Notice of Children’s Services Overview and Scrutiny Panel Meeting

Thursday 14 September 2017 at 6.00pm
HMS Phoebe Committee Room, Town Hall, Bournemouth

Panel Members:
Councillor Christopher Wakefield – Chair
Councillor Susan Phillips – Vice-Chair
Councillor Malcolm Davies
Councillor Bobbie Dove
Councillor Cheryl Johnson
Councillor Stephen MacLoughlin
Councillor Don McQueen
Councillor Rae Stollard
Councillor Simon Bull

Non-elected voting Members:
Mrs P Marchiori-White - Roman Catholic Diocesan Board
Mr A Hogg - Church of England Diocesan Board

Parent Governor Members:
Brett Milner - Primary Phase
Vacancy - Secondary Phase

All Members of the panel are summoned to attend this meeting to consider the items of business set out on the agenda at page 3 below.

The Public, press and any Councillor are welcome to attend this meeting.

For further information, please contact: Claire Johnston, Legal and Democratic, Town Hall, Bourne Avenue, Bournemouth BH2 6DY.
Tel: 01202 454627
E-Mail: Claire.johnston@bournemouth.gov.uk

All Members of the Panel are summoned to attend an information session on School Admissions at 5.00pm before the meeting in HMS Phoebe Committee Room.
All Members of the Council are also invited to attend.
Public Involvement

The Children’s Services Overview and Scrutiny Panel welcomes members of the public to contribute to the meeting

1 by asking to speak on an agenda item or a community issue as a ‘Deputation’; or

2 by asking a public question - any member of the public whose name appears on the Electoral Roll for Bournemouth - which includes a person under the age of 16 years living in Bournemouth and who is escorted by a qualifying adult; or

3 by presenting a petition in relation to items on the agenda.

A request to speak as a deputation, ask a question or present a petition must be sent in writing or email to claire.johnston@bournemouth.gov.uk at the address shown above by no later than 6:00 pm on Wednesday 13 September 2017.

A loop system for hearing impairment is provided in the meeting room. There is disabled access to the building.

Councillors and visitors with particular needs should inform the Council before arriving at the meeting.

This agenda together with records of decisions and reports are available on the Council’s web site at http://www.bournemouth.gov.uk

A copy of this document may be available on request in alternative formats.

For information on translating documents into another language visit the Council’s website: http://www.bournemouth.gov.uk/Accessibility.aspx

Audio Recording and Filming:

This meeting may be audio recorded by the Council for subsequent publication on the Council’s website. Anyone may audio record, film, take photographs and/or use social media such as tweeting and blogging when this meeting is open to the public. Anyone wishing to record this meeting in anyway must do so in accordance with Council Procedure Rule 108 and the Council’s protocol for filming and audio recording at public meetings and the Public Notice on Filming and Recording Meetings which can be found using the following link:

Agenda

Items to be considered while the meeting is open to the public

1. **Apologies**

2. **Substitute Members**

   The Democratic Services Officer will report on any changes in the membership of the Panel under Procedure Rule 89.

3. **Declarations of Interest**

   Members are asked to declare in accordance with Procedure Rule 5:

   a. any disclosable pecuniary interests in any item under consideration at the meeting as required by the Localism Act 2011;
   b. any memberships of outside bodies where such membership involves a position of control or significant influence on the organisation concerned;

   Members are also asked to state fully the nature of the interest(s). If any member has a query on any particular matter, please contact the Deputy Head of Democracy in advance of the meeting.

4. **Confirmation of Minutes**

   To agree the minutes of the meeting held on 20 July 2017 available at the following link:

   [https://www.bournemouth.gov.uk/councildemocratic/CouncilMeetings/CommitteeMeetings/ChildrensServicesOverviewScrutinyPanel/2017/07/20/minutes/170720-minutes.pdf](https://www.bournemouth.gov.uk/councildemocratic/CouncilMeetings/CommitteeMeetings/ChildrensServicesOverviewScrutinyPanel/2017/07/20/minutes/170720-minutes.pdf)

   and to review the action points circulated at ‘4’.

5. **Public items**

   a. **Public Questions**

   The Democratic Services Officer will report on any public questions received by the notice deadline.

   b. **Deputations**

   The Democratic Services Officer will report on any deputation requests received by the notice deadline.
c Petitions

The Democratic Services Officer will report on any petitions received by the notice deadline.

NOTE: Timings are approximate and subsequent agenda items may run later than scheduled depending on the number of public items received.

6. Information circulated between meetings 6:05pm – 6:15pm

The following items were circulated by email to members for information since the last meeting of the panel. The report is available on the Council website.


To date no questions have been received by Members. Any questions received and responses will be circulated separately at ‘6’.

Members will be asked to confirm whether further scrutiny is required on these items and the agreed method for this to take place.

To be presented by: Democratic Services Officer, Legal and Democratic.

* Note for Members of the Panel *

In the interests of a full debate, Members are asked to consider the following reports and supply any questions for Officers in advance of the meeting. Please send questions to Claire Johnston by Wednesday 13 September using the details provided in this agenda. If Members have any other queries relating to the items on the agenda please contact Claire Johnston, Democratic and Overview & Scrutiny Officer.

7. Young Carers Support Service 6:15pm – 6:20pm

For the Panel to receive a verbal update on the position of the service since it had been transferred back in-house.

To be presented by: Jo Fry, Integrated Youth Service Manager
8. Transitions Plan  

For the Panel to receive a verbal update on the progress of the Transitions Plan.

To be presented by: Sue Hall, Team Manager Child Health and Disabilities Team

9. Corporate Parenting Panel Update  

For the Panel to consider a verbal update from the Chair of the Corporate Parenting Panel

To be presented by: Councillor Nicola Greene, Cabinet Member for Children’ Services

10. Annual Report of the Independent Reviewing Officer (IRO) Service  

To consider a report from the Independent Reviewing Officers on the Council’s Corporate parenting role.

To be presented by: Mike Felstead, Service Manager – Standards, Children’s Social Care

11. High Needs Block / Central Services Dedicated Schools Grant  

To consider a briefing note to be circulated on reducing the high needs spend in line with the budget following its reporting to Cabinet.

To be presented by: Neil Goddard, Service Director for Community Learning and Commissioning

12. Forward Plan  

To consider the forward plan of the panel with a view to agreeing priorities and confirming dates for forthcoming items. Circulated at ‘12’.

13. Any other business  

To consider any other business of which prior notice has been received and by special circumstances, which shall be specified in the minutes, the Chair is of the opinion that the items should be considered as a matter of urgency.
FUTURE MEETINGS

18 October 2017, 18:00

20 November 2017, 18:00

17 January 2018, 18:00 (TBC)

15 March 2018, 18:00 (TBC)
### Recommendation:

1. That the Panel consider and update the action points as appropriate

<table>
<thead>
<tr>
<th>Minute number</th>
<th>Item and Relevant Officer</th>
<th>Action*</th>
<th>Outcome and Benefit</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>*Items remain until action completed.</td>
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### Actions arising from Panel Meeting: 20 July 2017

1. **Task and Finish Group - Support Services for Children and Young People who are being or have been Bullied**
   - Terry Husher - Participation Youth Worker

   - That the format and language of the report be refreshed in conjunction with the Bournemouth Youth Committee and that the original report and the refreshed report be sent out to all Bournemouth schools.
   - That the original survey be conducted again in approximately 12 months time.

   - To make schools and young people aware of the changes to support services.
   - To collect data on current views and attitudes to evaluate any changes since the Task and Finish Group.

2. **Special Educational Needs and Disabilities (Send) Transport Policy**
   - Phil Saint, Principal SEND Officer / David Harrop - Passenger Transport Unit Manager

   - That an update report come back to the Panel in approximately 12 months and a report come back to the Panel on the plans for post 16 SEND transport.

   - Information on the split between provision of taxis/minibuses and wear and tear allowance to be provided to members

   - For the Panel to be informed of any further developments for SEND transport and the impact on its budget. To review the proposed changes to post-16 travel.

   - For information for Panel Members to have a better understanding of the allocation of resources. Information sent to the Panel on 10 August 2017. ✔️
<table>
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<tr>
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<th>Action*</th>
<th>Outcome and Benefit</th>
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</thead>
<tbody>
<tr>
<td>45</td>
<td>Annual Report on the Outcomes of the Bournemouth Adoption Service - LAC / Care Leavers Service Manager / Cabinet Member for Children's Services</td>
<td>That further information on the status of the three children referred to in the report on early permanence placements be provided to the Panel.</td>
<td>For information</td>
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<td></td>
<td></td>
<td>Write to the Local Government Association regarding opportunities created by the advent of Regional Adoption agencies to learn from placement breakdowns.</td>
<td>In order to investigate possible avenues to develop learning opportunities.</td>
</tr>
</tbody>
</table>

**Actions arising from Panel Meeting: 15 June 2017**

<p>| 27 | Corporate Parenting Panel Verbal Update | For the Panel to receive a copy of the work programme for the Corporate Parenting Panel | For the Panel to monitor the topics and areas being addressed by the CPP. |
| 28 | Ambitions Plan | That a report be brought back to the Panel on the self-assessment in January 2018 | In order for the Panel to review the whole approach and provide a rigorous review of its development. |
| 31 | Milton House Update | That an opportunity for scrutiny of the business cases for the future of the building be scheduled for approximately 3 months’ time. | TBC - Item to be added to the work programme - October meeting |</p>
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<tr>
<td></td>
<td>Service Manager Looked</td>
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<td>After Children and Care</td>
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<td></td>
<td>Leavers Services</td>
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<td><strong>Actions arising from Panel Meeting: 16 March 2017</strong></td>
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<tr>
<td>18</td>
<td>Educational Attainment</td>
<td>To outline the priorities for the improvement of key stage 4 outcomes during the secondary phase within future reports of educational attainment (see Appendix 2 of the report on 16 March 2017).</td>
<td>TBC</td>
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<td></td>
<td>Service Director, Children and Young People</td>
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<tr>
<td>19</td>
<td>Bi-annual Adoption Report</td>
<td>To discuss the development of new channels for delivering post-adoption support, including social media, with the Adoption Team.</td>
<td>To improve post-adoption support for adopters in Bournemouth. ✓</td>
</tr>
<tr>
<td></td>
<td>Service Manager, Children in Care and Care Leavers</td>
<td>To verify adopter’s addresses by post, after adoption.</td>
<td>There is a requirement for schools to be aware of any adopted children. Adoptive families may not always notify the authority if they have moved address. ✓</td>
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<td></td>
<td></td>
<td>For officers to report to the Panel in due course on the progress of RAA training for adoptive families and staff on lessons learned from the previous experiences of other adoptive families.</td>
<td>Information reported to Members 10 August 2017. ✓</td>
</tr>
<tr>
<td>Minute number</td>
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<td></td>
<td>*Items remain until action completed.</td>
<td></td>
<td>✓</td>
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**Actions arising from Panel Meeting: 18 January 2017**

7  Special Educational Needs and Disabilities (SEND) Strategy  Panel Members of the Children’s Services Panel  For the Panel to determine when and how it would like to receive an annual performance report on the SEND Strategy.  To assure the Panel that the SEND Strategy is meeting local needs.

**Actions arising from Panel Meeting: 15 September 2016**

56 (c) Emotional Health and Wellbeing Strategy Update  Service Director, Community Learning and Commissioning  To circulate a report on the Emotional Health and Wellbeing Strategy to Members in advance of it coming to the Panel.  Outcome TBC. The report is due to be considered by the Panel in November 2017.
# Children’s Services Overview and Scrutiny Panel

<table>
<thead>
<tr>
<th>Report Subject</th>
<th><strong>Annual Report of the Independent Reviewing Officer (IRO) Service</strong></th>
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<tbody>
<tr>
<td>Meeting date</td>
<td>14th September 2017</td>
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<tr>
<td>Cabinet Portfolio</td>
<td>Councillor Nicola Greene, Education and Children’s Services</td>
</tr>
<tr>
<td>Corporate Lead</td>
<td>Sue Ross, Director of Children &amp; Adult Services</td>
</tr>
<tr>
<td>Service Director</td>
<td>Sue Ross, Director of Children &amp; Adult Services</td>
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<td>Status</td>
<td>Public</td>
</tr>
<tr>
<td>Report author</td>
<td>Mike Felstead - Service Manager - Standards</td>
</tr>
<tr>
<td></td>
<td>☎ 01202 452720  📧 <a href="mailto:mike.felstead@bournemouth.gov.uk">mike.felstead@bournemouth.gov.uk</a></td>
</tr>
<tr>
<td>Report summary</td>
<td>This report gives a full explanation and overview of the role and function of the IRO service in Bournemouth during the period July 2016 to June 2017. The report describes the achievements of the service and areas where developments are being pursued.</td>
</tr>
<tr>
<td>Recommendations</td>
<td>The report is presented to Overview and Scrutiny Committee in order to demonstrate a robust level of scrutiny, challenge and oversight of the effectiveness of the operation of the IRO service.</td>
</tr>
<tr>
<td>Reasons for recommendations</td>
<td>To support the strategic and operational responsibilities of the local authority in maintaining an effective Independent Reviewing Officer service.</td>
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</tbody>
</table>
## Contents

Purpose of the Report ........................................................................................................................................................................ 3  
Introduction and Legal Context ............................................................................................................................................................ 3  
The values of the IRO service .......................................................................................................................................................... 5  
The profile of the IRO Service in Bournemouth .............................................................................................................................. 6  
Looked After Children Population Data ........................................................................................................................................ 7  
IRO Timescales .................................................................................................................................................................................. 10  
  LAC Reviews in timescale ................................................................................................................................................................. 10  
  Paperwork completion in timescale .................................................................................................................................................... 11  
Participation .................................................................................................................................................................................................. 12  
Dispute Resolution and Challenge ...................................................................................................................................................... 13  
Quality Assurance .................................................................................................................................................................................. 15  
  The Permanence Plan ..................................................................................................................................................................... 15  
  The Personal Education Plan .............................................................................................................................................................. 16  
  The Health Care Plan ............................................................................................................................................................................ 16  
  A child-focussed review ...................................................................................................................................................................... 17  
  The Care Plan .................................................................................................................................................................................... 17  
  The Pathway Plan ................................................................................................................................................................................ 17  
  Leisure Activities and Contact ............................................................................................................................................................ 18  
  Independent scrutiny and escalation of issues .................................................................................................................................... 18  
Disruptions .................................................................................................................................................................................................. 19  
Case Studies .................................................................................................................................................................................................. 19  
Achieving the ambition in 2018 ............................................................................................................................................................... 21  
  Success over the last year .................................................................................................................................................................... 21  
  Proposed developments over the next year ......................................................................................................................................... 22
1. **Purpose of the Report**

1.1 An annual report of the Independent Reviewing (IRO) Service for looked After Children (LAC) is required in accordance with the Children and Young Person’s Act 2008 and subsequent statutory guidance published by the Department for Children Schools and Families in 2010 as set out in the IRO Handbook.

1.2 The annual report must be presented to the Director for Children’s Services, Lead member for Children and to the Overview and Scrutiny Committee. It must be available as a public document on the Council website.

1.3 This report will evaluate practice, plans and arrangements for looked after children and the effectiveness of Independent Reviewing Officer Service in ensuring Bournemouth show how as a corporate parent the Council discharges its statutory responsibilities for looked after children.

2. **Introduction and Legal Context**

2.1 The purpose of the IRO role is to ensure that the care plan for every looked after child reflects the child’s needs and that their wishes and feelings are given full consideration.

2.2 The IRO Service in Bournemouth is managed independently of children’s social work line operational management and offers an appropriate level of independence that enables the service to effectively challenge care planning arrangements. The strategic lead for the service, the Service Manager – Standards, reports directly to the Director of the Children, Young People and Families Service. Independent Reviewing Officers have no direct involvement in delivering a child’s care plan or the allocation of resources to looked after children.

2.3 The Independent Reviewing Officer Handbook sets out the statutory roles and duties as well as the strategic and managerial responsibilities of Local Authorities in establishing an effective Independent Reviewing Officer service. The IRO handbook is governed by the terms set out in the Care Planning Regulations and Guidance which were introduced in April 2011. The Care Planning Guidance changed the responsibility of the IRO from the management of the children’s LAC review process to a wider overview of the case including regular monitoring and follow-up between LAC reviews. The IRO has a key role in relation to the improvement of care planning for children who are looked after and for
challenging any drift and delay in the management of a child/young person’s case. The appointment by local authorities of an Independent Reviewing Officer service is a statutory requirement.

In April 2014 Ofsted undertook an inspection of Bournemouth Children’s Services. The report from this inspection, published in June 2014, concluded that:

2.4

2.5

- ‘Managers’ oversight of work and the challenge given by Independent Reviewing Officers is not sufficiently strong. As a result, in some cases, the progress made to improve children’s lives is not fast enough.’
- ‘Social workers and independent reviewing officers are not consistently focusing on achieving permanence for older children, of whom only a limited number have reunification plans.’
- The IRO’s ‘efforts to challenge inadequate planning and drive plans forward for children where there is delay in achieving permanence are hindered by a weak, ad-hoc system of alerts. This means that themes and lessons are not drawn out, reported and dealt with in a systematic way.’

Since that inspection Bournemouth Children, Young People and Families Service has worked to have a more effective IRO service and this is demonstrated by:

- Increased IRO capacity within the IRO service of 10 hours and additional management capacity of 22.5 hours.
- Creating a culture and climate within the local authority that values the IRO service, encourages and expects robust scrutiny by them and is receptive to challenge.
- Equipping the IROs with the right skills to effectively communicate with children and young people and to know how and when to challenge.
- Providing the IROs with access to expert advice, including legal advice.
- Supporting a dispute resolution protocol that works effectively, from informal conversations to the escalation of cases to senior management and CAFCASS.
Ensuring IROs practice in a child-centred way, seek the views of children and young people and demonstrate their commitment to each child to ensure their ‘lived experience’ is understood and valued.

2.7 The Independent Reviewing officer must be the visible embodiment of our commitment to meet our legal obligations to this special group of children. The health and effectiveness of the IRO service is a direct reflection of whether we are meeting that commitment, or whether we are failing.


3. The values of the IRO service

These are expressed as:

3.1 We place children and young people at the centre of everything we do ensuring their rights, needs and welfare are promoted.

3.2 We aspire to be an outstanding IRO service that is always child centred and strives to ensure the local authority meets its statutory responsibilities and that practice, plans and arrangements for looked after children are consistently high quality.

3.3 We believe the IRO role is central to building an outstanding Children, Young People and Families Service in which Bournemouth children have the best experience and opportunities.

3.4 We expect clear and immediately accessible information about the child or young person, their views, wishes and feelings and support this by creating strong positive relationships between the IRO, the looked after child and the professionals involved.

3.5 We will strive to ensure that the voice of children and young people is consistently heard and they can influence their own planning. We will support the involvement and participation of young people by using creative ways in which the child or young person can fully participate in care planning and reviews.

3.6 We will support the development of care and pathway plans that have clear outcomes and are accessible and understood by our children and all caring for them.
3.7 We robustly review plans both at review meetings and the period between them, to ensure they are delivering the outcomes in a timely manner, adapted and changed when needed.

3.8 We show our respect for the children and young people, making sure they are shown the priority they deserve and have a right to quality reports and plans that identify both the needs and outcomes along with their wishes and feelings.

3.9 We seek assurance that the children and young people are receiving the best of care and that the Bournemouth ‘Promise’ to children and young people is fully met, including their right to a good education and to make healthy choices.

4. The profile of the IRO Service in Bournemouth

4.1 The IRO Service is part of the Children, Young People and Families Service as set out below:

4.2 There are six staff in the Bournemouth IRO service who undertake the role of the IRO. All the IROs have supplementary roles, which include:

- Child protection conference chairing
- Practice assessors for student social workers
- Back up cover for the Local Authority Designated Officer (LADO).
• Reviewing providers (Supported Lodgings Carers)
• Regulation 44 visiting for Milton House (due to close 31st August 2017)

4.3 Caseloads vary depending on these other responsibilities but consistently remain equivalent to the recommended caseload of 50 - 70 as outlined in the Independent Reviewing Officer Handbook. All children are allocated to an IRO within a maximum of ten days from notification.

4.4 The team has expanded slightly over the last twelve months with additional IRO capacity and the creation of an IRO Manager part-time post. There was some disruption in IRO caseloads caused by the internal recruitment of the IRO Manager post, temporary cover for maternity leave and the reduced use of the IRO locum capacity. However, most children experienced a continuity of IRO during the period.

4.5 IROs are part of the Children, Young People and Families Management Team and are qualified and registered social workers. The majority of the team work part-time.

4.6 Independent Reviewing Officers receive monthly supervision and have access to informal supervision as and when needed.

5. Looked After Children Population Data

5.1 In 2016 the Bournemouth Children’s Trust published a Looked After Children Strategy (August 2016-March 2020). This strategy highlighted several strategic targets including: reducing the number of children in care in Bournemouth to the national average; increasing in-house choices for children; supporting children home and preventing them from coming into care and providing local provision where possible.

5.2 Chart 1 LAC population in Bournemouth April 2014 – June 2017
5.3 Bournemouth has seen a 19.2% reduction in the number of children in care since the number peaked in 2014. The Bournemouth rate per 10,000 is now 65.3. This remains above the rate per 10,000 national average (60) but is now below the statistical neighbour average (69.9).

5.4 Numbers of children in care are predicted to reduce further. This prediction is based on high proportion of seventeen-year-old young people moving into independence over the next twelve months and a strong strategic emphasis on maintaining wherever possible children and young people within their families.

5.5 Since 2008 Bournemouth has had a higher proportion of children in care (rate per 10,000) than all the other local authorities in the region apart from Plymouth and Torbay. Regional data (end June 2017) suggests that 47% of the local authorities in the region decreased the number of children in care, 33% increased and 20% stayed at the same level as 2016.

5.6 A quarter of the LAC population are aged 16 or 17.

5.7 ![](chart2.png)

Chart 2 Age of the Bournemouth LAC population – snapshot - June 2017

5.8 69% of the children in care have a Care Order or Interim Care Order indicating that the number of children in care on a voluntary basis continues to reduce.

5.9 Children in Bournemouth are spending less time in care as more work is done to safely reunify children back to their family or find alternative provision with a special guardian or through adoption.
Only three children have been in care for longer than 10 years.

73% of children in care are in foster care with a reducing number (30%) receiving services from an Independent Fostering Agency (IFA).

The number of children who have had three or more placement moves has reduced over the last twelve months and this improvement takes Bournemouth below the national average (10%) and the statistical neighbour average (13.9%).

The number of separated children seeking asylum (SCSA), formally known as Unaccompanied Asylum Seeking Children or UASC, has increased in Bournemouth over the period rising to 9 young people in July 2017: equivalent of 4% of the LAC population. The National Transfer Scheme (NTS) quota for Bournemouth is 24.

With separated children the IROs will adapt the review around their specific needs. The IRO recognises that separated children may have high levels of vulnerability or have experienced significant psychological / or physical trauma. In addition to the agenda for a LAC review issues of social isolation, language barriers, emotional and mental health problems, discrimination and racism are considered. Further training on these issues is planned for 2017/18.
6. **IRO Timescales**

**LAC Reviews in timescale**

There will be infrequent circumstances (usually when one of the essential contributors of the review is unable to attend) where the LAC Review needs to be rearranged out of timescale. In Bournemouth this situation is monitored and the reason for the LAC review being out of timescale is recorded. Low staff sickness levels, consistency of social worker and good communication are all factors that help to improve the number of reviews undertaken within timescale.

6.2

![Chart 5 LAC Reviews on time July 2016 – June 2017](chart)

6.3

In Bournemouth the recording of the LAC review date is completed by the IRO following the LAC review. Every two months the IRO is prompted to check that they have inputted this data correctly and it is this management prompt that is likely to cause the fluctuating performance. Consistency of recording is now being managed weekly, not monthly. Monitoring and future performance is likely to improve. There is no national or local comparison data for this.
Note: At the time of writing (August 2017) The Department for Education notified all local authorities that the collection of data on LAC reviews is no longer a statutory expectation so future local authority benchmarking will not be possible.

**Paperwork completion in timescale**

The IRO is responsible for completing a record of the review, evaluating the extent to which the care plan is meeting the needs of the child and identifying any changes that are necessary in the light of information presented at the review.

The IRO Handbook states the requirements of the IRO to share the outcomes from the LAC review. These include: producing a written record of the decisions/recommendations within 5 working days of the completion of the review; producing a full record of the review within 15 working days of the completion of the review; distributing the record of the review, including the decisions, within 20 working days of the completion of the review to all those that attended.

It is the responsibility of the team manager to consider the decisions made at each review within five working days of receiving them and to advise the IRO and all those who attended the review if they are unable to agree.

There are no current mechanisms that enable Bournemouth to monitor compliance against the statutory distribution timescales. This is currently under development and will be fully resolved with the introduction of the MOSAIC system in February 2018.

Discussions with team managers have explored how the system can be improved, particularly at the final phase of the process where the team manager confirms that the decisions are agreed. If possible the IROs now complete the full record of the review within five working days, thus increasing the time available for these decisions to be ratified by the team manager and distributed.

The IRO Handbook also states that “Within 10 working days, following the completion of the review, the social worker should update the care plan in relation to any changes made to the plan, as agreed at the review”. This timescale is also not currently monitored. Further work is needed to embed this requirement into all social work practice.
7. **Participation**

7.1 The IROs continue to encourage children to engage and participate in Care Planning and Childcare Reviews. Work is ongoing to ensure that this is consistent and the process enables children and young people to communicate in the way that best suits them.

7.2 When appropriate children and young people are visited between reviews to ensure that they are properly consulted and can participate fully. Some children are too young to attend their reviews and some choose not to attend. Young people are encouraged to co-chair their reviews and are supported to do so.

![Chart 6 Percentage of children making a 'meaningful contribution' to their review](image)

7.4 In Bournemouth the recording of the contribution from young people to their LAC review is completed by the IRO following the LAC review. As with the timeliness data above, this shows fluctuating performance suggesting data irregularities. More work is being undertaken to monitor the accuracy of data on a weekly basis and monitoring and future performance is likely to improve. There is no national or local comparison data to establish whether performance is within a satisfactory range. The IRO Service works closely with the participation officer to look at other ways children and young people could be encouraged to engage and contribute positively.

7.5 Discussions are taking place around the use of child/young person friendly forms that can be introduced alongside the technological...
improvements predicted with the new case management recording system, MOSAIC, in 2018.

In December 2016 Bournemouth purchased the Mind of My Own (MOMO) app to increase the flow of information from young people to their social worker, IRO or other professional. Part of the app is specifically designed to enable the young person to share their views at a LAC Review.

All staff working with children and young people who are in care were trained in the use of MOMO (and MOMO Express for younger children and children with a learning disability). When a young person has not been able to contribute their views to their LAC review the IROs are expected to request that the social worker works with the young person to complete the app.

Since the introduction of MOMO there have been four complaints received directly from young people in care and many examples where the young people have shared their views. Developing the use of the app is an area of development into 2018.

The IROs work hard to enable parents and extended families to contribute fully and appropriately to the care planning process. Where children have expressed a strong wish for parents not to be present at the LAC review (or when there are reasons such as security or stability when it may not be appropriate) it remains important to ensure that parents are consulted and that their views are included. IROs will meet separately with parents either with, or without, the social worker to support their contribution to the process.

8. Dispute Resolution and Challenge

The role of the IRO is a specialist one that may involve challenging social workers, team managers and senior managers and could require the IRO to seek legal remedies if the local authority fails in its duties. All the IROs in Bournemouth are authoritative professionals with equivalent status and grade to a children’s social work team manager.

The boundaries between scrutinising plans, making them and delivering them are often difficult to delineate. The IRO handbook doesn’t specify how this should be achieved. In practice the IROs are not insulated from involvement in plan-making and on occasion the IRO can take on roles which overlap with those of the allocated social worker or the team manager.
If the IRO service is to perform a useful function, it is necessary that the IRO is not only capable of forming independent professional judgements against defined standards, but of actually influencing events. Therefore, for the IRO to be effective requires some operational influence. The key question is not whether IROs are sufficiently independent but whether they possess effective independence; which is to say, whether they are able to influence events on behalf of children. This paradox between independence and influence can result in a degree of tension on occasion between the IRO service, social workers and social work managers.

This tension is managed by the use of non-confrontational approaches, such as: setting timeframes for tasks and following up to make sure that they had not been forgotten, raising concerns informally with social workers and team managers and then, only when necessary, going into the various systems of lower-level warnings known as an ‘alert’.

In Bournemouth such low level alerts are a frequent occurrence. In most cases these are interpreted by the social worker as advice rather than seen as a confrontation or challenge. The IROs use different methods to engage the social worker and team manager to help them understand that the IRO is being supportive to encourage things to move forward in a constructive direction for the child.

Informal or low level alerts are the preferred response by the IRO but this approach is not used when the issue needing resolution appears to be having an immediate and detrimental impact on the child’s wellbeing. In these circumstances and when informal approaches have failed a process of formal escalation is followed.

Formal escalation had been used on occasion by Bournemouth IROs over the last twelve months. This is when the issue is presented to the service manager overseeing the team manager or social worker. Senior leaders in Bournemouth welcome consistent and strong challenge from IROs and would expect the escalation process to be followed.

There have been no referrals to Cafcass within the last twelve months. Although independent legal advice has been sought and the Cafcass helpline utilised.

Given the emphasis in the IRO Handbook on resolving disagreements informally, and the wider context of law as a last resort, it is impossible to draw any conclusions about the effectiveness of the service simply from the number of referrals to Cafcass.
Each IRO collates and monitors their use of informal alerts. The alert is recorded on the child’s record. The use of a formal alert is decided in a reflective discussion with the IRO Manager and formally recorded on the child’s record and the discussion recorded in the IROs supervision notes (although the IRO has the full authority to make an alert or even make a referral to Cafcass without the authority of their line manager if necessary). A process for the thematic monitoring of informal alerts is under development.

9. **Quality Assurance**

Following every LAC review the IRO completes an audit. This is shared with the social worker and the social worker’s manager and attached to the child’s record. The audit is part of the Bournemouth Borough Council Performance Framework. Themes that arise from the audits are shared with senior managers and learning is cascaded to all staff. Areas for improvement are fed into the annual learning cycle.

In May 2017 a new IRO audit tool was introduced using an 'outcome based' format. This audit covers the following areas:

- The Permanence Plan
- The Personal Education Plan
- The Health Care Plan
- A child-focused review
- The Care Plan or The Pathway Plan
- Leisure Activities and Contact
- Independent scrutiny and escalation of issues

Within each section is a standard and an overall objective.

**The Permanence Plan**

9.3 **Standard**
The Permanence Plan sets out how it is intended to achieve permanence for an individual child in care. The Permanence Plan is a framework of emotional permanence (attachment), physical permanence (stability) and legal permanence (the carer has parental responsibility for the child) which gives a child a sense of security, continuity, commitment and identity.

**Objective**
The child has a secure, stable and loving family to support them throughout childhood and beyond.
Feedback through the IRO audit indicates that 71% of children and young people in care have a Permanence Plan that fully meets the requirements of the standard above. 19% are working towards this standard being achieved and for 10% there is no evidence of the child having a clear Permanence Plan.

**The Personal Education Plan**

**Standard**
All looked after children should have a Personal Education Plan (PEP) which is part of the child’s care plan or detention placement plan. Social workers, designated teachers and schools, carers and IROs understand their role and responsibilities in initiating, developing, reviewing and updating the child’s PEP and how they help meet the needs identified in that PEP.

**Objective**
The child fulfils their educational potential through access to personalised educational opportunities.

The audits indicate that 76% of children and young people have an effective and working Personal Education Plan. 19% are working towards this standard being achieved and for 5% there is no evidence of the child having a clear and effective PEP.

**The Health Care Plan**

**Standard**
Social workers must make arrangements to ensure that every looked-after child has:
- Their physical, emotional and mental health needs assessed
- A health plan describing how those identified needs will be addressed to improve health outcomes
- Their health plan reviewed in line with care planning requirements, or at other times if the child’s health needs change.

**Objective**
The child feels able to participate in decisions about their healthcare and their good physical, emotional and mental health is promoted.

84% of children and young people have an effective and working Health Care Plan and the remaining 16% are working towards this standard being achieved.
A child-focussed review

9.9 Standard
Young people are better informed and prepared for their Looked After
Reviews. They have a say in who was invited and where the review
took place. Young people are supported should they wish to be
involved in chairing their own review.

Objective
The LAC Review best captures the child’s views and experiences and
ensures it is a process they enjoy, wish to take part in and are at the
centre of.

For 86% of children and young people the IROs consider that the review
is child focussed. 14% of LAC Reviews do not adequately capture the
child’s views or reflect their experiences.

The Care Plan

9.11 Standard
The care plan will contain information about how the child’s current
developmental needs will be met as well as the arrangements for the
current and longer term care for the child. There should be clarity in the
care plan, particularly about the desired outcomes for the child and
those expected from services and other actions identified.

Objective
The child, child’s family and child’s carers have a clear understanding
of what is to be done to positively change the child’s life.

72% of Care Plans meet the standard expected with a further 26%
needing improvement. The IROs considered that 2% of care plans do not
give the child/young person, the family or the carers a clear
understanding of what is needed to positively change the child’s life.

The Pathway Plan

9.13 Standard
The plan should set out the start and the end of the path, identifying
points along that path which represent the steps to be taken and in due
course taken, and objectives to be achieved and in due course
achieved.

Objective
The young person is fully engaged in and clear about their planning for
the future.
The IROs considered that 61% of the pathway plans presented at the LAC review indicated that the young person was fully engaged in the process. A third of the LAC reviews for 16 and 17 year olds did not have a pathway plan that met the standard. For over 5% of the LAC reviews the pathway plan was well below the expected standard.

Leisure Activities and Contact

**Standard**
Carers should provide a stimulating environment in the foster home, which supports children’s emotional, intellectual, social, creative and physical development. As they grow older children should be supported to take part in activities outside the home. Local authorities promote and support contact between children who are looked after and their families unless it is not in the best interests of the child’s welfare.

**Objective**
The child has been able to maintain relationships and has experienced enjoyment and a sense of achievement.

The IROs considered that 93% of the children and young people were able to maintain relationships and have experienced a sense of achievement. For 7% of the children and young people further work was needed to achieve this.

Independent scrutiny and escalation of issues

**Standard**
The functions and duties of the Independent Reviewing Officer’s role are to improve care planning and progress in decision making for looked after children by providing independent scrutiny of the care plan through the reviewing process.

**Objective**
The child feels supported at their review by the IRO and feels that the performance of the corporate parent has been properly scrutinised.

The IROs concluded within their auditing process that all the children and young people considered to be supported by their IRO and that the role of corporate parent was effectively scrutinised.
10. **Disruptions**

10.1 When a placement has ended abruptly or on an unplanned basis consideration is given to convening a disruption meeting. The policy on convening a disruption meeting has been revised in Bournemouth and this meeting is now facilitated by the IRO Manager or the Service Manager (Standards).

10.2 The disruption meeting establishes:

1. How and why the emergency/disruption occurred;
2. What happened to avoid the same thing happening again - for the child or others in the placement;
3. All the positive work and good experiences for the child amongst all the difficulties;
4. Support all parties involved and help them move on positively;
5. To identify work to be done and to ensure it is completed;
6. To ensure that appropriate notifications and other post placement arrangements have been undertaken.

10.3 Monitoring of the frequency of disruption meetings and the thematic outcomes for children is a new area for the IRO service and will be reported from August 2017. The issues arising from disruption meetings feed into the Performance Framework.

11. **Case Studies**

11.1 Each IRO has provided a case study to illustrate the difference the service has made. Identifying information has been changed to preserve confidentiality.

**Case 1 Tracey - aged 16.**

Plans are in place for Tracey to prepare for independence. The review explored her wishes and feelings regarding contact with her extended family. Tracey was able to share her concerns that she had not had contact with her nephew who had recently come into care and she was aware of the reasons due to her on-going contact with her parents and siblings, the baby’s mother. The IRO was able to fully include Tracey into the discussions within the review around contact and ensure that contact with wider birth family was facilitated. The young person felt her views were listened to and
respected and the intervention of the IRO enabled this contact to take place.

Case 2  James

James has been placed out of borough for over 3 years in a residential unit with specialist care and assessments. The previous reviews have highlighted the need for a specialist support package to enable James to return to the care of his mother. The IRO has challenged the delays in progressing the transition and support plans for James which have led to delays in timescales for rehabilitation being agreed. Through challenge there is now a specialised support plan in place and clear timescales for James to return home. The relationship between the IRO, the young person and parents has enabled their full participation within the review process and for the care plan to be reviewed to ensure it meets the young person’s needs and responds appropriately to their wishes and feelings.

Case 3  Anton

The IRO has been Anton’s IRO for over 3 years and has a good understanding of his needs. Through visits and discussions with Anton the IRO has raised concerns regarding his mental health and the need for specialist forensic assessments to enable appropriate support and intervention to be put in place. Through formal challenge this is now in place.

Case 4  Amy

Amy is a 9 month old baby who was placed in a parent and child placement under an Interim Care Order. Following concerns within the placement and the progression of the assessment, the Local Authority notified the IRO that they were intending to end the parent child placement. The IRO challenged this decision on the basis their care plan as agreed by court was for the child to remain with mother in the placement until assessments were completed. There had been no agreement or formal challenge for separation and no significant incident that would place the child at risk of immediate harm due to the level of supervision within the placement. The IRO advice was to take the matter back to Court, to enable the parents to have full representation and to seek the views of the Guardian. Through this advice and independent view, considering the needs of the child to remain with mother for the duration of the
assessment, the court did not give consent or agreement for separation.

Case 5  Chris

The IRO has known Chris for several years, this is his 2nd LAC episode in 12 months. The IRO ensures that Chris fully participates in his reviews and she has developed a trusting and positive relationship with him. Chris can talk openly with his IRO about his wishes and feelings and is clear that he wants to remain in his foster care placement. Assessments completed recommends he does not return home. He has regular weekly visits home and his relationship with his Mum is much better. He wants to maintain it this way. Chris is currently Looked After S20, the IRO has liaised with the social worker, team manager and service manager regarding the need to secure his placement through formal legal orders. The IRO has also referred Chris to the advocacy service so that his views are independently represented.

Case 6  Jordan aged 17

Jordan is 17 years old. He has been in care for 10 years. He is subject to a Care Order, he has had a number of social workers, some he feels understood him better than others. Jordan has experienced poor mental health at times but now appears to be on the road to recovery. He says that the one constant in his life in care has been his IRO who he likes and trusts and feels he has always been working hard for him. “My IRO visits me regularly and came with me to Court when no one else did”. Jordan is hoping to find a home of his own when he leaves care where he will be supported as an adult.”

12. Achieving the ambition in 2018

Success over the last year

12.1 Additional capacity within the IRO service building greater resilience and flexibility to ensure that the requirements of the IRO Handbook can be met, improved consistency of the IRO caseload (consistency of worker for children) and improved the availability to respond to children and young people when needed.

12.2 Improved links to the regional and sub-regional networks, increasing consistency of practice with other local authorities and challenging our service to improve.
12.3 Improved communication with social work teams, especially around the consistency of the use of informal alert processes.

12.4 Introduction of the new disruption process, understanding why placements fail and establishing learning to prevent future placement failure.

12.5 Introduction of new ‘outcome based’ LAC reviewing processes, reducing prescribed actions from reviews and increasing the opportunity for social workers to find alternative ways to meet the child’s needs.

12.6 Introduction of new auditing processes capturing the successful meeting of outcomes for children and young people rather than the process driven audit process which was previously in operation.

12.7 Increased management capacity ensuring every IRO receives good quality and regular reflective supervision. Improving the involvement of the IRO service in additional forums and events.

12.8 Introduction of MOMO, an app designed to improve the participation of young people in their reviews.

12.9 Increased consultation with Cafcass, increasing liaison with Family Court Advisors.

**Proposed developments over the next year**

12.10 Develop the use of MOMO, introducing targets for social workers and communicating its benefits to young people. Increase the participation of young people in their LAC review, understanding the reason behind every young person who refuses to participate.

12.11 Work with social work colleagues and the Participation Officer and members of the Children in Care Council (CLICK), as well as other Children in Care forums to ensure that all children and young people participate effectively in care planning and reviews.

12.12 Joint training with social workers on effective SMART planning and the effective monitoring of outcomes in LAC Reviews.

12.13 IROs to receive training on effective challenge leading to consistent use of alerts alongside effective monitoring processes leading to the development of thematic learning.

12.14 Increased contact and communication with social work teams, sharing information and the learning from IRO audits.
12.15 Introduce an effective measure of how well we distribute outcomes and minutes of LAC reviews in timescale. Ensure distribution of minutes is 100% compliant.

12.16 Improve data collection around the timeliness of LAC reviews to ensure that the data does not misrepresent the service and that the plans for children are being reviewed properly and regularly.

12.17 Develop a LAC Review monitoring process for young people to establish whether these meetings are working for them and what changes they would like to see.

12.18 Improve the range of meeting types, introducing a ‘toolbox’ for IROs to use in different circumstances, for example using the ‘person centred review model’ when this is appropriate.

12.19 Improving the clarity as to the role of the team manager in ratifying decisions from LAC reviews. Improving how quickly these decisions can be shared with the young person.

12.20 Move offices to provide more space for interaction between IROs encouraging shared learning and to have better access to social work teams.

12.21 Strengthen the ‘management footprint’ on the child’s case record, ensuring that the oversight of the case by the IRO is clearly recorded.

12.22 Facilitate regular practice observations of IROs encouraging consistency and improving the IRO function.

12.23 Developing the understanding of ‘permanence’ and how the permanence planning process should benefit the child. Feeding into a new ‘permanence strategy’.

12.24 Develop, with social work teams, the forms and processes used within the care planning process.

12.25 100% completion of IRO monitoring forms (audit) and to work with social work colleagues to update the process while ensuring that it continues to be a qualitative document designed to enhance and encourage good practice.

12.26 Work alongside services for young people who are moving towards leaving care on the development and oversight of the pathway plan.

12.27 Explore the provision of training opportunities for all IROs including:
   - Legal updates/impact of new legislation and requirements;
   - Learning from serious case reviews and DHRs;
   - Evidence based and confident decision making;
• Negotiation skills;
• Assertiveness skills;
• Communication skills;
• Reinforcing core values and expectations;
• Report writing skills;
• Data analysing skills;
• Chairing meetings; managing meetings/effective facilitation of meetings;
• Managing conflict;
• Voice of the child/child centred view;
• Communicating with disabled children with lack of lingual ability;
• SMART planning; outcome planning and
• Engagement with adults who have mental health issues.

12.28 Ensure that all the IROs have met their mandatory training responsibilities around safeguarding children and fully maintain their training log (CPD).

Mike Felstead
Service Manager (Standards)
September 2017
Forward Plan – Children’s Services Overview and Scrutiny Panel

Recommendation:

1. That the Panel approve the Forward Plan and recommend any amendments to the Chair and Vice-Chair’s agenda group as necessary

Recurring items can be seen on Annexe 1.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Reason for Review</th>
<th>Benefits</th>
<th>Responsible Officer, Cabinet Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Panel Session on School Admissions</td>
<td>For the Panel to receive a presentation to provide information on the current process for school admissions in Bournemouth.</td>
<td>Response to Member request. To ensure members are fully informed of the current situation.</td>
<td>Felicity Draper, Access Manager - Community Learning &amp; Commissioning</td>
</tr>
<tr>
<td>Corporate Parenting Panel – verbal update</td>
<td>For the Panel to receive a verbal update from the chair of the Corporate Parenting Panel.</td>
<td>To fulfil the Panel’s responsibility for scrutiny of corporate parenting in the borough.</td>
<td>Councillor Nicola Greene (Deputy Leader), Chair of the Corporate Parenting Panel</td>
</tr>
<tr>
<td>Annual Written Report on Corporate Parenting from Independent Review Officers</td>
<td>To receive an annual report as part of the Panel’s quality assurance role.</td>
<td>That the Panel is aware of any issues relating to Corporate Parenting Panel.</td>
<td>Trish Jones IRO Manager–Children’s Social Care.</td>
</tr>
</tbody>
</table>

Scheduled for Panel Meeting: 14 September 2017
<table>
<thead>
<tr>
<th>Subject</th>
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<th>Benefits</th>
<th>Responsible Officer, Cabinet Portfolio</th>
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</thead>
<tbody>
<tr>
<td>Young Carers – verbal update</td>
<td>For the panel to review the current work of this service which was brought back in house approximately 18 months ago and the current young carers strategy.</td>
<td>TBC</td>
<td>Jo Fry – Integrated Youth Services Manager</td>
</tr>
<tr>
<td>Transitions Plan - Verbal Update</td>
<td>To update Members on the progress and the future plans for developing and delivering the Transitions Plan.</td>
<td>To provide Members with an interim update before the final report is considered by the Panel</td>
<td>Sue Hall, Interim Team Manager, Children and Young People’s Services</td>
</tr>
<tr>
<td>High Needs School Budget</td>
<td>Briefing paper to update members on the current position.</td>
<td>To keep Members updated with the financial position in advance of a further report to the Panel in October.</td>
<td>Neil Goddard, Service Director Community Learning and Commissioning</td>
</tr>
</tbody>
</table>

**Scheduled for Panel Meeting: 18 October 2017**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Reason for Review</th>
<th>Benefits</th>
<th>Responsible Officer, Cabinet Portfolio</th>
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</thead>
<tbody>
<tr>
<td>Special Educational Needs and Disabilities – Pre-Panel presentation</td>
<td>TBC</td>
<td>TBC</td>
<td>Neil Goddard, Service Director Community Learning and Commissioning</td>
</tr>
<tr>
<td>Offending by Children in Care</td>
<td>To ask Members to scrutinise the Council’s and Youth Offending services work in reducing offending by children in care.</td>
<td>The context is that there is a nationally recognised issue that children in care are over-represented in the youth justice system.</td>
<td>David Webb, Service Manager, Youth Offending Service</td>
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<tr>
<td>Subject</td>
<td>Reason for Review</td>
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<td>Ambitions Plan</td>
<td>The Council has produced an action plan to review the progress of outstanding tasks from the OFSTED inspection and the LGA Peer Review.</td>
<td>To receive an update following the latest Board meeting on the future development of the Plan and Self-Assessment strategy.</td>
<td>Sue Ross, Service Director, Children’s Social Care</td>
</tr>
<tr>
<td>LSCB Annual Report</td>
<td>The Panel annually receives the report and business plan of the LSCB in accordance with the Panel’s statutory role.</td>
<td>That the Panel has the opportunity to scrutinise and review the annual report and business plan and make comments and recommendations where necessary.</td>
<td>Sarah Elliott, Independent Chair of LSCB</td>
</tr>
<tr>
<td>Annual Report of the Responsible Individual and the Registered Manager for Milton House</td>
<td>The Panel Annually received the report from the Responsible Individual for Milton House in accordance with its Statutory Role</td>
<td>That the Panel has the opportunity to be assured that the care given to the Children in Milton House was of a high standard</td>
<td>Penny Lodwick, Service Manager Looked After Children and Young People’s Services</td>
</tr>
<tr>
<td>Young Carers</td>
<td>TBC – following verbal update in September</td>
<td>TBC – Following verbal update in September.</td>
<td>Jo Fry - Integrated Youth Services Manager</td>
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<td>Scheduled for Panel Meeting: 20 November 2017</td>
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<tr>
<td>Emotional Health Strategy</td>
<td>For the Panel to scrutinise the Emotional Health Strategy a year after its adoption.</td>
<td>To assure the Panel that the provision of mental health Services for children is sufficient.</td>
<td>Neil Goddard, Service Director, Community Learning and Commissioning</td>
</tr>
<tr>
<td>Subject</td>
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<tr>
<td>Emotional Health and Wellbeing Services for Children</td>
<td>To scrutinise the partnership strategy under which Child and Mental Health Services (CAMHS) is a provider.</td>
<td>To assure the Panel that the provision of health and wellbeing Services for children is sufficient.</td>
<td>Rachel Gravett, Access to Resources Manager, Community Learning and Commissioning</td>
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Agenda Items to be scheduled

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<thead>
<tr>
<th>Agenda Items to be scheduled</th>
<th>TBC</th>
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<th>Kay Errington / Sue Wickings</th>
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<tbody>
<tr>
<td>Home Education</td>
<td>TBC</td>
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<tr>
<td>Transitions Plan</td>
<td>TBC</td>
<td>TBC</td>
<td>Sue Hall, Team Manager Child Health and Disabilities Team</td>
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<tr>
<td>Overview and Scrutiny Annual Report</td>
<td>TBC</td>
<td>TBC</td>
<td>Councillor Wakefield, Chairman Children’s Services O&amp;S / Lindsay Marshall, O&amp;S Manager</td>
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## Pre-Panel Presentations to be scheduled

<table>
<thead>
<tr>
<th>Pre-Panel Presentation – Impact of Abuse and Neglect on Children</th>
<th>TBC</th>
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<tbody>
<tr>
<td><strong>School Admissions and EHCPs</strong></td>
<td>Request received from Panel Member. To inform Members on the current procedures and provide some insight into how the allocations process works and the decisions are made for named schools in EHCPs.</td>
<td>To ensure that Members are aware of the processes in place for these areas</td>
<td>Phil Saint, Principal SEN &amp; Disabilities Officer</td>
</tr>
<tr>
<td><strong>Transitions Plan</strong></td>
<td>For Members of the Children’s Services Panel and representatives of the Health and Adult Social Care Panel to consider the Transitions Plan.</td>
<td>TBC</td>
<td>Sue Hall, Team Manager Child Health and Disabilities Team</td>
</tr>
</tbody>
</table>

## Ongoing Task and Finish Groups

| Task and Finish Group on Pupil Premium and other Support for 16-18-Year-old Looked After Children in Education | Review began at Corporate Parenting Panel | TBC |
## Recurring Panel meeting items

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Item</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>January</td>
<td>Six Monthly Adoption Report</td>
<td>Annually, due January</td>
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<tr>
<td></td>
<td>Corporate Parenting Panel (verbal update)</td>
<td>Quarterly, after CPP meeting</td>
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<tr>
<td>March</td>
<td>Ambitions Plan</td>
<td>To be reviewed</td>
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<tr>
<td></td>
<td>Corporate Parenting Panel (verbal update)</td>
<td>Quarterly, after CPP meeting</td>
</tr>
<tr>
<td>April</td>
<td>Corporate Parenting Panel Annual Statement</td>
<td>Annually, due April</td>
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<tr>
<td></td>
<td>Annual Report by the Independent Person for Milton House</td>
<td>Annually, due June</td>
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<tr>
<td></td>
<td>Corporate Parenting Panel (verbal update)</td>
<td>Quarterly, after CPP meeting</td>
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<tr>
<td>July</td>
<td>Youth Justice Plan</td>
<td>Annually, due July</td>
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<td></td>
<td>Six Monthly Adoption Report</td>
<td>Annually, due July</td>
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<td></td>
<td>LSCB Business Plan</td>
<td>Annually, due July</td>
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<tr>
<td>September</td>
<td>Annual Report on Children's Social Care Complaints and Complaints, Key Performance Indicators</td>
<td>Annually, due September</td>
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<td></td>
<td>Annual Written Report on Corporate Parenting from Independent Review Officers</td>
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<tr>
<td>October</td>
<td>Annual Report of the Responsible Individual and the Registered Manager for Milton House</td>
<td>Annually, due October</td>
</tr>
<tr>
<td></td>
<td>Offending Rates for Children in Care</td>
<td>Annually, due October</td>
</tr>
<tr>
<td></td>
<td>Local Safeguarding Children’s Board (LSCB) Annual Report</td>
<td>Annually, due October</td>
</tr>
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### Information to be circulated between meetings (item 6)

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Item</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Performance Management Report (Q2)</td>
<td>Due quarterly</td>
</tr>
<tr>
<td></td>
<td>Pupil Place Planning</td>
<td>Annually, due January/February</td>
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<tr>
<td></td>
<td>Annual Report of the Standing Advisory Committee on Religious Education (SACRE)</td>
<td>Annually</td>
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<td></td>
<td>Six monthly adoption report</td>
<td>Bi-annually</td>
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<tr>
<td>April</td>
<td>Performance Management Report (Q3)</td>
<td>Due quarterly</td>
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<tr>
<td>July</td>
<td>Performance Management Report (Q4)</td>
<td>Due quarterly</td>
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<tr>
<td>October</td>
<td>Performance Management Report (Q1)</td>
<td>Due quarterly</td>
</tr>
<tr>
<td></td>
<td>Annual Report on Children’s Social Care Complaints and Complaints, Key Performance Indicators</td>
<td>Annually, due September</td>
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