

## Lancashire County Council

### Children's Services Scrutiny Committee

Wednesday, 14th March, 2018 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.	<b>Apologies</b>
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2.	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
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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.	<b>Minutes from the meeting held on 31 January 2018</b>	(Pages 1 - 6)
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4.	<b>Children's Services Inspection and Review</b>	(Pages 7 - 58)
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5.	<b>Forced Marriage</b>	(Pages 59 - 62)
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6.	<b>Children's Services Scrutiny Committee Work Plan 2017/18</b>	(Pages 63 - 70)
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7.	<b>Urgent Business</b>
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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.	<b>Date of the Next Meeting</b>
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The next meeting of the Children's Services Scrutiny Committee is due to take place on Wednesday 11 April at 2pm, Cabinet Room C, County Hall, Preston.

L Sales  
Director of Corporate Services

County Hall  
Preston

## Lancashire County Council

### Children's Services Scrutiny Committee

**Minutes of the Meeting held on Wednesday, 31st January, 2018 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	A Gardiner
L Beavers	D Howarth
I Brown	J Rear
A Cheetham	M Pattison
J Cooney	D T Smith
B Dawson	

#### **Co-opted members**

Councillor Gail Goodman, Children's Partnership Board - Fylde, Wyre and Lancashire North  
Councillor Stella Brunskill, Children's Partnership Board - Hyndburn, Ribble Valley, Rossendale

County Councillors Lorraine Beavers, Bernard Dawson and Margaret Pattison replaced County Councillors Hasina Khan, Loraine Cox and Matthew Tomlinson respectively. The Chair of the Education Scrutiny Committee, County Councillor Christian Wakeford and Mrs Janet Hamid, Co-opted Voting Member on the Education Scrutiny Committee also attended the meeting. Jess Basquill, Youth Council representative, was also in attendance.

#### **1. Apologies**

Apologies were received from Councillors John Harbour and Zara Khan.

#### **2. Disclosure of Pecuniary and Non-Pecuniary Interests**

County Councillor Andrew Gardiner disclosed a non-pecuniary interest regarding **Item 5 – Joint Local Area SEND Inspection in Lancashire**, as his son attended a SEND school. County Councillor Margaret Pattison disclosed a non-pecuniary interest as she was a school governor.

### **3. Minutes from the meeting held on 6 December 2017**

**Resolved:** That the minutes from the meeting held on the 6 December 2017 be confirmed as an accurate record and signed by the Chair.

### **4. Scrutiny of Budget Proposals for 2018/19**

The Chair welcomed County Councillor Mrs Susie Charles, Cabinet Member for Children, Young People and Schools; Neil Kissock, Director of Financial Services; John Readman, Interim Executive Director of Education and Children's Services; Dave Carr, Head of Service Policy, Information and Commissioning (Start Well); Rachel Blundell, Financial Intelligence Manager (Start Well); Charlotte Ennis, Wellbeing, Prevention and Early Help Manager; to the meeting.

The report presented set out all of the savings proposals as agreed by the Cabinet at its meetings between 14 September and 18 January 2018 inclusive that were relative to both the Children's Services and Education Scrutiny Committees terms of reference for consideration.

Future items for Scrutiny review during 2018/19 included:

- Children's Social Care (CSC) – Fostering and Residential. Reassurance requested around the suggested impact of potential future pressures on the Dedicated Schools Grant (DSG).
- SEND Service – Information, Advice and Support (IAS) Team. Update requested from the agreement to a job evaluation and function review of the recently merged Information, Advice and Support Team.
- SCAYT+- consultation outcome from the proposed decision to redirect the work of SCAYT so that it generated income by providing specialist multi-agency assessment and intervention to children and families who attracted funding from the Adoption Support Fund. This could be potentially be a 2 year saving unless the adoption support fund was extended.
- Youth Offending Team (YOT) – consultation outcome from the proposed decision to complete a full service restructure to enable a 25% reduction in LCC's contribution to the budget.
- Children and Family Wellbeing Service – consultation outcome from the proposed decision to reduce the non-staffing budget by £0.750m and the staffing budget by £0.500m and to reconfigure remaining current staffing structure.

**Resolved:** That;

- i. Matters from the Cabinet Members budget proposals for 2018/19 to form the basis for scrutiny review during 2018/19 be determined.
- ii. All matters determined by Members be compiled from the minutes of the meeting and form part of the work planning session in readiness for the 2018/19 municipal year.

## 5. Joint Local Area SEND Inspection in Lancashire

The Chair welcomed David Graham, Head of Special Educational Needs and Disabilities; and Sally Richardson, Principal Educational Psychologist, to the meeting. County Councillor Mrs Susie Charles, Cabinet Member for Children, Young People and Schools; and John Readman, Interim Executive Director of Education and Children's Services, remained at the table.

The report presented explained that between 13 November and 17 November 2017, Ofsted and the CQC conducted a joint inspection of the local area of Lancashire to judge the effectiveness of the area in implementing the special educational needs and disability (SEND) reforms, as set out in the Children and Families Act 2014.

As a result of the findings of the inspection, Her Majesty's Chief Inspector (HMCI) had determined that a written statement of action was required due to the significant areas of weakness in the local area's practice. HMCI had also determined that the local authority and the area's clinical commissioning groups were jointly responsible for submitting the written statement to Ofsted.

Comments and questions raised were:

- In terms of the autism spectrum disorder (ASD) pathways, it was noted that some CCGs across the authority had pathways that were functioning and others that did not comply with the National Institute for Health and Care Excellence (NICE) guidelines. This resulted in inaccurate identification and the needs of children and young people and their families not being met. The local authority was working on a strategy with the CCGs looking at collaborative commissioning.
- The SEND Team was working with the Communications Team looking at restructuring and improving its website around the local offer to make it more accessible.
- Prior to the inspection the SEND Team had signed up to a national survey that Lancashire would feed into. The Team was writing to parents of children with special educational needs, and the children, and health professionals to get feedback. This was an ongoing survey to see how the process was working. The team was also working with North West authorities to have quality assurance and audit of its plans.
- It was noted that a number of parents had reported issues around the transition experience for their children as they moved from mainstream primary schools to secondary schools.
- It was vital to have a vision for Lancashire SEND that was signed up to by parents and carers, by school leaders, by health and by the Local Authority.

**Resolved:** That;

- i. The report and comments be noted.

- ii. Areas identified from discussions be scheduled across both Children's Services and Education Scrutiny Committees work plans.
- iii. A joint meeting of Children's Services and Education Scrutiny Committees be held on 11 April 2018.

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

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

It was agreed to move the '**EHCP Progress Update and Criteria for EHCP and the role of Local Moderating Panels**' scheduled for the 14 March meeting to the joint meeting on 11 April.

County Councillor Ian Brown informed the Committee that the Task Group on **Supporting Pupils in School with Medical Conditions** had its second meeting on 31 January. The Group recognised that it couldn't progress working in isolation so for its next meeting on 27 February it was inviting parents, head teachers and a nurse to attend in order to progress to a satisfactory conclusion.

**Resolved:** That;

- i. The report and comments be noted.
- ii. The topics and intended outcomes to be considered at the next scheduled meeting be confirmed.
- iii. The topics scheduled for the remainder of the municipal year be confirmed.

## **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 14 March at 2:00pm in Cabinet Room C (The Duke of Lancaster Room) at the County Hall, Preston.

L Sales  
Director of Corporate Services

County Hall  
Preston







## Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 14 March 2018

Electoral Division affected: All
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## Children's Services Inspection and Review

(Appendices 'A' and 'E' refer)

Contact for further information:

Amanda Hatton, Director of Children's Services,

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### Executive Summary

This report highlights the key findings of a range of inspections that have taken place in Children's Services in the last year. It gives an overview of strengths and areas of development. It also delineates governance structures and plans in place to support effective improvement going forward.

### Recommendation

The Children's Services Scrutiny Committee is requested to:

- i. Note and comment on the report and information presented.
- ii. Consider a quarterly update to the Committee on improvement activity and impact in order to effectively scrutinise the progress of County Council Children's Services and core partners in leading the improvement plan.

### Background and Advice

Since February 2017 there have been 13 different external inspections or reviews of Children's Services (this does not include the routine inspections of Children's Homes or Schools). There have been four monitoring visits by Ofsted, two looking at services for children looked after, one at Children in Need and one looking at the multi-agency safeguarding hub arrangements. Each monitoring visit has a published letter and they can be found at Appendices 'A' to 'C'. A verbal update on the forth visit will be provided at the meeting.

The other inspections or reviews do not produce published reports. Department for Education (DfE) reviews result in a letter which goes to the relevant minister, the Statutory Director of Children's Services and the Chief Executive. Feedback is given to all partners and Lead Members at the independently chaired Children's Services Improvement Board. The two Peer Reviews the Authority has commissioned have also followed this pattern of letter and presentation to the relevant Board. Finally the regional Peer Challenges and Ofsted Annual conversations inform a self-

assessment of all the services including schools and the action plan that goes with this.

## **Key Messages**

There is a consistency of message across the various reviews.

### Strengths

- We know ourselves well – in the Peer Review and last 2 monitoring visits we told the reviewers/inspectors what they would find and this is exactly what they found.
- We have a strong and robust audit framework which is beginning to make a difference to practice.
- Practice is improving – in the Children in Need monitoring visit Ofsted stated, "Most children now receive services at the correct level to meet their needs.....Stronger assessments are thorough and detailed.....Plans include appropriate tasks and actions.....There is some effective direct work taking place with children and this has resulted in improved outcomes."
- Staff morale is good and retention improving – DfE reported that staff feel consulted and listened to which has led to, "Staff morale is excellent in challenging circumstances."
- Performance indicators are improving in the majority of areas with some excellent performance, for example Care Leavers and Adoption.
- The quality and use of performance data is much improved.

### Challenges

- Capacity – there is a lot to do and expectations are high but this has been a long journey and people have been working very hard to make the changes required.
- Consistency – we have some examples of good practice now but this is not consistent – we still have some inadequate, but not unsafe, practice.
- Management – we have some very new managers and need to support them to own and drive the improvement journey more.
- High demand – we still have a high level of requests for a service.
- The voice of children is now very visible but we are not yet strong in our understanding of the lived experience of children and using this to drive planning for them.

The Department for Education in their latest review gave a very fair summary of where the services are at:

"In summary plans are in place to embed and sustain improvement. Morale is good, staff are certainly clear what is expected of them and plans implemented to date are

having a positive impact. Inconsistency in practice remains and both leaders and front-line staff are aware of this and the issues needed to address this area. In very practical terms the whole partnership in Lancashire needs to relentlessly implement successfully the agreed action plans".

## **Next Steps**

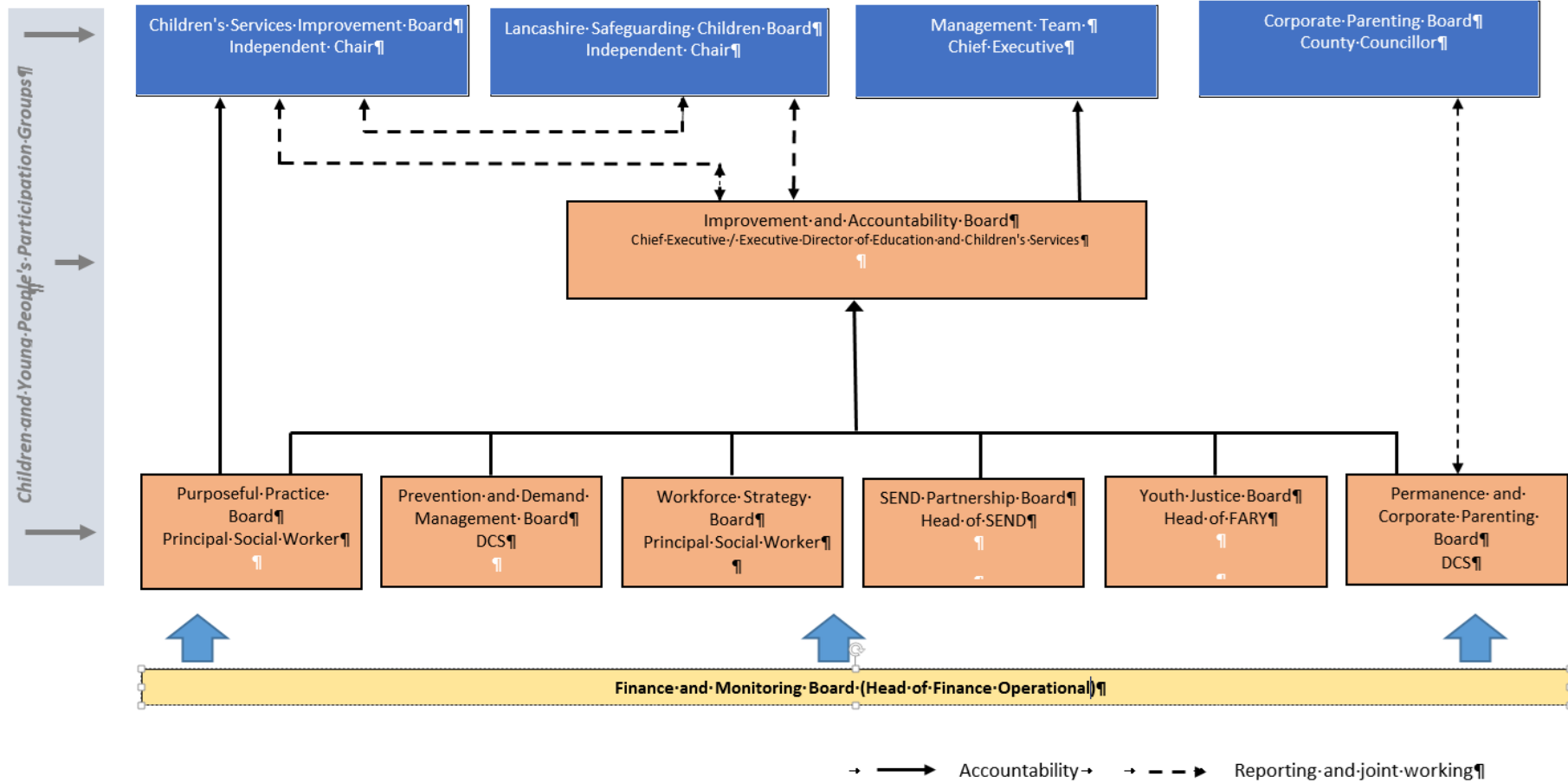
### Monitoring and Governance

The service has a very detailed improvement plan which is clustered around three key themes:

- Effective wellbeing and preventative strategies will be in place for vulnerable children young people and families- thereby ensuring they get the right service at the right time – **effective prevention**
- Ensure social work and care intervention is effective and efficient, engaging children and families and building on their strengths – making the right plans with children and young people through **purposeful practice**
- Long lasting and sustainable outcomes for children – **permanence**.

We have a rolling 12 week plan which ensures we focus on the key tasks to be delivered (derived from the longer term plan) in the next three month period (attached as Appendix 'D').

This plan also has a set of key performance indicators which are used to measure progress (attached as Appendix 'E'). We have revised the governance structure to ensure that our internal systems are sufficiently robust to drive change and mitigate risks of non-delivery (as outlined below).



The Children's Services Improvement Board (depicted top left) is the key external monitoring board. It is independently chaired, has representation from all key partners and elected members and reports progress to the Department for Education.

We have now had our last monitoring inspection and therefore can expect a full re inspection any time from Easter. This will be a four week inspection carried out under the single inspection framework. This will look at:

- those children and young people at risk of harm (but who have not yet reached the 'significant harm' threshold) and for whom a preventative service would provide the help that they and their family need to reduce the likelihood of that risk of harm escalating and reduce the need for statutory intervention
- those children and young people referred to the local authority, including those for whom urgent action has to be taken to protect them; those subject to further assessment; and those subject to child protection enquiries
- those who become the subject of a multi-agency child protection plan setting out the help that will be provided for them and their families to keep them safe and to promote their welfare
- those children and young people who have been assessed as no longer needing a child protection plan, but who may have continuing needs for help and support
- those children and young people who are receiving (or whose families are receiving) social work services where there are significant levels of concern about children's safety and welfare, but these have not reached the significant harm threshold or the threshold to become looked after
- those children and young people who are missing from education or being offered alternative provision
- those children and young people looked after either by being accommodated under section 20 or those 'in care' during or as a result of proceedings under section 31 of the Children Act 1989 and those accommodated through the police powers of protection and emergency protection orders
- those children aged 16 or 17 who are preparing to leave care and those young people aged 18 to 25 who qualify as 'former relevant children pursuing further education or training' including those children living in homes of multiple occupation and
- those children and young people who have left care to return home, or are living with families under a special guardianship order, child arrangements<sup>1</sup> order or adoption order.

It will also consider the performance of the Local Safeguarding Children's Board and the leadership and governance of the whole system.

We have a fortnightly Ofsted Preparation group in place chaired by the Deputy Director. This group will also ensure the self-assessment and the key data required by Ofsted is updated and ready for inspection.

The Children's Services Scrutiny Committee is requested to note and comment on the report and information presented and to consider the need for a quarterly update report on improvement activity and impact in order to scrutinise the progress of County Council Children's Services and our core partners in leading the improvement plan.

### **Consultations**

NA

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

This report has no significant risk 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

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13 June 2017

Amanda Hatton  
Director of Children's Services  
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Dear Amanda

### **Monitoring visit of Lancashire County Council children's services**

This letter summarises the findings of the monitoring visit to Lancashire County Council children's services on 12 and 13 April 2017. The visit was the sixth monitoring visit since the local authority was judged to be inadequate in November 2015, following an inspection in September 2015. The inspectors were Shirley Bailey HMI, Sue Myers HMI and Lorna Schlechte HMI.

The local authority is making uneven progress in improving services for its children and young people.

### **Areas covered by the visit**

During the course of this visit, inspectors reviewed the progress made in the areas of children looked after and care leavers, with a particular focus on care planning and recognition of and response to risk. Progress was evaluated against recommendations in the single inspection and concerns in relation to sometimes unplanned and inappropriate placement of children identified in the inspection and monitoring of some of the local authority's children's homes.

The visit considered a range of evidence, including electronic case records, performance management information and other information provided by staff and managers. In addition, we spoke to a range of staff, including senior leaders, managers, social workers and independent reviewing officers (IROs).

### **Overview**

Improvements in the quality of practice and services provided to children looked after and care leavers have not kept pace with those seen for children in need of help and protection on previous monitoring visits. This is largely due to the local authority's necessary focus on improving the quality of practice in relation to children

in need of help and protection, which was judged as inadequate at the last inspection. Improvements in the recognition of risk and timely decision-making, when risk does not reduce for children in need of help and protection, have resulted in a significant and appropriate increase in the numbers of children becoming looked after. As of 31 August 2015, there were 1,577 children looked after compared to 1,853 at the time of this visit. The local authority has struggled to meet the challenges arising from this increased demand. While the local authority has increased staffing in the 'children in our care teams' and caseloads are reducing, it has been unsuccessful in recruiting and retaining staff, in some localities, who are of sufficient experience to match the range and complexity of the work. As a result, the quality of planning and practice with children looked after and care leavers is inconsistent and in some cases seen it was poor, resulting in insufficient consideration of risk for some children and drift and delay for others.

### **Findings and evaluation of progress**

Based on the evidence gathered during the visit, we identified areas of strength, areas where improvement is occurring and some areas where the level of service provided to children has declined since the local authority was last inspected.

The local authority does not have a sufficiency of placements both within and outside its own resources to meet the needs of increasing numbers of children and care leavers who have complex and challenging behaviours. This scarcity of resources has resulted in some children and young people being inappropriately placed in settings, and there is insufficient consideration of the risk that they present to themselves or the destabilising effect that they can have on others.

Until recently, the local authority's response to concerns raised by Ofsted during the monitoring and inspection of its children's homes was too slow. Positively, following the appointment of the current director of children's services in February 2017 and the inclusion of residential services within her control, plans to improve the range of provision within the local authority's own children's homes and for care leavers are moving at a pace. While the local authority anticipates that the proposed changes will ensure that it will be better able to meet the needs of children and young people who have complex needs, these plans remain untested.

At the time of this visit, nearly a third of children looked after were subject to interim care orders. Demanding timescales for the completion of work in court proceedings have resulted in some delayed responses to the needs of other children, exacerbated by staff turnover in both the social work and the IRO service. Examples include delays in completion of life story work for children in longer-term placements and delays in applications for discharge of care orders, leaving children and their families subject to statutory intervention longer than necessary. In the short term, the local authority plans to reduce pressure on the 'children in our care teams' through the creation of a peripatetic team of experienced staff, a strategy that has worked well in managing demand in other parts of the service. However, at the point of this visit,



the concentration of court work within the 'children in our care teams' was a significant factor in the variability of practice seen.

The local authority has been successful in ensuring compliance with most of its own practice standards, despite increased demand. Children are generally seen alone, and workers know them well. Timeliness of statutory visits, reviews for children looked after and assessments of children's basic health needs, while declining slightly from the most recently published data, remain good. The timeliness of completion of personal education plans is improving.

Significant investment in improving the local authority's data quality ensures that senior leaders and managers have a good understanding of what is happening on the front line and are able to take remedial action when practice deteriorates. For example, as of February 2017, 71% of children who went missing from care were offered and accepted a return home interview. While this does not yet represent good performance, it demonstrates significant recent improvement compared to only 32% of children offered an interview in the six months prior to the monitoring visit, of whom nearly a third refused.

However, adherence to practice standards is not yet ensuring quality of practice or timeliness of case recording, and the standards are not always sufficiently explicit. For example, there is no requirement that some statutory visits to children looked after should be unannounced. In some cases seen, children had never had an unannounced visit, including children placed at home under placement with parents regulations. In others, workers had not recognised that seeing children outside of the home does not constitute a statutory visit. While no detriment was seen to children due to this lack of clarity, this is poor practice.

Inspectors saw some examples of effective work undertaken with children that were based on a holistic understanding of their needs, such as direct work to reduce risk by the child sexual exploitation team. However, overall, the quality of assessments and plans is variable, and some are poor. Assessments of children and care leavers are not always updated at points of transition, including assessments of children and young people who are vulnerable to exploitation or who present risk to others. In weaker assessments and plans, consideration of history does not inform workers' understanding of children's behaviour. Consequently, planning is mainly focused on practical support and does not address the emotional harm that children and care leavers have experienced that makes them vulnerable to all forms of exploitation or at risk of criminality.

Workers reported that they receive regular guidance from managers who support them well. This is not consistently reflected in case recordings, some of which have gaps in supervision records and, in others, areas for development highlighted by IROs and auditors have not been recognised by frontline managers.

Increased oversight by IROs and quality assurance of casework through audit are not yet leading to demonstrable improvements in the quality of practice or outcomes

for children looked after and care leavers. Learning from audit is limited because, in contrast to what has been seen in other monitoring visits, auditors have not had a reflective discussion with workers and managers. As a result, some workers have disputed the findings, and others, while complying with identified actions, have not understood the underlying reasons for the recommendations. Consequently, the work completed has not resulted in an improved understanding of the child's lived experience, and an opportunity has been missed to apply learning to future practice.

While IROs routinely quality assure performance, in relation to children looked after, their oversight is often focused on compliance with internal performance standards. Basic practice issues are sometimes missed: for example, ensuring that children's identity needs are fully addressed. In cases seen, when challenges by IROs have not resulted in positive change for children, escalation processes have not been used to ensure that timely action has been taken.

Work undertaken with care leavers has been strengthened through the creation of specialist teams. All care leavers now have a personal adviser and, according to data provided by the local authority as of February 2017, the proportion of care leavers who had an up-to-date pathway plan was 94%, and the proportion who had been in contact with the local authority in the previous three months was 92%. This represents considerable improvement since the last inspection. However, the local authority recognises that these improvements are not yet leading to consistently good practice. The quality of pathway plans is variable, and inspectors saw examples of very limited contact with care leavers via text messages by workers who have never met the young person. This is neither meaningful nor effective.

Inspectors found that the local authority has sometimes been slow to recognise that the level of support provided is not meeting care leavers' needs, particularly those of young people in hostel accommodation, some of whom continue to live very unsettled lives. Positively, growing numbers of care leavers are benefiting from 'staying put' arrangements with former foster carers and the stability and continuity afforded by this experience of family life into adulthood and beyond.

The local authority recognises that a negative consequence of its concentration on improving services for children in need of help and protection is that improvements in services for children looked after and care leavers have not kept pace. While the local authority has been successful in maintaining compliance in the face of significantly increased numbers of children looked after and care leavers, this has too often been at the expense of quality. The local authority understands that securing a stable workforce sufficient to meet demand is crucial to supporting its continued improvement and has ambitious plans to attract experienced staff as part of a wider strategy of workforce development and retention. While the local authority has appropriately identified that it now needs to renew its focus on embedding good practice standards throughout the service, and has plans to ensure that the workforce has the capacity to deliver, at the time of this visit some children looked after and care leavers continue to receive a poor service.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Shirley Bailey  
**Her Majesty's Inspector**



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24 August 2017

Amanda Hatton  
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Dear Amanda

### **Monitoring visit of Lancashire local authority children's services**

This letter summarises the findings of the monitoring visit to Lancashire children's services on 25 and 26 July 2017. The visit was the fifth monitoring visit since the local authority was judged inadequate in May 2015. The inspectors were Susan Myers HMI, Paula Thomson Jones HMI and Shabana Abasi HMI.

The local authority is making some progress in improving services for its children and young people.

### **Areas covered by the visit**

During the course of this visit, inspectors reviewed the progress made in the area of children looked after and care leavers, with a particular emphasis on the quality and timeliness of planning for permanence. A range of evidence was considered during the visit, including electronic case records, supervision files and notes, observation of social workers and senior practitioners and other information provided by staff and managers. In addition, we spoke to a range of staff, including managers, social workers, other practitioners and administrative staff. We also met with a group of care leavers.

### **Overview**

The inspection in 2015 identified specific areas requiring improvement. This visit found that some progress has been made in a number of areas. You recognise that, while some progress has been made against your action plan, there is a considerable amount of work to do before you can be confident that children looked after and care leavers receive a good service.

Actions taken to support improvement include securing additional staffing, improving the quality of your audits and ensuring that compliance with basic standards of social work with children are met. There has been a strong focus on creating the right structure and culture to enable good practice to develop. Managers have worked hard to create this environment, and staff feel positive and well supported. There is now evidence that the new arrangements are beginning to support improvements in practice as well as compliance.

The quality of practice provided to children and their families remains too variable. For example, assessments lack thorough analysis of children's cultural and identity needs, and plans are not yet specific enough to ensure that progress can be measured. Adoption is not considered for all children, and permanency planning does not start quickly enough. There is more to do to ensure that managers and independent reviewing officers (IROs) are not overly dependent on self-reporting from social workers during audit activity. Managers have not yet developed robust systems to ensure that sufficient oversight of practice is provided at all levels in the organisation. Increased IRO capacity and the addition of advanced practitioners in social work teams have not yet addressed this shortfall, which was an issue at the time of the last monitoring visit.

### **Findings and evaluation of progress**

For the vast majority of children looked after, statutory requirements are completed in a timely way. Visits to children are taking place regularly, and children are seen alone by their social workers. Most social workers know the children on their caseload well and have taken time to discover their wishes and feelings. However, for the majority of children, these positive relationships have not resulted in purposeful plans for children that lead to improved outcomes.

Some children experience too many changes of social worker. This means that they do not have the opportunity to build long-term, trusting relationships. Some children have a change of social worker every six months. Care leavers who met with inspectors said that they had grown tired of having to get to know so many new social workers.

Social work caseloads are mostly manageable, and staff feel well supported by their managers. However, workloads for some of the newly qualified social workers are too high, both in number and in complexity. This means that they do not have sufficient opportunity for continued learning and development of their social work skills. Some newly qualified workers are not receiving enough support, direction and challenge when they are undertaking complex assessments.

Supervision files and case records evidence that most staff receive regular supervision. Records since March 2017 are appropriately detailed and contain evidence of discussion about casework, regular training and social workers' development needs. Managers now provide challenge about compliance issues, and actions and directions are well recorded. However, timescales are not set and it is

sometimes difficult to see whether actions have been completed. Managers do not always provide sufficient challenge about the quality of assessments and plans.

Assessments and case summaries for children looked after are now updated regularly. The vast majority of children have been subject to re-assessment in the last six months to ensure that there is a current understanding of their needs. Although the quality of assessments remains too variable, several good pieces of work were seen by inspectors and no assessments were deemed to be inadequate. The justification for completing a re-assessment is not always clear, and staff are not routinely analysing information or looking in sufficient depth at some of the most important issues for children. Children's views are recorded, but social workers do not always describe children's lived experiences in assessments and case notes. Stronger practice is evident in teams that have more stable and experienced staff.

All children looked after have a written care plan, and some staff have received training in the importance of purposeful planning for children. However, almost all care plans sampled lacked specific, measurable outcomes against which progress can be monitored effectively. Furthermore, care plans do not sufficiently reflect the assessment of children's changing needs. For example, a young person who is almost 18 years old, and is supported by the special educational needs and disabilities team, does not have an up-to-date pathway plan that reflects a coherent agreed plan for their transition. This is in spite of two years of discussion.

Reviews take place regularly and IROs speak with children prior to review meetings. Children are increasingly more involved in their reviews, both through attending in person and writing part of their own review notes. However, reviews fail to challenge any drift or delay in children's plans. Reviews are not routinely used to ask critical questions about the decisions made about children, or to consider their future needs.

Many staff are unclear about how and where decisions about children looked after are made. Staff are unsure about which individual managers or different panels and groups are responsible for making decisions about plans for children. They are unclear whether reviews, for example, are meetings in which decisions are made or are meetings that simply record the decisions. Some staff are unsure about which cases are considered at permanency panel and which are not. Informal systems have been adopted across different teams, which adds to the problem of inconsistency. Crucial decisions for children, such as achieving permanence, or being separated from brothers and sisters, are agreed by individual team managers. However, the rationale for these decisions is not clearly recorded on children's files.

For most children, permanence is not considered soon enough. Many children achieve permanence by staying in their short-term foster placements for several years, without robust assessment of need or evaluation of options. Although these children are often described as being settled and happy by their social workers, these placements have not been considered carefully and deliberately enough to ensure that they are the right placements to meet the children's current and future needs.

Special guardianship orders (SGO) are not routinely promoted as a way of achieving permanence for children in long-term foster care. SGOs are not regularly discussed with foster carers during statutory visits.

Inspectors saw a number of cases during the visit in which cultural needs, family history and identity needs had not been well considered for children who had drifted into permanence with their foster carers without appropriate consideration of matching. It is unclear how short-term foster placements are converted and formally agreed as long-term placements. Life story work is not routinely completed with children who are in long-term foster placements.

Adoption is not routinely considered for all children who would benefit from it. Inspectors saw a number of very young children who were not being progressed for adoption, and there was no clear rationale for this. There is evidence of stronger practice for relinquished babies who are swiftly placed with foster to adopt families and progressed through adoption processes in a timely way.

Improvements that have been achieved in other parts of the service have not been realised in the SEND team, which has not been as engaged as other teams in auditing and other quality assurance activities. This means that the quality of assessments and care planning for children who have complex needs is not as strong as it is for other children looked after. For example, a child who has complex needs and has been allocated to the SEND team has not had a re-assessment of his needs since 2015.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Susan Myers

**Her Majesty's Inspector**



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29 November 2017

Ms Amanda Hatton  
Director of Children's Social Care  
Lancashire  
County Hall  
Preston  
PR1 8XJ

Dear Amanda

### **Monitoring visit of Lancashire children's services**

This letter summarises the findings of the monitoring visit to Lancashire children's services on 30 and 31 October 2017. The visit was the fifth monitoring visit since the local authority was judged inadequate following an inspection in September 2015. The inspectors were Susan Myers, HMI, Lorna Schlechte, HMI and Tony Theodoulou, Ofsted Inspector.

The local authority continues to make some progress in the improvement of its services for children.

### **Areas covered by the visit**

Inspectors reviewed the progress made in the quality of help and support given to children in need (CIN). This was an area of practice judged to be inadequate at the time of the last inspection. The visit considered a range of evidence, including electronic case records, supervision files and notes. In addition, inspectors spoke to a range of staff, including managers, social workers and other practitioners.

### **Overview**

The inspection in 2015 identified specific areas requiring improvement. This visit found that some progress has been made to services for children in need.

The quality of auditing activity has improved significantly since the inspection. In all cases tracked during this visit, inspectors broadly agreed with the local authority audits. Actions from audits are completed in a timely way, and social workers value the learning from this process. Some issues picked up by auditors, such as out-of-date assessments and incomplete chronologies, should have been identified earlier through routine management oversight and supervision activity.

Since the inspection in 2015, a number of different models have been used to manage demand and improve the quality of social and support work with CIN. Currently, there is a period of transition while support for CIN moves from specialist hubs back into locality teams. While staff are mostly positive about the changes, some frontline staff are confused about where and how different levels of CIN cases will be managed. The new pathway is progressing more quickly in some teams than others, and this adds to the lack of clarity about the new arrangements.

At the time of the last inspection, CIN cases were held by workers who were not sufficiently experienced or qualified and who did not receive sufficient supervision and oversight from managers. While complex work is still allocated to family support workers, effective arrangements for monitoring and support by social workers are now in place. Additionally, CIN plans are regularly reviewed by social workers to monitor progress and to ensure that children are receiving the right level of support at the right time. These arrangements have been put in place since the inspection, when there were no checkpoints or protocols for reviewing CIN cases.

Management oversight of CIN cases has improved since the inspection. Supervision is mostly regular, and staff said that managers are offering good levels of support. Management oversight continues to be poorly recorded on children's files. Inspectors saw a few good examples but, in the main, the evidence of managers' direction, challenge and rationale for decision-making is not strong.

Senior managers now regularly monitor staff caseloads and take action to reduce them when necessary. While most staff said that their workload was manageable, some social workers continue to have more than 30 children on their caseload, the highest being 34. The caseloads of some family support workers on the CIN team regularly reach 30 children. Staff said that this means that they are not always able to spend as much time with children and families as they need to.

## **Findings and evaluation of progress**

Thresholds are generally better understood and applied than at the time of the last inspection. Most children now receive services at the correct level to meet their needs. A small number of children receive CIN services for too long without any improvement or sustained change being achieved. This includes children who have experienced neglect for too long without action being taken to escalate their case for child protection planning. For these children, there is a lack of contingency planning about what will happen if circumstances do not improve, and this leads to drift and delay in them receiving the right level of support quickly enough.

Decisions to step down children from CIN services to universal support are generally appropriate, although a very small number of children are stepped down too soon, before their needs have been met and concerns fully addressed. This means that

children are sometimes re-referred to children's social care (CSC) soon after their case is closed, triggering another period of assessment for families.

Transfer arrangements between CSC and early help and well-being services, which operate within public health services, are working better now than at the time of the last inspection. Staff report closer working relationships and a better understanding of each other's roles. Some disagreements remain in a small number of individual cases about the application of thresholds.

Assessments for children in need continue to vary in quality, ranging from good to requiring improvement. The weaker assessments do not demonstrate any understanding of the child's experience, are not informed by history or diversity and do not always include members of the family in the process. Stronger assessments are thorough and detailed, and provide clear analysis of the information gathered.

All children who are in need have a current CIN plan, which is created and regularly reviewed by a social worker. Plans include appropriate tasks and actions. There is evidence of involvement by partner agencies. Schools, in particular, are providing good levels of support to children. However, plans do not always focus on children's outcomes and are not specific enough about the purpose of social work involvement. Plans do not have clear timescales, which makes it difficult to measure what has been achieved. Many of these issues were identified in the inspection in 2015, yet they remain at the time of this monitoring visit.

CIN planning addresses all children in a family within one plan. While information is sufficiently detailed around the issues which impact on all the children, specific needs of individual children are often not addressed. This is especially the case if the focus of work is on one particular child who is causing concern. Plans are approved by a manager, but they do not include managers' comments or the rationale for endorsement.

Children in need are regularly seen at home and at school by their family support worker, and there is evidence of direct work being undertaken to capture children's views. There is some effective direct work taking place with children, and this has resulted in improved outcomes. For some children, direct work remains superficial and does not explore important things in their lives, such as family relationships, living with conflict and self-esteem. Staff said that they have received some training in effective direct work with children, but accept that they need to increase their skills further.

Staff speak about children and families with knowledge and genuine care. They know the children they work with well. This is particularly the case where teams are stable and children have the chance to build trusting relationships with their workers. Some children have had too many different workers for this to happen, and inspectors saw some children who have had four different workers over a 12-month period.

Supervision of staff takes place regularly. All staff said that their managers are involved in casework and offer challenge and support. They particularly value the regular informal support and supervision that managers provide. The quality of supervision records is variable. Some are detailed and include the rationale for current plans for children. Others are too brief and do not capture that reflective discussion has taken place. Similarly, although social workers said that managers provide regular support and challenge, these are not yet consistently well evidenced or recorded. Inspectors did see a few good examples, but in most cases managers' directions, challenge and rationale are not clearly recorded in case files.

Managers have introduced a risk-based approach and implemented it as a social work practice model since the inspection. This provides some consistency in practice standards and a focus on the recognition of risk. The model could be further improved by including a strengths-based approach to consider protective factors for children alongside risk.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Susan Myers

**Her Majesty's Inspector**

## Improvement Board 12 week plan

Feb – April 2018

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This plan represents the outcomes and activity required to deliver effective services to improve the lived experience of children over the next 12 weeks. It is part of a wider annual plan which aims to ensure all services are solid and robust and delivered to at least the Ofsted Standard of Requires Improvement to be good and as part of our journey to get all our services to Good.

There are three overarching outcomes that the annual Continuous Improvement Plan will deliver:

- Effective wellbeing and preventative strategies will be in place for vulnerable children young people and families- thereby ensuring they get the right service at the right time - – **Effective prevention**
- Ensure social work and care intervention is effective and efficient, engaging children and families and building on their strengths– making the right plans with children and young people through **purposeful practice**
- Long lasting and sustainable outcomes for children – **permanence**.

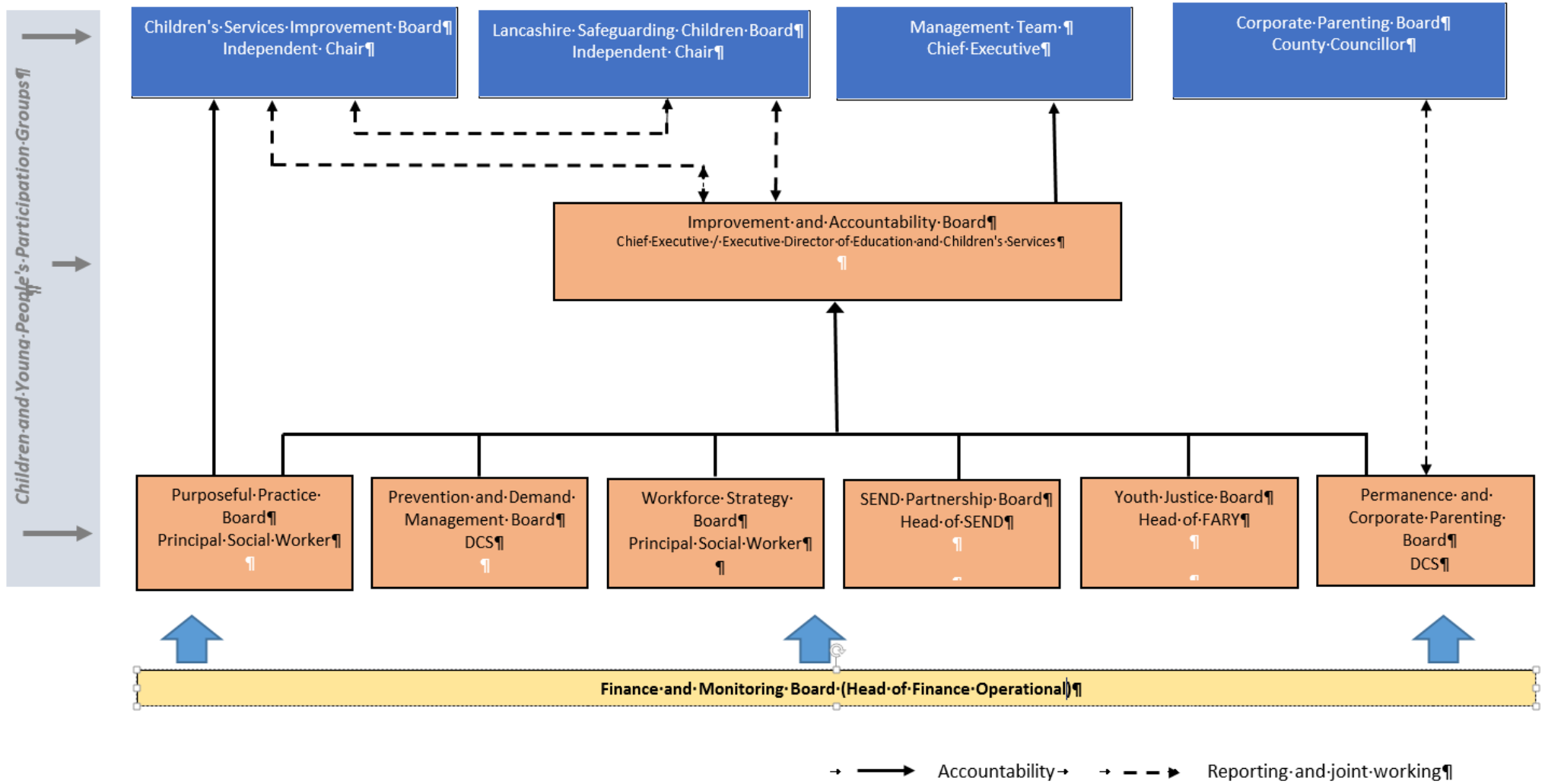
The main focus for the implementation of the programme from 2018 through to the end of 2019 will be on:

1. Implementing effective collaborative partnership strategies for prevention and wellbeing through work with service front door, wider Wellbeing services, Youth Offending team and Special Educational Needs and disabilities services
2. Consolidating purposeful practice in social work teams, including timely step down to Wellbeing services

3. Planning a range of appropriate permanence arrangements and pathways designed around the needs of children and delivering sustainable outcomes
4. Shape and adjust the plans based on feedback from parents carers, children and young people; evidence and intelligence about the needs of children young people and families; our own service performance information

The wider plan will be monitored and progress assured by a revised governance structure which is outlined below.

Children's Service Governance Structure 2018



Each of the boards in the structure monitors the relevant section of the annual plan. The 12 week plan will be monitored by the Improvement Board whilst this is still in place.

**Outcome we are trying to achieve: To ensure corporate systems and structures support the delivery of good services to children and to ensure improvement is effective and timely**

Note workstreams are numbered in the left hand column and within each workstream activities are numbered from 1 onward

1. Improvement and accountability Activity Lead: Chief Executive					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
1.1 Governance and forward plan	<ol style="list-style-type: none"> <li>1. Agree initial project dossier</li> <li>2. Agree outline briefs for new project areas for each cluster board</li> <li>3. Agree future approach to plan production – period and review frequency</li> <li>4. Agree approach to young people's engagement</li> <li>5. Ensure monthly monitoring of budget position to ensure spend within agreed tolerances</li> </ol>	31/3/2018	Executive Director for Education and Children's Services (EDECS) John Readman	<p>Children are able to experience improved services and there are clear improvement plans with tangible outcomes in place and the service is on a stable and sustainable financial footing.</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in a greed tolerances</p> <p>PIIB dashboard indicators RI or above</p>	
1.2 Risk Management	<ol style="list-style-type: none"> <li>6. Assign team roles and responsibilities for maintaining risk logs/registers</li> </ol>	29/1/2018	(EDECS) John Readman	Children are able to experience improved services as any risks	



	<p>7. Develop risk management strategy for the programme</p> <p>8. Develop cluster risk reporting to IAB by exception</p> <p>9. Develop and Maintain a calendar of 1/4ly updates to corporate risk register</p>			<p>to improvement are identified and effectively mitigated against</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in agreed tolerances</p> <p>PIIB dashboard indicators RI or above</p>	
1.3 Data quality and performance	<p>10. Annex A heat maps to be used to drive data quality. These show rag rated performance against all areas of Annex A at district level and support weekly improvement planning at team level.</p> <p>11. Fostering and Adoption and Early Help heat maps to be developed</p>	31/03/2018	Umer Khonat	<p>Children experience improved services as performance is effectively managed and owned at team level and where data suggests practice is not timely or effective immediate and robust corrective action is taken.</p> <p>Evidenced by</p> <p>All improvement board indicators should be at requires improvement to be good or above</p> <p>Annex A is up to date and reflects current practice in real time ( weekly checks in place)</p>	
1.4 Effective roll out and embedding of	12. Continue to embed the audit model in place in Children's Social Care in Fostering and Adoption and SEND. Learning from audit and reflective conversation to be captured on individual files and	31/3/2018	HOS Safeguarding and Inspection	Children have case records which effectively tell their story and plans that are informed by	

audit model across children's services	systemic learning to be rolled out through Advanced Practitioner workshops		and Audit Sally Allan	<p>their history and lived experience and deliver effective outcomes.</p> <p>Staff are able to work in an open and honest way with children and their families because they feel supported to learn from good practice and areas of challenge</p> <p>Evidenced by</p> <p>File audit should have at least 90 percent of cases Requires improvement to be good or above.</p>	
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**2. Finance and Monitoring** Activity Lead: HOS Finance / EDECS

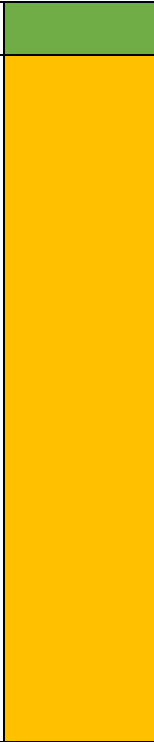
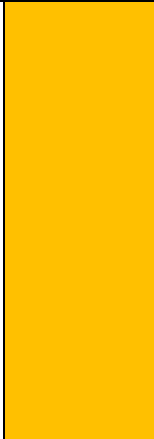
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
2.1 Implement a plan that delivers the 1) the savings that are reflected in the Medium Term Financial Strategy as agreed by Cabinet during 2017/18,	<ol style="list-style-type: none"> <li>1. Develop the governance approach to ensure resources are available to deliver services</li> <li>2. Maintain financial scenario-based modelling to define an appropriate budget envelope for staffing and placement costs.</li> <li>3. Joint working with project managers across a number of work-streams in this plan to set and monitor financial targets and key performance measures that align with the savings strategies and budget options approved by Cabinet, and with Newton's key</li> </ol>	<p>12/01/2018</p> <p>31/3/2018</p> <p>31/3/2018</p>	<p>HOS Finance Operational</p> <p>Kate Lee</p>	<p>Children benefit from stable and sustainable services</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in agreed tolerances</p>	

and 2) the agreed efficiencies informed by the Newton diagnostic review	findings.			PIIB dashboard indicators RI or above	
<b>3. Purposeful Practice</b> Activity Lead: Strategic Senior Manager					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
3.1 Purposeful Practice - Quality of Practice	<p>1. Development of mechanism to capture and monitor improvements in quality of practice, from qualitative data:</p> <p>1.1. case audit, (particularly the voice of the child and % inadequate cases);</p> <p>1.2. staff satisfaction surveys;</p> <p>1.3. frequency of supervision;</p> <p>1.4. Evaluation of learning opportunities, etc.</p>	<p>By 31/03/2018</p> <p>As above</p>	SIA team with support from Project Managers	<p>Children experience service delivery that understands their needs, focuses on how to improve outcomes and makes a difference to their daily lives</p> <p>Heat map/Dashboard available to be able to focus critical analysis in Purposeful Practice and Workforce Strategy discussion.</p> <p>Evidenced by</p> <p>90% cases requires improvement or better; in audit</p> <p>60% cases with voice of the</p>	

				child is good	
	2. Preparation of online survey to enquire how staff prefer to influence and understand expectations about quality of practice; continuous improvement and capturing the voice of children, and young people.	31/03/2018	L&D team/Project Manager/Service rep	Staff shape and own the continuous journey  Evidenced by  90% cases requires improvement or better; in audit  Year on year improvement in social work health check on feeling able to learn and to shape practice	
	3. Direct observation as outlined in the Line of Sight document to be embedded in practice at all levels and clarity of format and expectation for grade 9, PM , TM and SM to be agreed.	PP Board meetings 19/2 and March	Strategic Senior Manager Josie Lee	Leaders at all levels understand the conditions and health of frontline practice and can ensure the conditions for the delivery of an effective service to children are in place  Evidence by  90% cases require improvement or better in audit – Direct observation of practice also at this level	
	4. Implement the line of sight at DCS and Lead member level to ensure leadership understanding of frontline service delivery quality	1/03/2018	Strategic Senior Manager Josie Lee	As above	

3.2 Purposeful Practice – Governance and representation of frontline	5. Ensure that Purposeful Practice Board arrangements capture 'how it feels' in frontline practice and contribute to continuous improvement	12/02/2018	Strategic Senior Manager Josie Lee	<p>Staff have the right conditions in which to deliver effective social work for children. They are supported to resolve any blocks and issues. The voice of the frontline is clear and senior leaders are able to understand and unblock any issues and challenges.</p> <p>Evidenced by</p> <p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to shape practice</p>	
	6. Workshop with chairs of district and locality groups to ensure quality control around PP agenda; flow of issues (from and to the Board); focus on quality improvement and effective representation from practitioners and partner agencies.	28/02/2018	Strategic Senior Manager Josie Lee	<p>Staff have the right conditions in which to deliver effective social work for children. They are supported to resolve any blocks and issues. The voice of the frontline is clear and senior leaders are able to understand and unblock any issues and challenges.</p> <p>Evidenced by</p>	

				<p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to shape practice</p>	
<p>3.3 Purposeful Practice - Advanced practitioner workshops</p>	<p>7. Advanced Practitioners Workshops which support systemic learning and improvement from audit scheduled and running and mechanism in place for organising and evaluating</p>	<p>1/4/2018</p>	<p>L&amp;D / Audit Team Manager Debbie Cookson</p>	<p>Staff are able to improve the service that children receive as they are supported to develop their practice in line with audit findings</p> <p>Learning outcomes demonstrated through improvement in audit findings (quarterly)</p> <p>Evidenced by</p> <p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to</p>	

<p>3.4 Purposeful practice – Practice Standards and Risk Sensible</p>	<p>8. Continuous improvement in delivery of practice standards and evidence of risk sensible assessment/planning/review which balances strengths and risks demonstrated throughout professional records.</p>	<p>Monthly training in place</p>	<p>HOS/Audit team and Debbie Cookson</p>	<p>shape practice</p> <p>Staff have clear expectations of standards of practice and evidence risk sensible practice throughout records in relation to impact on the lived experience of the child.</p> <p>Evidenced by</p> <p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to shape practice</p>	
	<p>9. Clear plan for partner agencies to be trained to have a better understanding of Risk Sensible - monthly dates are set through the LSCB for a multi-agency audience.</p>	<p>Dates set to March 2019</p>	<p>Audit Team Manager Debbie Cookson</p>	<p>Children are able to experience a seamless service as professionals use a common language and thresholds for services.</p> <p>Evidence by</p> <p>An increase in contact to conversion rates to RI county wide and for each district and agency ( reported in the MASH dashboard)</p>	

	<p>10. Further promote attendance by Designated Senior Leads in schools in "risk sensible training" through Heads' cluster meetings Designated Senior Leads safeguarding training includes principles of risk sensible with signpost to LSCB 2 day training run by Advanced Practitioners</p>	<p>31/03/2018</p>	<p>Quality and Review Manager Charlotte Kay/ Audit Team Manager Debbie Cookson</p>	<p>Children are able to experience a seamless service as professionals use a common language and thresholds for services.  Evidence by Attendance levels of Designated Senior Leads in safeguarding training and LSCB risk sensible 2 day training</p>	
<p>3.5 Purposeful Practice – Research in Practice</p>	<p>11. Ensure practitioners and managers understand relevance of evidence based practice utilising Research in Practice - Agreed dates for relaunch, actively promoting accounts on RIP, Embedding research &amp; risk sensible into practice and all districts have learning plans</p>	<p>4/05/2018 - re-launch event</p>	<p>HoS, Strategic Senior Manager Josie Lee &amp; Audit Team Manager Debbie Cookson</p>	<p>Practitioners work in a evidence based way which improves outcomes for children  Evidence by Report run from R.I.P. of usage of the site. Month on month increase to be captured.  Practitioners will evidence research in their assessments and court work  Captured in audit activity 90 percent of cases RI or above</p>	



3.6 Purposeful Practice - Exploitation and Missing	12. Full county roll out of the exploitation hubs through:				
	12.1. Training offer around criminal exploitation, trafficking, missing from home, sexual exploitation, organised crime, county lines and trauma links to radicalisation to current staff and key partners (Police/Health); further roll out as new staff recruited and to widen to all children's services	February to 31 March (Central)	HOS Central Tracy Poole-Nandy /CSE Practice Manager Adrian Whitehorn	Children at risk of or being exploited have their needs met in a timely way.	
	12.2. Pathway, systems and intervention guidance for exploitation and guidance for missing is complete - to be incorporated into TRI.X Finalised process maps and guidance in relation to the exploitation hubs	30 /04/2018(East) Subsequent roll out for new staff in the North		Improvement of the engagement with community safety and licensing to move onto the disruption in all areas of exploitation and missing.	
	12.3. Roll out of the missing from home and missing from education panels across county			Better understanding of people and places of concern utilising agencies such as police, licensing and community safety to disrupt.  Improved mapping of data across county to understand children's needs and outcomes	

				<p>Evidence by</p> <p>Targets to be agreed</p> <p>Increase in missing from home return interviews</p> <p>Reduction in children missing education</p> <p>Reduction in the number of children looked after placed out of county as a result of CSE risks</p> <p>Increase in the use of tools and powers under crime and disorder legislation to disrupt activity</p>	
	12.4. Recruitment to remaining vacancies in North Lancashire Locality	30/04/2018	HoS Brendan Lee	<p>Full cohort of staff to deliver above</p> <p>Evidence by</p> <p>Quarterly workforce report.</p>	
	13. Children and Family Wellbeing Service to consistently contribute to the Missing Education, Missing from home and Exploitation panels and formalise the pathways for the service offer to children and families at level 2.	31/03/2018	HoS CFW service Debbie Duffell	<p>Reporting by CFWS on numbers of children and families who receive a service at level 2 from this pathway.</p> <p>Evidenced by</p> <p>Increased numbers of children and families stepped down to the CFW Service.</p>	

				Target of 7 % increase in step-downs from position at 22 January (6564): 28 February - 7024 31 March - 7516	
3.7 Purposeful Practice - Court work and CIOC teams	14. Remaining districts of Fylde, Wyre and Burnley to move Court work from CIOC teams. All other Districts have moved to this model	6/04/2018	HoS Brendan Lee Vicky Gent	Children looked after receive a dedicated and consistent service and children subject to court proceedings have a timely and good quality service.  Agreed consistent way of working Duty& Assessment (or fast response) CIN &CP &Court / Children in Care.  Evidenced by  Audit 90 % cases RI or above.  Court feedback through LFJB ( Lancashire Family Justice Board).	
3.8 Purposeful Practice - Learning from Practice Improvement Model	15. Hold workshop to capture learning from PIMs model pilot in North Lancashire. 16. Develop Locality action plans for roll out of agreed model	02/03/2018  31/03/2018	Strategic Senior Manager Josie Lee and HoSs	Children experience services that are informed by the practice improvement model  Evidenced by  Audit 90 % case RI or above	

4. Prevention and demand management Activity Lead: DCS					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
4.1 MASH reorganisation	1. Comprehensive multi-agency improvement and delivery plan is in place.		Director of Children's Services (DCS) Amanda Hatton	Children and their families receive a timely and effective service at the front door.  Evidence by All indicators in the MASH dashboard are RI or above.	
	2. Self-assessment against SIF (OFSTED) framework also in place	31/1/2018			
	3. Using above ensure MASH is prepared for the Ofsted monitoring visit	27/02/2018			
	4. Review outcomes from OFSTED monitoring visit and adjust plans for change to reflect the learning from the visit	15/03/2018			
4.2 Early help and prevention pathways	<p>5. Ensure that "step up/ step down" pathways are clear and effective between CSC and Child and Family Wellbeing Service through:</p> <ol style="list-style-type: none"> <li>1. Monthly monitoring and reporting on the effectiveness of pathways</li> <li>2. Promotion of the service offer through communication with CSC.</li> <li>3. Roll out of pilot activity in East of CFWS Senior Practitioners based within CSC teams once a week to continue to build relationships.</li> </ol>	31/3/ 2018	HoS Child and family Wellbeing service  Debbie Duffell	<p>Children's needs and risks are effectively reduced so they are able to be supported at a lower level.</p> <p>Evidence by Increased numbers of children and families "stepping down" to CFWS and achieving successful outcomes.</p> <p>Target of 7 % increase from</p>	

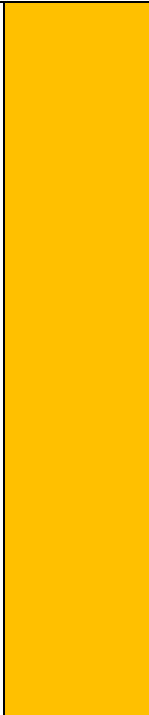
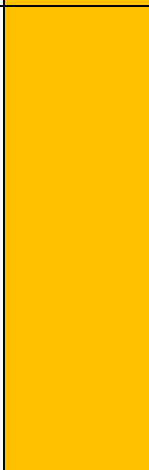
				position at 22 January (6564): 28 February - 7024 31 March - 7516	
4.3 Early help and prevention pathways	<p>6. Ensure that pathways are clear from MASH to CFW and wider Early Help services through:</p> <p>7. All district Multi-agency Integrated teams to be developed and fully operational to deliver multi-agency support to children and families at an early stage.</p>	<p>30/07/2018</p> <p>With review and update March 2018</p>	<p>HOS CFW</p> <p>Debbie Duffell</p>	<p>Children's needs and risks are effectively reduced so they are able to be supported at a lower level</p> <p>Evidence by</p> <p>Reporting on numbers and outcomes of families transferred to CFWS from MASH.</p> <p>Reporting activity of the integrated team on district levels.</p> <p>Increased numbers of families receiving support</p>	

4.4 CAF roll out	8. Multi agency train the trainer CAF training to be delivered through the LSCB and key practitioners from Children and Family Wellbeing Service	30/07/2018	HoS Child and Family Wellbing Service Debbie Duffell	<p>Children's needs and risks are effectively reduced so they are able to be supported at a lower level</p> <p>Evidence by</p> <p>Numbers of CAFs will increase – Target of 10% increase over the course of 12 months.</p> <p>Contact to conversion rates RI or above at county district and agency level</p> <p>Reporting on numbers of children and families who receive a service at level 2 from this pathway.</p> <p>Increased numbers of children and families stepped down to the service.</p> <p>Target of 7 % increase from position at 22 January (6564): 28 February - 7024 31 March - 7516</p>	
4.5 Develop,	9. Develop and consult on proposals for a more coherent	01/01/18	LSCB/ CFW	Children experience joined up and seamless services at all	

<p>agree and implement refreshed multi agency governance arrangements</p>	<p>and streamlined governance model for prevention and demand management</p> <p>10. Agree a new model multi agency governance model</p> <p>11. Implement new governance model</p>	<p>01/03/18</p> <p>01/05/18</p>	<p>Victoria Gibson</p>	<p>levels</p> <p>Children and families will receive support at the right level.</p> <p>Comparison with statistical neighbours (2017/18 figs):</p> <ul style="list-style-type: none"> <li>• CiN 330 per 10k (or 27.5 monthly average)</li> <li>• CP 48.0 per 10k</li> <li>• CLA 65 per 10K</li> </ul> <p>Evidence by</p> <p>Numbers of CAFs will increase</p> <p>Contact to conversion rates RI or above at county district and agency level</p>	
<p>4.6 Develop a pilot approach to working with clusters of schools to provide prevention and early help services</p>	<p>12. Identify lead coordinator in School Improvement Service</p> <p>13. Identify and develop a group of schools in Districts 2 and 4 to support the development of prevention and early help services</p>	<p>31/3/2018</p>	<p>HOS School Improvement</p> <p>Steve Belbin</p>	<p>Children are supported in schools to have their wider needs met which prevents the need for social care intervention. Schools are able to better access resources to support them in this work.</p> <p>Evidence by</p> <p>Contact to conversion rate from schools remains 60% or above.</p>	

5. Workforce Strategy					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
5.1 Develop and implement an effective workforce strategy	1. Workforce Strategy updated to capture developments and future targets through robust plan. Signed off and agreed implementation of plan under Workforce Board that measures progress on wellbeing, recruitment, retention and development.	27/02/2018	Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee	Children are able to experience stable and positive relationships with workers.  Evidenced by % of children with 3 or more social workers.  Satisfaction levels at reviews for CLA captured and quarterly increase seen form baseline.	
5.2 Clarity around what good looks like	2. What does Good look like – captured through Social Work and Leadership Academies and Advanced Practitioner workshops	30/03/2018	Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee / Audit Team Manager Debbie Cookson	Audit activity reports 30% of audits graded good or better.	
5.3 Stable and coherent workforce Appropriate skills	3. Stable and coherent workforce appropriate skill mix and understanding of development needs: 4. All new starters and ASYEs continue to attend Social Work Academy. Training analysis completed and implemented into	Ongoing	Nominated HOS / Learning and Development Officer	Children are able to experience stable and positive relationships with workers.	



<p>mix and understanding of development needs Elements to include in the strategy: A revised approach to the development and recruitment of ASYEs which recognises they are our workforce of the future and ensures strong guidance and mentoring that leads to retention</p>	<p>Academy's for all workers. Dates circulated through L&amp;D. 5. AP support to ASYEs continues in districts and evaluation and reflect.</p>	<p>12/02/2018 30/03/2018</p>	<p>Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Evidenced by % of children with 3 or more social workers.  Increase of retention of staff and progression through the grades captured in quarterly workforce report.</p>	
<p>5.4 Grow your own scheme to support longstanding and experienced family support workers to become social workers</p>	<p>6. Agreed Apprentice Programme and working with HEI – commences Sept</p>	<p>1/2/2018</p>	<p>DCS Amanda Hatton/ Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers.  Evidenced by % of children with 3 or more social workers  Increase of retention of staff and progression through the grades captured in quarterly workforce report</p>	

<p>5.5 Selling Lancashire as a brilliant place to work</p>	<p>7. Raise profile of LCC at internal and external events.</p>	<p>30/03/2018 and ongoing</p>	<p>Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers.  Evidenced by % of children with 3 or more social workers.  Increase of retention of staff and progression through the grades captured in quarterly workforce report</p>	
<p>5.6 Development of a peripatetic team to reduce the need for agency staff</p>	<p>8. Explored as part of larger piece of work and options ready for presentation to SMT.</p>	<p>09/03/2018 for report  To be carried over to next 12 week plan for implementation</p>	<p>Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers.  In house and flexible targeted support to localities in need, less use of agency staff which improves practice quality.  Evidenced by 90 % cases audited RI or above.</p>	
<p>5.7 Development of retention strategies which are not necessarily linked to financial</p>	<p>9. Staff Wellbeing placed high on every-body's agenda. 10. Pilot of Wellness Project linked to Lancaster University.  11. Start to finish guide for workers to progress to senior positions.</p>	<p>12/02/2018  30/03/2018</p>	<p>Rachel Rump/Public Health  Learning and Development</p>	<p>Children are able to experience stable and positive relationships with workers.  Evidenced by</p>	

rewards but are linked to career pathways			Officer Rachel Rump/ Strategic Senior Manager Josie Lee	Improved feedback from frontline staff on how they are feeling (captured in the social work health check and via the Purposeful Practice Board).  Increase Staff retention and Increase progression through the grades captured in ¼ workforce report.	
5.8 Robust workforce data is in place – including salary benchmarks, exit interviews and measurement of compliance	12. Salaries have been benchmarked against Northwest authorities Exit interviews informing reports to take learning back into the workplace and inform workforce strategy & plan.  13. Reviewed mechanisms for capturing data – move to electronic systems	5/02/2018  Ongoing	Chris Greenwood/Debbie Cookson/ Josie Lee  Strategic Senior Manager (SSM) Josie Lee /Performance Development and Review Officer Chris Greenwood/HR	Children are able to experience stable and positive relationships with workers.  Evidenced by  Improved feedback from frontline staff on how they are feeling (captured in the social work health check and via the Purposeful Practice Board).  Increase staff retention and Increase progression through the grades captured in quarterly workforce report.	
5.9 Effective leadership of practice	14. Development of Leadership Academy, internal program agreed. External accredited programmes explored.	30/03/2018 first cohort begins April	SSM Josie Lee/LDO Rachel Rump/ DCS	Leaders at all levels drive and own practice improvement.	

		2018	Amanda Hatton/EDECS John Readman	Evidenced by All PIIB indicators RI or above  Annex A up to date and reflects current practice  90% cases audited RI or above	
<b>6. Permanence and Corporate Parenting Board Activity Lead: DCS</b>					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
6.1 Develop and implement a delivery plan for the Residential Strategy and edge of care response	1. Work to be completed on Slyne Rd Adolescent Support Unit and property to be handed back to the service.  1.1. Ofsted Registration to be sought.  1.2. Implement outcomes monitoring.	15/02/2018	Capital Programme Team	Children on the edge of care are supported to be looked after by their family.	
		0-12 weeks of property being handed back	Mike Nunn	Evidence by	
	As ASU opens for business	Asst Senior Manager Mike Nunn	Nos. of YP on edge of care prevented from becoming CLA monitored.		
	15/02/2018	Capital Programme Team	Reduce the number of Children and Young People coming into care through effective outreach and respite provision.		
2. Work on The Bungalow, Complex needs unit, to be completed and property handed back to the service.  1.1. Ofsted Registration to be sought.		0-12 weeks of property being handed back	Assnt Senior Manager Mike Nunn	Reduce the number of CYP aged 10-17 coming into care accommodated under Section 20 by 14% from 140 to 120 per annum by March 2018 and by	

				25% to 105 by March 2019 <sup>1</sup> Children with complex needs are supported to remain within Lancashire.	
6.2 Develop and implement a delivery plan for the Residential Strategy and edge of care response	3. Development of residential options paper for consideration by Cabinet.	Cabinet item April 2018	HOS Fostering Adoption, Residential and YOT Services Barbara Bath.	Children are able to have their needs met locally and less children are placed outside on Lancashire.  The service has assessed the finance resource necessary to operate services effectively in accordance with national standards and this is sustainable within the overall corporate finance plan.  Evidenced by Reg 44 reports Ofsted monitoring – all residential services to be good or above.  Reduction in numbers of children in welfare secure – less than 5 in any year.	
6.3 Develop and implement a delivery plan for the Residential	4. Develop Life Chances Funding Bid to support development and delivery of evidence-based and evidence-informed practice models at edge of care (diversion and reunification).	Expression of Interest – Done	HOS Fostering Adoption, Residential and YOT Services	Children are supported to live at home rather than be looked after and those children that are in our care have their needs	

<sup>1</sup> Please note that this target assumes numbers are in line with levels as of 2015/16 and does not take into account any new demand pressures. Projections do indicate that numbers of CLA are likely to rise, which would have an impact on these targets.

<p>Strategy and edge of care response</p>		<p>Submit full application (business case) – 30 April 2018</p> <p>Decision on full application – 30/07/2018</p>	<p>Barbara Bath.</p>	<p>reduced and are able to step down into foster care from residential placements.</p> <p>Evidenced by Number of Step Down into Fostering Placements sourced <b>per annum</b> increased to 10 from July 2018.</p> <p>Increase the proportion of foster placements (excluding placements with parents) from 76.6% (July '17) - 80.5% by March 2020 i.e. a total increase of 3.9%.</p>	
<p>6.4 Develop and implement a delivery plan for the Residential Strategy and edge of care response</p>	<p>5. Populate and agree sufficiency action plan; update residential strategy action plan – convene task and finish groups to ensure progress.</p> <p>6. Future plan of activity for 2018/19, milestones and KPIs to be finalised at Cluster Board level through task and finish groups.</p>	<p>15/02/ 2018</p> <p>15/02/2018</p>	<p>HOS Fostering Adoption, Residential and YOT Services Barbara Bath.</p>	<p>Children and young people have access to the range and type of placements to meet their needs.</p> <p>Evidenced by</p> <p>Reduction in number of placements with parents or other person with parental responsibility from 346 (Jul7 2017) to 170 (2020) i.e. a total reduction of 176.</p> <p>Number of 'Hard to Find' fostering placements sourced</p>	

				<p>by ART <b>per annum</b> increased to 12 from April 2018.</p> <p>Increased numbers of in-house Children's Homes placements from 40 (July 2017) to 54 by March 2019 i.e. a total increase of 14 placements.</p> <p>Reduction in the number of children that have 3 or more placements or more in any year and indicator level to be at least good.</p> <p>Reduction in the number of repeat referrals for agency residential placements from 40 per annum (2016) to 20 per annum (March 2019).</p>	
6.5 Develop a clear child led communication strategy	<p>7. Development of plan for online communications strategy encompassing social media and online safety across Children's Services - linked to corporate parenting strategy and CLA/Care Leavers Offer.</p> <p>8. Maintain use of MOMO and Facebook and evaluate usage</p>	<p>30/03/2018</p> <p>30/03/2018</p> <p>MoMo evaluation 15/02/2018</p>	Senior Manager Peter Knowles	<p>Young people have access to advice and support when they need it and can shape their care.</p> <p>Evidence by Increase in numbers using MOMO month on month.</p> <p>Young person feedback from reviews captured in IRO report.</p>	

				Voice of young people in audited cases 90 % RI or above.	
6.6 Improve permanence planning	<p>9. Tracker devised and discussion/consult with HOS and legal</p> <p>10. Consultation with FAR</p> <p>11. Workshops will take place at a district level where IRO's aim to embed robust contingency plans within CP and CIN cases to ensure Family Group Conference is being used appropriately to identify and complete viability assessments early in the process.</p> <p>12. Consult systems team on professional recording on LCS to maximise system benefits</p>	<p>1/2/2018</p> <p>1/3/2018</p> <p>19/3/2018</p> <p>31/3/2018</p>	HOS SIA Sally Allan	<p>Children and young people are able to live in stable and enduring homes.</p> <p>Evidenced by</p> <p>90 percent of young people have a plan for permanence at their second review.</p> <p>Adoption scorecard indicators are all good or above.</p> <p>Reduction of children subject to placement with parents to 6 % of the CLA population.</p>	
6.7 Corporate Parenting Strategy (CLA &CL)	<p>-Initial discussions have included design, content, data, strategic action plan, links to county leaving care plan.</p> <p>Actions to:</p> <p>13. Coordinate with external partners to support key priorities included in the strategy- education/ health/ housing/apprenticeships.</p> <p>14. Refresh Care Leaver Pledge with Elected Members and Management Team.</p> <p>15. Plan and deliver training, on Corporate Parenting Principles, Local Offer and Care Leaver Strategy to new CEO, Elected Members and CEOs of 12 District Councils. Care Leavers/ PK/ JH.</p> <p>16. Use feedback from Care Leavers Event (Feb 2018) to further inform development and to create effective links with Local Offer and Corporate Parenting Principles.</p> <p>17. Liaise with Design colleagues once draft strategy is agreed.</p>	30 April 2018	Senior Manager Peter Knowles	<p>All our children looked after and leaving our care have a clear and consistent offer which supports them to have high aspirations and realise their potential</p> <p>Evidenced by</p> <p>% of children with a PEP good or above</p> <p>Educational outcomes for CLA RI or above</p>	



	<p>18. Work with filmmaker from Elmedia to create short film to promote key priorities.</p> <p>19. CSC to identify priorities to include in local team action plans- years 1- 4.</p> <p>20. Develop CLA and CL Strategy.</p>			<p>% of children with health check RI or above</p> <p>Care leavers in suitable accommodation, in touch, in education training or employment all good or above</p> <p>90 percent of care leavers complete ASDAN preparation for independence accreditation</p>	
6.8 Determine Lancashire Offer for Looked after Children and Care Leavers:	<p>18. Membership, remit and schedule of dates for task and finish group set.</p> <p>19. Local Offer care leaver consultation day will include SEND.</p>	<p>23/03/2018</p> <p>15/02/2018</p>	Senior Manager Peter Knowles	<p>All our children looked after and leaving our care have a clear and consistent offer which supports them to have high aspirations and realise their potential.</p> <p>Evidenced by</p> <p>% of children with a PEP good or above.</p> <p>Educational outcomes for CLA RI or above.</p> <p>% of children with health check RI or above.</p> <p>Care leavers in suitable accommodation, in touch, in education training or employment all good or above.</p> <p>90 percent of care leavers complete ASDAN preparation</p>	

				for independence accreditation.	
6.9 EET Support Offer for CLA/Care Leavers	20. Draft strategy compiled with input from CSC/CFWS/Virtual School / School Improvement /Employment Support Team and SEND.	31/03/2018	Children Looked After Head Teacher Audrey Swan	EET support incorporated into wider CLA/CL Offer as above.	

## Post Inspection Improvement Board dashboard highlights January 2018

% PIIB	Month	Inadequate	RI	Good	Outstanding	%Good/Outstanding
	November	19.5%	26.8%	34.1%	19.5%	53.6%
	December	19.5%	19.5%	36.6%	24.4%	61%
	January	22.0%	19.5%	36.6%	22.0%	58.6%

Indicators 2017-18 rated Outstanding, Good, Requires Improvement and Inadequate

### January PIIB performance highlight:

- 1.1 Rate per 10,000 of referrals (that led to an assessment) that started during the month (31.8) was low and rated Outstanding during January.
- 1.2 % of Re-referrals (that led to an assessment) that started during the month now rated Good (18.7%).
- 1.5 % of assessments that led to no further action remains low and rated Outstanding (18.5%).
- 8.5 ASYE number and proportions reduced (29.6%) and now rated RI following a long period in the Inadequate threshold. As a result 1-3 years % improved (46.9%) and rated Outstanding.
- 7.1, 7.2, 7.5 - All care leavers indicators remained stable and rated Good at the end of December
- 9.4-9.9 – Caseload average indicators remain low and rated either Good/Outstanding.
- 9.11 % cases rated Inadequate is low and now rated Good (8.9%)
- 3.4 % of children who are privately fostered who have visits within the required timescale in the last three months increased and now 100% and rated Outstanding.
- 9.12 % with supervision in the last month improved (77.2% including FARY) and rated RI

### January PIIB areas for concern:

- 1.3 % Contact to referral conversion rate (29.9%) reduced to RI.
- 2.11 % of C&F assessments completed over 45 days increased significantly (33.6%) and rated Inadequate.
- 3.6 % referral to CiN plan start in 15 days or less (17.4) still rated Inadequate.
- 4.2 % of CP Plans registered that were repeats ever (20.1%) increased and moves down to RI.
- 5.1 – CLA number (1,962) and rate (79.5) remained stable but remains Inadequate.
- 11.2 - At the end of January, the number of children placed with parents (18.1%) remains rated Inadequate.



## Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 14 March 2018

Electoral Division affected: All
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### Forced Marriage

Contact for further information:

Victoria Gent, Head of Service Children's Social Care East,  
victoria.gent@lancashire.gov.uk

#### Executive Summary

This report considers the national and local picture in relation to Forced Marriage.

#### Recommendation

The Children's Services Scrutiny Committee is requested to:

- i. Note and comment on the information presented;
- ii. Consider the need for an annual update on Forced Marriage to the Committee.

### Background and Advice

#### Definition of Terms

A forced marriage (as distinct from a consensual "arranged" marriage) is defined as one which is conducted without the valid consent of both of the parties and where duress is a factor. Duress includes both physical and emotional pressure and cannot be justified on religious or cultural grounds. Forced marriage is child abuse and can put children and young people at risk of physical, emotional and sexual abuse.

Children's Social Care has a duty to make enquiries into allegations of abuse or neglect against a child under s.47 Children Act 1989 (and where appropriate s.17 of the Act). The Children Act 1989 and the Forced Marriage (Civil Protection) Act 2007 are the legal frameworks we can utilise as a Local Authority to safeguard children and young people at risk of forced marriage.

#### National Picture

There is a joint Foreign Office and Home Office funded team that supports services and individual within and outside the UK in regards to Forced Marriage. This is the Forced Marriage Protection Unit. Approximately 26% of the enquiries to that service

are for children and young people under the age of 18. In 2016, this equated to 371 cases. The ethnic background of the majority of the cases are from Pakistani and Bangladeshi backgrounds, however there are a large number from other areas such as Africa and the Middle East.

In terms of where cases originate from on a national level, 23% of cases originate from the North West.

There is a reduction in the number of notifications nationally received and this is replicated in the number of applications we have made for orders as a Local Authority.

### **Local Picture**

There are very clear Pan Lancashire policies and procedures in regards to the actions we should take as a Local Authority in respect of Forced Marriage. Since 2016 in Lancashire we have applied for Forced Marriage Protection Orders on 17 children and young people all of which have been agreed by the Court. The majority were for young women. However three were for males, although they were part of a family group.

Forced Marriage Protection Orders are only one part of the legal framework with which we can safeguard these children and young people. The children and young people were also supported through Child In Need plans and Child Protection Plans. If the risks are very high, the children can enter the care of the Local Authority in order to safeguard them. Of the 17 children and young people on whom we sought a Forced Marriage Protection Order, 12 became Children Looked After.

Of the 17 children and young people for whom a Forced Marriage Protection Order was sought, 15 were from the East of the county with two from the Preston area. This would fit in with the demographic makeup of the county.

The Forced Marriage Protection Order it is a powerful safeguarding tool to keep children and young people safe. The orders can be granted to prevent a marriage occurring or, where a forced marriage has already taken place, to offer protective measures. Orders may contain prohibitions (e.g. to stop someone from being taken abroad), restrictions (e.g. to hand over all passports and birth certificates and not to apply for a new passport), requirements (e.g. to reveal the whereabouts of a person or to enable a person to return to the UK within a given timescale) or such other terms as the court thinks appropriate to stop or change the conduct of those who would force the victim into marriage. A power of arrest may be added where violence is threatened.

Forcing someone to marry can result in a sentence of up to 7 years in prison. Disobeying a Forced Marriage Protection Order can result in a sentence of up to 5 years in prison. No cases have been identified in Lancashire where a child or young person subject to the order has been forced into a marriage.

### **Monitoring of cases**

This is monitored via the process that the children and young people are subject to; Child In Need, a Child Protection Plan or a Child Looked After. In addition there is ongoing monitoring through the Police.

In terms of the application for such an order it is not only the Local Authority that can apply; the young person, a family member, the Police or someone the Court views as a relevant party can apply.

The key to successful safeguarding and applications for such orders is joint working with colleagues in health, education and Police, specifically the Hate Crime and Diversity Unit.

Forced marriage cases form a very small percentage of the overall work undertaken in Children's Social care, it is less than 1%.

As an Authority we have clear guidelines and a flow chart that staff can utilise to ensure they fully safeguard and support the children and young people who are referred in due to this issue.

### **Consultations**

N/A

### **Implications:**

N/A

### **Risk management**

This report has no significant risk implications.

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

N/A





## Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 14 March 2018

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: 01772538221, Senior Democratic Services Officer,  
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 May meeting of the Committee.

### 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 note the items scheduled for the April meeting and to confirm the topic(s) to be considered at the scheduled meeting on 22 May 2018.

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

### Consultations

NA

**Implications:**

This item has the following implications, as indicated:

**Risk management**

This report has no significant risk 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

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 Services Scrutiny Committee – Work Plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
	Children's social worker recruitment and retention challenges (strategy and support)	Amanda Hatton/Tracy Poole-Nandy	Update on the ongoing challenges
	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	SEND Ofsted Report	David Graham/Amanda Hatton	Update following joint local area SEND inspection in Lancashire
	Budget proposals	Neil Kissock	Budget Proposals from Susie Charles – Cabinet Member for Children, Young People and Schools
14 March 2018	Recent Children's Services reviews	John Readman	Update on recent reviews undertaken, outcomes from the reviews and impact on services: LGA Peer Review Ofsted monitoring visit DfE 6 month review
	Forced Marriage	Vicky Gent	Further understanding of the issue in Lancashire

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

<b>Date to Committee</b>	<b>Report</b>	<b>Lead Officers</b>	<b>Outline reasons for scrutiny/scrutiny method</b>
11 April 2018 (joint meeting with Education Scrutiny Committee)	SEND Ofsted review report update	David Graham	Progress update with timelines following joint local area review outcome
22 May 2018	Children's Partnership Boards	John Readman	Review of the Boards effectiveness and their future
	Supporting pupils at school with medical conditions	CC Ian Brown	Draft report to the committee from the task group

**Potential topics for the Committee:**

- LSCB annual report topics – Domestic Abuse
- Recruitment and retention of social workers – update from December meeting – July 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
- Teen suicide – bite sized briefing and update from action plan – Chris Lee – date TBC
- Consultation responses outcome from SCAYT+, YOT and Child and Family Wellbeing Service

**Task Group Work**

<b>Task Group</b>	<b>Update</b>
Supporting Pupils in School with Medical Conditions	Task group in progress with draft report due to be presented to the committee at the May meeting



Education Scrutiny – 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	Rise in permanent exclusions (including SEND) and recruitment of teachers
	Alternative Provision	David Graham	Suitability and sustainability audit Draft consultation

Education Scrutiny – Work plan 2017/18

Date to Committee	Report	Lead Officers	Outline reasons for scrutiny/scrutiny method
11 April 2018 (joint meeting with Children' Services)	SEND Ofsted review report update	David Graham	Progress update with timelines following joint local area review outcome

Potential topics for the Committee:

- TA to teacher career path initiatives
- School attendance – missing from home and education
- SEND Transport Policy 2013/14 – David Graham – provisional date June 2018
- Pupil tracking from primary to secondary faith schools (request from CC Hasina Khan)
- Summer Born Policy
- Nursery Funding Provision – June 2018

Task Group Work

Task Group	Update
Supporting Pupils in School with Medical Conditions	Task group in progress with draft report due to be presented to the Children's Services Scrutiny Committee in May