

# Children and Young People Policy Development and Scrutiny Panel

**Date: Tuesday, 21st November, 2017**

**Time: 5.30 pm**

**Venue: Brunswick Room - Guildhall, Bath**

**Councillors:** Alison Millar, Matt Cochrane, Sally Davis, Liz Hardman, Michelle O'Doherty,  
Peter Turner and Lizzie Gladwyn

**Co-opted Voting Members:** David Williams and Andrew Tarrant

**Co-opted Non-Voting Members:** Chris Batten

Chief Executive and other appropriate officers  
Press and Public



**Mark Durnford**

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2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

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**Children and Young People Policy Development and Scrutiny Panel - Tuesday, 21st  
November, 2017**

**at 5.30 pm in the Brunswick Room - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is a **disclosable pecuniary interest** *or* an **other interest**,  
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES - 19TH SEPTEMBER 2017 (Pages 7 - 20)

8. CABINET MEMBER UPDATE

The Cabinet Member will update the Panel on any relevant issues. Panel members may ask questions on the update provided.

9. CONSULTATION ON THE PROPOSAL TO CLOSE CAMERTON CHURCH SCHOOL (Pages 21 - 26)

The Governing Body of Camerton Church School has asked the Council to consult on the closure of the school.

10. OFSTED ACTION PLAN (Pages 27 - 34)

This report attaches the plan that was recently submitted to both Ofsted and the DfE, and outlines the steps being undertaken to ensure that all recommendations are being actively addressed.

11. CHILDREN'S SERVICES STAFF SURVEY (Pages 35 - 62)

Presentation slides are within the agenda pack for the Panel following the Staff Survey for 2017.

12. YOUTH SERVICES

The Panel will receive a verbal update on this agenda item.

13. PEOPLE AND COMMUNITIES STRATEGIC DIRECTOR'S BRIEFING

The Panel will receive a verbal update on this item from the People and Communities Strategic Director.

14. PANEL WORKPLAN (Pages 63 - 68)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

**BATH AND NORTH EAST SOMERSET**

**CHILDREN AND YOUNG PEOPLE POLICY DEVELOPMENT AND SCRUTINY PANEL**

Tuesday, 19th September, 2017

**Present:-** Councillors Alison Millar (Chair), Matt Cochrane (Vice-Chair), Sally Davis, Liz Hardman, Michelle O'Doherty, Peter Turner and Lizzie Gladwyn

**Also in attendance:** Richard Baldwin (Divisional Director, Children & Young People Specialist Services), Margaret Simmons-Bird (Head of Education Improvement), Dami Howard (Safeguarding Children & Adults Boards Business Support Manager) and Helen Hoynes (School Organisation Manager)

**Cabinet Member for Children & Young People:** Councillor Paul May

**16 WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting.

**17 EMERGENCY EVACUATION PROCEDURE**

The Chair drew attention to the emergency evacuation procedure.

**18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Co-opted Panel Members Andrew Tarrant and David Williams and the Strategic Director for People & Communities had sent their apologies to the Panel.

**19 DECLARATIONS OF INTEREST**

In relation to agenda item 10 the Chair stated that the majority of the Panel were Governors at local schools and therefore did not see a need for individuals to make a declaration in this respect.

**20 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

**21 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

There were none.

**22 MINUTES - 11TH JULY 2017**

The Panel confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chair.

## 23 CABINET MEMBER UPDATE

Councillor Paul May, Cabinet Member for Children & Young People addressed the Panel. A copy of the update can be found on their Minute Book and as an online appendix to these minutes, a summary of the update is set out below.

### Academies / Multi-Academy Trusts

Midsomer Norton Primary School became an academy on 1st September and Farmborough CE Primary is working towards a conversion date of 1st November. We anticipate a number of Primary Schools joining the Bath and Wells Multi-Academy Trust in the spring of 2018 and we know that schools in the Chew Valley area are looking to form a 'hub' of the Lighthouse Trust (based in Gordano). As the number of maintained schools reduces (having now fallen below 50% of local schools, hosting less than 40% of pupils) we need to consider the future role of the Local Authority in Education – both in terms of reviewing how we ensure a sustainable supporting infrastructure for the remaining LA schools and how we transition to a role which is less about supporting schools and more about being a champion of parents and vulnerable children. I will be keen to hear all stakeholders' views as we contemplate those changes.

### Swainswick Primary School

I anticipate finalising a Single Member Decision this month to commit a capital project (£723,000) to replace some very poor condition temporary buildings at Swainswick Primary School as we continue to support maintenance and replacement of the poorest condition buildings and to expand and provide new places where necessary.

### Camerton School

The consultation on the proposed closure of Camerton School commences this month and the results will be considered by Cabinet in December, allowing time for a decision to be confirmed in time for formal closure in August 2018. With only 7 pupils on roll for September 2017, the remaining pupils are already attending another local school within the same federation.

### Children's Centres

I visited Parkside Children's Centre in August to understand the issues with the building and the views of service users about the proposals to relocate the service to another site. A Single Member Decision on relocation is expected this month. We are hoping that the current Youth Offending Service offices at 12 Charlotte Street, adjacent to Parkside, can be made suitable to bring the Children's Centre together with the Family Intervention Service from 117 Newbridge Hill in a better facility than either of them currently occupies. Youth Offending Service staff would be hosted in other Council offices and continue to see young people flexibly in a range of local venues as they do now.

I have also agreed to proposals for the future management of a number of other Children's Centres, reducing our overhead costs in line with the previously agreed direction of travel.

### Schools Forum

He reported that the funding for Mental Health Support within schools had reduced from £58,000 in 2015/16 to £50,000 in 2016/17 and that he would be interested in finding out the proposed allocation for 2017/18.

He informed the Panel that a policy report considering the Medical Need of Schools was discussed and wondered if this was something the Panel should at least have sight of.

He explained that it appeared that the Government had decided upon a shift of position with regard to funding arrangements for schools. He said that no reduction would be made and that funding would be capped with an increase of 0.5%. He stated that the final decision in relation to funding would be given by the Schools Forum and that some schools may receive a further 0.5% for SEND.

### Home to School Transport

He said that a review of Home to School Transport was due to take place and that it would be important for the Panel to see the outcomes of it.

### Disadvantaged Children

He said that he had approached the University of Bath and Bath College to discuss effectively engaging with them more and in particular assessing what provision can be made through both organisations for disadvantaged children.

### YMCA Nightstop

He wished to highlight to the Panel this overnight foster service. He explained that it provides emergency temporary accommodation for young people aged 16-25. He added that the scheme is looking for further hosts and would welcome suggestions of how this could be promoted.

Councillor Matt Cochrane suggested that all schools be emailed regarding the scheme and the need for further hosts.

Councillor Liz Hardman commented that she agreed that the future role of the Local Authority in Education needs to be addressed and that she felt that schools were looking for input from the Council and suggested whether a loose federation was worth investigating.

Councillor Paul May said this issue was also on his agenda to discuss with the Universities as to the possibility of them providing some support to schools.

The Head of Education Transformation added that by Summer 2018 there could be just five schools that are not connected to a Multi-Academy Trust.

Councillor Peter Turner asked if the Council had considered using the Prince's Trust for helping young people to find a job, provide support for starting a business or getting into further education and training.

Councillor Paul May replied that he would be interested to hear more about the work of the Prince's Trust. He added that the Metro Mayor would be accountable for the funding of Adult Education, Levels 1 & 2.

Councillor Lizzie Gladwin said that she could provide the Cabinet Member with contact details of a widening participation group that targets disadvantaged young people and those that feel that university is not right for them.

Councillor Paul May replied that he would welcome receiving those details.

The Chair thanked the Cabinet Member for his update on behalf of the Panel.

## **24 LOCAL SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT**

The Chair wished to thank all parties concerned with the production of the report especially Reg Pengelly, Independent Chair and Dami Howard, Safeguarding Children Boards Business Support Manager. She commented that the content of the report was quite large and asked if there was any way in which it could be reduced.

Reg Pengelly replied that the content is largely prescribed by Ofsted, but they were looking at ways it could be reduced and for the Executive Summary to be expanded.

The Chair asked if in the future editions a glossary could be included.

Reg Pengelly replied that he was sure that one exists and that they could look for this to be included in future editions.

Councillor Liz Hardman gave her congratulations to the LSCB for their part in the recent Ofsted inspection. She asked what is the anticipated impact on our LSCB in light of the review of governance and safeguarding assurance arrangements as the Children and Social Work Act 2017 abolishes the requirement for Local Authorities to establish LSCBs in their current form.

Reg Pengelly replied that a Government review of LSCBs and Serious Case Reviews had been carried out and the recommendations that were made had been accepted. He added that the two main components of the review were Scrutiny and Co-ordination.

He explained that statutory guidance was due possibly towards the end of the year, but more likely in the Spring of 2018 and that on receipt of this there would be a huge amount of work to do.

He thanked Councillor Hardman for her praise in relation to Ofsted and said that he believed that they had made a fair judgement. He also wished to praise the quality of



the partnership bodies across the local area and all of the officers who are willing to work to the upmost of their ability.

Councillor Michelle O'Doherty commented that the number of Children in Need had risen from 580 to 684. She asked why had this figure increased so dramatically and what extra resources are needed to deal with this.

The Divisional Director for Safeguarding & Social Care replied that demand had increased across the country for young people in need of Child Protection Plans or Fostering. He added that at this stage there was no indication for a need to request further resources as the figure locally was projected to normally be 650 – 700.

Councillor Matt Cochrane asked where and when is it planned to put together an action plan to address the three Ofsted recommendations.

Reg Pengelly replied that the LSCB were already aware of the issues raised by Ofsted and were carrying out a thorough process in relation to child sexual exploitation and training for licensed premises. He added that in terms of data this was an area of frustration and the Board were looking to address this within the next 12 months. He said that the inclusion of further information within the Annual Report was recognised, and had been added within the 2016-17 Report and that in particular the issue of Private Fostering was known.

The Safeguarding Children Boards Business Support Manager added that all the recommendations were being taken forward through the LSCB business plan which was monitored quarterly and available to view on their website.

The Divisional Director for Safeguarding & Social Care assured the Panel that work on these matters was underway prior to the inspection.

The Safeguarding Children Boards Business Support Manager said that all schools had taken part in the Annual Safeguarding Audit and the Council's Private Fostering Lead had contacted all schools who were unsure about the numbers of children they had privately fostered. The Council and LSCB have developed a Private Fostering Action Plan and a lot of work to clarify understanding of this area has since taken place.

Councillor Peter Turner noted that the LSCB says it will monitor the impact of changes on the welfare of children and young people as a result of the contract with Virgin Care. He asked if any changes were anticipated.

Reg Pengelly replied that the LSCB were alert to possible risks and had invited a Virgin Care representative onto the Board.

Councillor Peter Turner asked if the transfer of staff from Sirona had been successful.

The Divisional Director for Safeguarding & Social Care replied that it had.

Councillor Lizzie Gladwin commented that it was welcome that the eviction of two vulnerable families had been successfully averted as a result of partnership work, but asked how many other vulnerable families have been evicted.

The Divisional Director for Safeguarding & Social Care replied that no vulnerable families have been evicted. He added that homelessness is an increasing issue to be aware of and said that the Council works well with Curo on this issue.

Reg Pengelly added that the relationship between Curo and the Connecting Families Team has strengthened.

The Chair asked if the priorities for the CSE and Missing sub group fully address the recommendations of the Ofsted report.

Reg Pengelly reminded the Panel that the LSCB Annual report predated the Ofsted inspection and so the actions within the Report do not include those relating to the Ofsted Report, however as discussed these are being acted upon.

The Divisional Director for Safeguarding & Social Care replied that a new, slightly smaller contract had recently been undertaken by Barnado's and they would provide expertise to officers on this matter.

The Chair asked would this work interact with that of Willow.

The Divisional Director for Safeguarding & Social Care replied that there are several tiers to this area of work with Willow focussing on early intervention, whereas Barnado's through BASE (Barnado's Against Sexual Exploitation) work with young adults that have been abused.

The Safeguarding Children Boards Business Support Manager added that the LSCB were currently funding the CSE Lead Officer post.

The Chair asked the Cabinet Member to note the Panel's concern that the transfer to Universal Credit and subsequent potential six week delay in receiving money creates a potential child safeguarding risk and ask that he raise the matter with the local MPs and Government.

Councillor Sally Davis asked to what extent do professionals now have a better understanding of the complexities of domestic abuse, poor parental mental health and alcohol/drug misuse so that children are not being taken off a Child Protection Plan only to go back on again.

The Divisional Director for Safeguarding & Social Care replied that he believed that there is a better understanding of these particular issues now and that training and awareness has increased alongside the improvement of available data.

Councillor Sally Davis commented that the Council has now agreed to investigate exempting Foster Carers from Council Tax and asked what other measures might be needed to encourage more foster carers so that we can place children within B&NES close to their schools and family networks.

The Divisional Director for Safeguarding & Social Care replied that this is indeed a good challenge to make and that it would be better to have more carers available locally. He added that the Council has improved its use of Facebook and Twitter to highlight this work and as such had seen a 40% increase of interest in this role.

The Chair asked how many applications to become a foster carer were successful.

The Divisional Director for Safeguarding & Social Care replied that it was around 50% and was not always determined by the assessment of the applicants, it could be decided by the size and safety of the property concerned.

The Chair said that she was aware of one children's home within B&NES but that it has no B&NES children living in it.

The Divisional Director for Safeguarding & Social Care replied that this was a privately run facility that the Council has no involvement over who can live there. He added that it would be inspected by Ofsted independently.

Councillor Matt Cochrane asked what the Council were doing about accommodating B&NES children with SEND in B&NES schools given that we have the fastest growing population of SEND in the South West outside Torbay. He also asked why we are accommodating non B&NES children in B&NES special schools when we don't have enough space for B&NES children and would the plan for a specialist ASD SEMH free school help to address the over-capacity in B&NES schools.

Councillor Paul May replied that aside to the disruption that this scenario can cause families there are major budgets involved. He said that he would look to activate more local provision as this would be welcomed by a range of parties. He added that the facilities and services for SEND locally are very good.

The Divisional Director for Safeguarding & Social Care added that as the schools in question were Academies they would administer the admissions.

Councillor Paul May said that the route for Free School Funding was still open and that the Council was preparing a case at the present time. He said that he would share this with the Panel as soon as he could.

The Chair asked how the Directors within Children's Services would respond if a Social Worker approached them to say they had too many cases.

The Divisional Director for Safeguarding & Social Care said that he was sure that the response would be sympathetic and that they would then discuss if there was anything different that could be done to help the situation. He added that the Duty Team had recently been restructured.

Councillor Liz Hardman said it was surprising to read about the risk of children with autism presenting a risk of sexual harm to other children. She asked what improvements are expected in ensuring that children are protected from the risk presented by other children.

The Divisional Director for Safeguarding & Social Care replied that the figures concerned were low and that training and awareness were taking place.

Councillor Liz Hardman asked how are we ensuring that the 37% of young people leaving care and not in employment, education or training are having their needs safeguarded.

The Divisional Director for Safeguarding & Social Care replied that officers are prepared to challenge themselves further on this figure and have taken steps to redesign their template for this work.

The Chair asked if the LSCB has received an analysis of the number of the children who repeatedly go missing and the action being taken to reduce this.

The Divisional Director for Safeguarding & Social Care replied that the data available now has improved from 12 – 18 months ago. He said that there was a duty to carry out a return to home interview to see if risks can be reduced. He stated that long term engagement was key to improving relationships.

Councillor Liz Hardman asked to what extent is there evidence that looked after children who are repeatedly missing is linked to CSE.

The Divisional Director for Safeguarding & Social Care replied that it was not as strong a link as may have been previously thought.

Councillor Peter Turner asked why the LSCB's budget appears to be so underspent with regard to the SWCPP Manual.

Reg Pengelly replied in terms of the SWCPP Manual that B&NES acts as a brokerage for the South West and receives money in from 12 other Local Authorities.

The Chair asked if the Panel could see the Board's risk register.

The Safeguarding Children Boards Business Support Manager said that she would send the latest version to the Democratic Services Officer.

Reg Pengelly added that the register related to risks against the Board, not children.

The Panel **RESOLVED** to note the Annual Report, Executive Summary and Business Plan.

The Chair again offered thanks on behalf of the Panel to all involved within the work of the LSCB, especially Reg Pengelly.

## **25 SCHOOLS ORGANISATION PLAN UPDATE**

Councillor Matt Cochrane asked if the proposed expansion of Bathwick St Mary C of E Primary School by 105 places to accommodate pupils generated by the MoD Warminster Road development was sufficient.

The School Organisation Manager replied that discussions had taken place regarding an expansion of 210 places, but as the development has only just begun the figures would be kept under review.

Councillor Matt Cochrane asked where further developments were planned that would have an impact on school numbers.

The School Organisation Manager replied that a full review of the plan would be brought to the Panel in Spring 2018. A report would come to the Panel in March followed by the Cabinet in May. She added that all schools will be sent future projections when known to allow them to plan accordingly.

Councillor Matt Cochrane asked what impact is the free school and academy agenda having on officers' ability to plan school places over the next three years.

The Head of Education Transformation replied that the main issue of concern was that as academies they have the ability to change their admission numbers individually. She added that the majority of them have sought the view of the School Organisation Manager.

The School Organisation Manager added that good working partnerships exist across the Local Authority with both Schools and Academies

Councillor Michelle O'Doherty asked when the new school within Bath Western Riverside would be built.

The School Organisation Manager replied that the development of the school was linked to occupation of dwellings on the site and that the figure concerned had not yet been reached.

The Chair asked how the opening of Abbot Alphege Primary School at the former MoD Ensleigh site had gone.

The School Organisation Manager replied that there had been a good intake for the reception class and that a mixed age class was also being run at the present time.

The Chair asked about the progress of the Mulberry Park Primary School at the former MoD Foxhill site.

The School Organisation Manager replied that it is under construction and will open in September 2018.

The Chair asked about the opening of the Somerdale Educate Together Primary School.

The School Organisation Manager replied that it has opened with a reception class of 30 and some Year 1 places.

The Panel **RESOLVED** to note the report.

## 26 CONNECTING FAMILIES UPDATE

The Divisional Director for Safeguarding & Social Care gave a presentation to the Panel regarding this item. A copy of the presentation can be found on their Minute Book and as an online appendix to these minutes, a summary of the presentation is set out below.

### Connecting Families Criteria

- Parents, young people & children involved in crime or ASB
- Children & young people who have not been attending school regularly
- Children & young people who need help
- Adults out of work or at risk of financial exclusion & young people at risk of worklessness
- Families affected by domestic violence & abuse
- Parents, young people & children with a range of health problems

### Measures of success

- Family members in work (for 26 weeks plus)
- Children and young people in the families regularly attending school and doing well ( Attendance 90% for 1 year )
- Reductions in youth crime and anti-social behaviour caused by the children and young people within these families (reduction of 33 % over 6 months)
- Reduction in domestic abuse within these families (reduction of 50 % over 6 months)
- Reduction in mental ill-health and families are healthier
- Reduction in the numbers of children admitted to care/ staying in care
- Increase in effectiveness and timeliness of child protection measures where needed
- Reduction in substance / alcohol abuse
- Parents are being better parents and C&YP are ready and fit for school

### Key principles of family support

- We may need short or long term help and support from services when we face life's difficulties or challenges.
- We want support to be practical, hands on and professional.
- We want workers to listen to us and be supportive.
- Want workers to work with us in partnership, sharing power and decision making.
- Want workers to promise what they can achieve and keep their promises.

### Payment by results & outcomes

- We are requested to work with 700 families by 2020 (140 per year). To date we have attached 527 (and been paid for) against our target of 452 so we are exceeding our target in this area.

- We have claimed 212 payments by results to date, against our target. Which means we are 9/152 LA's and 2nd against benchmarked areas of a similar size.
- We have not yet had a Spot Check from National audit, however we receive an internal audit every time we claim to ensure we are making robust claims
- Ofsted said that Connecting Families provides an outstanding service, with excellent direct work with children. An annual family feedback report demonstrates the impact of this service, ranging from practical support, such as gaining employment and maintaining housing tenancies, to confidence building and improved relationships.

### Next Steps

- The programme's transformation funding encourages whole family with a clear focus on stretching outcomes agreed with local partners, so the management team are focusing on:
  - Work with Social Care to improve step down to Early Help Services
  - Encouraging all Early Help Services to carry out Think Family work
  - Improved links with adult Social Care and other Adult Services
  - To maintain the high level of returns for the Payment by Results record and to apply for the "Earned Autonomy" when we can which will ensure we receive 100% of all the funding available.
  - Drafting and submitted the Maturity Model Document for Early Help in B&NES.
  - Challenges – Peer review in November from West Cheshire & funding or mainstreaming the work post 2020 when the programme is due to end.

The Chair asked how concerning was the prospect of the ceasing of the programme and funding in 2020.

The Divisional Director for Safeguarding & Social Care replied that a contingency plan must be addressed. He added that he felt that the Council should look to evidence to Government that the posts had become indispensable and to gain further funding for them to be retained.

Councillor Liz Hardman commented on how well the programme was working within B&NES and agreed that the Government should be approached so that we can continue to carry out this work.

The Cabinet Member for Children & Young People, Councillor Paul May said that he would consider it a disaster if the programme were to cease and would support a proposal that would give continued funding to Local Authorities that have achieved well.

Councillor Sally Davis said that all political groups should be encouraged to have this area of work in mind during the budget setting process.

The Panel **RESOLVED** to ask that the Cabinet Member for Children & Young People makes a representation to the Government on the success of our Connecting Families programme and to seek further funding following the proposed closure of the programme in 2020.

## **27 PEOPLE AND COMMUNITIES STRATEGIC DIRECTOR'S BRIEFING**

The Divisional Director for Safeguarding & Social Care gave a briefing to the Panel on behalf of the Strategic Director for People & Communities. A copy of the briefing can be found on their Minute Book and as an online appendix to these minutes, a summary of the briefing is set out below.

### **Exam results**

With the main A-level and GCSE results being released to schools and pupils in August, we have begun to collate and analyse the overall local picture of performance. This is made more complex by the changes to the grading system with GCSE grades A-E being progressively replaced with numbers 1-9. Once a more comprehensive analysis has been carried out of all schools data, we will be able to report in detail, including key measures such as narrowing the gap for pupils eligible for Free School Meals across all the reporting key stages.

### **Bath Community Academy (BCA)**

Every pupil who was in Year 9 last year, moving into year 10, has been offered a place at another local school. Plans are being finalised for the process for identifying and allocating places for the current Year 8 and 9 pupils to transition to new schools for Year 9 and 10 in September 2018.

Work has also commenced to prepare for conversations about the future use of the BCA site, once the Academy vacates in August 2018. This includes a review of the current usage and condition of the buildings on site; conversations with existing tenants of parts of the site, including GLL and Bath Spa University; work to develop a specification for a new Special School, which is a priority need for Bath and North East Somerset and could potentially be located at the BCA site; and a bid to secure additional resources to support the development of a vision for the future of the site, through the One Public Estate initiative (Cabinet Office/LGA). We hope to hear the outcome of that bid this month and will be developing a timeline and process for engagement and development of a vision for the future of the site, which will be shared with the Panel in due course.

### **Youth Connect**

A successful bid to the Department for Digital, Culture, Media and Sport has secured funding of £20,000 to enable the Youth Connect service to assess the potential to create a staff mutual to take on the delivery of Youth Connect. This will run alongside wider engagement to look at options for the future delivery model in collaboration with local community organisations.



An event was held in the Community Space, Keynsham with local groups who might like to work with the Council regarding Youth Services. A further event is planned for late November with those that have submitted an expression of interest.

Councillor Liz Hardman commented that she supported the Staff Mutual proposal.

The Divisional Director for Safeguarding & Social Care said that this would not deliver an answer by itself which is why other groups have been approached. He added that an independent consultation was being carried out with young people.

The Cabinet Member for Children & Young People, Councillor Paul May said that the budget in respect of this work had been halved last year and said that risk remains to the future budget allocation. He added that many Local Authorities have has it withdrawn entirely.

The Chair thanked the Divisional Director for Safeguarding & Social Care for the update on behalf of the Panel.

## 28 **PANEL WORKPLAN**

Councillor Liz Hardman said that she felt that the public need to be more aware of difficulties of the provision of the Youth Service and proposed a report to the Panel for November.

The Chair recalled from the discussion earlier in the meeting that the School Organisation Plan was scheduled to come to the Panel in March 2018.

The Chair proposed whether the Panel should hear formally from the School's Forum in November, especially with regard to School Funding and the Medical Needs policy document.

The Panel **RESOLVED** to approve these proposals.

The meeting ended at 12.35 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Children and Young People Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	21 November 2017	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Consultation on the Proposal to Close Camerton Church School	
WARD:	Bathavon West, Paulton, Peasedown, Radstock, Timsbury	
AN OPEN PUBLIC ITEM		

## 1 THE ISSUE

- 1.1 The Governing Body of Camerton Church School has asked the Council to consult on the closure of the school due to very low pupil numbers and the resulting negative educational and social impact on the remaining pupils at the school. The consultation process commenced on 18 September and ended on 5 November 2017.

## 2 RECOMMENDATION

The Panel is asked to;

- 2.1 Note the proposal to close Camerton Church School and the resulting consultation process being undertaken.
- 2.2 Consider if there are any comments or points they wish to raise, to be taken into consideration by the Cabinet Member and Cabinet when they meet on 6 December.

## 3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 Schools are funded on a per pupil basis and with such small numbers year on year, the revenue budget to operate the school has continued to diminish. It is very difficult for a single teacher to cover the entire curriculum across seven year groups within one class. As a result, it has become difficult for the school to provide a rich and engaging curriculum and opportunities for pupils to achieve high standards in their learning and to develop socially and emotionally by engaging in normal friendship groups.
- 3.2 The Council has a duty of care to ensure children in its schools are able to receive a good education and to access the full curriculum. The school at its current size of seven pupils is not able to do this effectively as it is not financially

viable to run and there are significant revenue implications should it remain open.

- 3.3 The school premises are the property of the Diocese of Bath and Wells. The school is currently insured by the Council. Should the school close, the insurance liability would pass to the Diocese. Should the property subsequently be disposed of there would be no capital receipt for the Council.
- 3.4 Under the current Home to School Transport Policy, the Council provides transport for pupils if the distance travelled is two miles or more for pupils aged five to seven years and three miles or more for pupils aged eight years and over or if the route is exceptionally hazardous. The Council does not currently provide transport for any pupils living in Camerton. Should the school close, the Council will incur transport costs for the seven pupils currently on roll at Camerton but being educated at Shoscombe C of E Primary school if they choose to remain at Shoscombe. It is also possible that costs for home to school transport could increase in the future for children starting school if they qualify for transport assistance to their preferred school.
- 3.5 One teaching and one support staff post are currently at risk of redundancy, with any costs of redundancy to be met by the Council.

#### **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

- 4.1 Equalities, children. An Equality Impact Assessment has been completed. Significant issues identified are:
- 4.2 Religion/belief: The school is a Voluntary Controlled Church of England (C of E) school. If it was to close, there would be a reduction in the number of church school places available locally. However there are places available in other C of E schools in the local area to continue to make this option available to local parents.
- 4.3 Socio-economically disadvantaged: Possible impact on low income families living in Camerton who would have to travel outside of the village to access a school place and who do not own a car. If the school closes, parents qualifying under the Low Income Family policy which is part of the Home to School Transport Policy would have transport provided by the Council to access a place at their closest available school.
- 4.4 Rural communities: Camerton is a rural school and if it was to close, the village would no longer have a school. There are projected to be sufficient places available in other local schools to accommodate primary age pupils living in Camerton. The next closest schools would be St Mary's C of E Primary school Timsbury and Peasedown St John Primary school in Peasedown St John. As stated above, under the current policy the Council would provide home to school transport for pupils living in Camerton attending their closest school.
- 4.5 The Council has a statutory duty to ensure that there are sufficient school places available in their area to meet demand.

#### **5 THE REPORT**

- 5.1 Pupil numbers at Camerton Church School have been falling for several years and for September 2017 only seven pupils in total are expected to be on roll.

Despite the efforts of the Governing Body over the years to increase pupil numbers through publicity, open days, providing a pre-school nursery on site, working closely with other small schools and eventually becoming part of a federation of three schools, pupil numbers have gradually reduced.

- 5.2 At this size, the Governing Body believes it would be extremely difficult to provide a rounded education that meets the academic, social and emotional needs of the pupils at the school. As schools are funded on a per pupil basis, with such small numbers year on year, the budget to operate the school continues to diminish. This makes it very difficult to provide a rich and engaging curriculum and opportunities for pupils to achieve high standards in their learning and to develop social friendship groups.
- 5.3 The Governing Body has therefore concluded that the school is no longer viable either educationally or financially and has taken the difficult decision to propose closing the school. They have asked the Council to commence the statutory process that must be followed when it is proposed to close a school, the first stage of which is a period of public consultation.
- 5.4 Whilst the statutory process is being carried out, the Governing Body has put in place interim arrangements for the seven pupils on roll at the school to be educated elsewhere within the Federation at Shoscombe, in order to provide the best possible outcomes for them academically, socially and emotionally. The Governing Body is providing transport for these seven pupils to and from the Shoscombe site.
- 5.5 If it was decided to close the school, these seven pupils would be able to remain at Shoscombe and formally transfer onto the roll of Shoscombe school should they wish to. From 1 September 2018 responsibility for home to school transport for these seven pupils would transfer to the Local Authority.
- 5.6 Alternatively they would be free to apply to another school. Admission to another school would be subject to available places. If the school is full and parents are refused a place there will be a right of appeal to an Independent Appeal Panel. If the school has room but the number of applications exceeds the spaces available, the school admission criteria will be used to determine the allocation of places.
- 5.7 As there is currently no significant new housing development proposed for Camerton, there is nothing to indicate that numbers of children in Camerton village are likely to increase significantly in the near future, to lead to increased pupil numbers at the school.
- 5.8 Should Camerton Church School close, there are projected to be sufficient places available in other existing surrounding local primary schools to accommodate future pupils in the area. In addition, a feasibility study is currently being carried out to add more places to Peasedown St John Primary school.
- 5.9 The Local Authority will provide transport between home and school in line with the current Home to School Transport Policy. Transport would be provided where the school attended is the nearest appropriate one as designated by the Local Authority, and where the distance as measured by the nearest available walking route is two miles or more for pupils aged five to seven years and three miles or more for pupils aged eight years and over. Transport can also be

provided if the nearest available route is exceptionally hazardous or parents qualify under the Low Income Family policy.

- 5.10 Members of staff have already been consulted on the proposal to close Camerton, the interim arrangements and the impact of this on individual staff members and their employment rights and options. If it was decided to close the school, then any further formal consultation would take place as necessary.
- 5.11 At the Cabinet meeting on 6 December 2017 the Cabinet will consider all consultation responses received during the consultation period and the rationale behind the proposal to close the school and decide whether to publish a statutory notice proposing the closure of Camerton Church School.
- 5.12 If the Cabinet decides to proceed, the statutory notice and complete proposal would be published at the beginning of February 2018. There would then be a further representation period of four weeks, during which interested parties will have a final opportunity to comment on the proposal before a final decision is made at the 11 April 2018 Cabinet meeting.
- 5.13 If the decision was made to go ahead with the closure, the implementation date would be 31 August 2018.

## **6 RATIONALE**

- 6.1 The school is currently not viable with only seven pupils and therefore the Governing Body has asked the Council to consult on the closure of the school.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 None

## **8 CONSULTATION**

- 8.1 The consultation and consultation document were published on the consultation section of the Council's website.
- 8.2 Paper copies of the consultation document were sent to the following schools for distribution to the individuals as listed below:

Headteacher, Governing Body, staff and all parents at Camerton, Shoscombe and St. Julian's Church Primary schools; Headteacher, Governing Body, staff and all parents at St. Mary's C of E Primary Timsbury; Headteacher, Governing Body, staff and all parents including parents of children at the pre-school at Peasedown St John Primary; Manager, staff and all parents at Timsbury Pre-school.

- 8.3 The consultation document was emailed to the local MP for North East Somerset, the Leader of the Council, the Cabinet Member for Children's Services, the Children and Young People Policy Development and Scrutiny Panel members, Ward Councillors for Bathavon West, Paulton, Peasedown, Radstock and Timsbury wards, the local Parish Council, Trades Unions representing all staff at the school, the Church of England Diocese, the Catholic Diocese, Headteacher and Governing Body of Norton Hill, Somervale and Writhlington secondary schools, Headteacher and Governing Body of High

Littleton C of E Primary, Paulton Infant, Paulton Junior and Trinity Church Primary schools, other Council officers.

8.4 The document explained how comments could be submitted to the Council. A seven week consultation period gave interested stakeholders an opportunity to comment on the proposal.

8.5 Consultation with Camerton Church School pupils being educated at Shoscombe will form part of the consultation.

8.6 A public consultation meeting held at the school will form part of the consultation.

8.7 All consultation responses received will be made available to the Cabinet at their meeting on 6 December 2017.

## 9 RISK MANAGEMENT

9.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance. Significant risks identified are:

9.2 The school is so small with only seven pupils that it is not educationally or financially viable. As a result, it is not possible to provide pupils with a rounded education that meets their academic, social and emotional needs.

9.3 Routes to other alternative schools are within the statutory walking distances however they are accessed via hazardous routes. Therefore under the current policy the Council will need to provide home to school transport for children living in Camerton to attend other local schools if Camerton school closes. However this will reduce the need for individual journeys by private car and for children to have to walk along hazardous routes.

<b>Contact person</b>	<i>Helen Hoynes 01225 395169</i>
<b>Background papers</b>	<i>Consultation document</i> <a href="http://www.bathnes.gov.uk/camertonconsultation">www.bathnes.gov.uk/camertonconsultation</a>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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Bath & North East Somerset Council		
MEETING;	Children and Young People’s Policy Development & Scrutiny Panel	
MEETING DATE;	21 <sup>st</sup> November 2017	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Update on Progress of Ofsted Development Plan	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Ofsted Improvement Plan		

## 1 THE ISSUE

*Following the conclusion of the Ofsted "Single Inspection Framework" (SIF) inspection in May 2017, the People and Communities have produced a Development Plan. The submission of a plan to address any recommendations following the conclusion of inspection is a statutory requirement of Ofsted and the Department for Education.*

*This report attaches the plan that was recently submitted to both Ofsted and the DfE, and outlines the steps being undertaken to ensure that all recommendations are being actively addressed.*

## 2 RECOMMENDATION

PDS are asked to note the content of Development plan and the progress made in respect to addressing these recommendations.

## 3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 None at present.

## 4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 As outlined above, there is a requirement for all Local Authorities to produce a plan to address the recommendations of any inspection of services by Ofsted.

## 5 THE REPORT

- 5.1 The report provided to Ofsted is attached to this report and provides the basis for this discussion. However it is also important to highlight the processes that have been agreed to support the progression of actions linked to each recommendation.
- 5.2 The Development Plan will be overseen by a Development Board chaired by the Divisional Director and will also include the Children's Safeguarding Lead, Head of the Virtual School and the Principal Social Worker as well as reporting to the Strategic Director. We have already consulted with front-line managers and Social Workers about how we can also ensure meaningful engagement with them to ensure progress and improvements. They have requested that they are involved in a number of thematic "task and finish" groups who would then report to the Improvement board in relation to how we continue to address the challenges provided to us by Ofsted. The first meeting of the Development Board will take place in January 2018.

## 6 RATIONALE

- 6.1 Although our Inspection was largely positive, and led to the overall rating of "Good", it does highlight a number of areas of practice that does require the Council to develop responses to ensure that our performance and standards of practice are more consistent. The attached plan seeks to ensure that the recommendations are taken forward, and the creation of the Development Board will be accountable for the progress and completion of the improvement.

6.2 Ofsted will wish to see evidence that the Council has acted upon these recommendations as part of any subsequent inspection.

## 7 OTHER OPTIONS CONSIDERED

- 7.1 None

## 8 CONSULTATION

Prior to submission to Ofsted and the Department of Education, the plan was developed alongside the Strategic Director and shared with the Chief Executive.

## 9 RISK MANAGEMENT

- 9.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

<b>Contact person</b>	<i>Richard Baldwin</i>
<b>Background papers</b>	<i>Ofsted Development Plan attached.</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

**Bath and North-East Somerset; Ofsted Improvement Plan – October 2017**

Ofsted Recommendation	Target/Goal	Actions planned and/or undertaken	Completion date	Lead	Evidence
1. Improve the quality of child in need, child protection and pathway plans so that they consistently set out specific measurable actions with timescales for delivery and clear contingencies.	<ul style="list-style-type: none"> <li>To improve the overall quality of assessments and planning for young people.</li> <li>To build on the examples of good practice which are already evident within practice.</li> <li>To improve the consistency of planning across the department.</li> <li>To engage staff in developing an increased understanding of what good looks like.</li> </ul>	<ul style="list-style-type: none"> <li>Parental engagement group will continue to develop work on CP processes.</li> <li>Pete Campbell and Bev Coles will be undertaking work in conjunction with IRO's to review the template for Pathway plans and the guidance to workers in what "good" looks like for the completion of Pathway plans.</li> <li>The new template and guidance will be followed by a series of workshops with staff to strengthen practice, recording and planning.</li> <li>Leigh Zywek and the Principal Social Worker to lead a series of "Back to Basics" workshops with front-line managers to develop key standards and elements that should be included within CP and CIN plans (ie; Planning, effect reviews, working with Neglect).</li> <li>The revised Quality Assurance Framework document will link to reflect the expected elements and content of "good" assessments and planning across the department.</li> <li>To continue the schedule of case audits via frontline managers and the Professional Practice LSCB Sub-group. This audit activity will inform progress in improving the quality of planning.</li> <li>'Themes' that are evident from monthly audits are identified and shared with frontline managers and staff.</li> </ul>	<p>By December 2017</p> <p>By December 2017 r</p> <p>By December 2017</p> <p>Manager's audits will continue on a monthly basis. PPG audits will remain quarterly</p>	<p>Pete Campbell/Bev Coles/Mel Argles</p> <p>Leigh Zywek/ Principal Social Worker/Mel Argles</p> <p>Lesley Hutchinson/Richard Baldwin/Mary Kearney-Knowles Julie Morris/ Principal Social Worker</p> <p>Duncan Stanway</p> <p>Duncan Stanway/ Principal Social Worker</p>	<ul style="list-style-type: none"> <li>Through case audit process.</li> <li>Scrutiny of plans at Legal Tracking panel, Permanence Panel, Placement panel.</li> <li>Annual PDR's to show evidence that practice in relation to quality of planning and reviewing of plans have been discussed and monitored.</li> </ul>
2. Strengthen the quality of child in need work. Ensure that children are visited in accordance with their plans, and that reviews take place	<ul style="list-style-type: none"> <li>To further develop performance data systems that allow front-line managers and senior managers to quickly identify themes</li> </ul>	<ul style="list-style-type: none"> <li>Meetings have already taken place to confirm the format of the 'Balanced Scorecard' (R50) document and the</li> </ul>	New 'Balanced Scorecard' format launched in	Geraldine Kinsella	<ul style="list-style-type: none"> <li>Managerial supervision to evidence discussion</li> </ul>

Ofsted Recommendation	Target/Goal	Actions planned and/or undertaken	Completion date	Lead	Evidence
regularly to monitor progress and are overseen by managers.	<p>and patterns in performance that will assist and improve practice.</p> <ul style="list-style-type: none"> <li>Launch the monthly R50/Balanced Score-card sheet for managers.</li> <li>Embed regular discussion and professional challenge of the score-card with supervision with front-line managers and Service Managers.</li> </ul>	<p>circulation list of this document.</p> <ul style="list-style-type: none"> <li>The work to re-structure the duty team has included an emphasis on strengthening management capacity and over-sight of performance issues.</li> <li>CIN review meeting template to be reviewed to ensure specific question is included to specify visiting patterns.</li> <li>The revised Quality Assurance Framework document will link to improvements in how managers routinely monitor performance and use performance data to further improve practice.</li> <li>Quarterly data performance (in safeguarding).</li> <li>Some audits to include follow up phone feedback from auditor.</li> <li>Review quarterly data returns (new format).</li> <li>Task and Finish Group to complete Balanced Scorecard.</li> <li>'Back to Basics' training on Planning and importance of Reviews.</li> <li>Links in PDR targets and skill sets.</li> </ul>	<p>October 2017.</p> <p>New Duty team structure to go live on 18<sup>th</sup> September.</p> <p>New QAF launched in October 2017</p>	<p>Leigh Zywek/Richard Baldwin</p> <p>Lesley Hutchinson/Richard Baldwin/Mary Kearney-Knowles</p> <p>Geraldine Kinsella/Lesley Hutchinson</p>	<p>of performance against "Balanced Scorecard" with front-line managers.</p> <ul style="list-style-type: none"> <li>CIN review meetings to reference visiting patterns and clarify purpose of visits for parents and partner agencies.</li> <li>Case audits to cover visiting patterns.</li> </ul>
3. Ensure rigorous oversight of children subject to pre-proceedings so that practice is robust and decisive in response to increasing concern, and that drift and delay are prevented.	<ul style="list-style-type: none"> <li>Review of the structure and function of the Divisional Legal Panel.</li> <li>Changes to the "tracker" document that is used by the Legal panel.</li> <li>Utilise the reporting and functionality of LL to assist the tracking of cases.</li> <li>How to develop IRO/Legal/CP Chairs scrutiny.</li> </ul>	<ul style="list-style-type: none"> <li>Template used by the Panel will be reviewed and will incorporate stronger emphasis on establishing clear time-scales for tasks and a review of progress against these dates.</li> <li>Terms of Reference of the Panel will be updated and ensure that the progress of pre-proceedings are tracked and monitored.</li> </ul>	<p>Revised template to be completed and agreed by September 2017.</p> <p>Terms of Reference to reviewed and agreed by September</p>	<p>Leigh Zywek</p> <p>Leigh Zywek</p>	<ul style="list-style-type: none"> <li>Reduction in percentage of cases in pre-proceedings taking over 26 weeks to complete.</li> <li>Prompt allocation and start of pre-proceedings work following agreement at Legal Tracking Panel.</li> </ul>

Ofsted Recommendation	Target/Goal					Actions planned and/or undertaken	Completion date	Lead	Evidence
							2017		
4. Strengthen arrangements to identify and respond to children who are privately fostered. Ensure that decisions to support arrangements are informed by appropriate assessments that include required checks and are overseen by managers.	<ul style="list-style-type: none"><li>Annual Report on PF to the LSCB.</li><li>Benchmarking with neighbouring LA's.</li><li>To achieve a consistent standard of safe care and support to private fostering households</li><li>To educate key external partner agencies, including language schools, on the requirements of private fostering arrangements</li><li>Social care staff able to recognise and support private fostering households.</li></ul>					<ul style="list-style-type: none"><li>Private fostering assessments and support plans to be delivered by the Permanence Team.</li><li>Suitable information to be produced and distributed to professionals, families and children. This information will also be easily accessible on the webpages. This will include templates for written agreements and notifications</li><li>An annual report prepared and presented to the LSCB, with updates to LSCB subgroups throughout the year.</li><li>Close liaison with language schools to inform staff and students of these 'special' private fostering circumstances</li><li>Training available to internal staff when required, including designated safeguarding leads on LSCB training days.</li><li>A method of benchmarking to be introduced with comparator authorities to measure our performance.</li><li>Private foster carers will be offered access to B&amp;NES foster carer training opportunities.</li><li>Private Fostering guidance to be reviewed in light of changes</li></ul>	September 2017	Rosemary Pickering / Karen Kopp	<ul style="list-style-type: none"><li>Improved quality of recording and assessments of young people in PF arrangements.</li><li>Improved, communication with Language schools and Independent schools about arrangements for overseas children.</li></ul>
							September 2017	Rosemary Pickering / Karen Kopp	
							September 2017	Karen Kopp	
							September 2017	Karen Kopp	
							September 2017	Karen Kopp	
							December 2017	Rosemary Pickering / Karen Kopp	
							September 2017	Karen Kopp / Sue Scullard	
							December 2017	Karen Kopp	
5. Take action to respond to the rising number of fixed-term exclusions for children looked after so that they are reduced effectively.	Reduce fixed term exclusions from validated baseline of 16.67 in 2015 and reduce the gap between the national percentage (6.25ppts)					<ul style="list-style-type: none"><li>Welfare Call commissioned for daily contact with all schools with any BANES child in care to ensure accurate recording of fixed term exclusions and reasons</li><li>Reducing exclusions of children in</li></ul>	August 2017	Victoria Duke.	<ul style="list-style-type: none"><li>Validated data confirms a reduction in fixed term-exclusions.</li><li>ECHP's regularly</li></ul>
		Permanently excluded 2014	At least 1 FTE	Permanently excluded 2015	At least 1 FTE		September		

Ofsted Recommendation	Target/Goal					Actions planned and/or undertaken	Completion date	Lead	Evidence
			2014		2015	care key priority within P4S Virtual School Improvement Plan	2017		address exclusions issues where appropriate to do so.
	National Children in Care %	0.12	10.25	0.14	10.42	<ul style="list-style-type: none"> <li>Children in Care champion arranged with SEND teams to allow faster communication with schools and carers regarding EHCPs</li> </ul>	September 2017		<ul style="list-style-type: none"> <li>Actions/performance to be reviewed through VS performance group and Corporate Parenting Group</li> </ul>
	BANES CiC %	0.00	9.72	0.00	16.67	<ul style="list-style-type: none"> <li>Common delay causes in EHCP completion shared with stakeholders</li> <li>New Sept 2017 DfE guidance on exclusions used to create a BANES children in care behaviour escalation and exclusion flowchart along with a resource pack on best practice to support behavioural needs, This will be presented in sessions throughout year to Head-teachers, Designated Teachers and school governors as well as on the new portal children in care training site.</li> <li>Closer collaboration with schools to promote earlier support as needed with the introduction of progress reviews for key cohorts</li> <li>Cases where students have high numbers of fixed term exclusions to be discussed frequently and led by head-teacher of P4S</li> <li>Head-teacher P4S Virtual School to meet on 1 to 1 basis with key schools with high fixed term exclusions to challenge and support</li> </ul>	September 2017		
							October 2017		
							Ongoing (but progress to be checked in December 2017)		
							Ongoing (but progress to be checked in December 2017)		

Ofsted Recommendation	Target/Goal	Actions planned and/or undertaken	Completion date	Lead	Evidence
6. Ensure proportionate visiting and proactive support for care leavers in response to escalating need.	<ul style="list-style-type: none"> <li>Review of Pathway Planning template – linked against an up to date Needs Assessment.</li> <li>Improve and develop reporting on frequency of visiting to care-leavers</li> <li>To explore exempting care leavers from Council Tax (when they live in BANES)</li> <li>Develop a Care Leavers Council via Off the Record.</li> <li>Improve responsiveness to Care Leavers when crisis occurs.</li> </ul>	<ul style="list-style-type: none"> <li>Pete Campbell and Angela Stewart-Gentle to review the Pathway Plan template to ensure succinct but analytical planning for care-leavers.</li> <li>New “Balanced Scorecard” (R50) reporting template for frontline managers to include reporting line on visiting frequency to Care Leavers.</li> <li>Auditing of Pathway Plans (what does Good look like), to include IRO’s.</li> </ul>	<p>November 2017</p> <p>September 2017</p> <p>October 2017</p> <p>October 2017</p>	<p>Pete Campbell/Angela Stewart-Gentle</p> <p>Geraldine Kinsella</p> <p>Pete Campbell/Bev Coles</p> <p>Angela Stewart-Gentle</p>	<ul style="list-style-type: none"> <li>Audits of Pathway Plans to confirm improvements in levels of analysis within plans. To also cover regular consideration of needs, regularity of visits.</li> <li>‘Balanced Scorecard” to show data on visits to care-leavers.</li> <li>Supervision to demonstrate consideration of visit patterns, and pro-active support.</li> </ul>
7. Ensure that services are appropriately resourced to deliver manageable caseloads and effective supervision that proactively drives planning for children and prevents drift and delay.	<ul style="list-style-type: none"> <li>Continue to develop effective recruitment and retention.</li> <li>Re-launch of the Workforce Plan. Additional management posts and SW posts have been recruited too.</li> <li>Ensure that the resourcing of the service and caseload levels are understood and owned at the highest level within the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Directors Caseload Challenge sessions will continue to take place on a quarterly basis.</li> <li>The review of the Duty Team will take account of case-load pressures in the duty and both management capacity and SW posts will be increased to assist this process.</li> <li>The launch of the Early Help Hub (and allocation process) will be monitored to ensure swift movement of cases into EH services where SW involvement is not required.</li> <li>Establishment of ART (Adolescent Risk Team) (including two additional posts) so that CSE/Criminal exploitation/Homelessness cases can come out of CP/Court team and CIN team and ease some current caseload pressures.</li> <li>Continuation of Staff Survey and Annual Staff Event to maintain and strengthen the voice of staff.</li> <li>Review capacity of the P4S Virtual</li> </ul>	<p>Quarterly</p> <p>September 2017</p> <p>October 2017</p> <p>September 2017</p> <p>Annually (Usually in April/May)</p> <p>September</p>	<p>Richard Baldwin</p> <p>Leigh Zywek/Sarah Riley/Vicki Treasure</p> <p>Richard Baldwin/Paula Bromley</p> <p>Leigh Zywek/Sarah Rodgers</p> <p>Richard Baldwin/Julie Morris</p>	<ul style="list-style-type: none"> <li>Caseloads remain in line with prescribed range.</li> <li>Case Transfer process ensures that cases move through team structures in a timely manner.</li> <li>The majority of cases involving CSE/Missing/Criminal exploitation are allocated within the ART.</li> <li>Annual staff survey and staff event reflect back the views of staff.</li> </ul>

Ofsted Recommendation	Target/Goal	Actions planned and/or undertaken	Completion date	Lead	Evidence
		<p>School due to rising numbers of children in care in nursery to Post 16 and demands of the new Children &amp; Social Care Act 2017.</p> <ul style="list-style-type: none"> <li>Ongoing reporting to Strategic Directors and Elected Members, via DCS and lead member, on caseloads and on progress with this action plan to ensure that service resourcing and improvements are owned at the highest level.</li> </ul>	<p>2017</p> <p>Ongoing (but to be reviewed quarterly)</p>		
8. Improve the proportion of 16 to 18 year olds who are engaged in education, employment or training	<ul style="list-style-type: none"> <li>Formation of ART Team will begin to address NEET issues for Homeless Young People.</li> <li>Continue to develop benchmarking processes so that BaNES can measure progress and performance.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of NEET tracking to remain within the re-configured Youth Connect service.</li> <li>New protocol created with Bath College to improve collaboration and communication as a key provider for BANES children in Care</li> <li>Creation of "Prepare for Work" team (Victoria Duke (LAC), Laura Knight (all), Kate Starks (all), Bev Coles(LAC &amp; CLs)</li> <li>Audit sent to all schools for year 7 upwards which currently educate BANES children in care to establish local offer in regards to employer and HE encounters (Victoria)</li> <li>Review of all support and provision offered as part Corporate Parenting in order to focus on early intervention (Laura)</li> <li>Children in care not receiving work experience or mock interviews to be focus of this year based on research</li> <li>PEPs revised to build in aspirational experiences as well as quality IAG and encounters</li> </ul>	<p>Annually (usually April)</p> <p>July 2017</p> <p>July 2017</p> <p>September 2017</p> <p>September 2017 onwards</p> <p>September 2017</p>	Sally Churchyard	<ul style="list-style-type: none"> <li>NEET levels to remain at or below national average.</li> <li>Actions/performance to be reviewed through VS performance group and Corporate Parenting Group</li> </ul>



# Children, Young People and Families Division

## Staff Survey 2017

Richard Baldwin, Andrew Sandles & Julie Morris

# Contents

- 2016 you said we did
- Headlines & context
- Analysis, comparison & comments
- Summary
- Next steps

# 2016 you said we did

You Said	We Did
<b>Need to be able to work more flexibly</b> <b>Lack of laptops to assist working at home</b>	Access to LL at home will commence in July 2017.
<b>Complaints about Blackberries not working</b>	Launch of the BYOD programme. So far over 400 employees have converted to this scheme.
<b>Need to ensure communication from Council Leaders remains a priority to ensure staff are aware of key decisions</b>	Have continued to ensure regular blog's/messages - Mike's Mike - Live on Ayre - Staff Briefings
<b>Induction for staff not always systematic</b>	We have reviewed the induction process for staff so that key teams/posts come and present to new staff together all on one day.
<b>Teams need to be more integrated in their planning and approaches</b>	The launch of the EH App and the EH Hub will help planning for children to be more integrated and shared.

You Said	We Did
<b>My workload is high and places unrealistic expectations on my time</b>	Improved caseload monitoring across the Division. However also acknowledgement that this remains a key area of stress/anxiety.
<b>Need to improve quality and frequency of supervision</b>	This continues to be an area for focus and improvement. In the past 12 months we have sought to improve further by: - More teams introducing group supervision - Specific audits of supervision - Most areas have reviewed and revised supervision templates and PDR templates to ensure these are better suited to capture reflective aspects of supervision and career development.
<b>Need to promote and prioritise training for staff</b>	Despite continuing financial pressures, we have maintained a good range of training events that assist with personal and career development. Quality of training has continued to be of a good standard.
<b>Booking onto training courses is complicated and time-consuming</b>	We have moved registration for training courses onto the 'Learning Pool' which means that each staff member only has to register once and then has their own training account.

# Introduction

- Context for the past year
  - We are in year 9 of Local Authority budget reductions
  - A number of teams are facing reductions in services
  - Some teams have gone through significant change and restructures
  - Increase in demand for services
  - Pressures for staff and managers to work effectively are ever present

# Overview

2014



51 respondents

2015



183 respondents  
259% increase

2016



215 respondents  
18% increase

2017

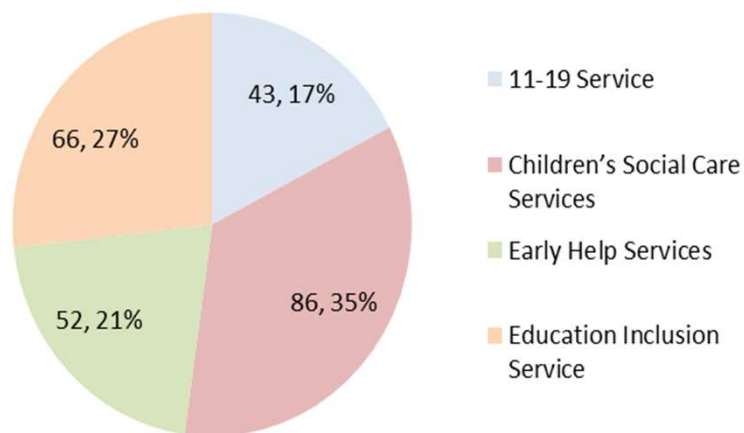


247 respondents  
15% increase

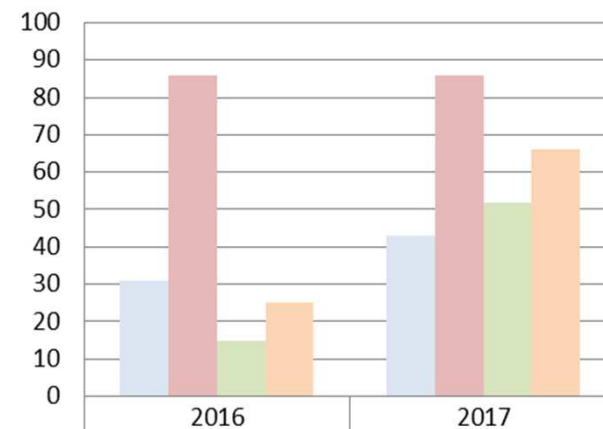
- An increase in numbers completing the survey year on year
- This equates to about 48% staff completing the survey in 2017

# Overview - breakdown

Respondents by service 2017



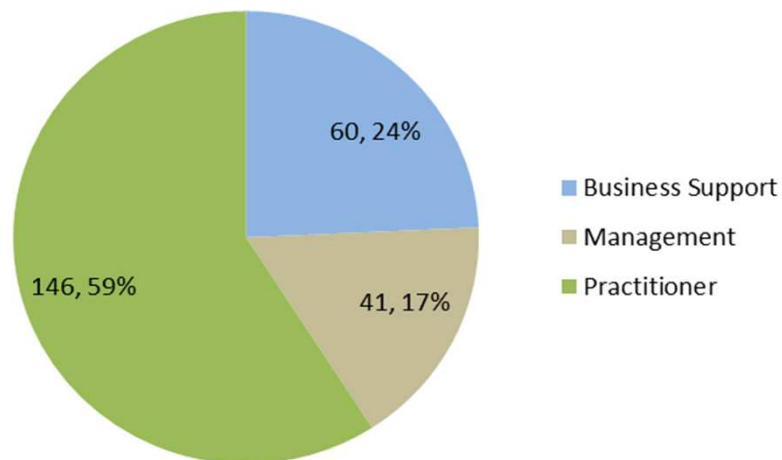
Respondents by service year on year



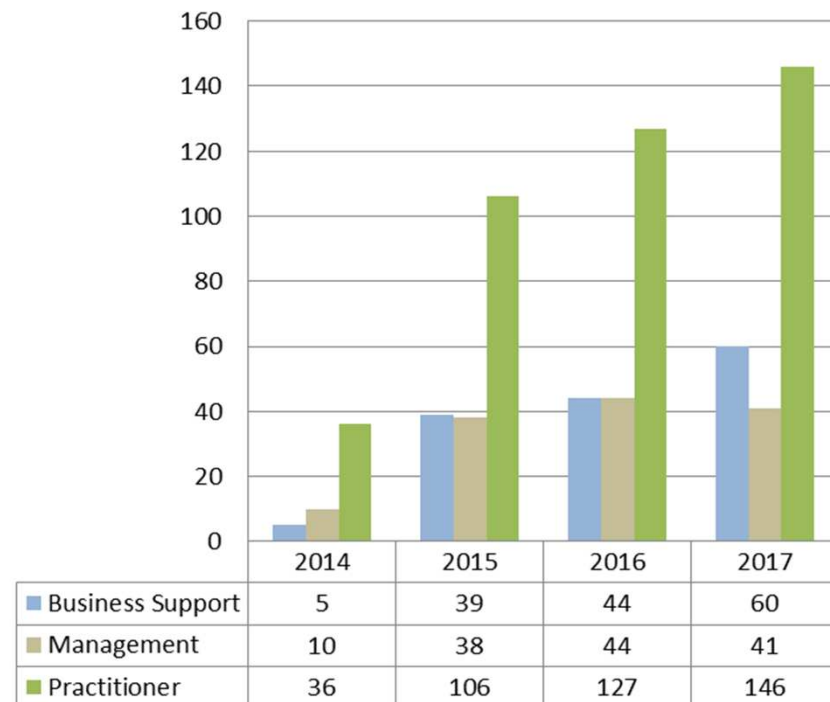
	2016	2017
11-19 Service	31	43
Children's Social Care Services	86	86
Early Help Services	15	52
Education Inclusion Service	25	66

# Overview - breakdown

Respondents by role for 2017



Respondents by role year on year

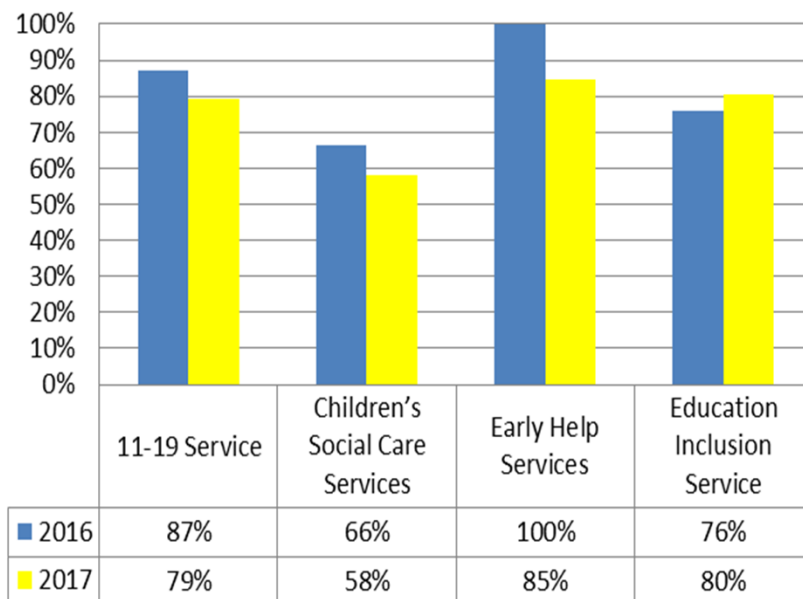


- An increase in the number of practitioners and business support completing the survey in 2017

# Overview - breakdown

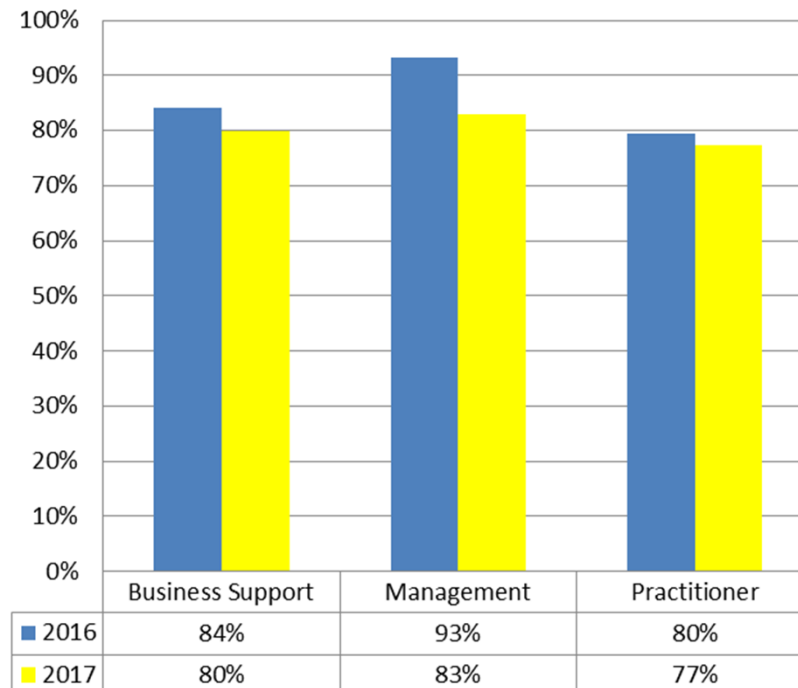
## Satisfactory worklife balance by service

(Always and Mostly)



## Job satisfaction by role

(Always and Mostly satisfied)

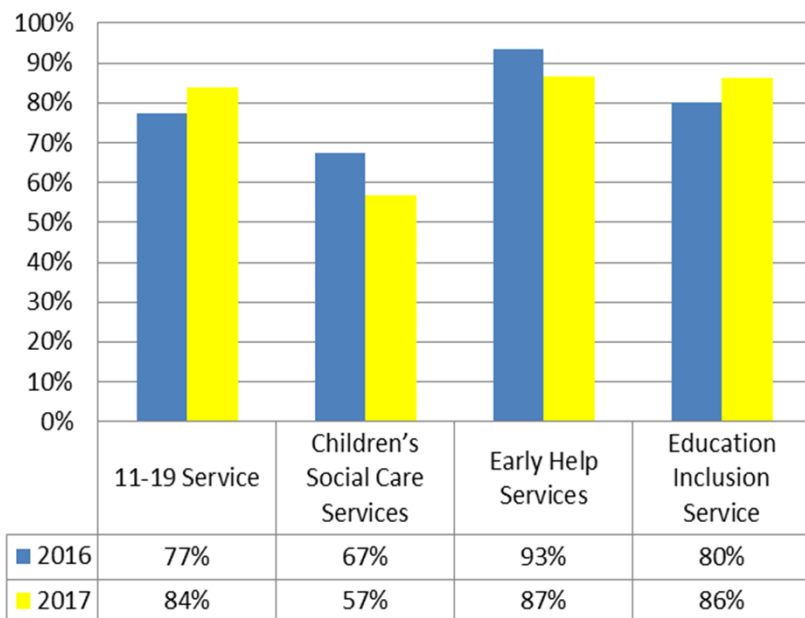


- 79% staff have job satisfaction in 2017, this is down 4% from 2016
- Given the context, this is pretty good



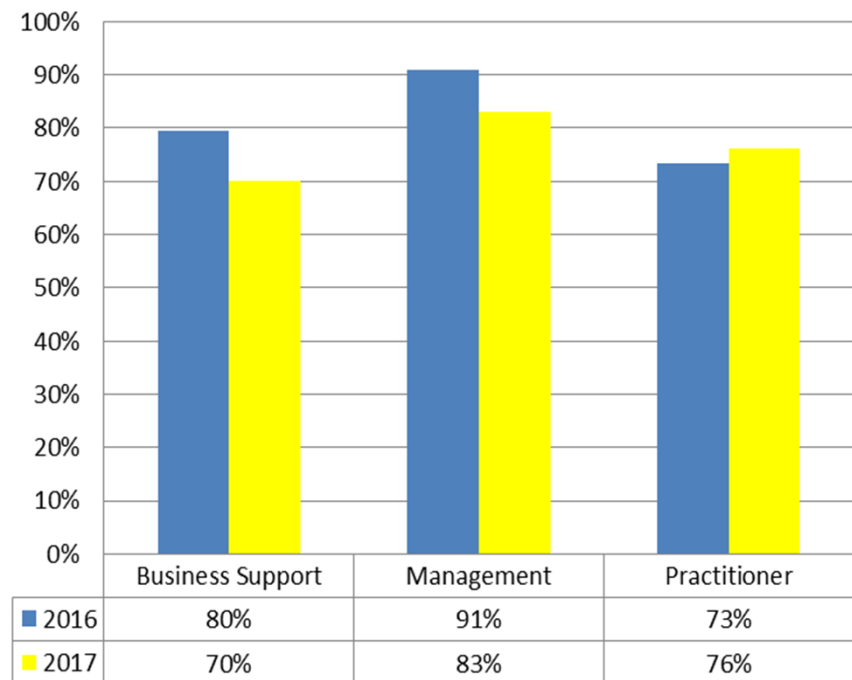
## Making a positive difference by service

(Always and Mostly)



## Making a positive difference by role

(Always and Mostly)



- 76% of people feel they make a positive difference in their role. This is down 2% from 2016

# General

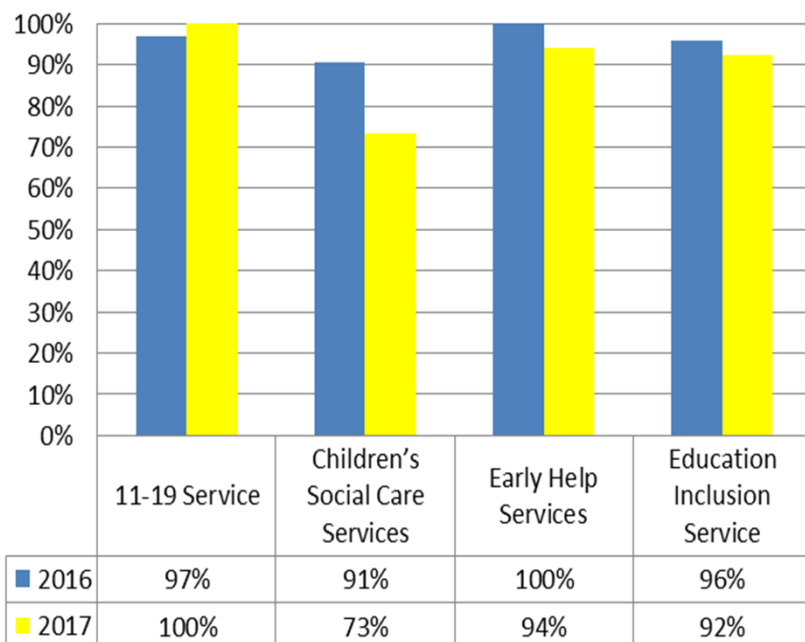
Demands on the service have increased, however, the majority of staff report that they are still able to make a positive difference

Almost 90% of staff would recommend B&NES as a place to work

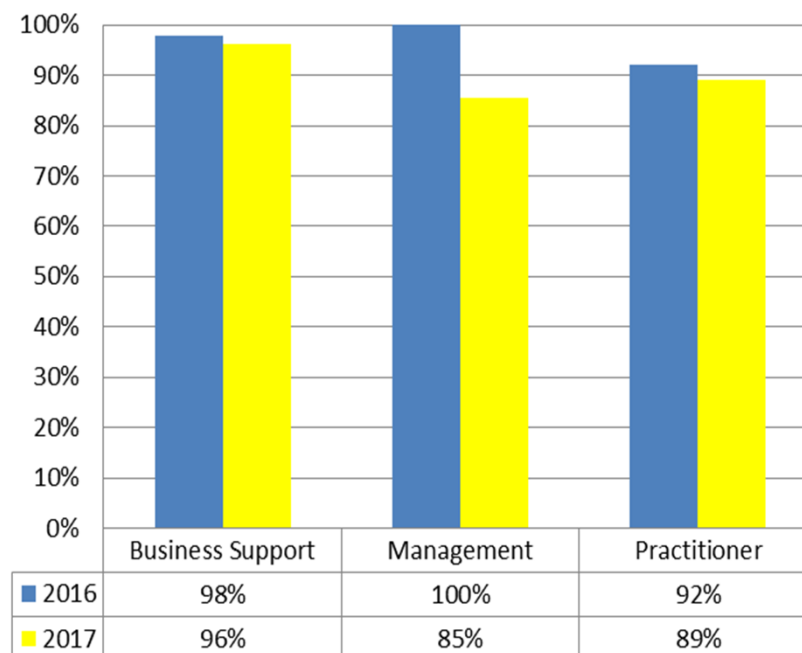
A nationally difficult financial agenda has had an impact on staff experience and job satisfaction.

# Work life balance

**A good team to work in by service**  
(Always and Mostly)



**A good team to work in by role**  
(Always and Mostly)

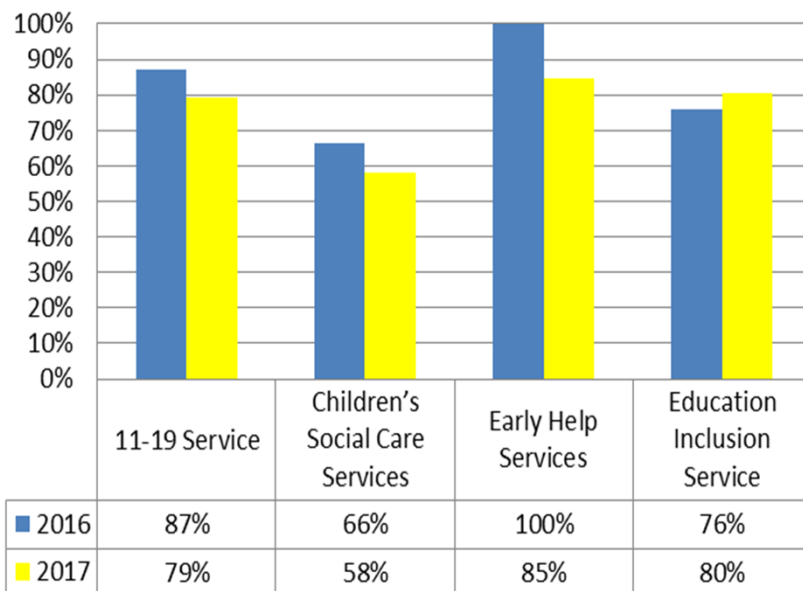


- 87% think their team is a good place to work in 2017

# Work life balance

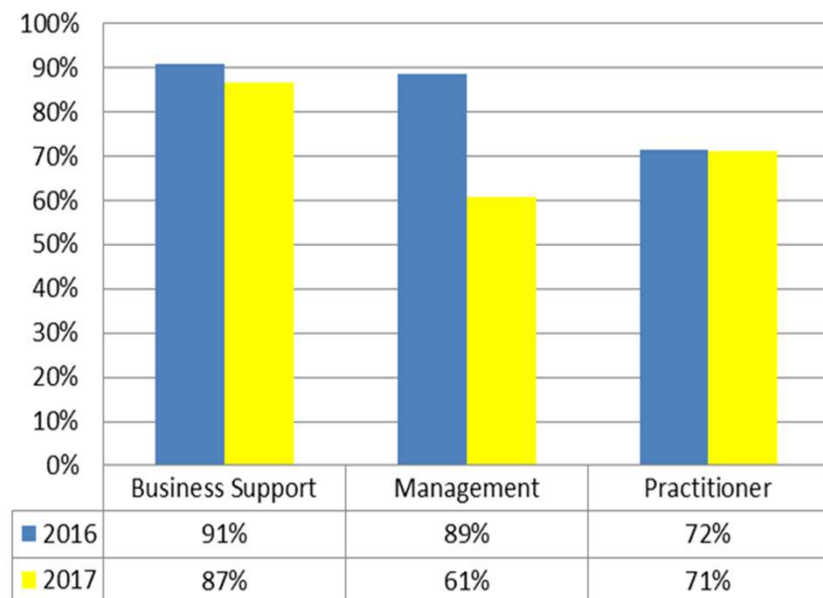
## Satisfactory worklife balance by service

(Always and Mostly)



## Satisfactory worklife balance by role

(Always and Mostly)

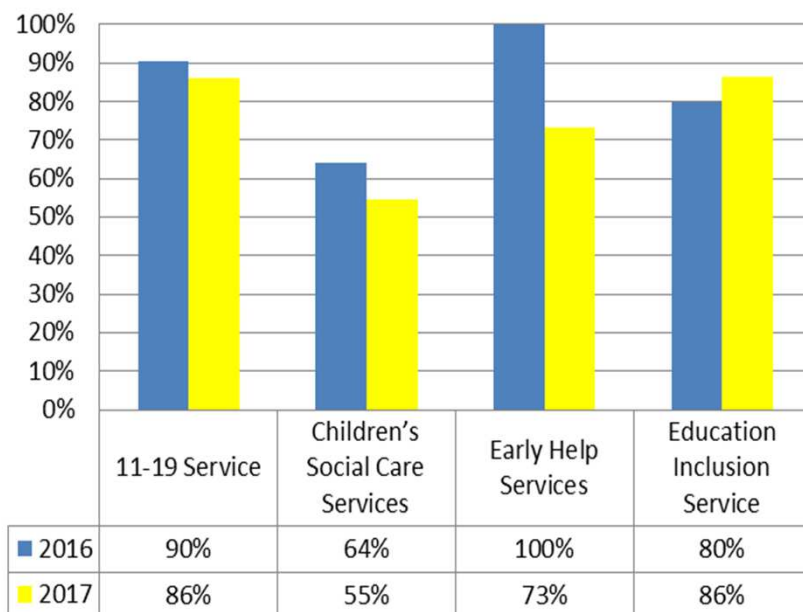


- 73% of staff in 2017 achieve a satisfactory work life balance

# Work life balance

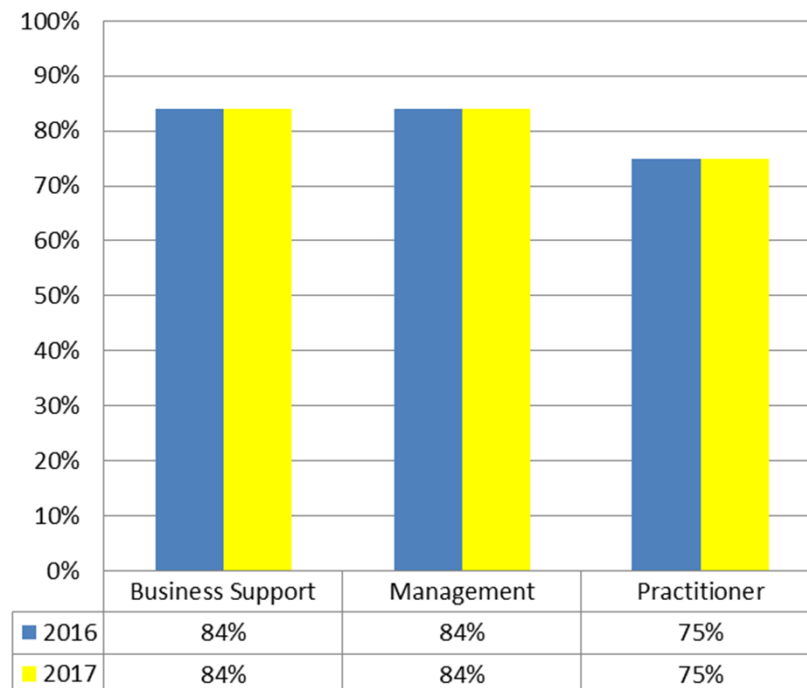
## Flexible working helpful by service

(Always and Mostly helpful)



## Flexible working helpful by role

(Always and Mostly helpful)



- 72% believe flexible working is helpful in their role in 2017

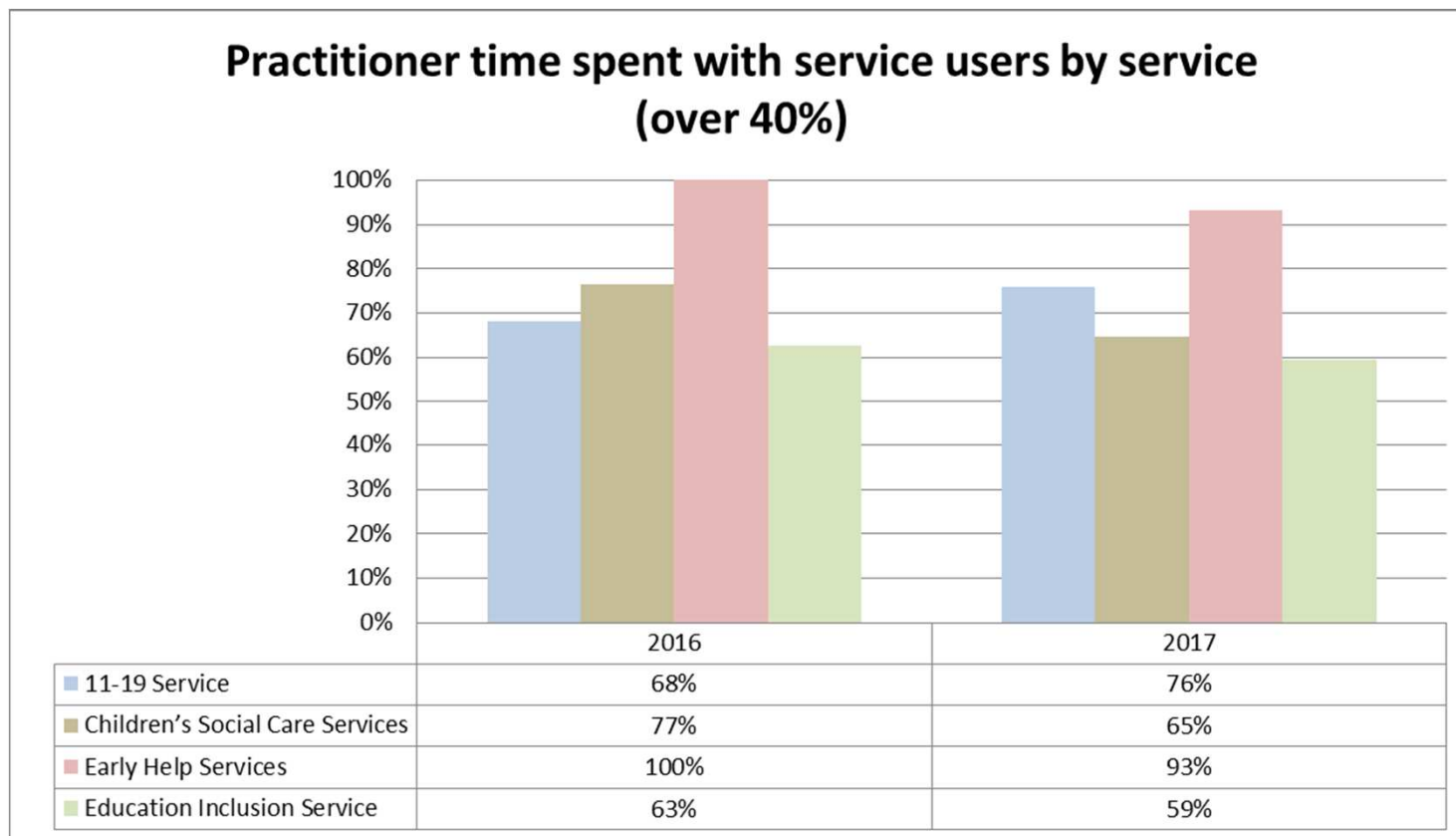
# Work life balance

Flexible working has helped most staff strike a balance between work and home life commitments

Some staff are finding it difficult to take back TOIL/Flexi due to workload pressures

Technology improvements would improve staff opportunity to manage their time more effectively

# Time & processes



- In 2017, 71% of practitioners spent over 40% of time with service users, this is a 4% fall from 2016.

# Time & Processes

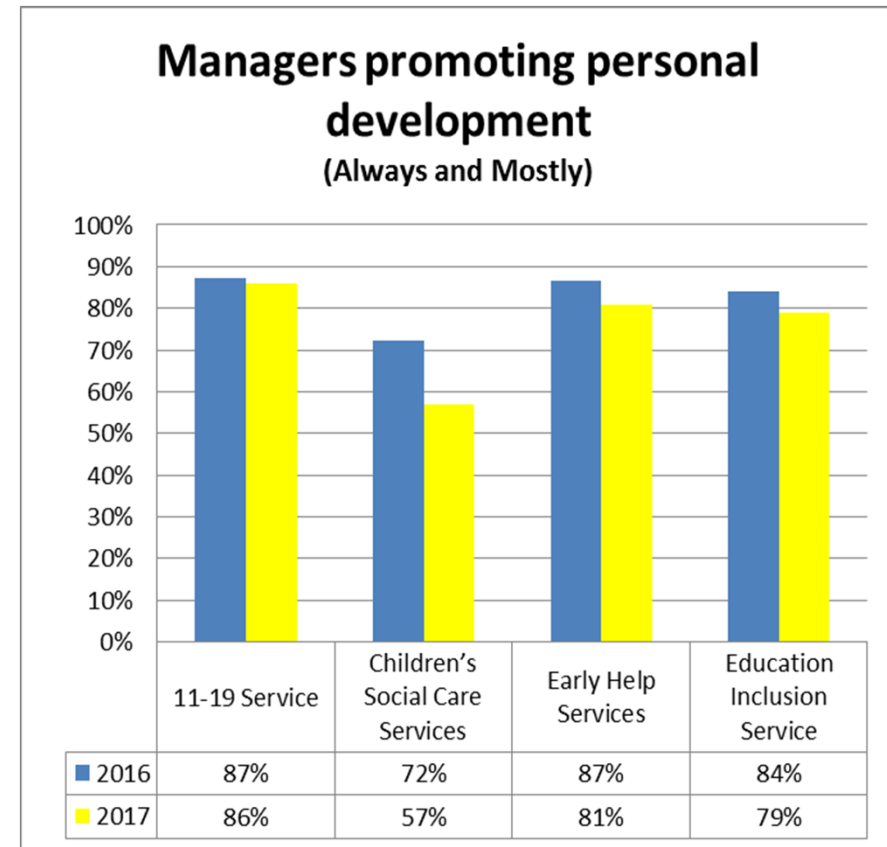
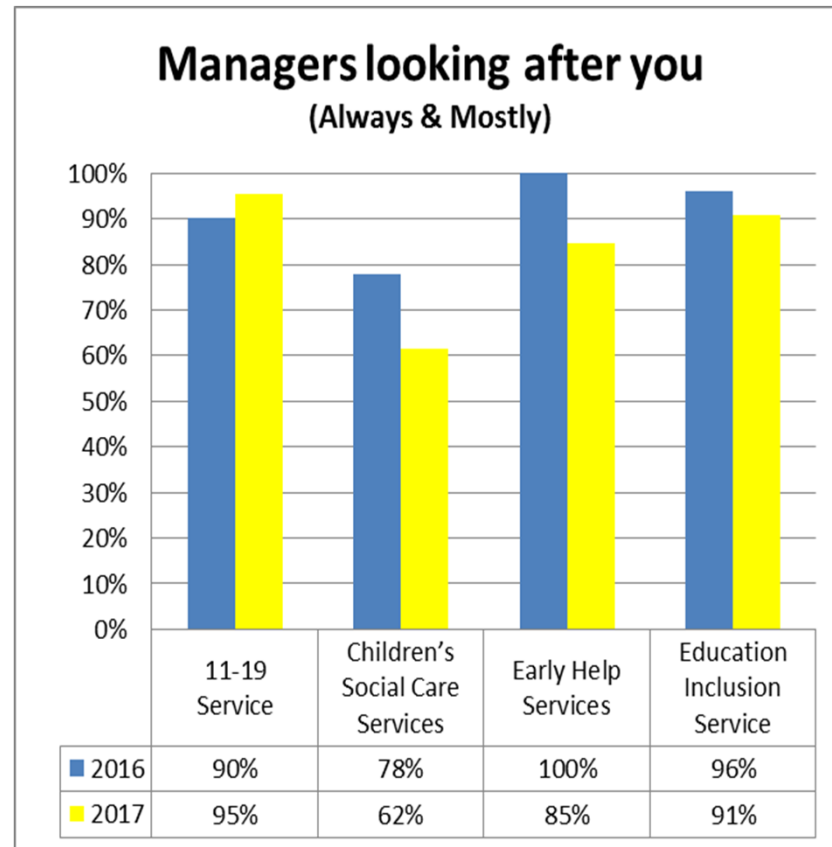
Training opportunities  
enable practitioners  
to feel confident in  
their work with  
Children and their  
families

Realistic flexible  
working  
opportunities for all  
staff would help to  
support more  
effective time  
management

Technology  
supports  
engagement with  
young people  
but this needs to  
work more  
effectively

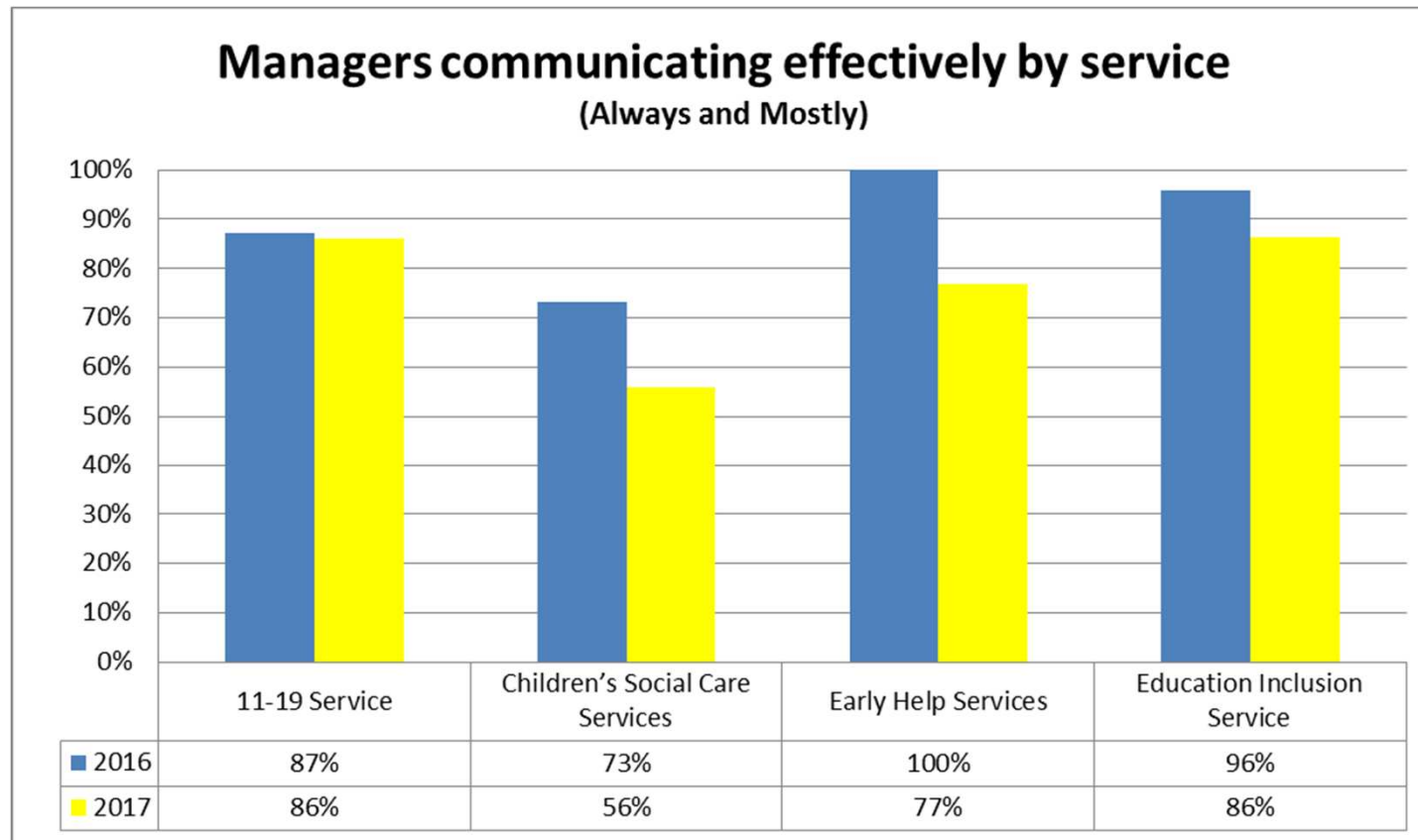


# Management & Leadership



- 80% of staff in 2017 feel managers look after their wellbeing
- 73% of staff in 2017 believe managers promote their development

# Management & Leadership



- 74% of staff in 2017 feel managers communicate effectively

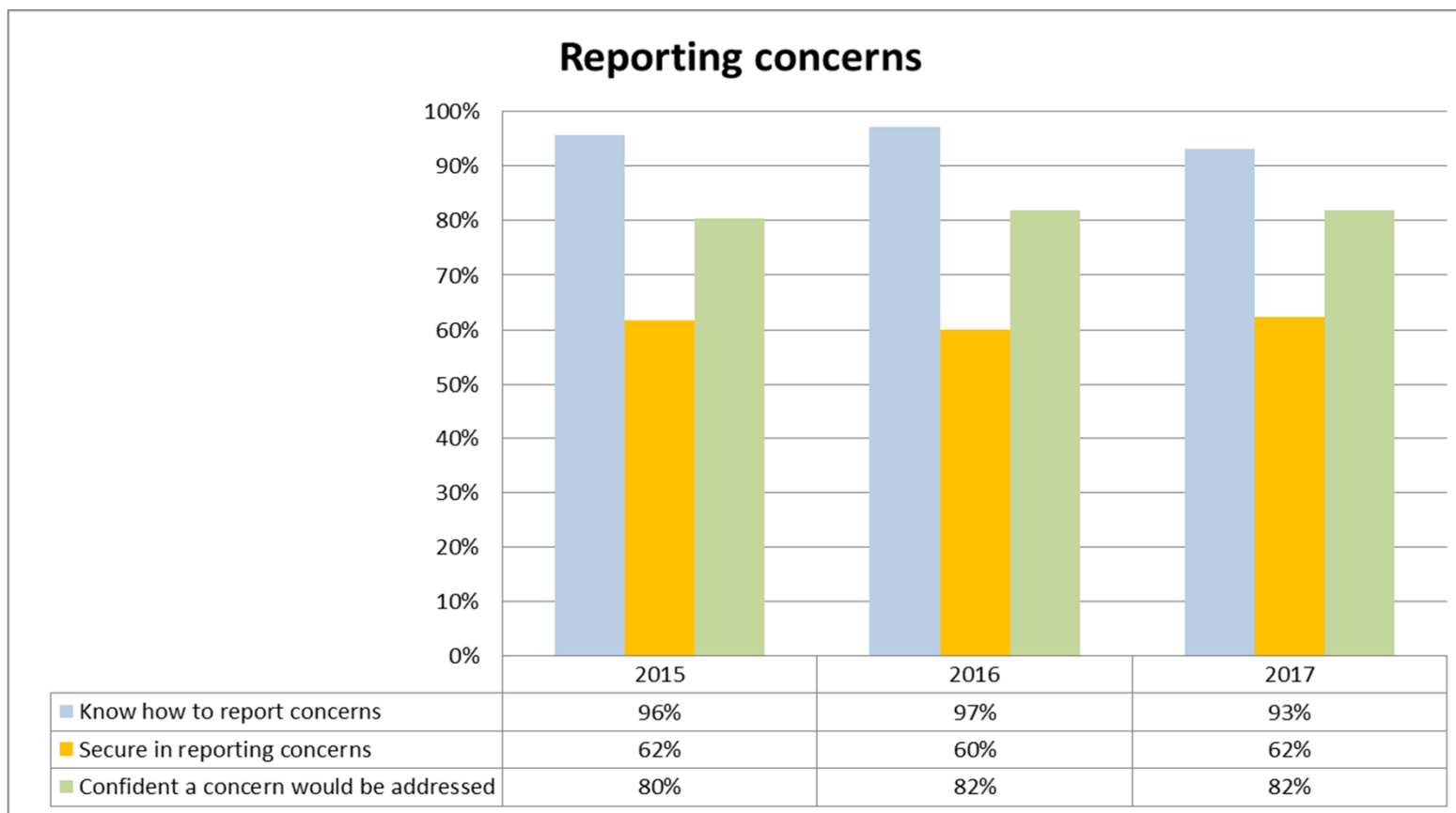
# Management & Leadership

Managers are generally available, supportive and help with decision making

Better communication and discussion around matters that might impact the team would be helpful

Work pressures/demands are increasing which is impacting on staff wellbeing.

# Reporting concerns



- The figures for 2016 and 2017 are relatively stable

# Reporting concerns

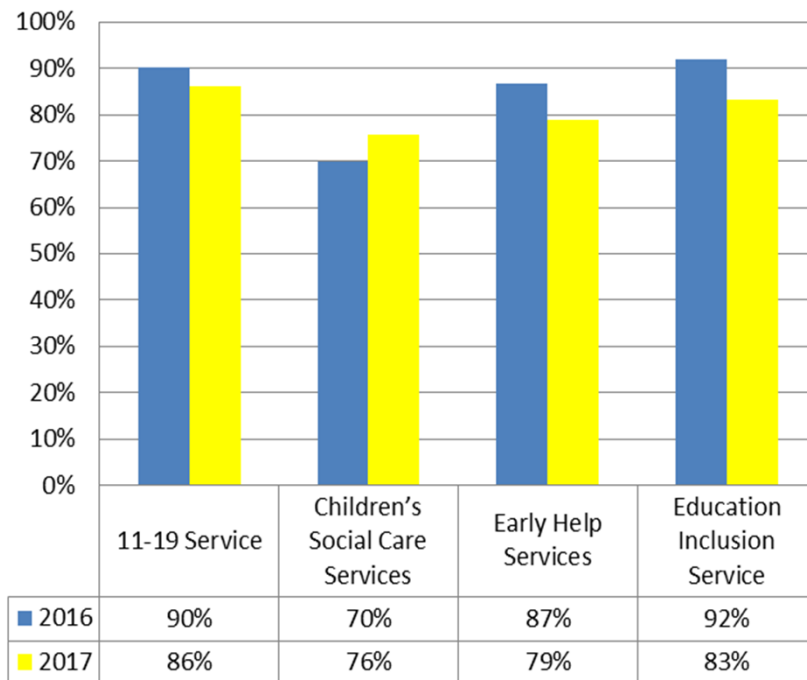
Mostly staff feel able to make a complaint should they need to and feel confident that the issue would be addressed.

There could be better awareness of the process and reassurance should it be initiated

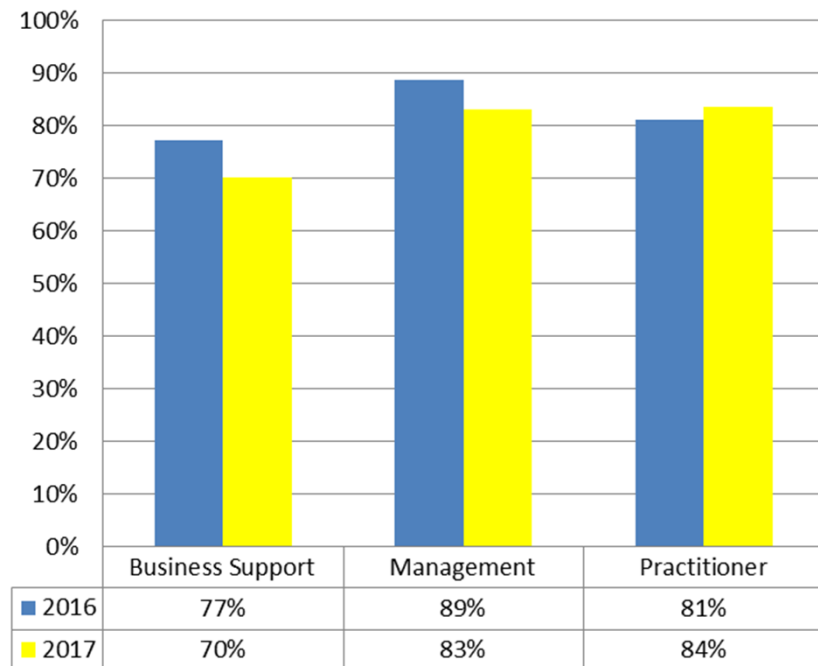
A portal would be useful on the desk top to report concerns with supporting guidance

# Supervision

**Supervision is useful by service**  
(Always or Mostly useful)



**Supervision is useful by role**  
(Always or Mostly useful)



- 80% of staff find supervision useful with practitioners finding it more useful than 2016

# Supervision

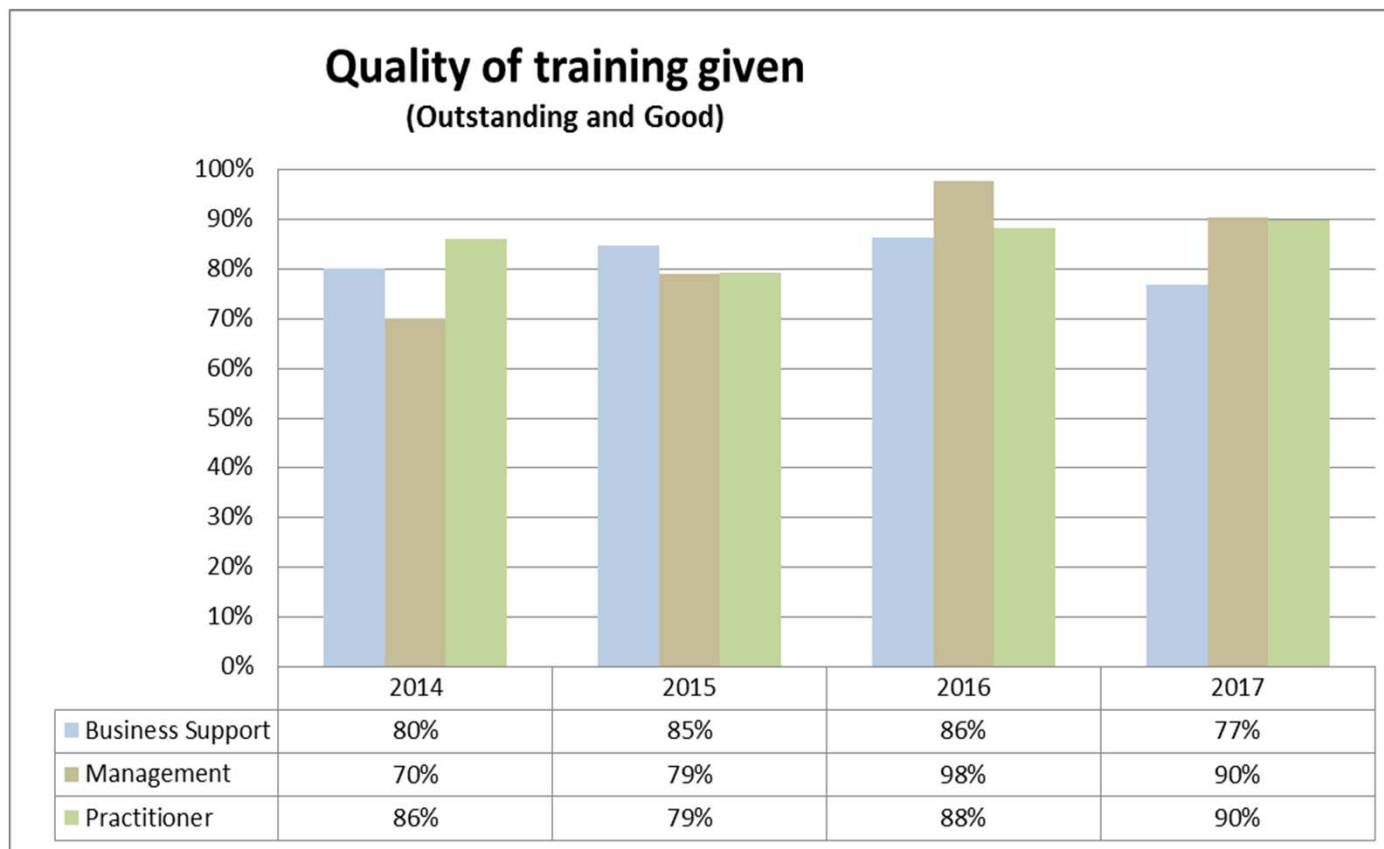
Page 55

Staff value supervision and particularly enjoy reflection on case work and sharing of experience/ideas

Staff would like more time to discuss their own professional development

Can be too process driven, with little or no preparation before hand

# Training & development



- 87% of staff found the quality of training they received good in 2017, with practitioners seeing a 2% rise in quality training received



# Training & Development

Staff valued the high quality and diverse nature of training that is available.

Booking training is easy online

More specialist role related training would be helpful

# Summary

- Despite considerable and enduring service pressures staff in B&NES continue to report good levels of support and job satisfaction.
- Although the overall levels of satisfaction have reduced this year, the overall/headline figures remain high and generally positive.
- However.....
- Continued pressures in relation to demand on services and the need to reduce budgets have had an impact on staff levels of job satisfaction and work-life balance.
- The amount of time spent with service-users is perceived to have reduced, this is concerning, we need to understand the possible reasons for this.
- Staff feel that managers have looked after staff welfare less positively than last year, we also need to have a better understanding of why this is, and how this can be rectified.
- There is a perception that the effectiveness of communication from managers to staff has reduced.

# What next?

- » We will undertake a more detailed analysis of the comments from staff and look at lessons/ideas from these.
- » Need to look at ways in which we can improve management support to staff in light of continued high levels of demand and resource pressures.
- » Marginal gains

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## CHILDREN AND YOUNG PEOPLE POLICY DEVELOPMENT AND SCRUTINY PANEL

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

*Should you wish to make representations, please contact the report author or Mark Durnford, Democratic Services (01225 394458). A formal agenda will be issued 5 clear working days before the meeting.*

*Agenda papers can be inspected on the Council's website and at the Guildhall (Bath), Hollies (Midsomer Norton), Civic Centre (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.*



Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>21ST NOV 2017</b>				
21 Nov 2017 6 Dec 2017 <b>E3005</b>	<b>CYP PDS</b> <b>Cabinet</b>	<b>Consultation on the Proposal to Close Camerton Church School</b>	Helen Hoynes Tel: 01225 395169	Strategic Director - People
21 Nov 2017	<b>CYP PDS</b>	<b>Ofsted Action Plan</b>	Mike Bowden Tel: 01225 395610	Strategic Director - People
21 Nov 2017	<b>CYP PDS</b>	<b>Children's Services Staff Survey</b>	Richard Baldwin Tel: 01225 396289	Strategic Director - People
21 Nov 2017	<b>CYP PDS</b>	<b>Youth Services</b>	Richard Baldwin Tel: 01225 396289	Strategic Director - People
<b>30TH JAN 2018</b>				

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
16 Jan 2018	PHED PDS	Directorate Plans	Louise Fradd Tel: 01225 395385	Strategic Director - Place
22 Jan 2018	CTE PDS		Mike Bowden, Jane Shayler Tel: 01225 394200 Tel: 01225 396120	Strategic Director - People
24 Jan 2018	HWSC			Strategic Director - Resources
30 Jan 2018	CYP PDS			
5 Feb 2018	Resources PDS		Andrew Pate Tel: 01225 477300	
30 Jan 2018	CYP PDS	The Local Authorities' Role in Education	Mike Bowden Tel: 01225 395610	Strategic Director - People
30 Jan 2018	CYP PDS	Schools' Performance	Tom Morrison, Margaret Simmons-Bird Tel: 01225 394430, Tel: 01225 394240	Strategic Director - People
30 Jan 2018	CYP PDS	Virtual School	Victoria Duke Tel: 01225 477537	Strategic Director - People
20TH MARCH 2018				
ITEMS YET TO BE SCHEDULED				
	CYP PDS	Bath Community Academy	Mike Bowden Tel: 01225 395610	Strategic Director - People



Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
The Forward Plan is administered by <b>DEMOCRATIC SERVICES:</b> Mark Durnford 01225 394458 Democratic_Services@bathnes.gov.uk				

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