

---

**Decision Maker:** CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Tuesday 21<sup>st</sup> March 2017

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** UPDATE ON CHILDREN'S SERVICES

**Contact Officer:** Angela Buchanan, Acting Assistant Director, Strategic Business Support,  
E-mail: [angela.buchanan@bromley.gov.uk](mailto:angela.buchanan@bromley.gov.uk)

**Chief Officer:** Ade Adetosoye, Deputy Chief Executive, ECHS Department

**Ward:** Borough-wide

---

1. Reason for report

- 1.1 The purpose of this report is to provide an update on the progress of the Children's Services Improvement Agenda including feedback from Ofsted's second Monitoring Visit (22 and 23 February 2017).

---

2. RECOMMENDATION

- 2.1 The Care Services PDS Committee is invited to comment on the contents of this report and the progress of Improvements that have taken place in Children's Social Care.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.
- 

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People Excellent Council:
- 

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: New Funding being requested
  4. Total current budget for this head: £0
  5. Source of funding: Supplementary Estimate
- 

### Staff

1. Number of staff (current and additional):
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory Requirement:
  2. Call-in: Not Applicable: No Executive Decision
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx. 300 CLA, 230 subject to a child protection plan and 2000 children in need
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

### **3. COMMENTARY**

#### **3.1 Introduction**

- 3.1.1 This is the third progress report being made to Care Services PDS, the previous reports were presented at this meeting on 10 January 2017 and 6 December 2016.

#### **3.2 Progress made against Children's Services Improvement Plan**

- 3.2.1 Following Ofsted's inspection of Bromley Children's Services and Bromley Safeguarding Children Board in May 2016 the service developed the Children's Services Improvement Plan to respond to report recommendations.
- 3.2.2 Ofsted's first Monitoring Visit of the service took place Tuesday 8 and Wednesday 9 November 2016. Inspectors recognised that the Improvement plan was ambitious and went further than covering the report recommendations however, progress in changing practice lacked pace.
- 3.2.3 In December 2016, the Deputy Chief Executive & Executive Director of ECHS introduced new governance and monitoring arrangements in order to inject pace and a sharper focus in completion of actions outlined within the improvement plan. Meetings are held weekly and focus on two improvement priorities per meeting. The remit of the weekly meetings is to clarify progress of action completion, verify evidence for completed actions and agree remedial activity for any areas that are slow to progress. The meetings also provide an opportunity to validate and test each action to ensure that the work that has been completed has been embedded within practice.
- 3.2.4 Monthly progress reports are shared with the Children's Service Improvement Team (CSIT) and Children's Service Improvement Governance Board (CSIGB) meetings. At the CSIGB on Friday 20 January 2017, the Service Improvement Team was asked to produce a monthly 'Exemption' report in order to highlight actions that are RAG rated 'Red'. The contents of the Exemption report (**Appendix 1**) was discussed at the CSIGB on Friday 17 February 2017.
- 3.2.5 For the period May 2016 to the end of January 2017 there was a total of 200 actions that needed to be started or completed. An additional 27 actions due to be progressed, but not completed until after the reporting period (i.e. action deadline is December 2016 to March 2017, January to March 2017 etc), were not included in the report analysis.
- 3.2.6 20 actions out of the 200 (10%) had not progressed within the published timescale and were RAG rated Red. The priorities with the highest number of outstanding actions were *Priority 6 – Care Leavers* (4 actions), *Priority 5 – Children Looked After* (3 actions) and *Priority 7 – Adoption* (3 actions). No actions that were outstanding posed immediate safeguarding risks to children and young people. The weekly Improvement Team Boards have been rescheduled to ensure that there is greater focus on these areas.
- 3.2.7 The majority of the outstanding actions were due to be completed in December 2016 or January 2017 (15 actions). The oldest action was from *Priority 5 – Children Looked After* and should have been completed in September 2016. However, there was clear rationale behind the reason for its delay. All actions that have been identified in the report have been discussed at the weekly Improvement Team Board meetings and have remedial work planned.

#### **3.3 Changes to the Senior Management Team and staffing**

- 3.3.1 The service has made three permanent appointments to the Senior Management Team in order to support the new service structure. Sham Kidane - Head of Service for CLA & Care

Leavers started in February 2017, Carol Whitting - Head of Service Safeguarding and Care Planning (East) will be starting at the beginning of March 2017 and David Dare - Head of Service Safeguarding and Care Planning (West) will be starting in April 2017.

3.3.2 In addition to this two experienced interim Head of Service appointments have also been made Vanessa White - Interim Head of Fostering and Sue Staley - Interim Head of Referral and Assessment. Both started with the service in February 2017.

3.3.3 Previous reports to this meeting (10 January 2017 and 6 December 2016) have recognised how the Executive has supported the implementation of the improvement plan by agreeing to fund an extra £950K over two phases. On 1 March 2017 full Council agreed to drawdown a further £1.5million to ensure that the third phase of recruitment can take place. This funding will be used to recruit 15 qualified social worker posts. These posts are essential as they will contribute to the ongoing improvement agenda and enabling the service to achieve its caseload ambition for practitioners.

### **3.4 Practice Improvement Framework – Audit Programme**

3.4.1 A new improvement audit programme was introduced into the service which has resulted in a good level of compliance. It has enabled the service to carry out a planned programme of monthly cases audits alongside deep dive reviews focussing on specific areas. Feedback and learning from this activity is regularly disseminated within the team. CSIT and CSIGB provide monthly scrutiny and monitoring of the outcomes of the audit framework.

3.4.2 The Deep Dive analysis report for CLA who have been under voluntary care order for over a year and then returned home was shared with CSIGB on Friday 17 February 2017. This audit was undertaken in order to better understand the circumstances of children coming into care (under Section 20) for over a year, the services historic approach to use of Section 20 and the changes for children currently coming into care. The audit found that in the majority of cases, decisions to return children home were right and that the service has developed clear guidance for practitioners in order to provide a framework for children returning home. The analysis also identified a number of areas where improvements could be made. The service will be revisiting this area for another deep dive in 4 – 6 months' time in order to appraise the impact of the practice guidance.

3.4.3 Three independent consultants have been reviewing 'live cases' through a process called 'Triple lock' to quality assure decision making, provide feedback to front line staff and to facilitate continuous improvement and learning. This process works in parallel with existing line management responsibilities and decision making. Auditors monitor themes, co-ordinate benchmarking of practice and discuss the programme of learning arising from trends and patterns found.

3.4.4 BSCB recruited an external auditor to undertake a short programme of multi agency audits. The first commenced in November 2016 and focussed on neglect. The second audit will begin in January 2017 and will focus on CSE. Both audits will be completed by April 2017.

### **3.5 Ofsted Monitoring Visit – 22 and 23 February 2017**

3.5.1 The second Monitoring Visit took place on Wednesday 22 and Thursday 23 February 2017. The inspection team headed by Marcie Taylor, the lead inspector from the SIF also comprised of another inspector.

3.5.2 Inspectors spent the first day reviewing cases that had been selected from Children's Social Care's monthly audit cohort. These cases were selected from the following categories:

- Children who have been subject to Section 20 for over 12 months
- Children who have been reviewed under Public Law Outline (PLO)
- Children in care proceedings

3.5.3 The second day was spent 'case sampling' and meeting with a range of officers and external representatives such as the Chair of BSCB, the Chair of Children's Services Improvement Governance Board, the External Practice Consultant (Triple Lock) and the Children's Commissioner.

3.5.4 The inspection team provided verbal feedback to Senior Managers at the end of the monitoring visit, observing that no children in cases that they had reviewed were at significant risk or in immediate need. Inspectors recognised that good progress was being made in improving practice and that staff were able to identify areas that had changed. Ofsted will formally feedback findings from this visit in a letter to the Authority which will be received on Friday 24 March. This letter will be published on their website.

### **3.6 Next Steps**

3.6.1 The date of the third monitoring visit is Tuesday 9 and Wednesday 10 May 2017. Ofsted intend to use the same inspection team used in earlier monitoring visits for consistency.

3.6.2 The service will continue to progress changes to practice and performance as outlined in the Children's Services Improvement Plan 2016-2017.

## **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

4.1 The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.

## **5. POLICY IMPLICATIONS**

5.1 All actions within the improvement action plan are set in the context of the Building a Better Bromley Key Priorities for 2016-2018 by being ambitious for all our children and young people though:

- Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children
- Provide the best possible service to deliver appropriate support to all children and young people.

By ensuring the best possible future for the children and young people of Bromley, with a clear focus on supporting the most vulnerable through:

- Safeguarding children and young people within schools and the community.
- Listening to the views of children and young people to influence the decisions that are made about them.
- Encouraging excellent educational opportunities from the early years through to further and higher education for all Bromley children and young people including those with Special Educational Needs.

5.2 These aims are covered by both Care Services and Education Portfolio Plans which are reported to the relevant PDS committees for approval (September/October 2016) and monitoring January/March 2017.

## 6. LEGAL IMPLICATIONS

- 6.1 The Secretary of State has extensive powers under the provisions of Section 497 A where a local authorities performance in the delivery of Children's Services is deemed to be inadequate. The Secretary of State has issued a new Direction under this provision appointing a Commissioner who is charged among other things to make recommendations for the improvement of Children's Services in Bromley and recommending to the Secretary of State whether those services should continue to be provided by the Council.
- 6.2 The Secretary of State notes the recommendations outlined in the October 2016 report to the effect that the Council should retain control of children's social services for a period of six months, pending a further review of improvement progress.
- 6.3 The Commissioner will provide the final report to the Secretary of State by 14 April 2017.

<b>Non-Applicable Sections:</b>	Financial and Personnel Implications
Background Documents: (Access via Contact Officer)	Children's Services Improvement Plan Exemption Report – January 2017

## APPENDIX 1

LB Bromley Children's Services Improvement Governance Board	
<b>Subject:</b>	Children's Services Improvement Plan Exception Report
<b>Date:</b>	3 February 2017
<b>Lead Officer:</b>	Ade Adetosoye - Deputy Chief Executive & Executive Director of ECHS
<b>Contact Officer:</b>	Angela Buchanan – Head of Service for Planning and Development
<b>1. Purpose of the report</b>	
The purpose of this report is to outline areas where there has been a delay in progressing actions in the plan by the published timescale.	
<b>2. Recommendations</b>	
Members of the Board are invited to comment on the contents of this report.	
<b>3. Background</b>	
<p>Following Ofsted's inspection of Bromley Children's Services and Bromley Safeguarding Children Board in May 2016 the service developed the Children's Services Improvement Plan to respond to report recommendations.</p> <p>The improvement plan is RAG rated to record progress against timescales. Green shows that the action is completed, amber means that it is in progress, red shows that an action has not progressed and white indicates that the work is not planned to start.</p> <p>This report focuses on actions that have been RAG rated 'Red' up to 31 January 2017.</p> <p><b>Appendix 1</b> lists all RAG rated 'Red' actions, none of which pose any immediate safeguarding risks to children and young people. The majority of outstanding actions relate to supporting the service with processes, procedures and tools and have already been discussed at the weekly Improvement Team Board and have tasks already assigned to officers in order to progress the action to 'Amber'.</p>	
<b>4. Analysis</b>	
<p>For the period May 2016 to January 2017 there have been a total of 200 actions that needed to be started or completed. An additional 27 actions are due to be progressed, but not due to be completed until after the reporting period (i.e. action deadline is December 2016 to March 2017, January to March 2017 etc). These actions have not been included in this analysis. There are a total of 20 actions (10%) that have not progressed within the published timescale.</p> <p><b>Table 1</b> overleaf provides a breakdown by priority of the number of actions that were due to be completed during this period.</p>	

Priority	Total no of actions due May 2016 - Jan 2017	No of actions not progressed
<b>Priority 1</b> – Leadership and Governance	11 actions	1
<b>Priority 2</b> – Management Oversight and Quality Assurance	27 actions	1
<b>Priority 3</b> – Bromley Safeguarding Children Board	20 actions	2
<b>Priority 4</b> - Safeguarding	16 actions	1
<b>Priority 5</b> – Children Looked After	41 actions	3
<b>Priority 6</b> – Care Leavers	20 actions	4
<b>Priority 7</b> - Adoption	5 actions	3
<b>Priority 8</b> – CSE, Missing and Gangs	32 actions	2
<b>Priority 9</b> - Commissioning	14 actions	2
<b>Priority 10</b> – Legal	14 actions	1
<b>Total</b>	<b>200 actions</b>	<b>20 actions</b>

Table 1

The priorities which have shown the slowest progress are *Priority 7 - Adoption* where two thirds (60%) of actions due have not been completed within published timescales and *Priority 6 – Care Leavers* where one fifth (20%) of all actions have not been completed. *Priority 6 – Care Leavers* has the most outstanding actions, followed by *Priority 5 – Children Looked After* (3 actions).

Of the 20 actions that have not been completed within the published timescale the majority (15 actions), were due to be completed in either December 2016 (11 actions) or in January 2017 (4 actions). There is 1 action dated September 2016 (*Priority 5 – Children Looked After*) and 1 from October 2016 (*Priority 6 – Care Leavers*). These actions have been identified in the Improvement Team Board meetings where tasks have been assigned to ensure that there is progress.

## 5. Current status on Red actions (see Appendix 1)

### Priority 1 – Leadership and Governance

1.7.2 - The service is in the process of scheduling the annual staff survey, which is part of a much wider service user engagement framework. Since being in post, the Deputy Chief Executive & Executive Director of ECHS has introduced links to frontline staff with a range of events as outlined in The Deputy Chief Executive's Line of Sight document. This has included:

- Six staff engagement sessions held during December 2016 with attendance from over 170 members of staff.
- Five Children's Social Care Staff Briefings in January 2017 to launch key documents 'Roadmap to Excellence', 'Social Work Practice Standards' and 'Practice Development Programme'.
- The monthly ECHS staff surgery, 'Listening to you' which commenced in January 2017.
- The Social Work Practice Advisory Group which is for social workers held its first monthly meeting in January 2017 and prioritised the annual staff survey as a one of its first projects from its programme of work.



## Priority 2 – Management Oversight and Quality Assurance

2.10.1 - The Executive has supported the service by providing additional funding over three phases to recruit a range of identified posts. Additional funding for 15 social worker posts has been requested in order to recruit to these posts that are needed in the short to medium term to ensure caseloads are manageable and the service is working as efficiently and effectively as possible. This is currently being considered and will be discussed at the next full Council meeting on 1 March 2017.

## Priority 3 – Bromley Safeguarding Children Board The Children's Services

Improvement Plan Quarter Two Monitoring report (May to September 2016) identified that there were capacity issues in BSCB that would impact on the delivery of actions. A written business case outlining these concerns was shared with the Chief Executive and the Deputy Chief Executive & Executive Director.

3.1.2 - The performance dataset and summary report is analysed and challenged by the QAPM Subgroup on a quarterly basis with exception reporting to the Board. The main Board also receive an annual performance report. The dataset has been revised and returns have improved so there are far fewer gaps than they were in 2015, there is still considerable work to do to ensure the report is able to fully meet the needs of the Board in a sustained way.

3.3.1 - The Board continues to meet its commitment to listening to the voice of children, young people and their families/carers through our ongoing consultation sessions. For four of the past five quarterly Board meetings, Board members have met in the community with a consultation session before or after the meeting. Board members have met secondary school students, parents and young offenders. The Business Manager has also worked with the Bromley's LinCC (Children in Care Council) and Bromley Youth Council who have run sessions at the BSCB Annual Conference again in November 2016 and helped to design our new website. The additional systematic engagement with the 'authentic' voice of children and young people in Bromley is a priority for the new independent Chair.

## Priority 4 – Safeguarding

4.3.3 - An external consultant has recently been appointed to undertake a review of the Signs of Safety model. This review will provide an updated implementation timeline and action plan which will include who and when case conferencing training should be delivered.

## Priority 5 – Children Looked After

5.3.3 - In November the London Borough of Bexley completed a peer challenge of the IRO service, which provided an opportunity for colleagues from a neighbouring borough to meet with the team and offer operational advice on specific areas of practice. An independent external consultant has now been commissioned to build on this by carrying out a full review of the IRO/CP service. Any recommendations made from this will then feed into improvements being made.

5.8.2 & 5.8.3 - In the most recent Children Looked After Improvement Team Board it was recognised that the service should consider the allocation of a short term resource to lead on making improvements to life story work, subject to available funding. This is currently being considered by the Deputy Chief Executive & Executive Director and senior management team.

#### Priority 6 – Care Leavers

6.3.4, 6.4.4 & 6.4.5 - Actions that require health input were discussed in the last Care Leavers Improvement Team Board. Tasks have been assigned and a revised timeline given in order to progress the actions.

6.1.4 - The Chief Executive and the Deputy Chief Executive & Executive Director and senior management team are currently reviewing the existing organisational structure in order to consider if extra IRO capacity is possible to chair Care Leavers Pathway Planning meetings.

#### Priority 7 – Adoption

7.2.1, 7.2.3 & 7.2.4 - Staff vacancies within the Adoption Team have impacted on the delivery of actions outlined in this Priority. The proposed organisational restructure should help address this. The first Adoption - Improvement Team Board was held on 7 February 2017 and discussed the lack of pace in completion actions. This area has been prioritised with another meeting scheduled for the end of February and two in March to accelerate work. In addition a new Head of Service Adoption will be starting with the service and the Group Manager for Adoption will be returning from maternity leave to co-ordinate work needing to be completed.

#### Priority 8 – Child Sexual Exploitation, Children Missing and Gangs

8.3.4 & 8.3.5 - The specialist multi-agency CSE and Missing Unit became operational from the 9 January 2017. An updated performance data set is currently being developed in consultation with the police. The Head of YOS and Youth Services will be leading on reviewing and updating work with Gangs, which will link up the new unit. The newly set up CSE, Missing and Gangs BSCB Subgroup chaired by Trevor Lawrey from the Metropolitan Police provides multi-agency scrutiny and challenge.

#### Priority 9 – Commissioning

9.5.1 & 9.5.5 - The service is currently reviewing how to provide more flexible support and training opportunities to foster carers. The Commissioning Improvement Team Board has identified delays in progress in these areas and assigned tasks to officers to progress the outstanding actions for the next meeting (14 February 2017).

#### Priority 10 – Legal

10.2.5 - The outstanding action relates to the feedback from the service user forms which have been reintroduced by the Court and Legal Teams to measure satisfaction levels. Since the last CSIGB took place, the legal team have been able to verify that for the period April to October 2016, 22 feedback forms have been received. An overall average rating of 4 (based on range 1 – 5) was given to the team. 6 feedback forms had a maximum score of 5 in all 11 areas. Advocacy (in house and counsel) also scored an average of 4. Further analysis will be presented at the next CSIT (14 March 2017) and will be included in the February 2017 Exception report. Interviews for the vacancies within the legal team have taken place and 3 candidates have been given job offers to fill them.

## APPENDIX 1

### Actions not progressed between May 2016 to January 2017

Timescale	Action ID	Key Action	Lead	Agency Involvement
<b>Priority 1 - Leadership and Governance</b>				
Jan-17	1.7.2	Undertake an annual staff survey and respond to findings with an action plan to address concerns of staff. Commencing January 2017.	DCS	LBB (Dir Human Resources)
<b>Priority 2 - Management Oversight and Quality Assurance</b>				
Oct - Dec 16	2.10.1	Develop a Caseload Management Policy (including a financial business case) to be agreed by Senior Management and Members in order to ensure that social workers and Early Intervention caseworkers' caseloads are manageable. Caseloads are reduced a) Safeguarding - 12 -15 cases per qualified social worker (CP/CIN plans), b) R&A 12-15 cases per qualified social worker (Assessments), c) Court team 8 - 10 cases per qualified social worker, d) For EIFS no more than 20 families, e) For CLA 10 -12 cases per qualified social worker, f) For care leavers (18+) no more than 20 children, g) Fostering Service, 15 - 18 fostering families and h) For IROs (in line with IRO protocol – no more than 60 children).	DCS	N/A
<b>Priority 3 - Bromley Safeguarding Children Board</b>				
Nov-16	3.1.2	Create a revised multi-agency performance information data set, with greater focus on the Board's Business plan priorities and including all key factors a) Board Performance Report to reflect the reality of services provided and identifies where services are and are not meeting standards.	Business Manager/BS CB Chair & Members	BSCB Members
Jan-17	3.3.1	Develop an action plan/ strategy to ensure that children and young people's views are utilised and to include: a) Developing a Safeguarding Children's forum to champion and challenge the work of the Board, b) Review capacity to audit work being completed, c) Assess and give the Board reassurance and d) Ensure children and young people's views are used to inform service improvement.	BSCB Business Manager	BSCB Members/ LBB Engagement Officer
<b>Priority 4 - Safeguarding</b>				
Dec-16	4.3.3	Child Protection chairs to deliver training on the Signs of Safety model of case conferencing.	HOS SG & CP	Health, Police, YOS
<b>Priority 5 - Supporting Children Looked After</b>				
Sep-16	5.3.3	Quarterly report of progress against IRO improvement action plan to the Improvement Board.	HOS QI	N/A
Nov-16	5.8.2	Review the capacity of staff to complete life story work and consider a business case to recruit a consultant to do a short piece of work to get this up to date	HOS C&R	LBB L&D
Dec-16	5.8.3	Develop a short life-story and direct work policy outlining minimum standards of practice. To include: a) a requirement for direct work with all CLA, and life story for all CLA in long-term placements, b) Life story work to focus on helping the child understand their journey and to be completed at the child's pace and c) requirements on recording direct work and life story work is happening, on the case file.	HOS C&R	LBB L&D
<b>Priority 6 - Supporting Care Leavers</b>				
Oct-16	6.1.4	Write a job description and recruit an Independent Reviewing Officer for post 18 care leavers, to chair Pathway Plan reviews for care leavers where the plan is not progressing appropriately.	ADCSC HOS C&R	N/A
Dec-16	6.3.4	Review the 'Moving on' preparation course for care leavers, improving the content and changing the timing and frequency.	HOS C&R	N/A
Jan-17	6.4.4	Undertake a review of what health support care leavers require post 18 and work with the Clinical Commissioning Group (CCG) commission relevant services based on the recommendations.	HOS C&R	Health

Jan-17	6.4.5	Questions about sexual exploitation to be included within the Bromley 'Health Watch' school based survey.	HOS C&R	Health
<b>Priority 7 - Adoption</b>				
Dec-16	7.2.1	Develop a short adoption protocol that sets out clear steps for children where adoption is a plan (or may be a plan in the future). This protocol to include: a) All children who might potentially have an adoption plan are allocated to a specialist adoption worker at the earliest point in the child's journey i.e. the first Legal Planning Meeting, b) Pre planning for adoption to start as part of the twin tracking process from cases entering PLO, c) The fostering and adoption panels to quality assure the reports and provide feedback via the panel advisors, d) The HoS – C&R to 'dip sample' 1 report from each panel for report quality and timeliness, e) The IRO to escalate concerns about delays in progressing 'matches' in timely way, f) Matching reports must include the views of the child and g) Clear timescales for matching reports to be signed off, quality assured and presented to panel.	HOS C&R	N/A
Dec-16	7.2.3	Review and revise the matching report template to ensure the focus is on the current and future needs of children and how these will be met in placement, by whom and by when.	HOS C&R	N/A
Dec-16	7.2.4	Adoption staff to attend training on completing the revised matching report template and on good practice.	HOS C&R	N/A
<b>Priority 8 - CSE, Missing and Gangs</b>				
Dec-16	8.3.4	Develop a multi-agency performance data set on CSE, missing, trafficking and gangs which is used to monitor multiagency performance, to track and check on timeliness, application of procedures, and identify cross links between cases: a) Monitor how police notify children's social care when a child has gone missing and when they have returned immediately, same day, b) Monitor the number of staff that have received a briefing about how to respond to children missing from care or home and the performance data shows that 80% of children who comply receive a RHI within 72 hours and c) Review the number of repeat incidents of children who are running away from home or care.	Police	Task & Finish Group LBB (CSC, Education, Housing), Health, Police, Probation, Schools
Dec-16	8.3.5	Safer Communities Partnership to sign off gang's strategy, and LSCB to provide scrutiny prior to sign off.	Police	Task & Finish Group LBB (CSC, Education, Housing), Health, Police, Probation, Schools
<b>Priority 9 - Strategic Commissioning</b>				
Dec-16	9.5.1	Develop a foster carer academy to deliver, in partnership with learning providers, a range of courses, including professionally credited learning opportunities.	HOS C&R	Task and Finish Group
Dec-16	9.5.5	Develop a fostering support service for carers to access additional support particularly in the evenings and weekends.	HOS C&R	Task and Finish Group
<b>Priority 10 - Legal</b>				
Dec-16	10.2.5	Summary of feedback (from 10.2.4) to be provided to DCS.	HOS LS, HOS S&CP, Court Manager	N/A