed that connections had been established with the Lancashire Enterprise Partnership (LEP) through the Employment Support Team to aid care leavers with employability, skills and apprenticeships. The Employment Support Team had been working individually with young people who had been referred to them and that a case worker would be assigned to a young person. The Team had also established contacts with businesses and job centres. In addition to this, opportunities were provided for care leavers to work for the Council.

The Committee was informed that County Councillor Andrea Kay, Chair of the Children's Services Scrutiny Committee and County Councillor Ian Brown, Chair of the Corporate Parenting Board were developing a pilot scheme in the Wyre District looking at alternative pathways to support children looked after and aid their aspirations, liaising with the armed forces, the police, the fire and rescue service, Fleetwood Town football club and the YMCA to see how apprenticeship opportunities can be formulated for them.

Resolved: That;

- i. The report be noted.
- ii. Committee members identify potential opportunities in their own divisions/district to increase supported employment and training for children looked after and care leavers across Lancashire.

5. Homelessness Protocol and Supported Accommodation

The Chair welcomed Tracy Poole-Nandy, Head of Service Children's Social Care – Central, to the meeting.

The report presented explained that the homelessness protocol for children aged 16 – 17 years was aimed to support and enable children considered to be homeless to secure appropriate assessment and accommodation. The protocol was established to ensure a streamlined process to assess and meet the needs between housing and social care.

Supported accommodation was a separate area of need which was currently included with the homelessness protocol for children aged 16 – 17 years in an attempt to support the transition of children into adulthood and independence. Support thereafter was however only provided to children who had been looked after or were relevant by means of leaving care legislation. A presentation was delivered to the Committee, a copy of which is set out in the minutes.

There was a statement of commitment to all Lancashire's children to make them feel safe, to do well, to be happy, to be healthy and to be listened to.

The Committee was informed that the needs of the children were being met in terms of providing beds and accommodation. It was explained that bed and breakfast accommodation could not be used to accommodate young people under the age of 18, even in emergency situations, and that alternative arrangements must be sought from housing partners via the Emergency Duty Department.

Regarding cross border children residing in Lancashire, it was reported that they were the responsibility of the home authority and not this Council. However, if a child had come to significant harm whilst residing in Lancashire, it was this Council's statutory responsibility to investigate such an incident.

Members enquired how the new protocol was monitored and how its success would be measured. It was reported that regular multi-agency meetings were held to ensure accountability. District Councils were very much on board from a housing perspective. Success would be measured through feedback from the districts and partner agencies. It was noted that about 40 young people had been rehomed this year and that feedback from these cases in relation to the new protocol was very positive.

Resolved: That the report be noted.

6. Children's Services Scrutiny Committee Work Plan 2017/18

The work plan for the Children's Services Scrutiny Committee for the 2017/18 year was presented. The topics included were identified at the work planning workshop held on 21 June 2017.

It was reported that the task and finish group on Supporting Pupils at School with Medical Conditions had been agreed by the Internal Scrutiny Committee at its meeting on 22 September 2017.

County Councillor Hasina Khan raised a number of points in relation to the recent publication of the Lancashire Safeguarding Children's Board Annual Report and requested for this to be added to the work plan.

Resolved: That;

- i. The report be noted; and
- ii. Consideration be given for the Lancashire Safeguarding Children's Board Annual Report to be added to the Committee's work plan in relation to the points as raised by County Councillor Hasina Khan.

7. Urgent Business

There were no items of urgent business.

8. Date of the Next Meeting

The next meeting of the Scrutiny Committee will take place on Wednesday 6 December at 2:00pm in Cabinet Room C (The Duke of Lancaster Room) at the County Hall, Preston.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 6 December 2017

Electoral Division affected:
(All Divisions);

Secure Accommodation

Contact for further information:

Sally Allen, Tel: 01772 531754, Head of Safeguarding, Inspection & Audit
sally.allen@lancashire.gov.uk

Executive Summary

The report provides an overview in relation to secure accommodation, including the criteria and reasons why children may require placement in a secure children's home. It also highlights some of the challenges when placing a child in secure accommodation.

Recommendation

The Children's Services Scrutiny Committee is asked to note and comment on the report.

Background and Advice

Restricting the liberty of a child/young person in order to safeguard their welfare is a serious step which must be taken only when there is no appropriate alternative. A secure placement must be a 'last resort', in the sense that all other options must first have been comprehensively considered and rejected. When considering the possibility of a secure placement there must be a clear view as to what is hoped to be achieved by the admission and how this fits into the overall care plan for the child. The liberty of children and young people can only be restricted in premises approved as secure accommodation by the Secretary of State for Education – secure children's homes.

The Criteria

Section 25 of the Children Act 1989, sets out the criteria for placement of a child in secure accommodation. The local authority must be able to demonstrate that:

- S/he has a history of absconding and is likely to abscond from any other description of accommodation and
- If s/he absconds s/he is likely to suffer significant harm.

OR

- If s/he is kept in any other description of accommodation s/he is likely to injure her/himself or other persons.

In an emergency the Director of Children's Services (DCS) can authorise a child's placement in secure accommodation for up to 72 hours. However, if the placement is to exceed 72 hours, an application must be made to the court. A child under the age of 13 years cannot be placed in secure accommodation without the prior approval of the Secretary of State.

Duration of the Order

The order will last for a maximum of three months on first application and then for periods of up to six months in respect of subsequent applications. However, courts often prefer to make 28 day orders in the first instance. All Secure Accommodation Orders are permissive. I.e. it allows, but does not compel the local authority to hold a child in secure accommodation. This means that regardless of the length of the court order, if during the course of the order the child no longer meets the criteria, the local authority must remove the child from secure accommodation. Contingency planning is therefore vital.

Secure Children's Home Placements

The Youth Justice Board (YJB) commissions secure placements. Enquiries regarding vacancies can be made to the National Bed Bank which is run by the YJB. Placements are limited and secure children's homes have a referral process and can refuse to offer a placement. Identifying a secure placement can therefore be extremely difficult. There are no secure children's homes in Lancashire and the majority of placements are a significant distance away. For example, Glasgow, Durham, Peterborough, Eastbourne, Southampton and Leeds. For young people this can be extremely difficult as family and friends may be unable to visit them as frequently as they would like and it also makes the transitional process of reintroducing the child/young person into their local community more challenging.

The average cost of a placement in secure accommodation is between £6,000-£6,500 per week.

Secure Accommodation Reviews

The secure accommodation review has the distinct purpose of determining whether the criteria for the child/young person to remain in secure accommodation continues to be met. The first review is held within 28 days of the start of the placement and thereafter at intervals not exceeding three months. In accordance with the Secure Accommodation Regulations, the local authority is required to appoint a panel of three members, including an independent person (who is not a member or officer of the local authority) to undertake the review. It is good practice that the other two panel members are not directly involved in the management of the case.

It is important that the independent panel member sees the child/young person before the review to obtain their wishes and feelings and that they are encouraged to fully participate in the meeting, presenting their views on whether the Secure Accommodation Order should continue and being allowed to challenge the evidence presented should they so wish. The review panel then withdraws to discuss their findings before presenting them to the meeting. The Chair must summarise and

present the findings in language that the child/young person understands and is responsible for ensuring they are fully informed of the decision.

Children's Needs

Children/young people who require secure accommodation often have multiple and complex needs and are extremely vulnerable. High risk indicators include repeat missing from home episodes, being the victim of child sexual exploitation, displaying sexually harmful behaviours, mental health concerns, alcohol and substance misuse, involvement in criminal activity, including the use of violence and young people who pose a significant risk to themselves through self-harm. Where children/young people become subject to a Secure Accommodation Order, this means that these risks couldn't be managed safely in the community and that there was sufficient evidence of this, such as a variety of placements and services having been provided which did not reduce risk.

Over the past 12 months (October 2016 to September 2017) Lancashire has placed ten young people, (four boys and six girls) in secure accommodation. One boy and one girl have been placed in secure accommodation twice within this 12 month period due to risks escalating again to the point where they couldn't be managed safely within a community setting.

An audit has been completed of children/young people placed in secure accommodation to assess the quality of practice, including adherence to procedures, care planning, quality of services prior to the secure application, management oversight and preparation for discharge of the order. The findings will be shared with managers and practitioners to ensure the learning is embedded and the recommendations will be taken forward.

Consultations

N/A

Implications

This item has the following implications, as indicated:

Placing a child in secure accommodation is a serious step and restricts their liberty. However, in some circumstances this may be the only option to safeguard their welfare. Robust safeguards are in place to ensure the appropriate use of secure accommodation, including the requirement for DCS approval, scrutiny of the application by the court and appointment of a Children's Guardian (an independent person appointed in legal proceedings to promote the child's welfare and ensure that the arrangements made for the child are in his or her best interests). If during the course of the order the child no longer meets the criteria for an order, the local authority must remove the child from secure accommodation. Failure to do so could result in legal challenge.

Risk management

N/A

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Tel
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NA

Reason for inclusion in Part II, if appropriate

NA

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 6 December 2017

Electoral Division affected: All

Recruitment and Retention Strategy – Children's Social Care

(Appendices 'A' and 'B' refer)

Contact for further information:

Tracy Poole-Nandy, Tel: 01772 531601, Head of Service Children's Social Care – Central, Email: tracy.poole-nandy@lancashire.gov.uk

Executive Summary

The Recruitment and Retention Strategy within children's social care has been implemented to proactively recruit within this field motivated, and where possible experienced social workers to work across the areas of childcare social work in Lancashire. There have been a number of improvements made in the way Lancashire now recruit by means of recruitment events across the county outside of ordinary working hours to enable those in employment to attend and learn about the positive opportunities available.

To ensure that social work staff are adequately supported as part of their induction the service has now developed a social work academy which supports new staff in gaining all of the pertinent training, equipment and knowledge of policies, procedures and structure to help them in their transition into this role.

Recommendation

The Children's Services Scrutiny Committee is requested to:

- i. Note and comment on the report
- ii. Consider Appendix A which outlines the Recruitment and Retention Strategy of social workers in Lancashire.
- iii. Consider Appendix B which relates to the social work academy and forms part of the retention strategy.

Background and Advice

The Recruitment and Retention Strategy has been implemented to meet the demands of the service within children's social care. The recruitment events have helped to improve this process by enabling access and advice regarding careers in Lancashire to be readily available outside of ordinary working hours for those employed elsewhere. The promotion of Lancashire by means of these events

enables the County Council to showcase career opportunities within social care. The recruitment of experienced social workers and managers remains an issue for all local authorities due to the nature of the roles and the subsequent impact that this can have upon social work staff.

The social work academy offers new starters, both experienced and newly qualified, the opportunity to begin their careers in Lancashire with an excellent induction package of introductions, training and the provision of vital equipment enabling them to be work ready when they join their teams. Equally in respect of newly qualified social workers the ASYE package supports them through that crucial first twelve months in practice enabling them to learn and grow in their profession which is not dis-similar to their professional counterparts in education and health.

There is an advanced practitioner team who work across the county offering practice support, guidance and development linking in with practice/team managers enabling the continued professional development and confidence.

These approaches are helping in respect of improving the retention of staff across the authority both newly qualified and experienced.

Consultations

Consultations in relation to the recruitment and retention of staff have taken place to inform approach to improve both areas. Analysis from exit interviews has helped to inform and improve the working environment for social workers, support workers and managers within social care.

Implications:

This item has the following implications, as indicated:

Risk management

The need to retain experienced staff has been mirrored within all recent Ofsted monitoring visits and the previous inspection as a risk that needs to be managed by means of support and career development across the service. Experienced social workers need every opportunity to remain in Lancashire and by increasing the pathways as outlined this will enable the service to develop an experienced work force on the front line, working with the most vulnerable members of society.

Financial

As this is a progress update there are no financial implications.

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Tel
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NA

Reason for inclusion in Part II, if appropriate

NA



Lancashire County Council Children's Social Care Qualified social worker Recruitment and Retention Strategy 2015 – 2018 November 2015

1. Introduction

The recruitment and retention of children's social workers is one of the most challenging issues facing councils nationally. The problem has been enduring, going back over fifteen years and projected to be a very serious issue for at least a further seven (Reforming Social Work 2013). To address this it is essential that LCC has an effective strategy that both helps us to retain our existing staff and also to recruit new staff. This strategy sets out how we will achieve this. Our first priority in the strategy is to stem the loss of good quality staff from LCC through effective retention. Our next priority is to become much more competitive in the children's social work recruitment market.

2. Our Vision

Our vision is that LCC should become an employer of choice for skilled and experienced children's social workers. This will enable us to have enough high quality staff to meet the needs of our community. This will be achieved by developing a reciprocal commitment from and to staff who work in this incredibly challenging area. This will include sustainable approaches which combine 'growing our own staff' whilst attracting the best that are available in the open market. Protecting the vulnerable is at the heart of the council's vision and we recognise this group of staff are critical to our success in achieving this aspiration.

3. Where are we now?

Over the last three years in Children's Social Care, we have seen a loss of permanent staff that has contributed to us becoming heavily reliant upon newly qualified, social workers in our frontline teams. At the time of writing, 35% of our frontline staff are newly qualified and 41% have less than 2 years post qualifying experience. Child protection work requires consistency, commitment and a stable workforce. Constant changes of staff are profoundly unhelpful in work that is dependent upon the quality of relationships between workers, children and their families. Excessive turnover wastes extensive time and effort (repeated recruitment, induction, training etc). Over each of the last three years we experienced a net loss of approx 75 QSW staff.

This issue has not improved despite considerable activity to address the issue, this had included:

- Use of a social worker career progression.
- Investment in an additional 30 front line social worker posts over the last 3 years.
- Constant social worker rolling recruitment.
- Small 'grow our own' social worker scheme (step-up).
- Held staff focus groups to explore retention issues.
- Held staff conference and forums.
- Developed and delivered a good ASYE programme.
- Increase of 8 practice manager posts following stage 1 of transformation process.
- HOS keep in touch sessions with qualified social workers and practice managers.
- Introduced a balanced approach to caseload allocation.
- CAA team moved to adoption services

During the last three year period we have also seen a significant increase in the workload of our child protection staff. The number of children subject to child protection plans, looked after and pre-proceedings have all increased. Due to the recruitment challenges faced, the teams have not experienced the intended benefit of the additional posts. Consequently individual social workers caseloads are higher than ideal. Despite increasing our QSW provision by over 30 posts in this period workloads have been compromised by the new pressures and timescales placed on staff by the implementation of the Public Law outline which has reduced court timescales within public proceedings thus increased social workers workload. Additionally there has been an increased focus on child sexual exploitation, missing from home, honour based violence, radicalisation and the impact of domestic violence which have all added to the amount of work and focus social workers need to bring to cases. Workloads and pressures have also been affected by the introduction of LCS which has been difficult for staff to learn and means the utilisation of 3 IT systems.

The recommended level of work for staff which would increase work/life balance and thus improve retention is as follows:

- NQSW 15
- 1-3 years 20

- 3 years plus 23

However, although it is imperative and a core issue to improve work life balance we also need to be aware that retention will continue to be of significant concern with the workforce because of the following factors:

- More competitive salaries from neighbouring authorities i.e. Blackpool and Blackburn.
- Lower caseloads and higher ratio of management support.

At the time of writing our average caseloads are:

- NWSQ 24 / 26
- 1-3 years 26 / 30
- 3 years plus 30 / 33
- Update at month end

If we do not take action to improve work life balance within frontline safeguarding teams we project that the retention issues will accelerate.

4. Where do we need to get to?

It is important that we stabilise the frontline children's social care workforce further and increase our ability to be competitive in a very challenging recruitment market. We feel that the work undertaken within these teams would improve if we could retain the experience of staff. The costs of constant recruitment are high and it is the purpose of this paper to highlight how that money could potentially be spent in a more productive way improving outcomes for children and young people. Our aspiration over the next 3 years is to reduce our turnover, attract experienced applicants for posts and reduce our NQSW ratio to 15%.

Our strategy to achieve this has a focus on 3 key strands:

- Building on our strengths to become the employer of choice in the North West region.
- Training, developing and incentivising our staffing profile to ensure long term stability.
- Facilitating the allocation of manageable caseloads.

5. How will we achieve this?

To become an employer of choice for this group of staff will require an improvement on what we offer today. Our staff tell us that they like working in LCC because of the strong commitment to protecting vulnerable children, the open, supportive and honest style of leadership and management and because it is a great place to live and work.

We will build on these strengths in this strategy. We have identified a strong potential to promote the unique qualities of LCC in our recruitment message. LCC has many

strengths that if clearly communicated will become a powerful recruitment and retention message.

The strategy is based around three key elements:

- Attracting, developing and retaining the best staff by improving work life balance
- Ensuring our terms and conditions are competitive.
- Effectively marketing our offer (both internally and externally).

5.1 Attracting, developing and retaining the best staff

Working in child protection is a tough and gruelling profession, research indicates that the average career span of a children's social worker is seven years add in the child protection focus and this reduces to 3. (Reforming Social Work 2013). Key to this short duration is burn out, working day in day out with children experiencing distress and trauma that takes its toll on individuals. Many decide that they are unable to do it longer term opting for other less challenging roles. Some staff choose agency work as it offers financial independence and the ability to take regular career breaks.

However this can be mitigated by understanding and realising this as an issue and by investing in a work life balance looking at caseloads, extra annual leave and bonus payments. This ensures that this gruelling but rewarding work is recognised as important and treated accordingly.

Work life balance in our front facing child protection teams is the foremost concern of all recent health checks and exit interviews

5.1.1 Supervision, Support and Leadership

Social Workers consistently report locally and nationally that good quality support and professional supervision is one of the most important factors in their employment. Nationally this is highlighted in both Reforming Social Work 2013 and the 2013 All Party Parliamentary Group on Social Work, locally our own staff identified it as a pivotal factor in the career decisions in focus groups. Staff are very positive about the supervision provided, but indicated they were concerned about the implications of a reduction in management roles and that this has impacted upon frequency and quality of supervision.

5.1.2 Role of the Principal Social Worker, Children and Families

This will be a critical role that will drive much of the work outlined in this strategy. The role will require expertise in both social work and recruitment processes. The role will include:

- Leading the implementation and regular reviewing of this strategy.
- Co-ordinating all retention work (regular focus groups, exit interviews, tracking leavers destinations etc).
- Head hunting new staff

- Developing relationships with universities to recruit newly qualified SWs and influence academic agenda.
- Holding recruitment fairs.

The success of the post will be easily measured with an initial focus on reducing the loss of permanent staff quickly and moving to an increase in the permanently employed LCC staff.

This is a tried and tested concept, it builds on work that was originally pioneered in the education sector when facing an acute recruitment crisis for teachers.

5.1.3 Promoting Relocation

We will introduce a mobility / transfer policy across the children's workforce as a whole with an expectation that all qualified social workers will spend time working in frontline child protection teams. This has been informally in place since April 15 in CSC but needs strengthening across children's workforce.

5.1.4 Good Team Working Environment

Child Protection can be a frightening and dangerous role. Social Workers face threats and intimidation on a regular basis. Consequently it is essential staff return to safe and secure team environments where they can discuss complex case issues and debrief with colleagues following home visits. This is also particularly important to newly qualified staff learning their profession, but is often also essential for more experienced staff. Flexible working does not assist in this process as it erodes the team identity and makes it more difficult to find where their team colleagues will be on any given day.

The (2013) All Party Parliamentary Group Report on Social Work identified the damaging effect of hot desking and makes a recommendation to end the practice for social work staff. There is also an increasing body of academic research supporting this view (Re-imagining SW).

Consequently we will carefully consider hot desking arrangements for frontline workers social care, in the context of the transformation accommodation strategy. We need to find a balance between the best use of technology to support practice and safe secure environments.

5.1.5 The Role of Advanced Practitioner

A career grade progression scheme linked to evidencing good quality practice is in place and has been for some years.

Qualified social workers start at grade 8 on our SCP and then progress to grade 9 through career grade assessment.

The grade assessment whilst attracting a small increase in salary, does not recognise the achievements of the progression in any other way.

We intend to introduce a new title linked to the grade 9 QSW post that of advanced practitioner. The role of the advanced practitioner is under development.

6. Recruitment and Retention Plan

Please see attached.



Recruitment and
Retention Plan.doc

7. Managing Demand

As a result of the impact of PLO and workload linked to DV, HBV etc, children's social care had to introduce a generic approach to allocation of work in order to meet statutory requirements.

Some qualified social workers tell us that this way of working is 'not for them' and they are seeking alternative employment.

We will keep under review generic allocation, are willing to change if demand allows and have developed 'specialist' roles to allow workers to have a more heavily weighed caseload in their area of interest.

Our vision is one of flexibility that supports meeting demand but an urgent review is required to consider ongoing impact.

Risk averse micro management

A recent research in practice strategic briefing highlighted the risk associated with micro management and low job satisfaction.

We have and will continue to provide forums for managers and senior leaders to audit via our quality assurance framework our approach to flexible support whilst promoting autonomy. We will keep under review our scheme of delegation in line with developing levels of experience, we will offer relevant training to managers, but risk averse micro management is a risk in the current climate.

8 Effectively marketing our offer (internally and externally)

We are confident that we have the potential to be an employer of choice based on our existing strengths and the measures set out in this strategy. However these benefits will only be realised if they are effectively marketed both internally and externally. As part of this process we will develop a pledge/contract for existing staff setting out what they can expect from us as an employer, and what we expect from them in return. (Attached are our practice standards proposals)

The investment in this area will be to promote LCC as a great place to be a social worker using various channels (social media, trade press etc).

9. How we will Measure Success

We will devise a recruitment and retention score card including detailed information including quantitative measures (vacancy rates, turnover, agency staffing etc) alongside qualitative information (outcome of exit interviews, staff surveys etc). This will be reported on a six monthly via our established health check by the principal social worker.

In summary the following additional proposals are under consideration to support recruitment and retention in CSC.

1. Consider re-organising some additional services to create some specialisms and reduce breadth of role in CSC (i.e. post 16 support).
2. Investing in an increase in QSWs and practice managers.
3. Consideration of EDT assuming mainstream responsibility from lunch time every Friday.
4. Lowering thresholds for access to services in CWD teams.
5. Developing a central recruitment system to include a robust marketing approach.
6. Firming up our ASYE strategy.
7. Launch of our practice standards.
8. Introduce across children's services a mobility / transfer policy.
9. Development of a recruitment and retention score card.
10. Development of advanced practitioner role.
11. Back to basic training to be provided to workers and managers
12. Review impact of generic working and reduction in management oversight



Social Work Academy Programme 2017-2018 Cohort 1 over 4 dates

Managers please note the commitment this programme will take 15 days over 12 months and ensure dates are prioritised by yourselves and the social workers, leave and court dates are not agreed or court/duty covered on these dates.

It is anticipated that ASYEs will hold a reduced caseload within this year and that the level of complexity, wherever possible, i.e. starting with assessments in order to reflect the progression within this programme. This is not always possible, therefore, any complex cases held by ASYE they should be support from Advanced Practitioners and grade 9s. There will be a number of different academy cohorts going through these programmes that will run throughout the year.

Future Academy Cohort 2 and 3 dates 2018/19 are:

Cohort 2 over 4 dates

15th January 2018 10 days

9th April 2 days

9th July 2 days

October 8th 1 day

Cohort 3 over 4 dates

16th April 2018 10 days

23rd July 2 days

15th October 2 days

21st January 2019 1 day

Future cohort recruitment dates (that sit behind the cohort start dates) includes SEND and CSC

6th November 2017

SOCIAL WORKER INDUCTION PROGRAMME - COHORT 1 MOP UP SESSIONS

6th– 17th November 2017

Week 1–Attendance by all new employees to Lancashire County Council

Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
06/11/17 DAY 1	9:00am – 9:30 am	Introductions to each other and the programme over the next 2 weeks	Lisa Gee and Caroline Rayner and Angela Duffy	Lisa Gee and Caroline Rayner.	Arthur Suite. The Exchange, County Hall	To develop a peer network and support. To understand the induction process and why it's important
06/11/17 DAY 1	9:30am – 10:30am	Meet and Greet with Director/HOS, Amanda Hatton. Explain political context, organisation and structure. OFSTED and improvement journey	Lisa Gee and Caroline Rayner and Angela Duffy	Amanda Hatton.	Arthur Suite. The Exchange, County Hall	To understand the structure of the council, governance arrangements, role of elected members and the role children's services plays within this
06/11/17 DAY 1	10:45am – 12 noon	Meeting with HOS to explain the vision of Lancashire, priorities for	Lisa Gee and Caroline Rayner and	Vicky Gent	Arthur Suite. The Exchange, County Hall	To understand the role of the PSW The annual health

06/11/17 DAY 1		Lancashire structure of AP support in districts and that of managers. Role of PSW	Angela Duffy			check The role of Aps in districts vs managers The overall structure and vision for Lancashire
06/11/17 DAY 1	12 noon – 1:00pm	Lunch				
06/11/17 DAY 1	1:00pm – 4.30 pm	Equipment handed out where required and AP's to assist on these sessions where required, on YOGA and SMARTPHONE including handy hints and tips for use. Log in's issued and supervision files. (Rachel Robinson to advise) For others already with Equipment. Practice standards exercise and quiz	Lisa Gee and Caroline Rayner and Angela Duffy	IT trainers Simon Morgan Ann Simpson Caroline Brown	Arthur Suite. The Exchange, County Hall IT Suite, The Exchange, County Hall	To ensure staff can properly utilise their equipment Using voice recording linked to LCS Mobile working and how to work smartly across large geographic regions To link to data protection and importance of this and agile working
06/11/17 DAY 1	4:30pm – 5:00pm	<u>Commence mandatory E Learning including LCS</u> LCS Health and Safety Information Governance Introduction to CSE Prevent Level 1 Safeguarding FGM	Lisa Gee and Caroline Rayner and Angela Duffy	Lisa Gee and Caroline Rayner	Arthur Suite. The Exchange, County Hall IT trainers IT Suite, The Exchange, County Hall	To ensure that new staff to LCC have undertaken basic mandatory training including the e learning for LCS
06/11/17						

DAY 1		Private Fostering Care Act				
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
07/11/17 DAY 2	9:00am – 12 noon	Risk sensible (to include reference to adoption fostering and SEND YOT) all assessments involve an evaluation of risk	Lisa Gee and Caroline Rayner and Andrew Bradbury	Lisa Gee and Caroline Rayner.	Savoy The Exchange, County hall Preston	Mandatory 2 day risk management training around Lancashire's risk sensible framework Focusing on high risk indicators and underlying risk factors Thresholds SMART PLANS
07/11/17 DAY 2	12 noon – 1pm	Lunch				Learning Outcomes
07/11/17 DAY 2	1:00pm – 3:00pm	Risk sensible training	Lisa Gee and Caroline Rayner and Andrew Bradbury	Lisa Gee and Caroline Rayner.	Savoy The Exchange, County hall Preston	Mandatory 2 day risk management training around Lancashire's risk sensible framework Focusing on high risk indicators and underlying risk factors Thresholds SMART PLANS
07/11/17 DAY 2	3-5pm	Continuation of mandatory E Learning	Lisa Gee and Caroline	Lisa Gee and Caroline Rayner	The Exchange, County hall Preston	

			Rayner and Andrew Bradbury			
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
08/11/17 DAY 3	9am-12pm 1pm-3.30pm	Risk Sensible Training	Lisa Gee and Caroline Rayner and Catherine Mclearie	Lisa Gee and Caroline Rayner	The Savoy The exchange County Hall Preston.	Mandatory 2 day risk management training around Lancashire's risk sensible framework Focusing on high risk indicators and underlying risk factors Thresholds SMART PLANS
08/11/17 DAY 3	3.30pm	Finish E- learning	Lisa Gee and Caroline Rayner	Lisa Gee and Caroline Rayner	The Assembly County Hall Preston	
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
09/11/17 DAY 4	9:00am – 12 noon	LCS classroom training if required (maximum 16) Or Professional accountability, HCPC< LCC codes of conduct, and use of social media , dress code (Social media	Lisa Gee and Caroline Rayner and Marie McNally	Chris Flemming Or Lisa Gee and Suzanne Ward	Marsh Lane Preston Ribble Suite Preston	To understand appropriate use of social media Lancashire's codes of conduct Professional accountability within the council and statutory responsibilities within children's services

09/11/17 DAY 4		work to be completed) 7 have completed both.				Probationary period and reviews Attendance policy
09/11/17 DAY 4	12 noon – 1:00pm	Lunch				
09/11/17 DAY 4	All afternoon 1-2:30pm	LCS classroom training if required. Or ASYE programme requirements	Lisa Gee and Caroline Rayner and Marie McNally	Chris Flemming Julie Shorrock	Marsh Lane Preston Ribble Suite Preston	Understanding of the ASYE programme, portfolio requirements Opportunity for those who complete the required training to access ORACLE for annual leave and expenses, NOC, emergency contacts
09/11/17 DAY 4	2:45-5pm	Diary management strategies, oracle, annual leave, smart working	Lisa Gee and Caroline Rayner and Marie McNally	Marie McNally and Sarah Rainford	Ribble Suite Preston	
Date	Time	Content			Facilitator/Presenter/Room	Learning Outcomes
10/11/17	9:00am –	MASH and front door	Lisa Gee	Simon Fisher	Townley Hall	To understand the

DAY 5 10/11/17 DAY 5	12 noon	process including referrals and allocation	and Caroline Rayner Sara Patel		Burnley	MASH process and how referrals get to districts APs and rose to explain the allocation process and timescales for assessment completion including mid-point checks
10/11/17 DAY 5	12 noon – 1:00pm	Lunch				
10/11/17 DAY 5	1:00pm – 3:30pm	The voice of the child Participation and engagement of CYP	Lisa Gee and Caroline Rayner and Sara Patel	Natasha Wright and Partners	Townley Hall Burnley	To understand child centred assessments, keeping child at the centre of assessments and why this is important. How to capture the voice of the child Corporate parenting principles in relation to Children in our care LINX /POWAR Young carers Childrens rights and advocacy MOMO

	3.30pm	Finalisation of e learning	Lisa Gee and Caroline Rayner and Stephen McCafferty		Townley Hall Burnley	
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Week 2 – Attendance by Newly Qualified staff (ASYE) ONLY

Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
13/11/2017 DAY 6	9:00am – noon	<p>Journey of the child Recapping and referring to MASH and allocation, then how to prepare for a visit/assessment/ tools to use, child's voice, use of chronologies/social history. Refer to risk sensible framework to plan the assessment Refer to scheme of delegation</p> <p>Specific consideration:</p> <ul style="list-style-type: none"> • Referral • Planning for an assessment • Process of an assessment • Preparing and undertaking home visits 	Lisa Gee and Caroline Rayner	Andrew Bradbury Jackie McIntyre Aisha Ali	Townley Hall Burnley	To recap on the front door MASH, linked to a referral and how to prepare a visit and the assessment using tools. Aide Memoirs, guidance, tools and resources and where these are. Also scheme of delegation who approves what within the management hierarchy. Also sw profile template, transfer of cases protocol Importance of undertaking chronologies, previous referrals and history of the case,

		<p>look at a case study of a referral and how to plan for the visit and questions to ask group exercise around the visit and assessment</p> <p>to include a variety of referrals from different services ie SEND/ fostering and adoption</p>				Undertake case summaries/ pen pictures of the CYP and the importance of these on every case
13/11/2017 DAY 6	12 noon – 1:00pm	Lunch				
13/11/2017 DAY 6	<p>1:00pm – 2:00pm</p> <p>2:00- 3:00pm</p> <p>3:15- 5:00pm</p>	<p>Tri x procedures and Working Together to refer to what makes a good assessment.</p> <p>John Belshire Working with schools</p> <p>Importance of recording, purpose, accuracy, and links to annexe A, project accuracy.</p> <p>Include slot with Umer khonat</p>	<p>Lisa Gee and Caroline Rayner Andrew Bradbury</p>	<p>Andrew Bradbury</p> <p>John Belshire</p> <p>Umer Khonat to be confirmed</p>	<p>Townley Hall Burnley</p>	<p>Understand where the procedures are and what the statutory framework is and how to use them</p> <p>To understand the importance of working with multi agency partners, what their role is in safeguarding</p>
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
14/11/17 DAY 7	9:00am – 5:00pm	Assessment in Action Training for (16) another	Lisa Gee and Caroline Rayner	Jeff Leahy	Blackpool	Mandatory live action training around

		16 people will attend 22 nd November 2017. Then others at a later date TBC Up to 30 others will attend a different course			Townley hall	identifying risk within a 'real life' setting using role play and reflection. To embed risk sensible training within a live learning scenario
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
15/11/17 DAY 8	9:00am – 10.30am	Into to SEND, CWD, Health, Education Social Care plans and the local offer (including direct payments)	Lisa Gee and Caroline Rayner Angela Duffy	Lucy Smith and Paul Ellis	Conservation studios St Mary's Street Preston	To understand the impact on parents of social work involvement and learn to be aware of this when working with families
	10.45-11:15	Parental perspective on being involved with EHCP		June McCombe		To understand the role of CSC in health, education and social care plans
	11:15 – 12:00	Parental perspective on being involved with children's services		Nicky Kimber		
15/11/17 DAY 8	12 noon – 1:00pm	Lunch				
15/11/17 DAY 8	1:00pm – 2:00pm	Continuation of the Journey of the Child through assessment-multi agency information	Lisa Gee and Caroline Rayner Angela Duffy	Angela Duffy and Anne Marie	Conservation studios, St Mary's Street Preston	To understand the role of partner agencies and need to involve them in the

	2pm-3pm	sharing and partnership working in assessments, including getting back to referrers regarding the outcome and for information Role of health, GP HV and midwife/school nurse information they can provide, services and role in safeguarding ie midwives pre birth		Jane Heath		assessment process Schools GP school nurse YOT CSE teams SEND Police Probation, drug and alcohol services, housing departments, voluntary agencies.
	3.15-5.00pm	Role and function of YOT		Carolyn Entwistle		
Date	Time	Content	Facilitator	Presenter	Room	Learning Outcomes
16/11/2017 DAY 9	9:30am – 10.30	CSE teams, role and function, what to do if signs of CSE are present within your case/assessment	Lisa Gee and Caroline Rayner Jackie McIntyre	Bronte Box-Morton	Assembly Room County Hall Preston	To understand CSE and the signs and how the services operate within Lancashire
	10.45 -12 noon	Finalisation of the assessment taken from assessment in action -Chronologies -Case summaries		Louise Earl and other		To be able to take the principles of risk sensible and apply to an assessment using this case study and live action learning picking out HRF and URI linked to thresholds

16/11/2017 DAY 9	12 noon – 1:00pm	Lunch				
16/11/2017 DAY 9	1:00pm – 1:45pm	Finalisation of the assessment and development of SMART Plans Step down and escalate to CP if required	Lisa Gee and Caroline Rayner	Marie McNally and Andrew Bradbury ?	County Mess County hall	Looking at threshold CON and stepping down or escalating a case to CP To understand the role of the CIN teams and Well –being early help and prevention The role of managers under the scheme of delegation and that of conference co- ordintors overseeing and QA of thresholds re strategy discussions and section 47s
	2-2.45pm	Role of Cin hub and step down process		Lisa Bryan		
	2.45-3.15	Role of WPEH and step down process		Laura Davidson		
	3.15-4.15	Escalation to CP process		Pam Cope		
Date	Time	Content			Facilitator/Presenter/Room	Learning Outcomes
17/11/2017 DAY 10	9-12	Bring a case for discussion and any	Lisa Gee and Caroline Rayner	All AP to be available	Savoy Suite The Exchange County hall	To critical evaluate practice, understand

		<p>having regular supervision</p> <p>To ensure they are aware of ASYE requirements and registered on the programme</p> <p>-Next steps moving forward</p> <p>-Feedback and evaluation</p>				<p>onwards</p> <ul style="list-style-type: none"> • Court skills • Writing court reports • Giving evidence • Corporate parenting • PEPs
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SOCIAL WORKER INDUCTION PROGRAMME Cohort 1
11th – 12th December 2017

3 Month Review – 11 December 2017 2 days

<u>Date</u>	<u>Time</u>	<u>Content</u>	<u>Facilitator</u>	<u>Presenter</u>	<u>Room</u>	<u>Learning Outcomes</u>
11/12/17 DAY 1	9:00am – 10am	Feedback on last 3 months as a Social Worker	Lisa Gee and Marie McNally	Amanda Hatton, PSW and APs	Townley Hall	To check on retention and wellbeing of social workers, feedback issues to management and PSWs early
	10am-11am	Issues to feedback to Director and PSW		Carolyn Entwistle		
	11.15-1pm	YOT role and function		APs and Charlotte Kay/Pam Hope		
		Child protection processes and investigations Conferences Core groups				To understand the process of child protection investigations Requirements of working together What makes a good section 47 Role of conference co-ordinator
	1-2pm lunch					
	2pm-3:30pm	Child protection processes and investigations Role of LADO			Sue Harrison LADO Tim Booth	To understand the process of child protection investigations Requirements of working together What makes a
	3:45-	Role of LSCB		AP's.		

	4:30PM	Conferences Core groups Pre birth assessments/conferences Life story collation Fostering and adoption panels Concept of twin tracking				good section 47 Role of conference co-ordinator Role of LADO
12/12/2017	9.30-11am	Role of Pre proceedings from CP and role of legal in this including legal gateway meetings refer to early permanence To refer to care planning protocol, timeline and scheme of delegation and process around legal gateways and pre proceedings etc			APs to refer to care planning protocol and scheme of delegation and process around legal gateways and pre proceedings etc Peter Hollebhone legal TO BE CONFIRMED	To understand the CP and pre proceedings process and how it inter relates Role of legal Pre-birth and issuing at birth
	1.00-1.45pm	Overview regarding Edge of care, what this means and what support there is to prevent accommodation into care ie outreach team / residential units/ links to homeless housing and teenagers beyond parental control Role of outreach team and			APs Residential Stephen Joyce	To understand and have an overview of edge of care, adolescents and poor outcomes, how to work with families to keep CYP at home

	1.45pm-2.15pm	ABUs and how to refer LIFT			Tina Rawes	Understanding the role of housing and ourselves in the presentation of CYP 16 onwards linking in with the above services Portfolios, observations 3 month reports etc
	2.30-3.00pm	Family group conference			Annie Blaney green	
	3-4pm	Homeless housing protocol edge of care 16/17			Roxanne McAlister	
	4-5pm	ASYE requirements			Julie Shorrock	

SOCIAL WORKER INDUCTION PROGRAMME Cohort 1

6 Month Review: 12th -13th March 2018: 2 days

Date	Time	Content	Facilitator/Presenter	Learning outcome
12/03/2018 DAY 1	9.30-10:30am	Feedback on last 3 months as a Social Worker	APs Amanda Hatton	To check on retention and wellbeing of social workers, feedback issues

		Issues to feedback to management team / director	PSW	to management and PSWs early
12/03/2018	10.45am-12.15pm	<p>Legal and court overview from pre proceedings through to care proceedings including threshold, scheme of delegation who can approve what and where. Role of legal advisors and barristers</p> <p>Public verses private proceedings</p> <p>Role of CAFCAS within private and public proceedings</p> <p>Placement with friends and family protocol, SGO assessments etc</p>	APs Legal (barrister?) to be confirmed	<p>To ensure staff have a basic understanding of proceedings and the process for issuing and the role of legal advice</p> <p>Understanding of CAFCAS within the court process</p>
	12-1	Lunch		
	1.00-2pm	Art team how they work, how you get in contact what placements they look at, difference between agency and in house, who approves and how	ART team rep to be confirmed	<p>To understand the corporate parenting role as a social worker, the different kinds of placement provision available, how to access a placement and an understanding of permanence planning/twin tracking and progressing care plans, planning to permanence, ratification process, importance of statutory visits. Role of IRO in CLA planning</p> <p>Role of adoption and</p>
	2-3pm	Once children are in care role of the IRO in cla reviews, and understanding the cla review process, ratifying decisions etc	Lesley Warbrick	
	3.15-4	<p>Role of fostering team and support to foster carers. Assessment of foster carers and use of delegated authority tool</p> <p>Role of in house residential in looking after</p>	Fostering to be confirmed	

	4-5	children. Life in a residential home, how it works, Role of residential workers Remand CLA	Paul McIntyre	fostering and residential Cover placement finding process
13/03/2018 DAY 2	9.30-12pm	Children in our care further corporate parenting responsibilities including health and education needs, PEPS, PEPSAs Role of the foster and residential carer	Virtual school head Audrey Swann to be confirmed APs	Understand how to initiate a PEP and PEPSA funding, importance of understanding and ensuring health, education needs are met and responsibility to promote achievement and wellbeing in our children
13/08/2018	12-1	Lunch		
	1-3.15pm	Permanent CLA moving toward independence, preparation for independence Role of pathway plan Role of PPA hubs Transitions to adults Staying put	APs Andrea Feldhaar to be confirmed Jane Hylton Hannah Peake group of care leavers <u>Lisa Taylor from transitions to be confirmed</u>	To understand permanence within the context of remaining in care until independence Preparing for YP independence LINX/POWAR
13/08/2017	3.30-5pm	From care to adoption Overview of handover to CAA Placement orders Role of life story work Matching and linking Timescales	APs CAA rep to be confirmed	To understand the transition from care to adoption

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9 Month Review – 11th-12th June 2018 1 day

Date	Time	Content	Facilitator/Presenter	Learning outcomes
11/06/2017 Day 1	9.30-11pm	Feedback on how it's going so far any issues to raise through management, director or PSW	APs /PSW/director Amanda Hatton	To ensure retention of staff, identify early issues and problems
	11.15-12pm	Discuss cases and dilemmas and support that can be expected of APs	APs	To reflect on practice and any areas of challenge and what could support this
	1-5pm	ASYE portfolio preparation time	APs and learning and development	To provide time to complete portfolio and have support with this

SOCIAL WORKER INDUCTION PROGRAMME Cohort 1 10th September 2018 1 day

12 month review 1 day

10/09/2018	9.30am -10:45am	Feedback on the last 9 months in post, quality of support, experience of the work, challenges	APs, Director and PSW	To feedback challenges and strengths in social work teams To ensure completion of
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	10:45am-12pm 1pm-5pm	<p>ASYE portfolio submissions</p> <p>Identifying learning gaps and needs moving forward and doing work on PDR with line management involvement</p> <p>Split into small groups Leading to a PDR and training plan for second year</p>	<p>Line managers to be confirmed and staff Learning and development APs</p> <p><u>Need names of cohorts managers</u></p>	<p>ASYE and support to do this</p> <p>To ensure involvement of line manager in preparation of PDR for the year moving forward. Consolidate learning so far and identify gaps. Complete PDR for the year ahead</p>

READY TO GO

GOOD LUCK AND ENJOY YOUR NEW AND EXCITING CAREER

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 6 December 2017

Electoral Division affected:
(All Divisions);

Children's Services Scrutiny Committee Work Plan 2017/18

(Appendices 'A' and 'B' refer)

Contact for further information:

Samantha Parker, Tel: (01772) 538221, Democratic Services,

sam.parker@lancashire.gov.uk

Executive Summary

The Plan at Appendix 'A' is the work plan for the Children's Services Scrutiny Committee for the 2017/18 municipal year.

The topics included were identified at the work planning workshop held on 21 June 2017.

Recommendation

The Children's Services Scrutiny Committee is asked to:

- i. Note and comment on the report;
- ii. Confirm the topic(s) and intended outcomes to be considered at the next scheduled meeting.

Background and Advice

A statement of the work to be undertaken and considered by the Children's Services Scrutiny Committee for the remainder of the 2017/18 municipal year is set out at Appendix A. The work plan is presented to each meeting for information.

The Committee is asked to confirm the topic(s) to be considered at the next scheduled meeting on 31 January 2018. The Committee is also asked to make suggestions on the intended outcomes from the report.

In addition, attached as Appendix 'B', is the Education Scrutiny Committee work plan for 2017/18 for the Committee's information.

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

NA

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Tel
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NA

Reason for inclusion in Part II, if appropriate

NA

Children's Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
26 July 2017	Wellbeing, Prevention and Early Help Service (WPEHs) – Overview	Debbie Duffell	Overview of WPEHs offers in particular – the early offer and universal services accessibility - identification of any gaps in provision around the Continuum of Need, CAF, children's centres, partnership and integrated working challenges, CAMHS, MASH
6 September 2017	New SEND Pathway	David Graham	Overview of changes /referral process/journey of a child/case studies/transition timescales and managing parents expectations
	Medicine management in schools	David Graham	Reviewing the impact of withdrawing School nurses from special schools
	Ofsted feedback	Amanda Hatton	Following monitoring visit in July
18 October 2017	Homelessness of young people	Tracy Poole-Nandy	District level data – who do we pay? Who do we work with? What's the accommodation offer? And links with CAMHS
	Tracking of Care Leavers	Audrey Swann	Overview of new process
	Youth Accommodation for LAC	Tracy Poole-Nandy	Care leavers and accommodation issues – what's the offer? Is it up to standard?
6 December 2017	Children in secure accommodation – out of area	Sally Allen	Exit strategies and update on Audit exercise National picture – placing child nearer to families
	Children's social worker	Amanda Hatton/Tracy	Update on the ongoing challenges

Children's Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
	recruitment and retention challenges (strategy and support)	Poole-Nandy	
	Buildings and accommodation for social workers	Tracy Poole-Nandy	Overcrowding, access to IT equipment and lack of desk space for social workers
31 January 2018	New models of delivery (overspend on children's social care)	Amanda Hatton Neil Kissock	Overview of New Models of Delivery in response to overspend on Children's Services
	Budget proposals	Neil Kissock	Budget Proposals from Susie Charles – Cabinet Member for Children, Young People and Schools
14 March 2018	Criteria for EHCP and the role of Local Moderating Panels	David Graham	Overview of the criteria and the role of Local Moderating Panels
	EHCP progress update	David Graham	Update on progressing with conversions
11 April 2018	Children's Partnership Boards	Amanda Hatton	Review of the Boards effectiveness and their future
22 May 2018	tbc		

Children's Services Scrutiny Committee – Work Plan 2017/18

Potential topics for the Committee:

- LSCB annual report topics – Forced Marriage and Domestic Abuse

Task Group Work

Task Group	Update
Supporting Pupils in School with Medical Conditions	Nominations received for both Children's Services and Education Scrutiny Committees and first meeting set for the end of November to confirm chair, terms of reference and objectives.

Education Scrutiny Committee – Work plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
26 September 2017	Implementation of the School Places Provision Strategy (Basic Need funding and S106 funding)	Mel Ormesher	Overview and update on basic need funding and the allocation of S106 funding
	Summer Born Policy	Debbie Ormerod	Overview on the Policy and Implementation of deferred/delayed places
	School Admissions Appeals	Angela Esslinger and Debbie Ormerod	Report on the effectiveness of the service for parents and schools
28 November 2017	Foundation Stage Standards and level of progress through each Key Stage	Steve Belbin	Tracking progression of pupil attainment through the key stages
	GCSE Performance	Steve Belbin	Data report
	LAC Attainment	Audrey Swann	Narrowing the gap of attainment
	Elective Home Education	Frances Molloy	Overview report on the service, attainment and take up
27 March 2018	Personal Education Plans	Audrey Swann	Overview of the process, how they are being progressed and risk management
	School Improvements Report	Steve Belbin	To be confirmed
	Alternative Provision	David Graham	To be confirmed

Education Scrutiny Committee – Work plan 2017/18

Potential topics for the Committee:

- TA to teacher career path initiatives
- Recruitment and retention of teachers (support and strategy)
- School attendance – missing from home and education
- SEND Transport Policy 2013/14 – David Graham
- Pupil tracking from primary to secondary faith schools (request from CC Hasina Khan)

Task Group Work

Task Group	Update
Supporting Pupils in School with Medical Conditions	Nominations received for both Children's Services and Education Scrutiny Committees and first meeting set for the end of November to confirm chair, terms of reference and objectives.