

# Agenda

## Children and Families Overview and Scrutiny Panel

**Wednesday, 17 July 2019, 10.00 am**  
**County Hall, Worcester**

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844963 or by emailing [democraticservices@worcestershire.gov.uk](mailto:democraticservices@worcestershire.gov.uk)

## DISCLOSING INTERESTS

There are now 2 types of interests:  
**'Disclosable pecuniary interests'** and **'other disclosable interests'**

### WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

**NB Your DPIs include the interests of your spouse/partner as well as you**

### WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
  - you must **not participate** and you **must withdraw**.

**NB It is a criminal offence to participate in matters in which you have a DPI**

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:  
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

### DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

### DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## **Children and Families Overview and Scrutiny Panel**

### **Wednesday, 17 July 2019, 10.00 am, County Hall, Worcester**

#### **Membership**

##### **Councillors:**

Mrs F M Oborski (Chairman), Mrs J A Potter (Vice Chairman), Ms P Agar, Mr T Baker-Price, Mr B Clayton, Ms R L Dent, Mr P M McDonald, Mr S J Mackay and Ms T L Onslow

##### **Co-opted Church Representatives (for education matters)**

Bryan Allbut (Church of England)

##### **Parent Governor Representatives (for education matters)**

Vacancy

#### **Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
1	<b>Apologies and Welcome</b>	
2	<b>Declaration of Interest and of any Party Whip</b>	
3	<b>Public Participation</b> Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 16 July 2019). Enquiries can be made through the telephone number/e-mail address below.	
4	<b>Confirmation of the Minutes of the Previous Meeting</b> (previously circulated)	
5	<b>Pupil Attainment at KS2: Update Report</b>	1 - 6
6	<b>Worcestershire Children First</b>	7 - 12
7	<b>Performance and 2018/19 Year-End Budget Monitoring</b>	13 - 28
8	<b>Work Programme 2018/19</b>	29 - 36

Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Alyson Grice 01905 844962/Samantha Morris 01905 844963 email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

All the above reports and supporting information can be accessed via the Council's website [here](#)

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# **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 17 JULY 2019**

## **PUPIL ATTAINMENT AT KEY STAGE 2: UPDATE REPORT**

### **Summary**

1. Key Stage 2 (KS2) results in 2018 increased for a third year running. The percentage of pupils reaching at least the expected standard in reading, writing, grammar punctuation and spelling (GPS) and mathematics has increased thirteen percentage points between 2016 and 2018 from 48% to 61%. This compares with a national trajectory of an eleven points increase from a higher base of 53% to 64%. Nevertheless, the increase of four points between 2017 and 2018 still leaves overall outcomes below national. Progress scores between KS1-2 for reading, writing and mathematics remain a concern and are Quartile D in comparison with all local authorities nationally.

### **Background:**

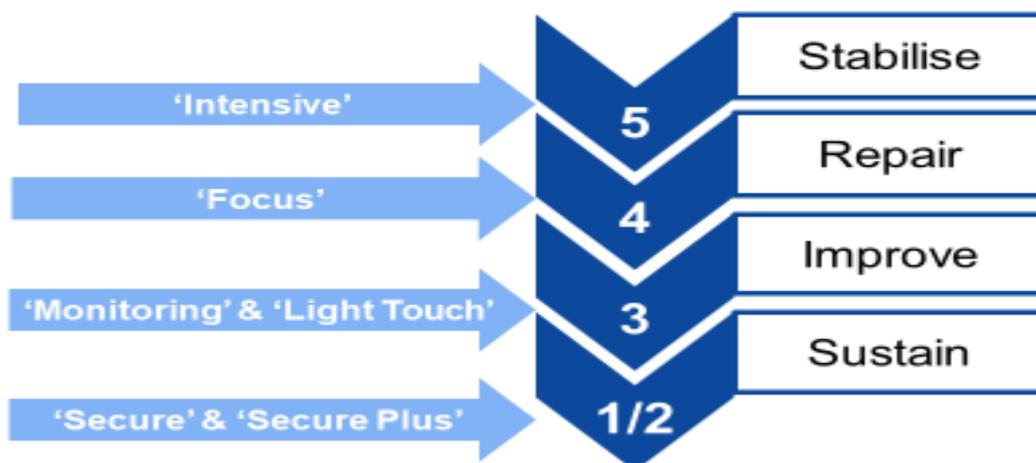
#### **Raising KS2 standards in schools causing concern**

2. Babcock Prime works with an increasingly large group of maintained schools which are initially risk assess as of concern; most of these will have some KS2 provision and so the wider school improvement work described below is relevant when it comes to our theme here of raising KS2 standards. This is the core work of Babcock Prime, given the extent of identified need, with provision of advisory support visits to those identified as low risk schools.

3. These services are for local authority-maintained schools only; it is important to note that local authority do not have statutory powers of intervention in terms of school improvement for **41.3%** of schools in Worcestershire that are academy (or free) schools; that is 100 /242 schools (as of August 2018). This point was recognised by headteachers who met with the local authority in autumn 2018. However, almost all of the 100+ academy schools in Worcestershire are entitled to and do seek our services on a traded basis from Babcock; many book support for multiple activities including NQT, governance and leadership support; in particular, advisory work / training on assessment / moderation at KS2 (and Early Years/Key Stage 1) with many academies. They are also often part of wider standards initiative such as Strategic School Improvement Fund (SSIF)(see below).

4. We have continued to hone our approach; in particular this year we have introduced a refined **School Improvement Model**, which defines a more graduated set of stages through which higher risk schools must travel in order to reach self-sustained good or better performance. The stages are shown in the diagram below:

# Stages of School Improvement



www.babcockinternational.com

**5. Early identification** is vital, and risk assessments of maintained schools are nuanced to take into account prior trends in pupil outcomes but also other factors, such as the stability levels in relation to governance, leadership and teaching and further indicators (such as complaints about the school to Ofsted). Where a school is in particular need, we work to firstly stabilise governance and secure leadership that will, in turn, increase wider **capacity** in school for improvement.

6. Once this is established and the school is ready to take on board **external advice**, each of the schools that require support at Stages 5-4 above receives a mix of both mandatory challenge and support on key themes and a bespoke package too, which reflects their specific issues. Every school gets a mix of external evaluation, for example, through assigned improvement officer visits, but also training sessions and on-site coaching / mentoring, for leaders and teachers alike. Aiming for Outstanding training modules include a specific focus on improving provision in reading, writing and mathematics; these sessions are well regarded by schools.

7. A considerable investment of time is made in convening Project Boards for relevant Focus and Intensive support schools; at these, a clinical assessment is made as to whether or not the school is taking effective action to improve. The headteacher, chair of governors, link adviser, school improvement lead and other key stakeholders, including finance / HR officers and diocesan partners are involved. In this way, the process is one of a 'team around the School' in securing **shared accountability** for securing rapid and sustained progress.

## Impact on schools causing concern

8. As a consequence of the forensic focus described above, the overall direction of travel is a positive one. The chart below shows the extent to which schools we support are making positive progress in moving to the next stage towards stronger performance and increased autonomy.

Risk category	Change since September 2018
Secure	12 more schools
Light Touch	6 fewer schools
Focused	2 more schools
Intensive	4 fewer schools

**This will be reviewed for September 2019, and it is expected that 2019 SAT results will confirm further positive movements.**

9. Our first lens in establishing the impact of our school improvement work is to look at the changes between 2017 and 2018 in KS2 results for schools with which we have had a close involvement. The chart below shows that KS2 attainment in Cat 3/4/5 schools; that is those we deem in need of 'Light Touch', 'Focussed' and 'Intensive' support saw outcomes improvements that outstrip those nationally and locally in writing and combined. Improvements in reading were less marked with all schools and those which receive particular support. Writing has been a predominant focus of our work as it was previously the bigger issue. The pass mark for reading at KS2 has gone up 7 marks in the last 3 years. In 2018 the pass mark went up 5 points and this caused lots of schools to have an unexpected dip.

### **KS2% increase by type of school/level of support**

	Reading % increase from 2017	Writing % increase from 2017	Maths % increase from 2017	Combined % increase from 2017
National	3.7%	2.1%	0.7%	3.2%
Worcestershire	2.7%	3.0%	1.8%	3.6%
Maintained	1.5%	3.4%	2.0%	2.8%
Academy	4.1%	2.5%	1.4%	4.8%
Babcock SSIF	3.5%	6.7%	9.2%	7.5%
SSIF	4.2%	5.0%	6.7%	6.4%
Babcock Cat 1	3.0%	1.5%	-1.7%	1.6%
Babcock Cat 2	-3.5%	-1.9%	-5.2%	-5.2%
Babcock Cat 3	2.6%	2.5%	5.1%	5.0%
Babcock Cat 4	1.7%	4.9%	2.5%	3.3%
Babcock Cat 5	3.2%	8.9%	9.3%	8.4%

### **Key Stage 2 outcomes for vulnerable pupils**

#### **Disadvantaged pupils**

10. Of particular concern has been attainment for disadvantaged pupils in the county. The chart above gives some information about the impact our work with selected schools is having for this group of pupils. Babcock Prime led work to bid for DfE grant funding for an improvement programme through the Strategic School Improvement Fund (SSIF). We

were successful in securing £498,500 in funding to help the Teaching Schools and Babcock work with schools where outcomes for disadvantaged pupils were a particular concern.

11. The chart above shows that the 32 schools which were part of SSIF and especially the 12 / 32 high risk schools within that group which Babcock supported, made strong gains too. Please note that whilst Cat 1 / 2 (stronger performing schools) saw smaller year-on-year increases, their results were generally starting from a higher baseline and still compare favourably with national.

12. The Department for Education, which funded the programme and received final evaluations recently, is fully satisfied that the impact is positive in terms of strengthening leadership, improving quality of provision and improving core subject outcomes. It recognises the validity of the particular model of improvement that was utilised and considers it beneficial to replicate the approach in future initiatives.

13. 85.7% of middle schools involved in the project can evidence the impact of SSIF in improving outcomes for their disadvantaged learners in improving either outcomes at the end of KS2 in RWM combined or in their progress data.

14. 82% of First Schools involved in the project (1 school did not complete all five terms of the project) are able to evidence improvements in outcomes for KS1 RWM combined between 2016 –18. 18% of the schools have very small cohorts.

15. 100% of the Primary schools involved in the project can evidence improvements in RWM combined at KS1 and phonics Year 1 for disadvantaged learners.

### **Pupils with Special Educational Needs and Disability**

16. The proportions of pupils with special educational needs reaching the expected standard in reading, writing and mathematics by the end of KS2 are well below average for those receiving SEN Support. Outcomes are below average for children with an Education Health & Care Plans.

17. Across Worcestershire, progress scores between KS1-2 in reading, writing and mathematics for **children with special educational needs** are too low.

18. Babcock improvement advisers run careful checks at the risk assessment stage and when schools are identified as at risk. Officers examine the attainment and progress of specific groups. Where this is established as a concern for children with SEN, specialist advisory support is part of the package of measures we put in place.

### **The need for further partnership working**

19. Headteachers who attended the meeting with the local authority in autumn 2018 concurred that partnership working will be crucial going forwards; establishing mutual trust, the full commitment of all, good relationships and robust partnership working. We agree with this and also concur that peer review is a very useful tool, already deployed by some schools. To date, structures to underpin a school-led system remain under-developed in the authority.

20. The plan is in 2019-2021 to develop closer networks between schools. At termly District Briefings, we have begun this dialogue with school leaders. Guidance has been drafted on how models of this type might be merited and developed. here are already

particularly successful examples of school networks that go beyond informal collaborative work, networks which ensure shared accountability by leaders for the quality of provision and outcomes across groups of schools.

21. In recent years, the **moderated peer-review** between middle schools has been supported across Worcestershire. Through this, senior and middle leaders in a school gain an external perspective on performance from colleagues, with advisers moderating the process for consistency and rigour. Peer reviews, along with joint practice development between leaders, have two particular benefits within a mature locality approach to a school-led system. These reduce any over-reliance on external services in carrying out periodic checks.

### **Purpose of the Meeting**

The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children, Families and Communities

### **Contact Points**

#### County Council Contact Points

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#### Specific Contact Points for this report

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Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

David Townsend, Head of Quality and Effectiveness - Babcock Prime

Sarah Wilkins Director (Designate) Education & Early Help Worcestershire CC

### **Background Papers**

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

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# **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 17 JULY 2019**

## **WORCESTERSHIRE CHILDREN FIRST**

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### **Summary**

1. The Cabinet Member with Responsibility for Children and Families and the Assistant Director of ADM Programme and Communities have been invited to the meeting to update the Panel on developments relating to Worcestershire Children First.

### **Background**

2. In March 2018, Worcestershire County Council's (WCC) Cabinet agreed to the development of a wholly owned council company as the chosen delivery model to deliver children's social care. This decision was in direct response to the statutory direction published on the 19 September 2017.

3. From April 2018, the programme entered the implementation phase and a detailed programme plan was developed. Decisions since then include Cabinet agreeing the name and legal form of the Company in July 2018 (the Company has been registered as Worcestershire Children First and a company limited by guarantee), along with the Parliamentary Under Secretary of State for Children and Families agreeing to extend the implementation programme and move the formal launch of Worcestershire Children First from October 2019.

4. In March 2019, Cabinet discussed a report considering broadening the scope of Worcestershire Children First to include education and early help services as well as children's social care. At this meeting, a refreshed Business Case was approved along with proposals to not extend the contract with Babcock Prime beyond October 2020 and transfer education services into Worcestershire Children First at the earliest opportunity. Cabinet also authorised the Chief Executive, in consultation with the DfE appointed Children's Commissioner, Leader of the Council and Cabinet Member with Responsibility for Children and Families, to agree the final terms in which services transfer to Worcestershire Children First.

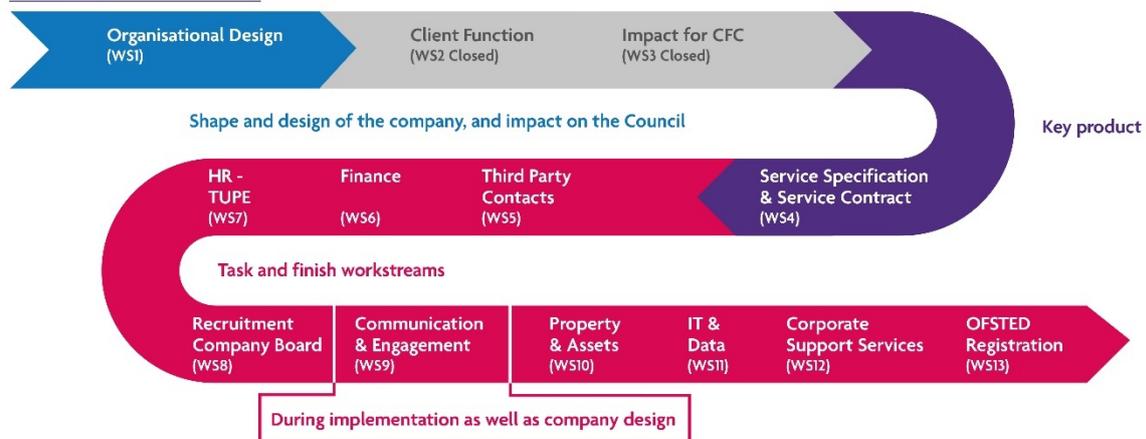
5. This report aims to provide a broad update in relation to the progress on developing Worcestershire Children First with a specific focus on the proposed contractual relationship ("the terms") that are being developed between Worcestershire County Council ("the Council") and Worcestershire Children First ("the Company").

### **Programme update**

6. Following confirmation of the increase to the scope of services that will transfer to the Company, work has been ongoing to ensure Worcestershire Children First is

ready for go live from October 2019. The programme consists of 13 workstreams, of which 11 are still live. The diagram below lists the workstreams and key highlights of activity are outlined in the following paragraphs.

### Workstreams



7. Activity within workstream 1 has focused on developing the Company's Business Plan. This is a key document for the Company as it will articulate the key priorities for the Company and how it intends to improve outcomes for Worcestershire's children and young people and meet the Council's contractual expectations. The Plan will be owned by the Company but signed off by Cabinet on an annual basis. The first iteration of the Plan is due to be presented to Cabinet in September 2019, ahead of the formal launch of the Company. As part of this Business Plan the Company has developed its Vision, Mission and Values. These encompass all the services now in scope and have been developed collaboratively with staff and partner organisations.

- **Vision:** Worcestershire to be a wonderful place for all children and young people to grow up
- **Mission:** Supporting children and young people to be happy, healthy and safe
- **Values:** Children at our heart. Value family life. Good education for all. Protection from harm

8. Consultation has begun with staff who are in scope to TUPE transfer giving assurance that terms and conditions will not be negatively impacted because of the transfer. This engagement has included several briefing sessions which have been well attended, in addition one of the sessions has been recorded and made available to any staff who were unable to attend.

9. Subject to consultation with the Secretary of State, the recruitment of the Company's board is now almost complete, and the following people have been appointed as Directors of Worcestershire Children First:

- Robin Morrison (Chairman) (DfE appointed position)
- Catherine Driscoll (Chief Executive)
- Philip Rook (Director of Resources)
- Tina Russell (Director for Safeguarding and Social Care)
- Sarah Wilkins (Director of Education and Early Help)
- Cllr Karen May (Non-Executive Director)

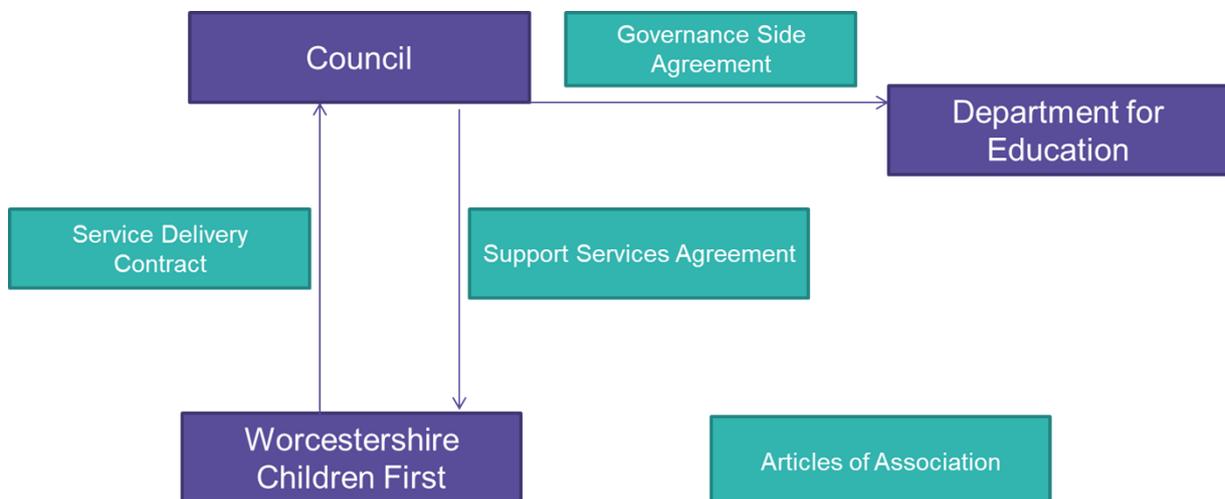
- Cllr Marcus Hart (Non-Executive Director)
- Sally Taylor (Non-Executive Directors)
- Claire Burgess (Non-Executive Directors)
- Gareth Moss (Non-Executive Directors)

The appointment of the WCC Officer Non-Executive Director is awaiting a decision from Paul Robinson.

10. County Hall has been confirmed as the location of the headquarters of the Company and work has commenced on refurbishing the relevant pavilions and scheduling the re-location of staff into the space. This, along with changes to emails and websites (covered in workstream 11), will be the biggest change experienced by staff because of the move into the Company. All affected staff should be re-located by the 23<sup>rd</sup> September and testing of emails and websites has begun.

### Contractual relationship

11. Workstream 4 and workstream 12 focuses on developing the contractual relationship between the Council and Company. There are three contractual arrangements being developed which are depicted in the diagram below. Workstream 4 focuses on the service delivery contract (including the Articles of Association) and workstream 12 focuses on the support service arrangements provided by the Council to the Company. All aspects of the contractual arrangement are still being developed and formal dialogue has started between Council and Company representatives to agree the relevant content ahead of go live.



12. The Service Delivery Contract is made up of a core terms document and 18 supporting schedules. Four of these schedules are considered the ‘key pillars’ of the contract. These are:-

- Service specification (schedule 2) – this confirms what the Council is expecting the Company to delivery on its behalf. It will outline the statutory functions and a brief ‘outcome-focused’ description of each service area. It doesn’t describe how these services will be delivered as this will be decided by the Company as part of its operational independence from the Council.

- Financial mechanism (schedule 5) – this describes how the Council will fund the Company including the approach to the jointly agreed financial management arrangements which include the initial contract sum, invoicing, payments and financial reporting, VAT, management of any in year changes and the contract sum negotiation process to ensure alignment with the Council's Medium Term Financial Plan process.
- Performance Framework (schedule 6) – this describes how the Council will be holding the Company to account for the services it is delegating to it. It includes a set of obligations on the Company which include the production of a Business Plan and the maintenance of several key performance indicators within an agreed tolerance level. The Performance Framework also describes the performance rectification process and confirms the expectations around contract monitoring.
- Governance Schedule (schedule 18) – this describes the expectations of the Company in participating in the Council's democratic structure along with participating in the range of partnership meetings such as the Children's Strategic Partnership meeting. It also describes the contract monitoring meeting cycle in more detail. The contract monitoring will cover both the service delivery contract and the support service agreements.

13. The Service Delivery Contract also defines a range of activities provided by the Council (including the Support Services), that the Company is dependent on to deliver the services successfully. These are known as the Council Dependencies and they are listed within Schedule 4.

14. The Support Service Agreement consists of a set of overarching core terms and 14 individual support service specifications ranging from HR, Property & Facilities Management, Finance and Project Management. These individual specifications describe the services provided by the Council to the Company along with the relevant financial information (e.g. the cost of the support services) and the relevant performance information.

15. The Governance Side Agreement is between the Council and the Department for Education and builds on the agreed Memorandum of Understanding and Statutory Direction. It is in place only whilst the Council remains in intervention.

16. As mentioned in paragraph 11 the detail within the contractual documentation is still to be finalised and agreed between the Council and Company representatives and as such draft documents have not been shared as they are still subject to change. However, as way of providing a level of assurance to Scrutiny, the following points underpin the development of these documents: -

- The Council is still accountable for Children's Services and acts as Corporate Parent. The Lead Member for Children and Families will still chair Corporate Parenting Boards and the Company's participation within these meetings is expected. This detail will be confirmed in the Governance Schedule.

- The Chief Executive of Worcestershire Children First will also act as the Council's Director of Children's Services. As such the post holder will continue to participate in the Council's corporate and democratic processes. It is recognised that there are conflicts of interest that will need to be managed, as in performing the statutory Director of Children's Services role they will need to hold the Company to account for its performance. However as both role's primary objective is to improve outcomes for children and young people, having one person fulfil both functions is considered to be the efficient and effective use of time, resources and expertise for both organisations.
- The Council and Company will work together pro-actively and positively to provide quality services for children and young people. On a day to day basis there will be an operational relationship focused on the provision of the range of support services the Council is providing to the Company. For the contractual relationship there is an expectation that the Company and Council will meet monthly with every third meeting forming the Quarterly Review Board and every 12th meeting forming the Annual Review.
- The Company will be held to account against a set of key performance indicators (KPIs). The KPIs are currently still in development and will be decided based upon on a number of criteria broadly following the SMART principles; these include those indicators with an established trend, those that are representative of the core business of the company and are ones which the company has the majority of control or influence. In addition to this the timeliness of available data and robustness of this data has been considered in the definitions of the KPIs. Any slippage against these KPIs will form part of the performance rectification process defined in the performance framework.
- The Company will be expected to participate, as the business currently does, in the relevant Democratic meetings (e.g. Cabinet and Scrutiny). However, it is also expected that the relevant Council representative (e.g. Lead Member for Children and Families / Strategic Commissioner for Children's Services) will contribute in relevant Scrutiny meetings as the Council remains accountable for the quality of Children's Services.
- The Company will be holding the Council to account for the delivery of a range of support services along with a number of other services/functions that are intrinsic to the Company's success. These other services/functions are outlined in a Council Dependencies Schedule (Schedule 4) with an example being the Council continuing to make available a 'Skills' function which supports young people to be in education, employment or training.

17. Work on all of the contractual documentation is ongoing and there is a schedule of formal dialogue meetings taking place leading up to formal sign off by Council and Company representatives ahead of October 2019.

### **Purpose of the Meeting**

18. The Children and Families Overview and Scrutiny Panel is asked to:

- Consider the update on the development of Worcestershire Children First;
- Agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children and Families.

### **Contact Points for this Report**

Hannah Needham – Assistant Director: ADM Programme and Communities  
[hneedham@worcestershire.gov.uk](mailto:hneedham@worcestershire.gov.uk)

### **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of Children and Families Overview and Scrutiny Panel on 23 November 2017, 25 January 2018, 22 March 2018, 16 November 2018 and 29 January 2019

[All agendas and minutes are available on the Council's website here.](#)

## **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL**

**17 JULY 2019**

### **PERFORMANCE AND 2018/19 YEAR-END BUDGET MONITORING**

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#### **Summary**

1. The Panel will be updated on performance and financial information for services relating to Children and Families.
2. Performance and financial information provides a further tool for the Scrutiny Panels in maintaining Members' understanding of services provided to the public, the effectiveness of current policies, and early knowledge of any issues or areas for further scrutiny.
3. The information provided relates to Quarter 4 (January to March 2019) and it is the intention for the Scrutiny Panels to consider this information on a quarterly basis and then report to the Overview and Scrutiny Performance Board by exception any areas of concern or suggestions for further scrutiny.
4. The Cabinet Members with Responsibility, Director of Children, Families and Communities and the Chief Financial Officer have been invited to attend the meeting in order to respond to any queries from Panel Members.

#### **Performance Information**

5. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.
6. Attached at Appendix 1 is a dashboard of performance information which covers the indicators from the Directorate level scorecard and those from the corporate scorecard and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.
7. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

#### **2018/19 Year-End Budget Monitoring**

8. The Cabinet report relating to the 2018/19 year-end budget information is available on the Council's website [here](#) and the areas relevant to this Scrutiny Panel will be provided in the form of presentation slides, which can be found at Appendix 2.

9. The non-schools Dedicated Schools Grant (DSG) overspent by £7.7 million, and the Council has used all of its DSG funding in year to support this expenditure. The deficit (£0.6 million) will need to be recovered in 2019/20 and work is ongoing with Schools Forum to assess options to achieve this. This is the first time the Council has had insufficient funding to support DSG expenditure within a financial year and looking forward this is an area of concern. Not only does the £0.6 million deficit need to be recovered, but if the £9 million High Needs Block overspend continues for 2019/20 then alternative funding will need to be found.

10. The gross outturn overspend includes £2.3 million relating to children's social care placements which is partially offset by a £1.1 million underspend on other children's social care services, which includes the use of additional public health grant funds and identifying expenditure that could be legitimately transferred to capital budgets.

11. The overspend for Home to School Transport is £0.5 million, which continues to be down to increase in activity and was an issue flagged for investment in the 2019/20 budget setting process.

### **Purpose of the Meeting**

12. Following discussion of the information provided, the Scrutiny Panel is asked to determine:

- any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 24 July 2019
- whether any further information or scrutiny on a particular topic is required.

### **Supporting Information**

Appendix 1 – Children and Families Dashboard

Appendix 2 – In-year Budget Information (Presentation Slides)

### **Contact Points**

#### Specific Contact Points for this Report

Samantha Morris/Alyson Grice, Overview and Scrutiny Officers, Tel: 01905 844963 / 844962 Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

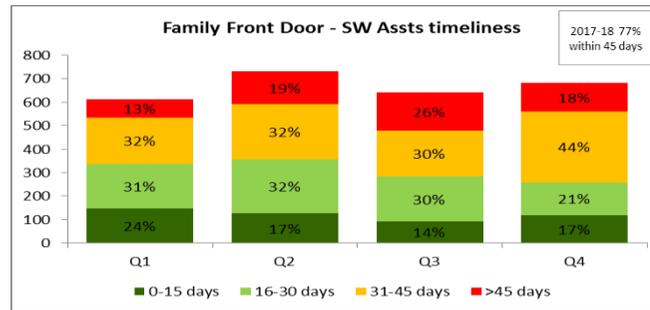
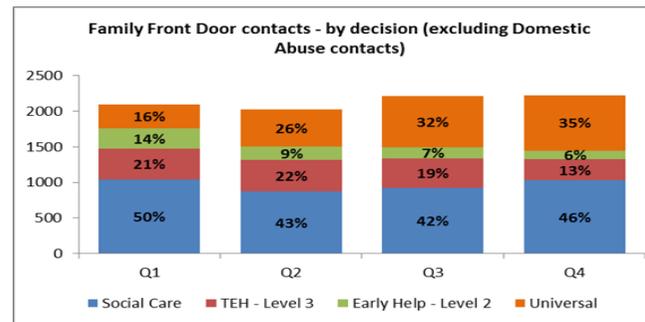
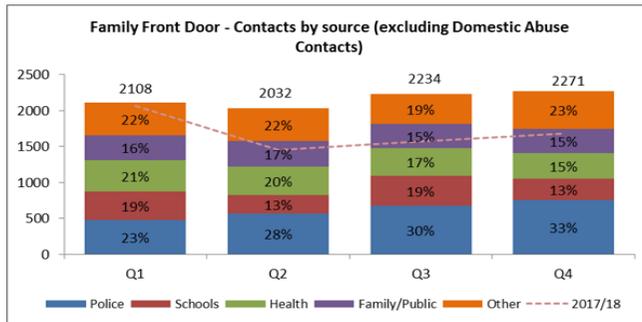
### **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of the Overview and Scrutiny Performance Board on 24 January 2019 and 28 March 2019
- Agenda and minutes of the Children and Families Overview and Scrutiny Panel on 6 March 2019

[All agendas and minutes are available on the Council's website here](#)

## Family Front Door



### Analysis - Family Front Door

Weekly and Monthly detailed analysis and audit has enabled us to identify and address issues with staff and partners.

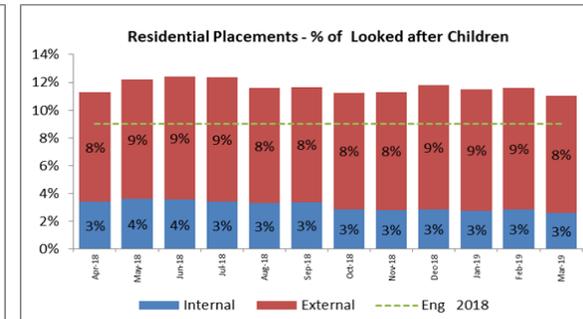
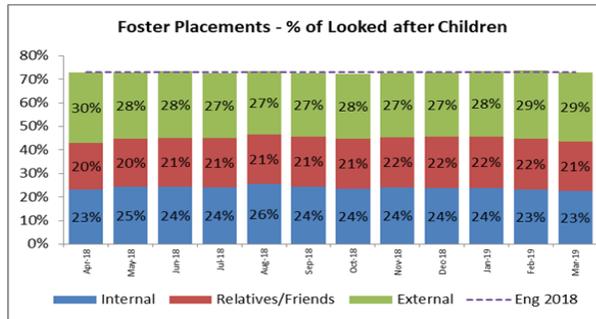
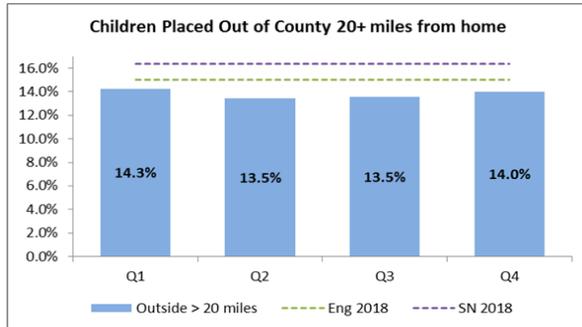
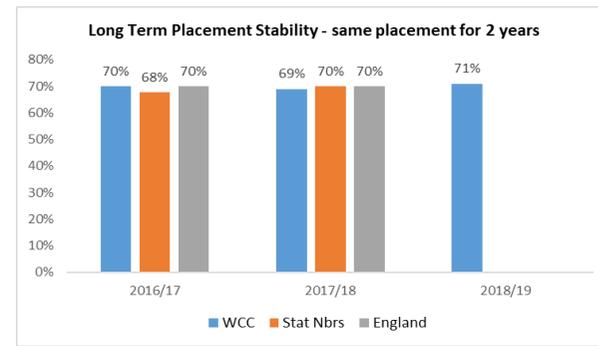
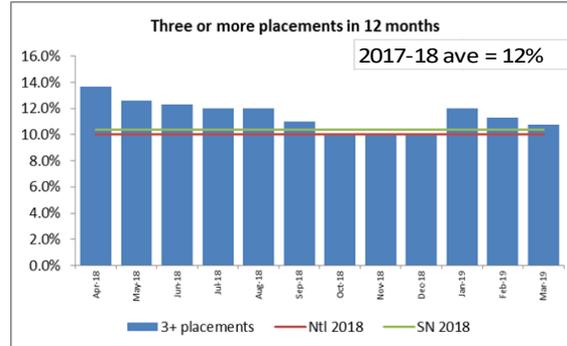
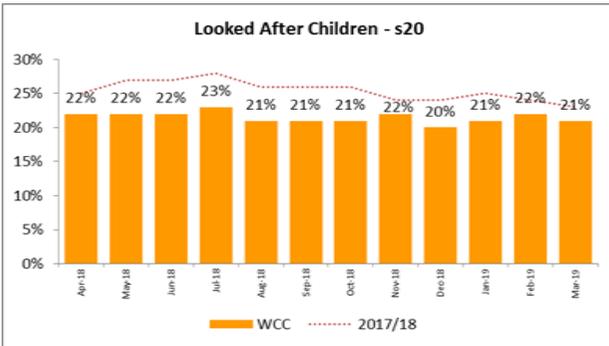
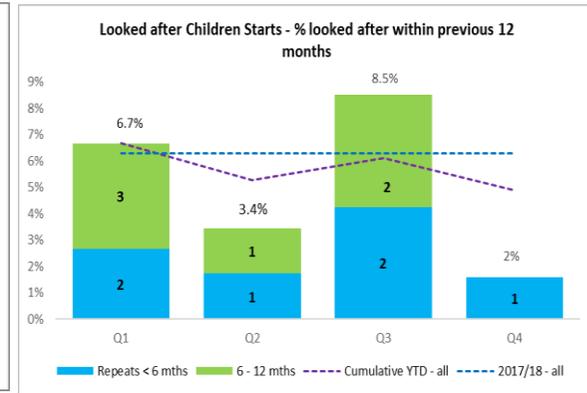
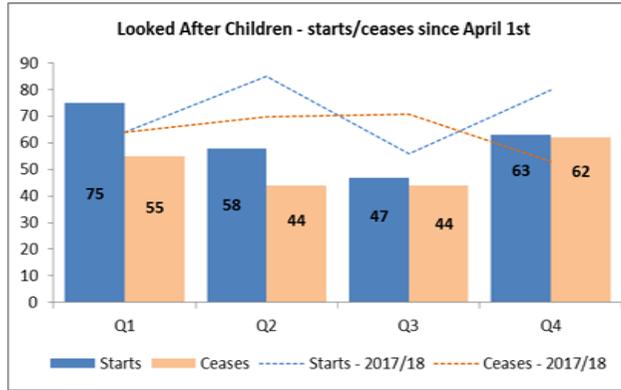
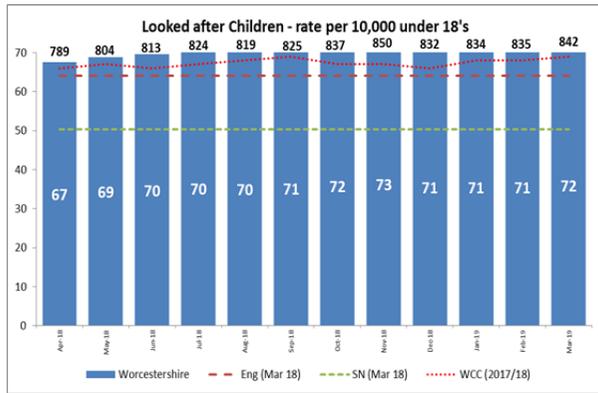
Overall contacts and demand for service show an increasing trend. Although this is a nationally reported trend analysis of our own data and audit over qtr. 3 and 4 shows the increase can be identified as an increase in "Contacts" from West Mercia Police. Escalation took place February 2019, receiving a very positive response from Police and joint workshops are planned with Police and regional LA partners to review the application of threshold and management of risk/demand together.

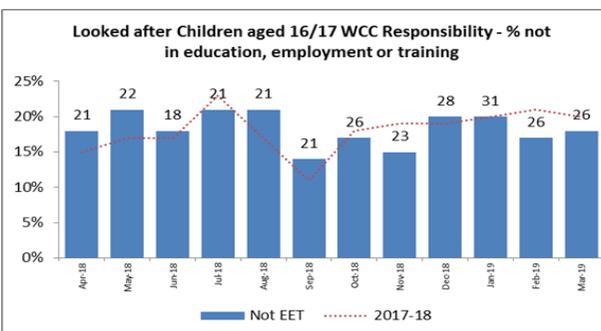
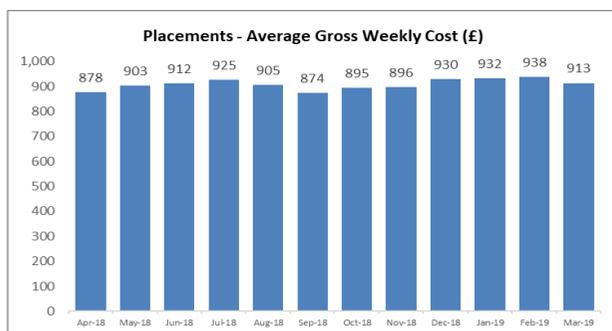
Concern remain that a high proportion of contact at FFD do not result in the level 4 and need for SWA. This means SW time is unnecessarily spent on low level contacts and partners are not using the levels of need sufficiently.

Timeliness of Social Work Assessments remains a very positive KPI with over 80% consistently completed in 45 days and a range of completion rates within that timeframe indicating proportionate assessment based on case need. Monitoring of any backlog of open assessments at FFD also shows good workload management with peaks identified quickly and addressed.

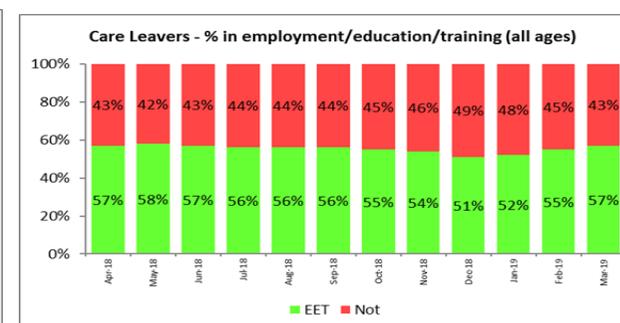
Analysis of the risk factors identified in Social Work Assessments identify 60% identify up to 3 risks and 31% up to 6 risks. Domestic Abuse, Parental Mental Health and Child Emotional Abuse being the top three indicators of risk overall. As we continue our journey of improvement and work with families and partners using the Signs of Safety model and direct work undertaken during the assessment and as the Targeted Early Help Services embed in locality areas we envisage a reduction in Social Work Assessments completed resulting in closure as we help families and professionals to better understand how non Social Work services can help need at a lower level.

### Through Care - Looked After Children and Care Leavers





No comparator data is available for this indicator



Care Leavers 18-21 in employment/education/training at 31/03/2019 = 58%  
Statistical Neighbours for this age group 2017/18 = 52.5%

**Analysis - Through Care**

**The majority of KPI's for our Looked After Children show sustained or improved trends. We know who our Looked After Children are and we are achieving well in permanency planning for them.**

Although the overall number of Looked After Children has increased in year (a trend reflected nationally) and we remain above Statistical Neighbours/England average, our qtr. 4 data shows the "cease" rates are now starting to match "incoming" rates as we achieve more timely permanence for children entering care and have addressed the back log of drift and delay in permanence planning.

**Permanency Planning historical trend** - At April 2017, 59% of the children in care had been in our care for over two years, this has reduced to 38% at March 2019. Three year Permanence data also shows a continued rise in the number of children achieving permanence via Adoption/Special Guardianship Order/Child Arrangement Order.

**Use of S20 Voluntary Care:** S20 data also shows a sustained improvement in year with 21% of our total care population being in care on a voluntary basis and all subject to regular permanence planning audit. (prev 28%) In 2016/17 - 20% of children in care subject to S20 spent more than 3 years in care before leaving; this reduced to 11% in 2018/19. During 2016/17 we saw only 39% of our S20 children achieving permanence within 12 months; in 2018/19 this has risen to 62%.

In 2018/19 of the total number of children who left care and returned to parental care was 29%. In relation to children who left care within 12 months of being received into care that cohort last year rises to 53% (39) and this is our target for our edge of care work to prevent care episodes where it is safe and in the child's interests.

42% of children in our care are under 11 years of age and have a high likelihood of achieving permanence outside of LA care. 70% of those leaving care this year achieved permanence through Adoption/SGO or CAO within 2 years (25% within 12 months).

**Other positive indicators for permanence are:**

- Children placed out of county remain below Statistical Neighbours/Eng.
- Repeat care episodes for children have been low with only 12 children having had a repeated care episode within 12 months in year.
- Long Term placement stability is at 71%
- The % of children with 3+ placements was a concern at the beginning of the year and we introduced "Consolidation Meetings" which has had a positive effect - the figure has reduced to 10.8% at 31 March 2019.
- % of Care Leavers who are in Employment, Education and Training and those "in touch" continues to rise and are above Statistical Neighbours/England KPI for the 18-21 measured cohort.

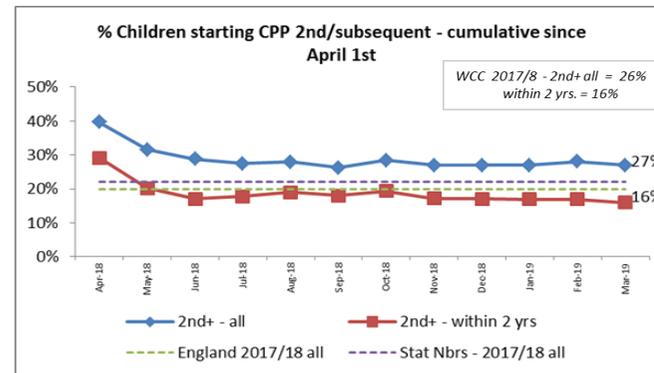
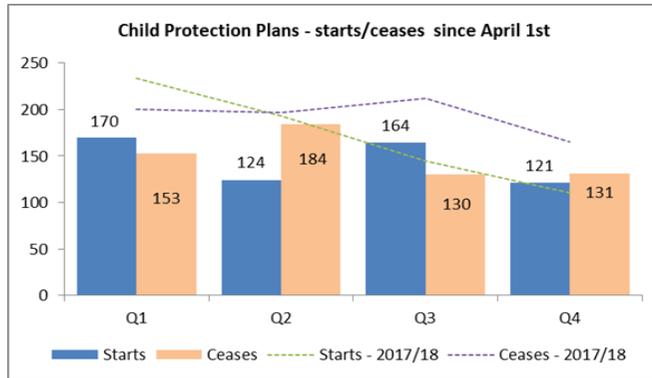
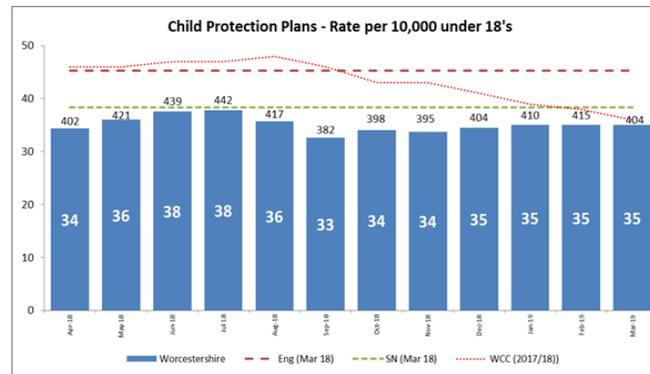
**Key performance indicators showing a concerning trends are:**

- Looked After Children who are Not in Education/Employment/Training (raised at Corporate Parenting Board and with Virtual Head). Whilst this is relatively low numbers it remains a priority for improvement as we want this to reduce

**New Independent Reviewing Officer mid year audit introduced September 18 reported that;**

- 69% of children spoken to said they could contact their social worker and felt listened to
- 91% said they felt safe in their placement
- 91% said they were happy with the way their IRO chaired their review.

# Child Protection



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## Analysis - Child Protection

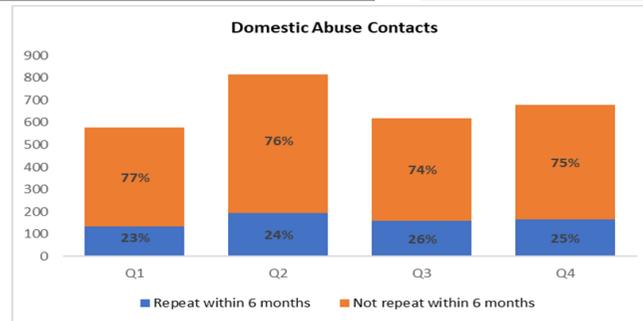
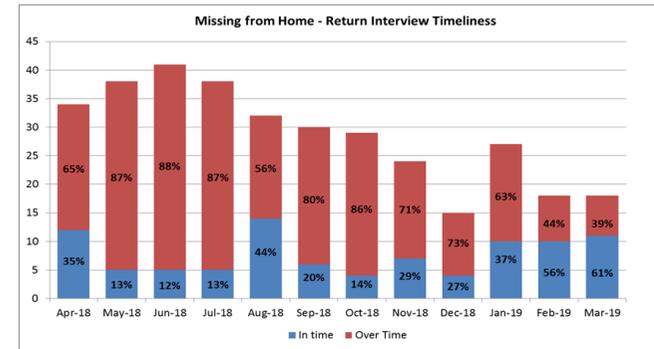
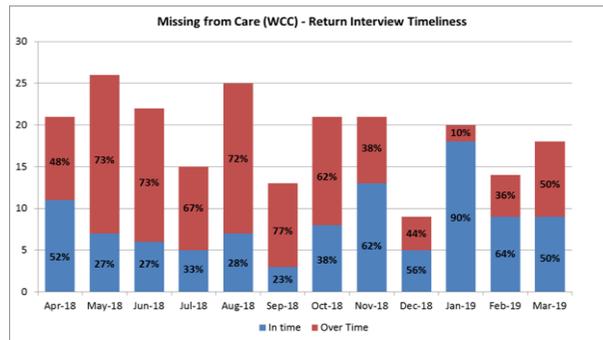
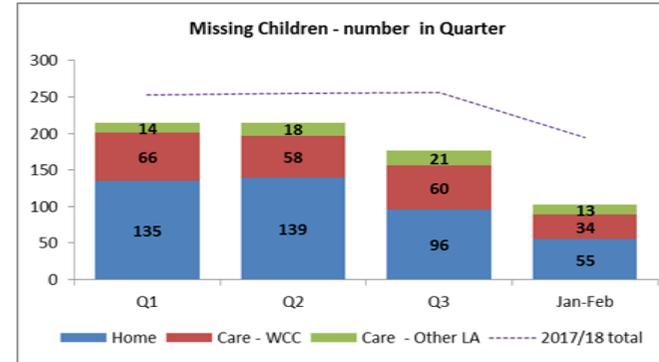
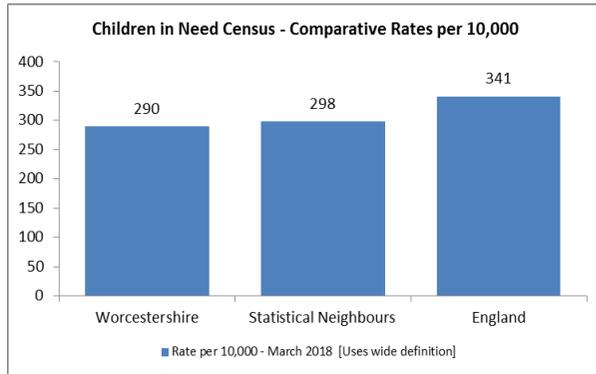
Whilst post Ofsted we saw an expected rise in the number of children subject to Child Protection, through 2018/19 we are seeing the expected reduction. Child Protection cases continue to represent approx. 23% of the Social Work case load. Our social work approach is to ensure we offer support and assistance to a family early through Early Help or our Child In Need interventions but also to take proactive safeguarding action within Child Protection/Public Law Outline arrangements where there are no timely/sustained outcomes for a child; therefore this cohort should always be the lesser representative group.

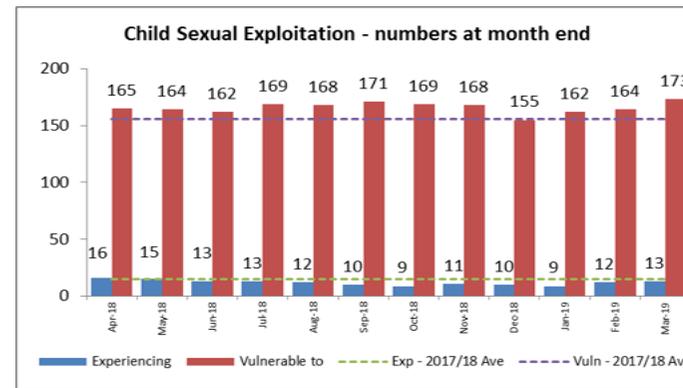
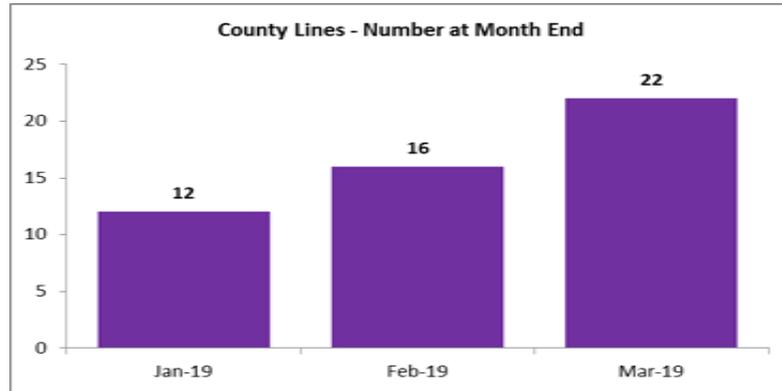
Cross referencing relevant data we can demonstrate good practice with a reduction of repeat plans within 2yrs to 16% which is below Statistical Neighbour and England averages. We have also sustained a high number of Initial Child Protection Conferences resulting in a Child Protection Plan. In 2016/17 on average 39% of ICPCs resulted in "no plan" as the threshold was not met, which is indicative of a misuse of the Child Protection processes. This has reduced to 16% in 2018/19.

Service User feedback within the conference process was introduced last year and figures from the Oct 2018 - March 2019 analysis report are below:

- 84% of parents report having received the social worker report in advance of the conference, a rise from 75% when we started this feedback in April 2018
- 93.5% said they felt the social worker explained why we were worried about their child before the conference
- 93% reported they understood what needed to change
- 93% said the social worker gave a fair report and reported on what was going well not only the concerns
- 91% said they felt they were given the opportunity to suggest how problems could be solved

### Children In Need





**Analysis - Children in Need**

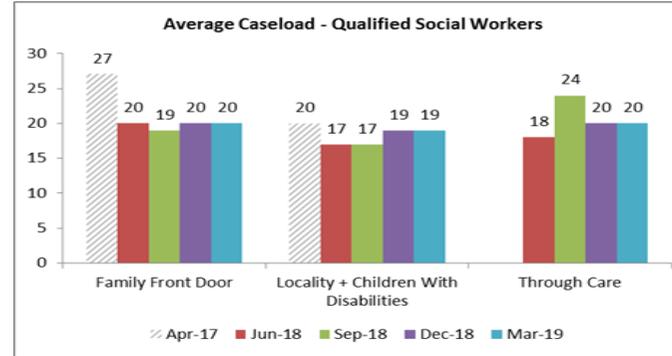
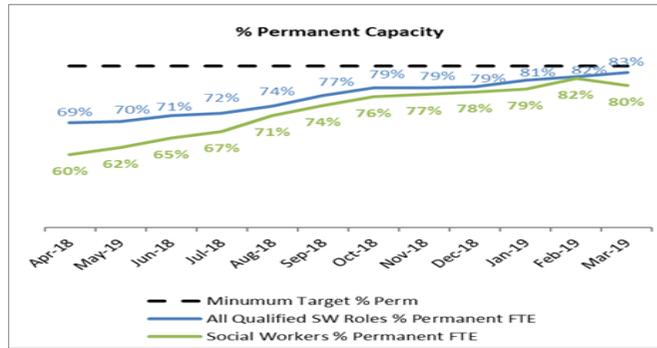
**Children in Need figures for Worcestershire are in line with our Statistical Neighbours in rates per 10,000.**

**Our approach is to offer early help and support via Child In Need plans where it is safe to do so and to then ensure there is no drift and delay in achieving outcomes for these children. In 2017 we introduced a managerial review of all Child in Need cases at 16 weeks having identified that 48% of the CIN cohort had been open to the service for over 35 weeks. By March 2018 this had reduced to 22% which has been sustained through 2018/19.**

**Introduction of Missing Children Officers in Feb 2018 has shown a significantly positive impact on the number of children missing incidents and children involved in incidents.** Through 2017/18 the quarterly average was 333 incidents involving 238 children. 2018/19 data shows a qtr. on qtr. reducing number of incidents and children involved in those incidents down to 159 incidents involving 102 children for qtr. 4. Timeliness of interview is also showing significant improvements now the role has embedded rising from an average of 14% in the preceding six months to implementation of the role and then a steady increase to 58% in time for qtr. 4 of 2018/19.

Development in Frameworki enables us to flag children at risk of exploitation ensuring this data is shared with partners and information decisions on assessments and plans

## Staffing



### Analysis - Staffing

All Social Work permanent staffing has increased from 71% (March 18) to 82% (March 19)

Front line Social Work permanent staffing has increased from 61% (March 18) to 82% (March 19)

Vacancy rates are at 20% with 22% of agency in post covering all vacant posts

Social Work turn over has reduced to between 17 - 15% May 18 - March 19 (stable now for over 10 months)

Average case loads for social workers have reduced and the reduction has been sustained in 2018/19

Social Work health checks and annual an three year comparison March 17, March 18 and March 19 all show continued positive response from staff

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# Children and Families

17 July 2019

Financial Update  
Draft Outturn 2018/19

# Year End Position – Children and Families - DSG

P12 Outturn - 2018/19 SLT Revenue Budget Monitoring Forecast by Service								Outturn Format	
Service	2018/19 Approved Net Budget	2018/19 Net Expenditure	18/19 Draft Variance Before Adj's	One Off / Adjustments			18/19 Reported Variance	18/19 Reported Variance	
				Transfer to Capital	Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds			
Page 24	£000	£000	£000	£000	£000	£000	£000	%	
DSG - School Formula Budgets	166,341	165,103	(1,238)				(1,238)	-0.7%	
DSG - High Needs Pupils	39,908	48,879	8,971		(1,232)		7,739	19.4%	
DSG - Early Years	693	706	13				13	1.9%	
DSG - Statutory Duties / Historic	5,037	4,896	(141)				(141)	-2.8%	
DSG - De-Delegated Services	602	671	69				69	11.5%	
<b>DSG - Sub Total</b>	<b>212,581</b>	<b>220,255</b>	<b>7,674</b>	<b>0</b>	<b>(1,232)</b>	<b>0</b>	<b>6,442</b>	<b>3.0%</b>	
DSG - Dedicated Schools Grant	(212,581)	(213,160)	(579)		(5,230)	(633)	(6,442)	3.0%	
<b>Dedicated Schools Grant (DSG)</b>	<b>0</b>	<b>7,095</b>	<b>7,095</b>	<b>0</b>	<b>(6,462)</b>	<b>(633)</b>	<b>0</b>	<b>-</b>	

# Key Headlines – Children and Families

DSG - overall a £7.095m overspend position due to:

- Pressures in High Needs budget
- Partially mitigated by additional income in-year and underspend in other areas
- £5.232m DSG reserve was fully utilised to fund most of remaining overspend
- £0.633m overspend carried forward, meaning DSG reserve is effectively ‘overdrawn’.

# Year End Position – Children and Families – Non-DSG

P12 Outturn - 2018/19 SLT Revenue	Budget Monitoring Forecast by Service						Outturn Format	
Service	2018/19 Approved Net Budget	2018/19 Net Expenditure	18/19 Draft Variance Before Adj's	One Off / Adjustments			18/19 Reported Variance	18/19 Reported Variance
				Transfer to Capital	Proposed Withdrawal from Reserves / Grants	Proposed C/Fwds		
CSC Safeguarding Locality Teams	9,827	9,295	(581)	(49)		178	(452)	-4.6%
CSC Through Care Locality based Hubs	3,551	3,612	61				61	1.7%
CSC Family Front Door	4,169	4,019	(150)				(150)	-3.6%
CSC Targeted Family Support	1,443	1,117	(552)	(38)			(590)	-40.9%
CSC Safeguarding and Quality Assurance	1,733	1,720	(13)				(13)	-0.8%
CSC Placements & Provision	43,693	46,043	2,316	(34)		16	2,298	5.3%
Worcestershire Safeguarding Children Board	138	158	20		(20)		0	0.0%
Education & Skills	4,348	4,666	221	(97)	(71)	150	203	4.7%
Home to School & College Transport	13,692	14,152	460				460	3.4%
Early Help & Partnerships	4,697	4,546	(245)	(94)	(61)		(400)	-8.5%
WCC Contribution to West Mercia Youth Offending Service	552	528	(24)				(24)	-4.3%
Finance & Resources	3,005	3,651	36	(114)	(229)	72	(235)	-7.8%
Alternative Delivery Model	0	(1,610)	(1,610)			1,610	0	-
<b>TOTAL</b>	<b>90,848</b>	<b>91,897</b>	<b>(61)</b>	<b>(426)</b>	<b>(381)</b>	<b>2,026</b>	<b>1,158</b>	<b>1.3%</b>

# Key Headlines – Children and Families

Non-DSG - overall a £1.158m overspend position (excluding Communities).

Major variances are:

- £2.298m overspend in Placements and Provision due to upward trend in placement numbers over the year
- £1.144m underspend in other areas of Social Care, due to staffing and training underspends, one-off Public Health Grant income, and decision to capitalise eligible revenue expenditure
- £0.400m underspend in Early Help & Partnerships due to allocation of Public Health Grant income
- £0.204m overspend in Education and Skills due to increase of staffing costs in Adult Learning
- £0.460m overspend in Home to School & College Transport

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## **CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 17 JULY 2019**

### **WORK PROGRAMME 2018/19**

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#### **Summary**

1. From time to time the Children and Families Overview and Scrutiny Panel will review its work programme and consider which issues should be investigated as a priority.

#### **Background**

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The 2018/19 Work Programme has been developed by taking into account issues still to be completed from 2017/18, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.
3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.
4. The Children and Families Overview and Scrutiny Panel is responsible for scrutiny of:
  - Children's Social Care and Families
  - Public Health relating to Families
  - Education and Skills
5. The Work Programme was agreed by Council on 8 November 2018.

#### **Refresh of the Scrutiny Work Programme 2019/20**

6. The Scrutiny Work Programme for 2019/20 is now being refreshed. Throughout May and June, Members and other stakeholders have been invited to suggest topics for future scrutiny. Following July Panel meetings, informal sessions will be held where Panel Members will be asked to prioritise these suggestions.
7. The Overview and Scrutiny Performance Board will receive feedback on the Panels' discussions and agree the final scrutiny work programme at its July meeting. Council will be asked to agree the Work Programme in September.

#### **Dates of Future Meetings**

- 11 September 2019
- 25 September 2019
- 13 November 2019

## **Purpose of the Meeting**

8. The Panel may like to consider the 2018/19 Work Programme and consider whether it would wish to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

## **Supporting Information**

- Appendix 1 – Children and Families Overview and Scrutiny Panel Work Programme 2018/19

## **Contact Points**

### Specific Contact Points for this Report

Samantha Morris/Alyson Grice, Overview and Scrutiny Officers, Tel: 01905 844963/844962

Email: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of Council on 8 November 2018 – available on the Council website [here](#)
- Agenda and Minutes of OSPB on 26 September 2018 - available on the Council website [here](#)

**2018/19 SCRUTINY WORK PROGRAMME: Children & Families Overview and Scrutiny Panel**

The main focus of the Panel's work will be the follow up from the Ofsted inspection report and the implementation of the Service Improvement Plan, and the development of Worcestershire Children First (WCF) the Alternative Delivery Model.

Updates on the Service Improvement Plan and Ofsted monitoring visits to include consideration of the workload of social workers (including travel time and key workers) and consideration of comparative figures in relation to performance of agency staff, recruitment and retention and caseloads.

<b>Date of Meeting</b>	<b>Issue for Scrutiny</b>	<b>Date of Last Report</b>	<b>Notes/Follow-up Action</b>
17 July 2019	School Attainment at KS2	9 October 2018 7 February 2018	Progress actions from 9 October 2018 meeting with Schools
17 July 2019	Update on Worcestershire Children First	23 November 2017 25 January 2018 22 March 2018 16 November 2018 29 January 2019	
17 July 2019	Performance and In-Year Budget Monitoring Quarter 4 2019 (January – March)	6 March 2019	
11 September 2019	Review the service delivery contract for Worcester Children First	23 November 2017 25 January 2018 22 March 2018 16 November 2018	

		29 January 2019 17 July 2019	
11 September 2019	Worcestershire Safeguarding Children Board Annual Report	13 September 2017 14 September 2018	
11 September 2019	Performance and In-Year Budget Monitoring Quarter 1 (April-June)		
25 September 2019	Overnight Unit-based Short Breaks for Children with Disabilities – ongoing Scrutiny	8 August 2018 4 June 2019	An in-depth Scrutiny was also carried out and reported to the OSPB on 26 April 2018 Results of consultation going to Cabinet on 26 September 2019
October 2019 (?)	New Model of Delivery for Medical Education Provision		
October 2019 (?)	Educational Outcomes for children and young people educated in Worcestershire schools for 2019	7 February 2018	
13 November 2019	School Organisation Plan (2019-24)	N/A Plan was circulated to the Panel February 2019	The Plan was agreed by Cabinet on 13 December 2018 and will be refreshed in December 2019
13 November 2019	Budget Scrutiny	16 November 2018 14 January 2018	
13 November 2019	Performance Monitoring Quarter 2 (June-Sept)		
January 2020	Budget Scrutiny		

February/March 2020	Performance and In-Year Budget Monitoring Quarter 3 (October – December)		
June/July 2020	Performance and In-Year Budget Monitoring Quarter 4 (January - March)		
<b>Possible Future Items</b>			
TBC	Outcomes of Ofsted ILACS inspection (17-28 June 2019)		Ofsted report published 29 July 2019
TBC (when business case is ready)	Update on the Assessment Pathway for Children and Young People who may have Autism		Referred from OSPB 25 May 2019 To be scheduled once business case is complete.
TBC	Update on the Children's Social Care Service Improvement Plan – Ofsted Monitoring Visit Feedback	14 August 2017 24 October 2017 22 March 2018 16 May 2018 14 September 2018 16 November 2018 6 March 2019	To be scheduled once date of next Ofsted visit is known. This will be a full inspection and likely to take place spring 2019.
TBC	Update on the Joint Local Area SEND Written Statement of Action/ Improvement Plan	16 May 2018 8 August 2018 6 March 2019	
TBC	Children's centres	7 February 2018 14 September 2018	

TBC	Development of Edge of Care Services	11 January 2019	Suggested during the Budget discussion
TBC	Sufficiency work including private residential provision used by the council (as suggested by CD) To include placements: <ul style="list-style-type: none"> <li>• types of placements in Worcestershire</li> <li>• emergency placements</li> <li>• costs</li> <li>• availability</li> </ul>	11 January 2019	Suggested by the Director of Children, Families and Communities during the Performance Monitoring discussion
TBC – when commissioning process is complete	Commissioning a 0-19 Prevention and Early Intervention Service for Children and Young People	11 January 2019 10 May 2019	Update on progress when commissioning process is complete
TBC	Children who are educated ‘otherwise’ (including elective home education and alternative provision)	10 May 2019	Update on progress in due course/ possible scrutiny task group
Standing Items	<ul style="list-style-type: none"> <li>• Performance and In-year Budget Monitoring</li> <li>• Quality Assurance</li> <li>• Safeguarding</li> <li>• Budget Scrutiny Process</li> </ul>	TBC	
Scrutiny Champions	Safeguarding – Cllr Tom Baker-Price Education – Cllr Fran Oborski Looked After Children - Cllr Jane Potter Finance/budget – Cllr Bob Banks		



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