

Agenda

Children and Families Overview and Scrutiny Panel

Wednesday, 13 November 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

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 3rd 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, 13 November 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

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declaration of Interest and of any Party Whip	
3	Public Participation 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 12 November 2019). Enquiries can be made through the telephone number/e-mail address below.	
4	Confirmation of the Minutes of the Previous Meeting (previously circulated)	
5	Progress Update an Joint Local Area Special Educational Needs And Disability (SEND) Written Statement of Action/Improvement Plan	1 - 20
6	Good Education Places for all Worcestershire Children' - School Organisation Plan 2019-24	21 - 22
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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

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

13 NOVEMBER 2019

PROGRESS UPDATE ON JOINT LOCAL AREA SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) WRITTEN STATEMENT OF ACTION / IMPROVEMENT PLAN

Background

1. The Joint Ofsted and Care Quality Commission (CQC) local area Special Educational Needs and Disability (SEND) inspection took place 5 – 9 March 2018. The findings of the Inspection were published on 16 May 2018 (attached as an Appendix 1). The inspection raised concerns about the effectiveness of the Local Area¹ and requested that a Written Statement of Action (WSoA) be prepared by the Local Area¹ and submitted to OFSTED/CQC. The WSoA was approved by CMR and CCG Governing Body in August 2018. Ofsted then approved the plan as fit for purpose.

WSoA Progress reporting at SEND Improvement Board

2. At the recent SEND Improvement Board (17 October), workstream leads shared progress, impact and next steps against the Key Concerns. Updates included support for mainstream schools through the termly SENCo Network Seminars, that 113 SENCOs attended. Key topics shared with SENCOs included EHC Plan development, annual reviews and a focus on statutory matters and lessons learnt from casework.

3. Parent/carers are instrumental in the delivery of the WSoA. Families in Partnership (FiP) members work with officers to identify, review and progress the improvements required. FiP has developed a Stakeholder Reference group to have a greater reach of parent carers across the county. A prototype parent/carer SEND Survey was distributed in July, the analysis of this will inform a wider survey later this year. The Special Educational Needs and Disabilities Information, Advice and Support Service (SENDIASS) has received additional funding from the DfE to increase engagement with young people, embed co-production in practice, increase and improve training offer for staff, and increase their reach on social media and other innovative approaches.

4. The multi-agency SEND Key Performance Indicator (KPI) data set has been remodelled to focus on indicators for identifying, assessing and meeting the needs of children and young people's and delivering outcomes. The data shared with SEND Improvement Board in October included the provisional 2018/19 Key Stage outcome data which have improved slightly this year. Board members also noted trends around children and young people with Education Health Care Plans (EHCPs) and additional vulnerabilities for example missing school or electively home educated. The percentage of Looked After Children with up to date Health assessments

continues to improve and referral to treatment timeliness rates for therapy services remain positive.

5. The development and sharing of the School Level Inclusion Profile with all schools has started. The profile provides schools with a tool to inform self-evaluation and planning. An updated profile will be distributed on a termly basis.

6. Clinical Commissioning Group (CCG) Leadership have nominated Dr Louise Bramble as the nominated SEND GP, together with SEND Champions embedded across Health and other partners. The CCG is continuing to deliver through Autism West Midlands, Autism and Anxiety Training for parent/carers. Together with additional workforce and a new support model to reduce waiting times for the Umbrella Pathway and access to mental health services, parent/carers are providing more positive feedback. A Mental Health Network for Secondary Schools has been launched, lead jointly by health and education.

7. The updated Graduated Response guidance for professionals was launched to early years providers and schools in September 2019. A parent/carer version is being co-produced starting with parent/carer workshops in October/November.

8. In 2018, the Council allocated additional resource to increase the SEND Assessment and Planning Team. The impact of this additional resource can be seen within the timescales of EHC plans. 63% of EHC plans were issued within the 20 weeks in July 2019 compared with 12% in August 2018. The SEND Group Manager and Lead Commissioner for Adult Learning Disabilities are working together to understand, plan and review the needs of young people and families using the Preparing for Adulthood principles approach.

9. The Local Offer website continues to be improved in terms of content. Promotion to parent/carers, young people and professionals is embedded into everyday practice. The number of visitors on a monthly basis continues to rise, 17,480 visitors in September 2019. A Children with Disabilities register is also now available, with 349 children registered to date (Oct19).

10. Academic Outcomes, behaviours and attendance are included in the SEND KPI Framework. 2018 attainment for SEN Support pupils in the EYFS was positive compared to national figures and continues to improve over time. Progress and attainment of school-age SEND pupils in 2018 showed variation with some areas of improvement apparent e.g. progress of children with EHCP in KS2. Early indications from 2018-19 academic outcomes data are positive and will be verified for Quarter 4.

Department for Education and NHS England Monitoring

11. Since June 2018 advisers from both DfE and NHS England have held joint monitoring visits to assess the progress on delivering the WSoA. There have been 5 monitoring visits since June 2018. The most recent being in October 2019. The monitoring visits coincide to include attendance and observation by the advisers of the SEND Improvement Board meetings.

12. DfE feedback from October 2019 monitoring visit includes:

- The Local Area is making good progress with the Written Statement of Action;

- the Company, Worcestershire Children First (WCF) launched at the beginning of October, there is a strong sense of drive and optimism amongst the SEND Partnership Board members;
- the appointment to the position of Assistant Director for SEND and Vulnerable Learners gives confidence, stability and continuity. Previous concerns about the continuity of effort across both the organisational change, and personnel change in key lead roles in SEND have been considerably assuaged by this visit;
- the planned integration of key SEND services in 2020 will bring great benefits to the sense of cohesion among Local Authority (LA) services;
- it is estimated that the SEND team has capacity to deliver a good service and rates of completion of new Education Health and Care Plans in 20 weeks are improving, but further improvement is needed.

13. Particular strengths noted by the Department for Education (DfE) Adviser from the reports presented to the SEND Improvement Board include:

- A co-produced recommissioning of overnight short breaks provision;
- referral to treatment rates for waiting times for health therapy services;
- new guidance issued for schools on the use of part-time provision;
- the development and publication of school inclusion data profiles;
- Director led weekly meeting on Children Missing Education;
- the success and service user feedback of the training for parents of children and young people with ASD and anxiety;
- updated guidance on school support and work with SENCo's in mainstream schools to embed it;
- improved coordination among SEND training providers and
- the development and prototyping of a Families in Partnership parents survey.

Legal, Financial and HR Implications

14. Officers need to be supported to apply various aspects of education law to their core professional area of work.

Risk Implications

15. The Council needs to ensure compliance with the law. The Action Plan reduces the risk of non-compliance through activity and monitoring.

Impact Implications

16. A Privacy and Public Health Impact screening and a Health Impact screening have been completed in respect of the activity in the Written Statement of Action. The screenings did not identify any potential considerations requiring further consideration during implementation.

17. The Council must, during planning, decision-making and implementation, exercise a proportionate level of due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

18. A full Equality Impact Assessment has been carried out in respect of the WSoA. This identified potential positive impact for children and young people with disabilities. The potential positive impact relates to improvements in access to information and support available, increased engagement and co-production, access to mainstream education (where appropriate). The recommended course of action can be justified because the activity in the Improvement plan will improve outcomes for all children and young people with SEND. The full EIA is attached at Appendix 3.

Purpose of the Meeting

19. The Children and Families Overview and Scrutiny Panel is asked to consider the Report and:

- 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 and Families

Supporting Information

- Appendix 1 – Findings from Ofsted/CQC local area SEND inspection report – 17 May 2018
- Appendix 2 – Written Statement of Action (SEND Improvement Plan)
<http://www.worcestershire.gov.uk/sendlocaloffer>
- Appendix 3 – Equality Impact Assessment

Specific Contact Points for this Report

Sarah Wilkins, Director of Education & Early Help, Worcestershire Children First
Tel: 01905 846082 Email: swilkins@worschildrenfirst.org.uk

Background Papers

In the opinion of the proper officer (in this case the Director of Education and Early Help) 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 8 August 2018, 6 March 2019.

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

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Department
for Education

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Tel: 0370 0012345

Dr Catherine Driscoll
Director of Children's Services
Worcestershire County Council
Spetchley Road
Worcester
WR5 2YA

Simon Trickett, Accountable Officer, NHS Wyre Forest and South
Worcestershire CCG
Richard Davis, NHS Redditch and Bromsgrove CCG
Lyndon Thomas, Local Area Nominated Officer

17 May 2018

Findings from Ofsted / CQC local area SEND inspection report

Dear Dr Driscoll, Mr Davis, Mr Trickett and Mr Thomas

As you will be aware, Ofsted and CQC now require Worcestershire to submit a Written Statement of Action within 70 working days of receiving the local area SEND inspection report. This is because of the significant concerns set out in the report, published on 16 May 2018.

I have asked Anne Porter, one of DfE's SEND Professional Advisers, working closely with NHS England colleagues, to support you with producing the written statement, which must explain how the local area will tackle the areas of significant weakness identified by inspectors.

I was very concerned to read about the wide ranging areas of significant weakness, including a lack of strategic planning, limited and fragile engagement with parents and professionals, a poor local offer and too few Education Health and Care plans having been issued.

I was, however, encouraged that inspectors identified a new drive and commitment in Worcestershire to improve the quality of support provided to children and young people with SEND, which I very much hope will act as an impetus for the local area to move forward.

I would like to ask you to join me and NHS England colleagues to discuss how you intend to address the concerns raised by inspectors and make the necessary improvement in services. Please be aware that Fern Oxley-

Browning (Fern.OXLEY-BROWNING@education.gov.uk) will be contacting you shortly with a proposed time and date for this meeting. Finally, I have attached further information on the roles and responsibilities of key partners in supporting the improvement of SEND services in your area and a timeframe for the first 12 months after the publication of the inspection report. I hope that this information will help you in understanding individual roles and expectations. Should you have any further questions please contact Anne Porter in the first instance.

Yours sincerely,



Stuart Miller

Deputy Director
SEND, Alternative Provision and Attendance Unit
Department for Education (DfE)

Copy to:

Helen English, NHS England

Simon Geraghty, Leader of the Council and Cabinet Member for Finance

Fran Oborski, Chairman Children and Families Overview and Scrutiny Panel

Andy Roberts, Cabinet Member with Responsibility for Children and Families

John Smith, Cabinet Member with responsibility for Health and Wellbeing;

Sajid Javid, MP for Bromsgrove

Nigel Huddleston, MP for Mid Worcestershire

Rachel Maclean, MP for Redditch

Harriett Baldwin, MP for West Worcestershire

Robin Walker, MP for Worcester

Mark Garnier, MP for Wyre Forest

Annex A: Roles and responsibilities information sheet

This information sheet sets out the role and responsibilities of key organisations in a joint working approach to improve services in your area, following your Local Area SEND Inspection, where it has been determined that a Written Statement of Action (WSOA) is required.

Local Authority and Clinical Commissioning Group

The Local Authority (LA) and Clinical Commissioning Group (CCG) are jointly responsible for submitting a WSOA to Ofsted and CQC within 70 working days (approx. 14 weeks) from the date of receiving the inspection report.

The WSOA must state clear details for each action, who is responsible for taking each action forward and time period for completion.

The published inspection report will state the principal authority responsible for producing the WSOA. This will usually be the 'local area', which means the LA and CCG are jointly responsible for delivering the WSOA.

Ofsted and CQC

The Ofsted regional team will write to the local area confirming the latest date by which the WSOA must be submitted. It can be submitted before this date.

Ofsted and CQC are responsible for evaluating the WSOA within 10 working days of receiving it. If it is not fit for purpose, the LA and CCG must resubmit another WSOA within 20 working days.

Department of Education and NHS England

The DfE SEND adviser and NHS England SEND Local Office lead (referred to as Advisers) will support the local area to produce the WSOA. This will include a face to face meeting following the publication of the inspection report to discuss findings and next steps. Attendees will reflect the significant concerns and would include a senior LA officer (at least AD), senior officers with responsibility for the areas to be addressed, the officer who will be coordinating the Written Statement, Parent Carer Forum representative, and senior representation from the CCG.

Adviser meetings may be supplemented by requests from senior officials at the DfE and NHS England – and potentially Ministers – for meetings with senior leaders from the local area to discuss the findings and progress with delivering the necessary improvements to services.

Whilst Advisers may offer comments on the WSOA, they do not approve or sign off the statement submitted by the local area – only Ofsted and CQC do this.

Advisers will hold quarterly joint monitoring visits to discuss progress with developing and delivering the WSOA. Mott MacDonald, a DfE delivery partner, will contact the local area to arrange the dates for these visits, which must include a senior LA officer (of at least AD level) and senior representation from the CCG. If practical, this can coincide with an existing meeting that the local area has already in place to support its delivery of the WSOA, such as an Improvement Board.

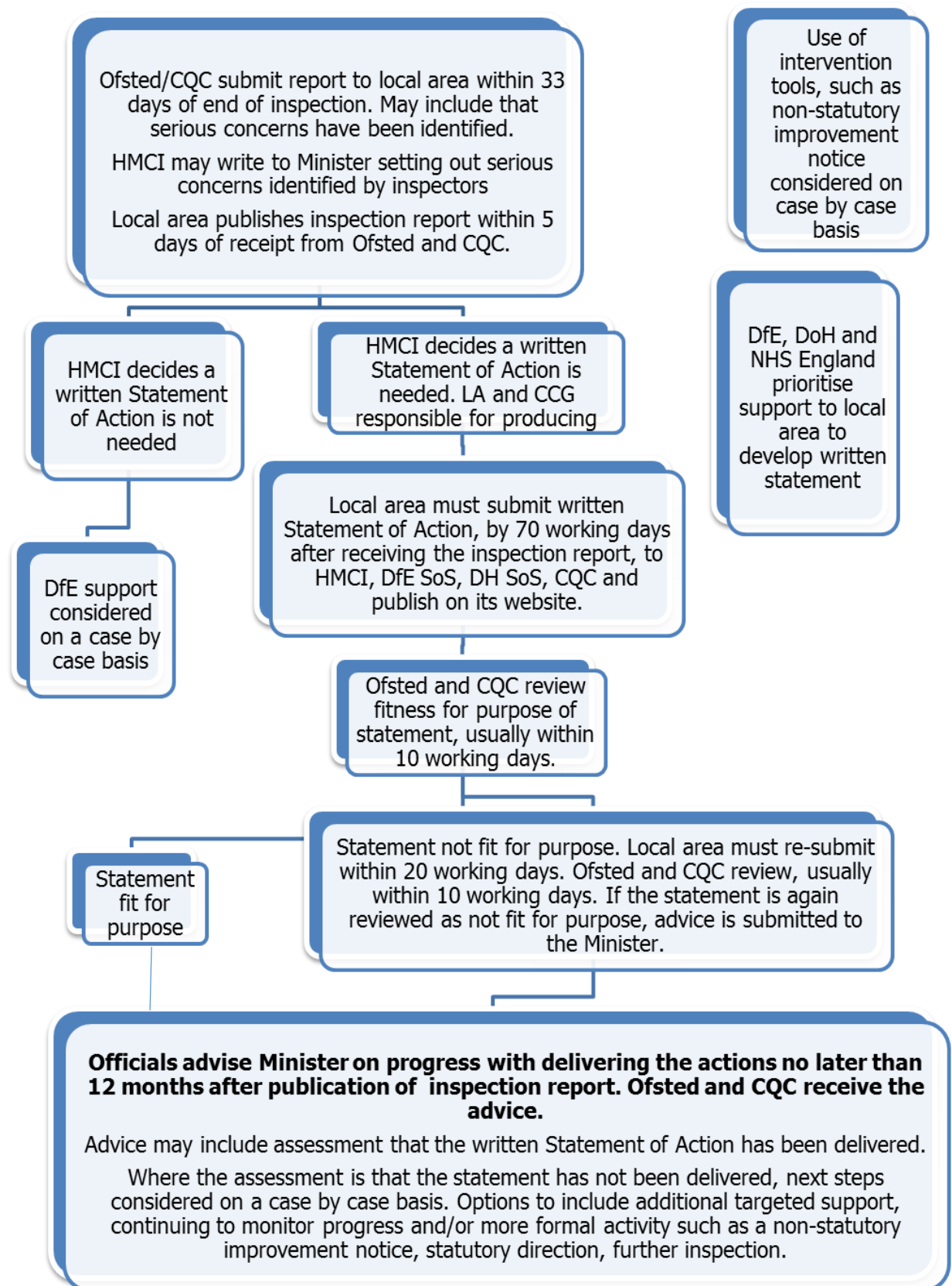
The inspection handbook states that “the local authority (where it is not the principal authority) and every other person or body who has cooperated with the principal authority” must publish the WSOA on its website.

In line with the SEND Inspection Framework, DfE and NHSE officials will submit advice to the Minister of State for Children and Families on the progress made by the local area within 1 year of the publication of the report. <https://www.gov.uk/government/publications/local-area-send-inspection-guidance-for-inspectors>).

We encourage local areas to make contact with the designated Regional Schools Commissioner, whose role is to work with school leaders to take action in underperforming schools. They may be able to contribute to the WSOA by addressing any issues raised about SEN provision in schools. The area RSC lead can be found at <https://www.gov.uk/government/organisations/schools-commissioners-group>.

We also encourage local areas to work with local Transforming Care Partnerships and Sustainable Transformation Partnerships, with a particular focus on embedding children and young people within your planning and delivery of services in relation to CYP with SEND and Transforming Care.

Annex B: Timeframes on responding to findings (taken from Annex A of the Inspection [Handbook](#))



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**WORCESTERSHIRE COUNTY COUNCIL EQUALITY IMPACT ASSESSMENT
TEMPLATE**

Appendix 3

Please read the brief guidance which provides essential information for anyone who is unfamiliar with the County Council Equality Impact Assessment process.

Background information:

Name:	Rachel Kiernan
Job Title:	Senior Project Manager
Service area:	Transformation Team
Directorate:	CF&C
Telephone:	01905 844506
Email address:	rkiernan@worcestershire.gov.uk
Date assessment commenced:	24/08/2018
Date assessment completed:	18/02/2019

Function, strategy, project, policy or procedure being assessed:

Name of the function, strategy, project, policy or procedure being assessed:	SEND Written Statement of Action
Is this a new or an amended policy?	New
Does the policy form part of a wider programme which has already been screened for equality relevance?	No

Stage 1 - Please summarise the main objectives, aims and intended outcomes of this policy

Aims/Objectives:	In March 2018, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Worcestershire to judge the effectiveness of the area in implementing the special educational needs and disability (SEND) reforms as set out in the Children and Families Act 2014. As a result of the findings of this inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action (WSOA) is required because of significant areas of weakness in the local area's practice. The local authority and the area's clinical commissioning group (CCG) are jointly responsible for submitting the written statement to Ofsted.
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	<p>The WSoA has been prepared together with Health colleagues, parents and carers, head teachers and other key stakeholders. The WSoA is outcome and objective based addressing the 'so what difference will this make?' question in a way that is both deliverable (in stages) and measurable (so it is reportable through agreed Governance routes and also to the DfE, NHSE and OFSTED)</p> <p>The WSoA has five workstreams each led jointly by representatives from WCC, Health and Partners – it has a detailed reporting and governance process to ensure accountability at all levels including SEND Improvement (Strategic) Board, HWBB, ICEOG, CCG Gov Body and Cabinet updates.</p> <p>The workstreams are as follows:</p> <ol style="list-style-type: none">1. Local Offer2. Embedding the Graduated Response3. Assess and Planning4. Joint Commissioning & Leadership5. Workforce and Engagement
Intended outcomes:	<p>Each workstream has an overarching objective and key outcomes:</p> <p>OUTCOME 1 – Local Offer</p> <p>Local offer is accurate, available, informative and useful to enable Children, Young People and families to access help and information at the earliest possible opportunity.</p> <ul style="list-style-type: none">• Collaborative – produced and reviewed with Children, Young People and Parents• Accessible – factual and jargon free• Comprehensive• Regularly updated• Well used by the community of Worcestershire <p>OUTCOME 2 – Embedding the Graduated Response</p> <p>Improve and embed the Graduated Response so needs are identified at the earliest point with appropriate support put in place.</p> <ul style="list-style-type: none">• Understanding and implementation of graduated response• Leads to consistency and coherence in mainstream provision for children with SEND• More confident parents• Few exclusions• Fewer moves between schools for children• Better outcomes because provision meets needs



- Monitoring outcomes with challenge and support to providers leads to better outcomes

OUTCOME 3 – Assessment and Planning

Children and Young People's needs are assessed and met in a timely and purposeful manner.

- Person-centred assessments
- Co-production is a feature of assessment and planning
- Meaningful and accurate content in EHC Plans that are issued on time
- Health, social care and educational professionals work together effectively
- Planning and review secures educational stability and leads to better outcomes
- Equip our workforce to implement the 2014 CoP and to be person centred.

OUTCOME 4 – Joint Commissioning and Leadership

Children and Young People's needs are understood and resources applied so they get what they need when they need it

- Joint commissioning priorities are understood and agreed
- Provision is re-balanced and adjusted according to changing needs of children and young people
- Strategic plans are co-produced and reviews undertaken with parent reps and partners
- Local Area Partners share performance targets and work together to monitor and review

OUTCOME 5 – Workforce and Engagement

Children & Young people are supported by a workforce that achieves the best possible outcomes, through effective engagement and coproduction. A multiagency workforce shares a culture which promotes inclusive practice, equipped through knowledge and skills.

- A multiagency Workforce Development Programme secures a common platform of knowledge and skills
- Parents and carers are involved in developing training and take part
- Training is evaluated to evidence uplift in knowledge & skills.
- Professionals are clear about responsibilities and explore how to deliver these in a more collaborative and outcome focussed way

Please summarise how these outcomes will be achieved?

A Programme of work has been developed to drive the delivery of the Written Statement of Action.



Careful consideration has been given to the articulation of a robust system through which officers and staff can account for their action and its impact to Local Area Leaders. The diagram on the previous page sets out the structure for reporting and monitoring of the progress of the Written Statement of Action. Reports are used to ensure a flow of information and to explain action taken by other boards.

The SEND Improvement Project Team will ensure the timely production of these reports that will highlight what has been achieved through Workstream activity, as well as any areas of risk.

The first stage in the flow of reporting in this process is the provision of monthly reports to the SEND Improvement Board where those present will be able to seek clarification from Workstream Leads on specific issues. In addition to stakeholder and parent representatives on this Board, executive level officers from the CCGs, Healthcare Provider Trust, Children's and Adults Social Care, Education and Skills and Babcock Prime (Worcestershire's school improvement partner) are present. Young people also attend.

The Health and Wellbeing Board (HWBB) includes Elected Members of the Council with Portfolio responsibilities for Children's and Adults Social Care and Education and Skills and members of the three CCG Governing Bodies, as well as The Director of Children, Families and Communities and the Chief Executive of the Council. It meets quarterly and will be provided with a report that has been enhanced following the discussions of the SEND Improvement Board. If there are matters that relate to Local Area Leadership, these will focus in matters for the Board's attention.

The Integrated Commissioning Executive Officer Group (ICEOG) will also consider progress reports paying particular attention to areas of joint priority. Both the HWBB and ICEOG can confirm policy priorities and direction and influence change in the services led by its members.

CCG Governing Bodies meet quarterly. Update reports will be prepared by the Project Team and presented by executive officers who attend the HWBB and/or ICEOG.

The Lead Elected Member for Education and Skills will meet at least monthly with the Assistant Director Education and Skills to interrogate progress in the Written Statement of Action and explore any specific issues of concern. Update reports to the Cabinet of the Council will follow a quarterly cycle for the first 12 months, supported with 6 monthly issue specific reports.



	<p>Quarterly reports will be prepared by the <u>Director of Children, Families and Communities</u> and the <u>Accountable Officer for the three CCGs</u>, for publication on the Local Offer web-site, and for Local Area Partners' own web-sites.</p> <p><u>Monitoring Activity and Impact</u></p> <p>Activity is driven through five workstreams. Their work plans are set out in this Written Statement of Action. They report to the SEND Improvement Board</p>
Where an existing policy is to be amended please summarise principle differences between the existing and proposed policies?	

Stage 2 - Information gathering/consultation

Please give details of data and research which you will use when carrying out this assessment:	
Please give details of any consultation findings you will use when carrying out this assessment:	
Do you consider these sources to be sufficient?	Choose an item.
If this data is insufficient, please give details of further research/consultation you will carry out:	
Please summarise relevant findings from your research/consultation:	

Stage 3 - Assessing the equality impact of the policy

Based on your findings, please indicate using the table below whether the policy could have an adverse, neutral or positive impact for any of the protected groups:

Protected characteristic	Adverse	Positive	Neutral
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please provide details of all positive and adverse impact you have identified:	The Written Statement of Action is intended to improve services for children with Special Educational Needs and Disabilities from Birth to 25 years. The quality of advice and service received will be perceived by parent / carers. There may be perceived negative impact from mainstream schools and from parent/carers of SEND children who are encouraged to attend mainstream schools.
Where possible please include numbers likely to be affected:	
Where potential adverse impact has been identified, can continuation of the proposed policy be justified?	No If yes, please explain your reasons: The overall impact of the Written Statement of Action will be a positive impact. The negative impact is more perception than actual
Do you consider that this policy will contribute to the achievement of the three aims of the Public Sector Equality Duty ?	Please indicate which of these aims is achieved through this policy: <ul style="list-style-type: none"> ● Advance equality of opportunity between people who share a protected characteristic and those who do not. ● Foster good relations between people who share a protected characteristic and those who do not. Please explain how the policy contributes to achievement of any aims you have selected:
<p>The Public Sector Equality Duty has the following three aims:</p> <ol style="list-style-type: none"> 1. To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010. 2. To advance equality of opportunity between persons who share a relevant Protected Characteristic and persons who do not share it. 3. To foster good relations between persons who share a relevant Protected Characteristic and persons who do not share it. 	

Stage 4 - Action planning and time frames

Please list any actions you will take to mitigate any adverse impact you have identified:



Planned action	By who	By when	How will this be monitored
Regular Communication with schools and Parent/Carers around the development and benefits of the Written Statement of Action	This will be led by the Communication leads from WCC, Acute Trust and CCGs	Throughout the programme	This will be monitored through the Communication plan and reported to the relevant Boards as set out above

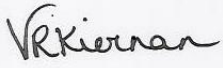
Please indicate how these actions will be taken forward as part of your team/service/directorate planning:	Communication forms part of the programme of the Written Statement of Action and will be monitored on a regular basis
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Stage 5 - Monitoring & Review

How frequently will proposed action be monitored?	This will be monitored on a monthly basis at the SEND Improvement Board through the lifetime of the programme
How frequently will intended outcomes be evaluated?	
Who will be responsible for monitoring and evaluation?	
How will you use the monitoring and evaluation results?	

Stage 6 - Publication

Worcestershire County Council requires all assessments to be published on our website. Please send a copy of this assessment to the Corporate Equality and Diversity Team for publication.

	Signature	Date
Completing Officer:		18/02/2019
Lead Officer:	Nick Wilson	19/02/2019



Service Manager:

[Click here to enter a date.](#)

CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL

13 NOVEMBER 2019

GOOD EDUCATION PLACES FOR ALL WORCESTERSHIRE CHILDREN' – SCHOOL ORGANISATION PLAN 2019-24

Summary

1. The Cabinet Member with Responsibility for Education and Skills, the Director of Education and Early Help, and Group Manager Sufficiency and Place Planning Worcestershire Children First, have been invited to the meeting to update the Panel on the School Organisation Plan, after its first year of operation and prior to it returning to Cabinet in December for approval to the latest update.

Background

2. Good education places for all Worcestershire Children, School Organisation Plan 2019-24 (included as a link in Appendix 1) is Worcestershire's strategic plan for sufficiency and place planning. This was formally adopted following Cabinet in December 2018.

3. The Panel requested an update on its progress prior to the 2019 sufficiency updates being formally signed off. These updates contain the latest sufficiency information based on the autumn 2018 and spring 2019 school census.

Issues for the Panel to Consider

4. The Panel should consider whether the School Organisation Plan 2019-24 provides a clear, strategic overview of the Council's role in sufficiency and place planning over the next five-year period.

5. The strategic School Organisation Plan, contains at its heart four sufficiency reports, which are updated annually and provide the basis for future provision planning. The Panel is asked to consider whether these four sufficiency reports, identified below and included as links in Appendix 2, are clear and provide the information required to support the strategic plan for this area of work over the five-year period:

- Early years sufficiency 2019
- Mainstream sufficiency 2019
- SEND sufficiency 2019
- Post-16 sufficiency 2019

6. The School Organisation Plan "Good Education Places for all Worcestershire Children 2019-24" contains a section (part 11, page 24) on monitoring effectiveness

of the plan. The panel should consider whether this is appropriate to effectively monitor the plan.

Purpose of the Meeting

7. Following the discussion of the information provided, the panel is asked to determine:
 - any comments to highlight to the Cabinet Member with Responsibility for Education and Skills; and
 - whether any further information is required as part of the 2019 update to the Plan prior to formal sign off.

Supporting Information

Appendix 1 - Good Education Places for all Worcestershire Children – School Organisation Plan 2019-24

http://www.worcestershire.gov.uk/download/downloads/id/10780/worcestershire_county_council_school_organisation_plan_2019.pdf

Appendix 2 - Four sufficiency updates for 2019

- Early Years Sufficiency Report
http://www.worcestershire.gov.uk/download/downloads/id/11725/wcc_ey_sufficiency_report_2019.pdf
- Mainstream Sufficiency Report
http://www.worcestershire.gov.uk/downloads/file/10056/2017_mainstream_education_sufficiency_report
- SEND sufficiency Report
http://www.worcestershire.gov.uk/downloads/file/10057/2017_send_sufficiency_report
- Post-16 Sufficiency Report
http://www.worcestershire.gov.uk/downloads/file/10055/2015_post_16_further_education_sufficiency_report

Specific Contact Points for this Report

Sarah Wilkins, Director – Education & Skills, Worcestershire Children First
Tel: 01905 846082 Email: swilkins@worcestershirechildrenfirst.org.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 Cabinet 13 December 2018 (agenda item 8)

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

CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL

13 NOVEMBER 2019

PERFORMANCE AND IN-YEAR BUDGET MONITORING

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 performance information provided relates to Quarter 2 (July-September 2019) split down by children's social care, education and Special Educational Needs and Disabilities (SEND) and financial information for period 6.
4. The intention is for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further scrutiny or areas of concern.
5. The Cabinet Members with Responsibility (CMR) for Children and Families, and Education and Skills have been invited to attend the meeting to respond to any queries from Panel Members.

Performance Information

6. 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.
7. 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.
8. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

Financial Information

9. Presentation slides, which can be found at Appendix 2, provide the Financial Update for Period 6 2019/20.

Purpose of the Meeting

10. 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 30 September 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

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

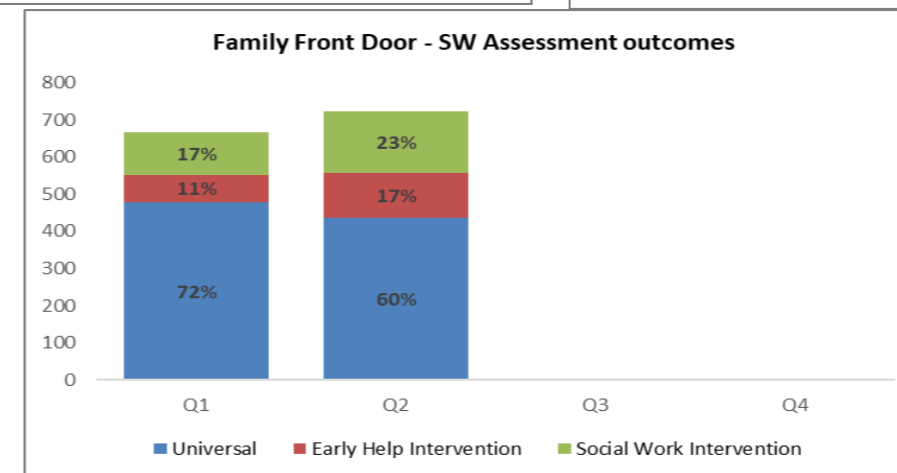
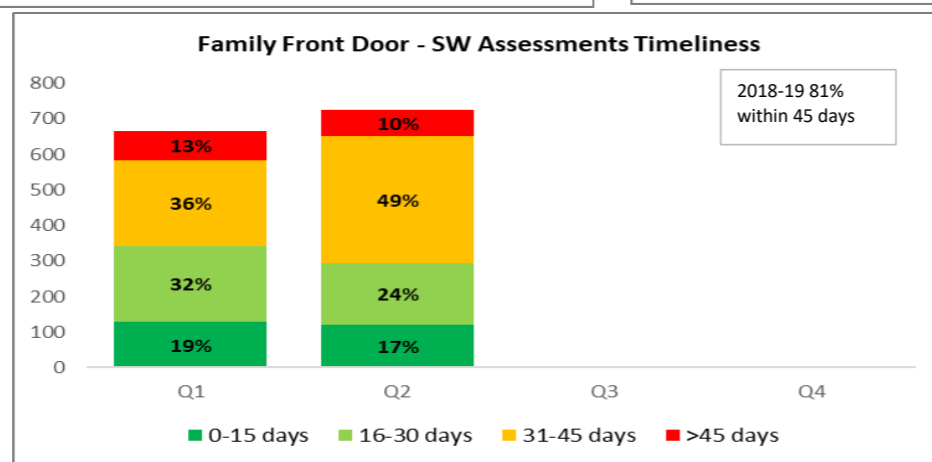
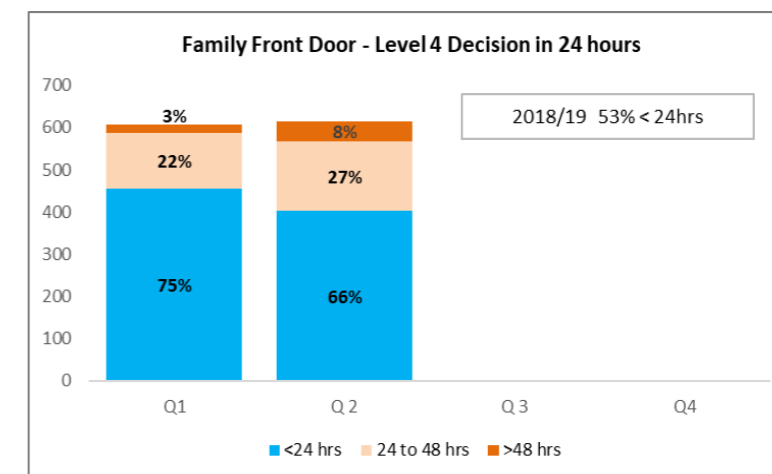
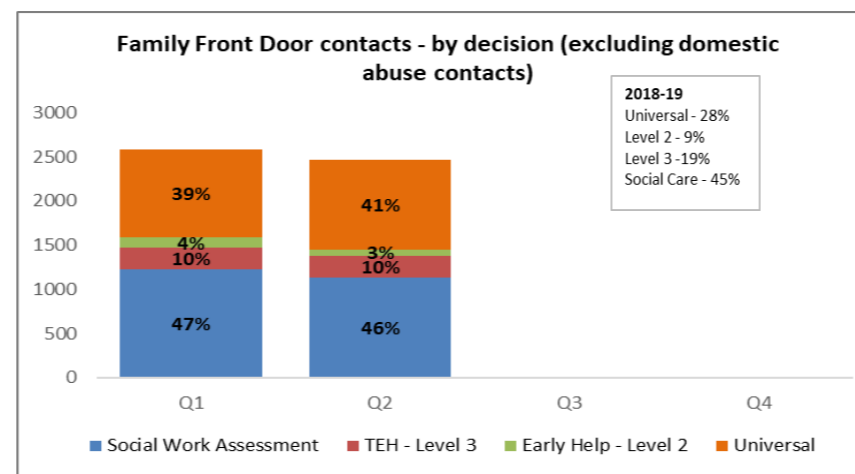
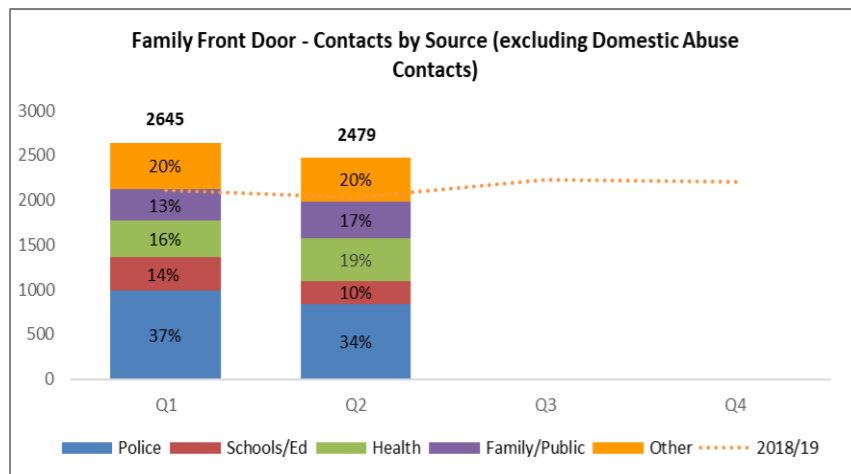
Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

- Agendas and minutes of the Overview and Scrutiny Performance Board on 24 January 2019, 28 March 2019 and 24 July 2019
- Agendas and minutes of the Children and Families Overview and Scrutiny Panel on 11 January 2019, 6 March 2019 and 17 July 2019

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

Family Front Door



Analysis - Family Front Door

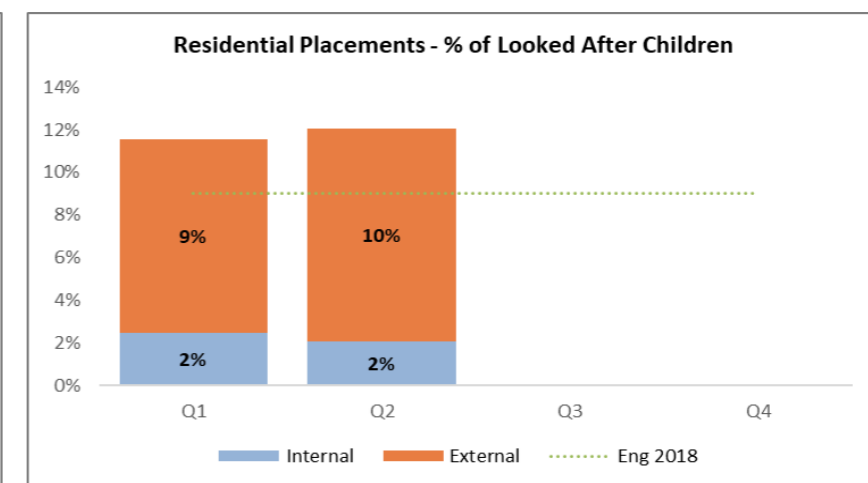
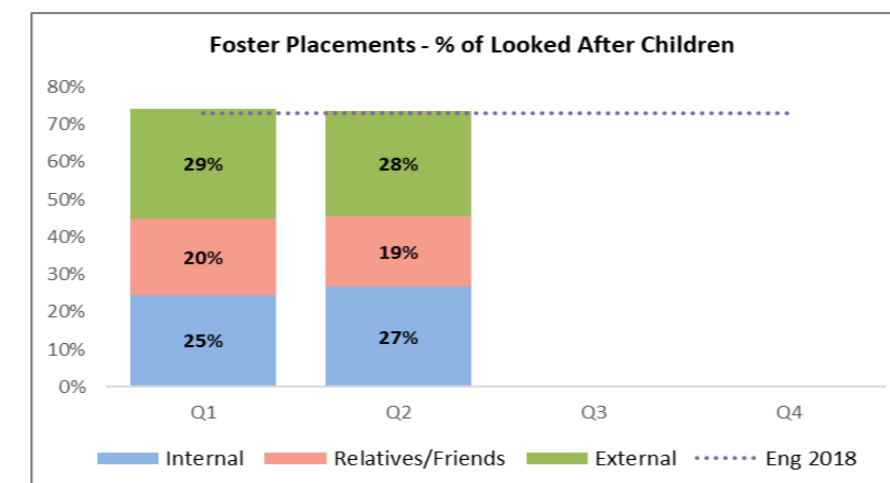
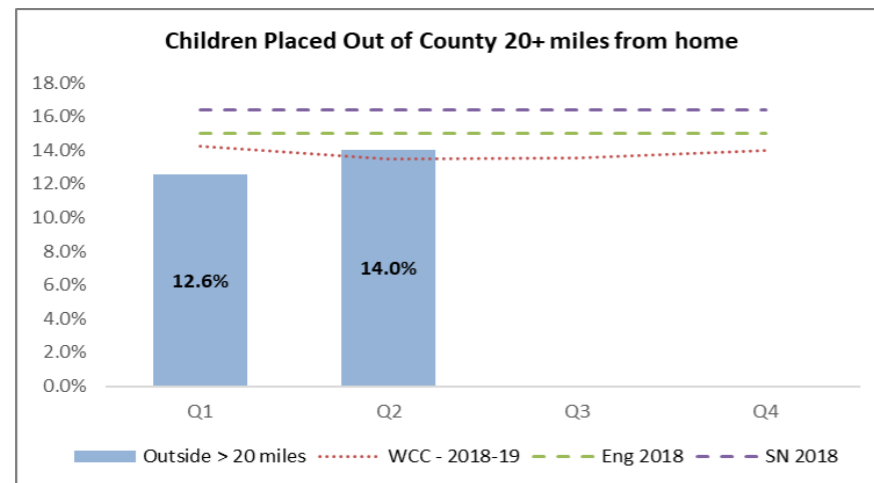
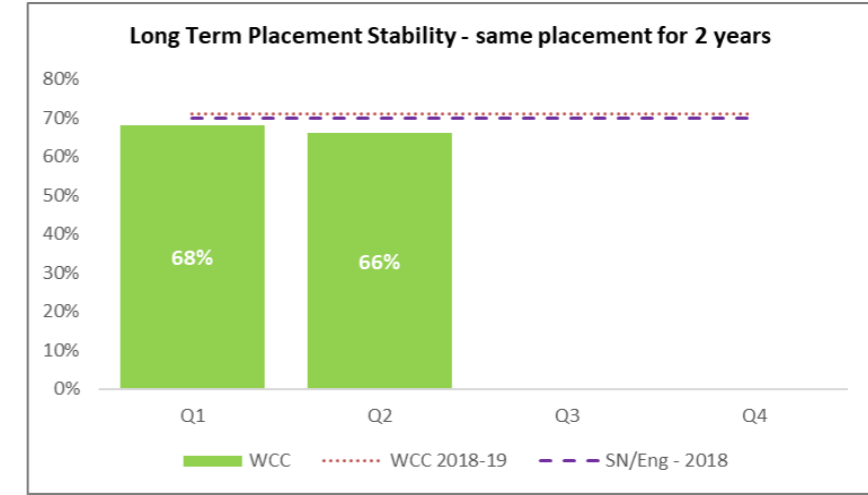
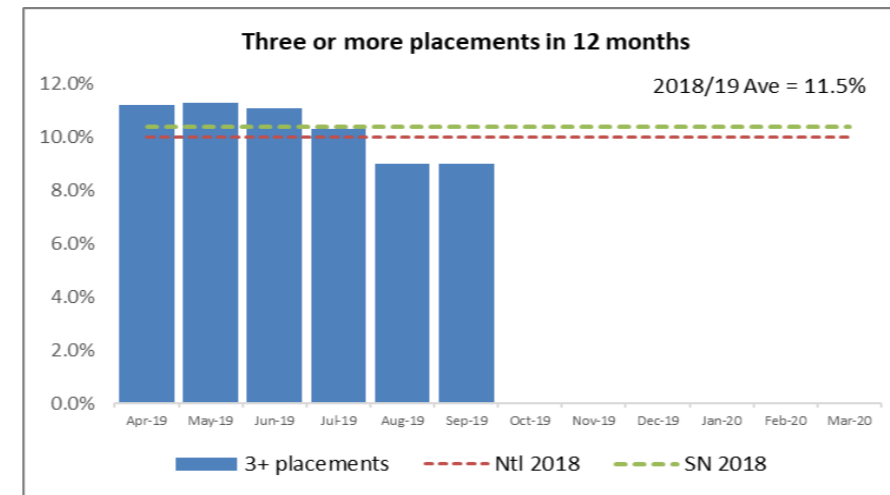
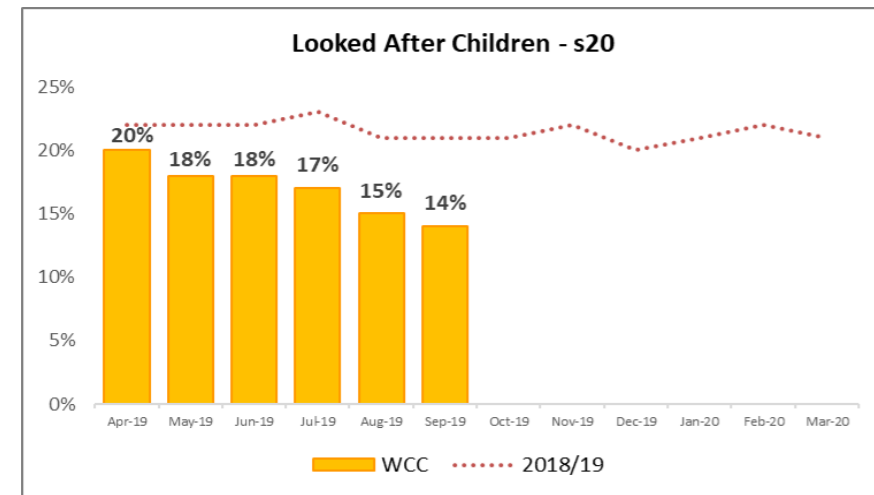
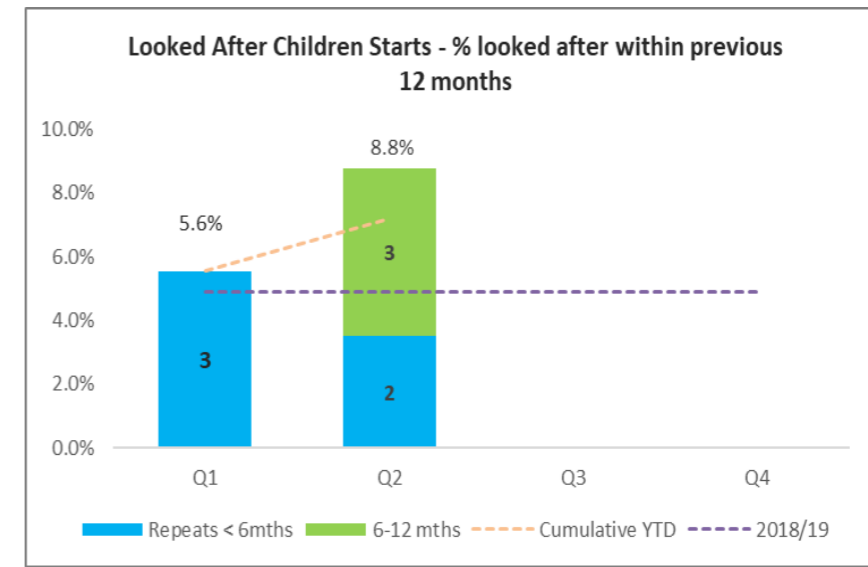
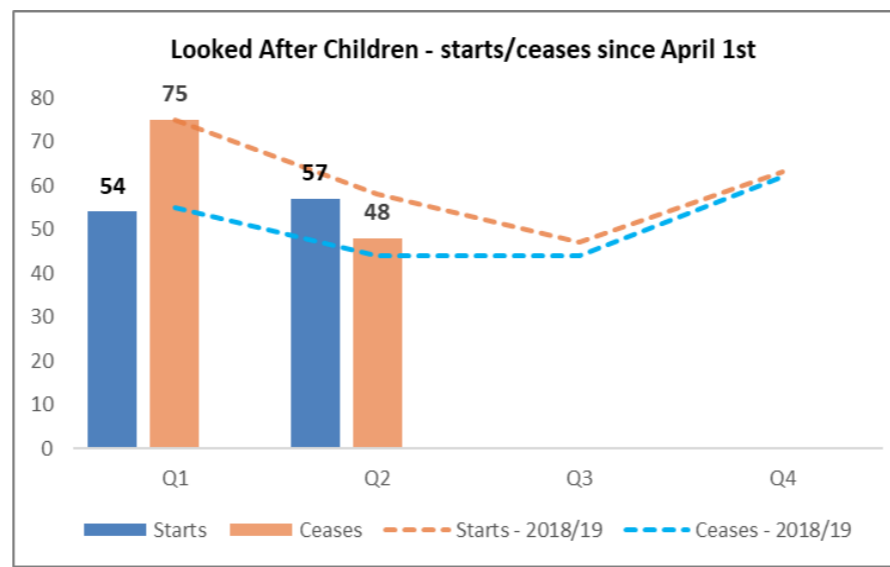
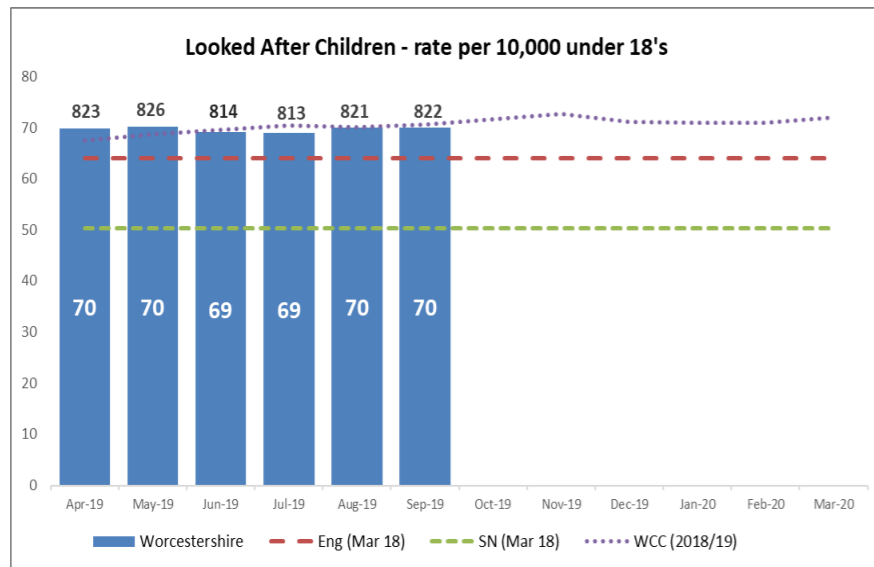
Contacts resulting in the need for SWA is a slightly improved picture at 47.46% but we continue to have 44% of contacts resulting in level 2/1. Our target is 60% of contacts to result in the need for a SWA as this would reflect partners identifying early help to families directly and enabling families to get support in a timely way avoiding unnecessary use of FFD processes. Front door decision making teams have had 2/3 manager post changes this qtr. which has impacted on timeliness of managerial decision making.

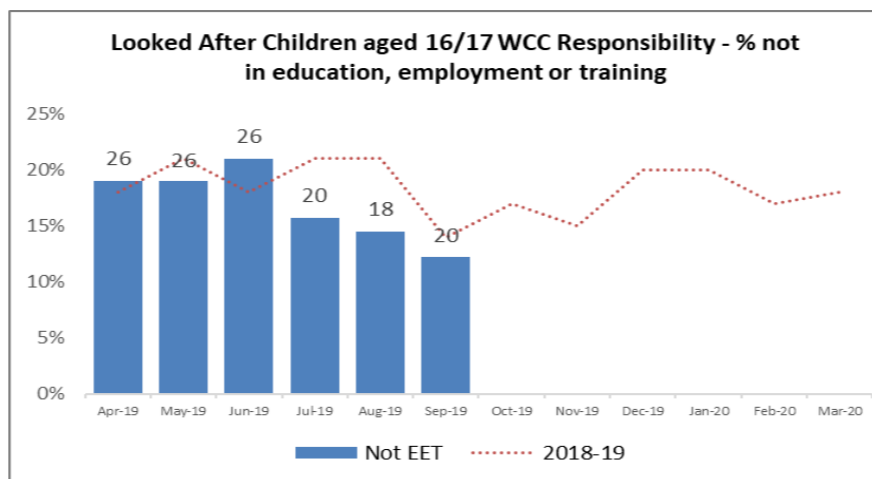
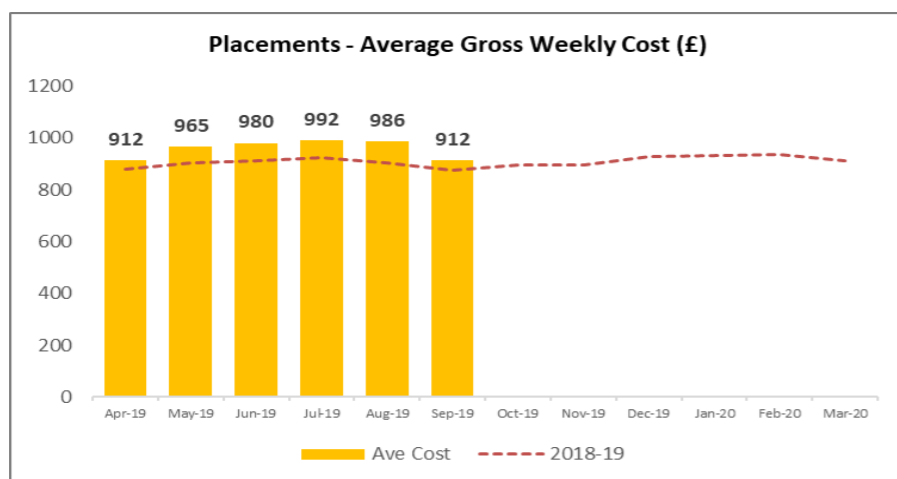
School data shows a good application of threshold with over all 79% (at level 4 or 3) and 65%+ of contacts resulting in the need for SWA at level 4 and an appropriate smaller 12% resulting a level 3. Much work has been done through the DSL group and this is showing a good outcome. Further work with the wider Partnership will be part of the QAPP programme as a sub group of the Safeguarding Partnership

Demand and turn over at FFD remains high with over 700 social work assessment starting and ending this qtr. The team are commended for the workload management with SWA timeliness at 90% this qtr. The number of SWA resulting in the need for a continued SW intervention is 23% an improvement from qtr. 1 (17%) but still too low.

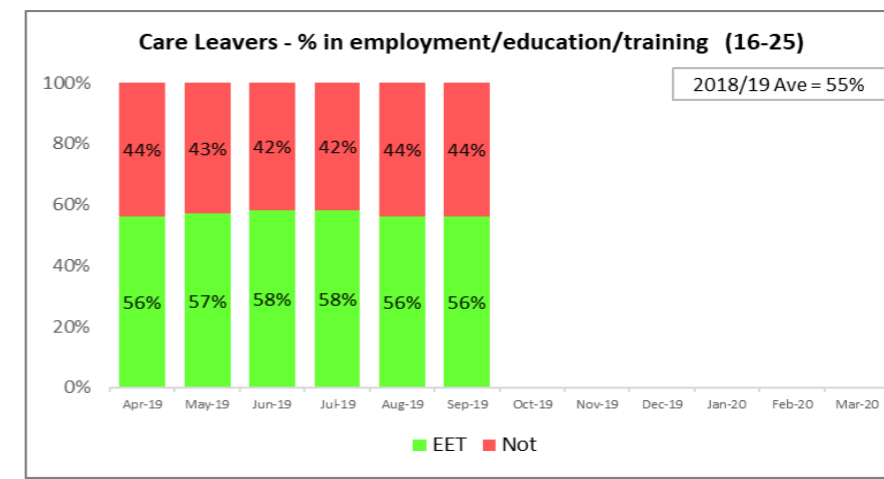
New Data set now being provided to QAPP for multi agency review / audit and FFD quality assurance programme will target internal areas of practice for review.

Through Care - Looked After Children and Care Leavers





No comparator data is available for this indicator



Care Leavers 18-21 in Employment, Education or Training as at 30 Sept 2019: 59%. 2017/18 figure for Statistical Neighbours: 53.7%

Analysis - Through Care

Our overall New accommodations into care in quarters 1 and 2 (111) continue to be lower than in the same period 17/18 (147) and 18/19 (130). We have also seen a rise in children leaving care year to date (123) than in the same period 18/19 (99) this means the total number of children in our care is steadily reducing.

Threshold for Care

The number of children in our care on a voluntary order (S20) is now 14% and the stable trends shows this reducing through 18/19 and 19/20 as we are working to support and manage risk with children at home.

Children and Young People leaving our care

Of the children who have left care 57/123 were S20 and the duration of their time in care shows a wide range from a few days to over 6 years. 63 children and young people leaving care year to date were subject of a legal order. 33/63 achieved permanency via Adoption/SGO or Child Arrangement Order. 24/33 left care within 24 months (11 in less than 12 months) of having been accommodated. This is timely permanency for a significant number of children. Of the total care population (legal orders and S20) 59 children (47%) who left care are aged 16 -18 years, these are the young people we will continue to support in their stable placement and support an exit plan from care matched to their individual needs and circumstances. Where possible we will support them to return to Worcestershire to live and support them into semi independent living arrangements to best prepare them for independence.

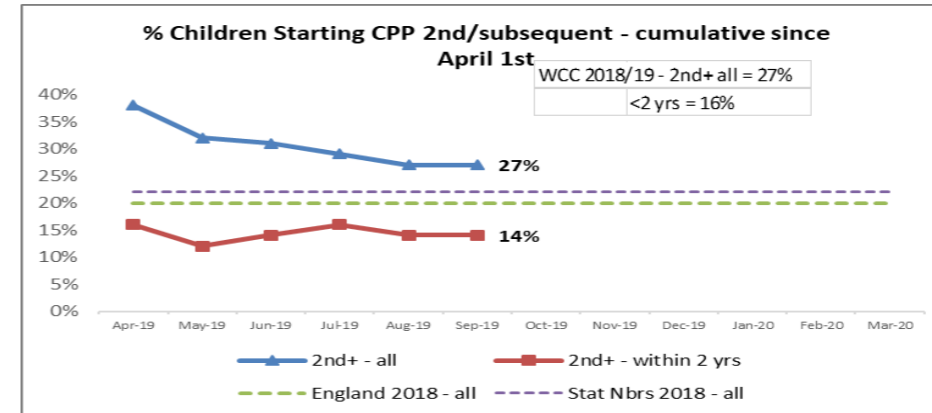
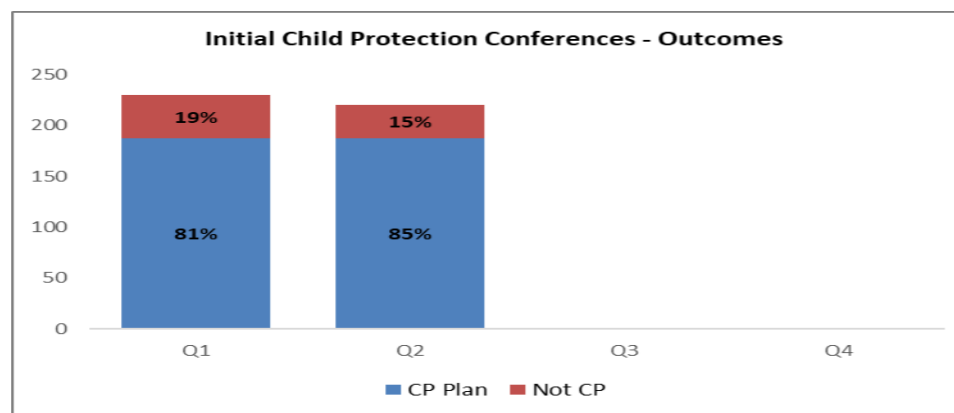
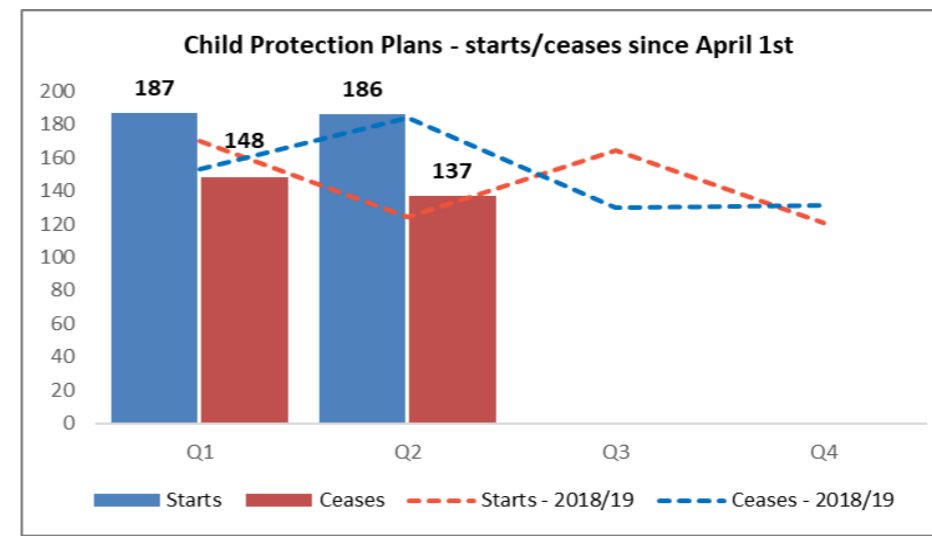
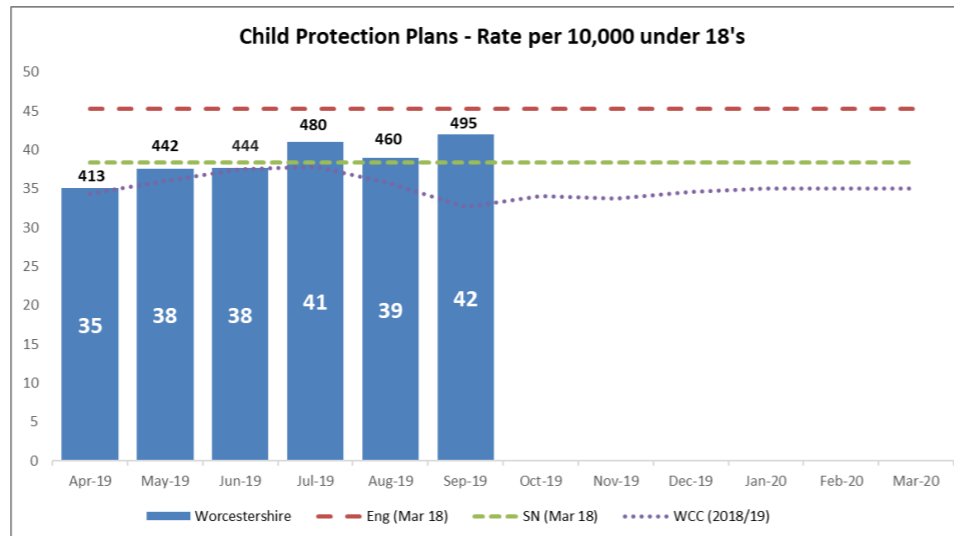
Negative KPI's

Pathway Plans, Health Assessment and Looked After Reviews and Visits have all shown a insufficient rise or slight reduction in timeliness' of completion. Qtr. 2 includes the months of July / Aug which has a pattern of dips in performance due to higher demand in work coming in through the system and a reduced staffing cohort due to AL. This reinforces the staffing structure to be at a minimum and leaves very little "headroom" to manage changes in workload /flow. However the drop indicators do not reflect children left at risk of harm only overdue activities historically addressed as we move through Qtr. 3.

Positive KPI's

We can see the positive impact the new NEET & Missing Mondays panels with the NEET cohort reducing for the first time in 18mths and good increase in; use of internal foster care; reduction in placement moves 3+, (outcomes of consolidation meeting) and lower weekly cost of placements are all interlinked KPI's and a reflection of managerial "grip" on the service and systems.

Child Protection

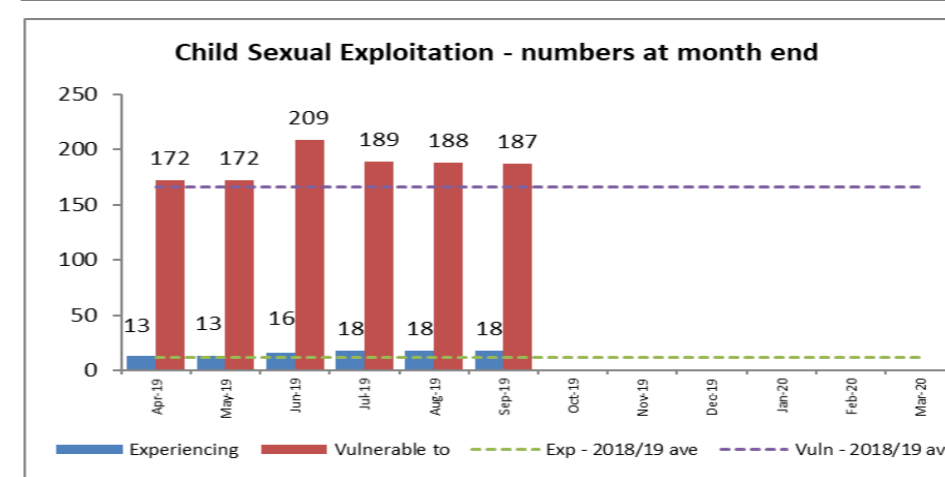
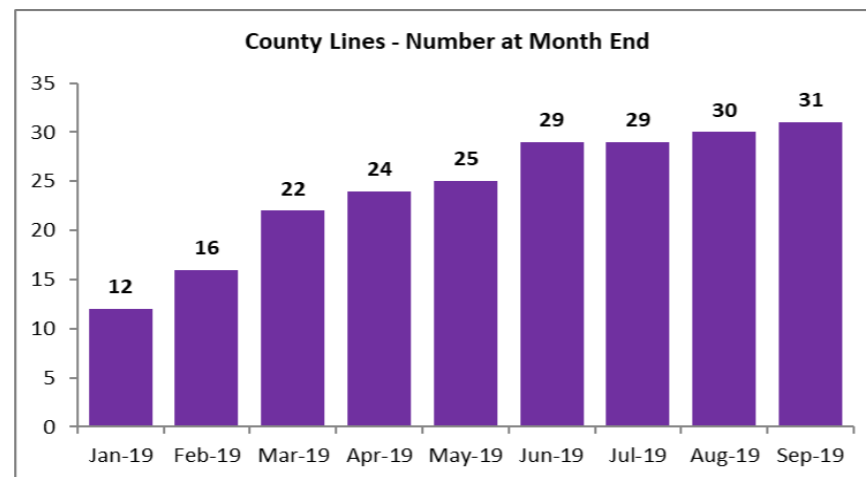
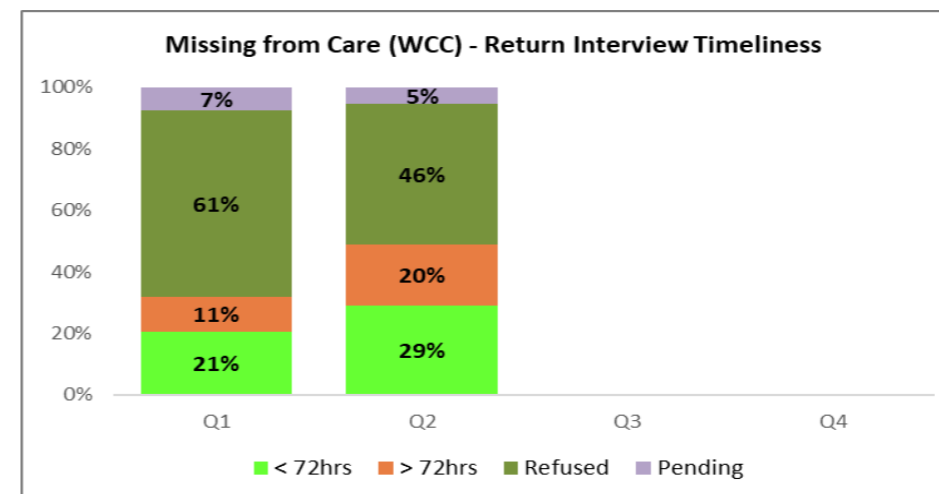
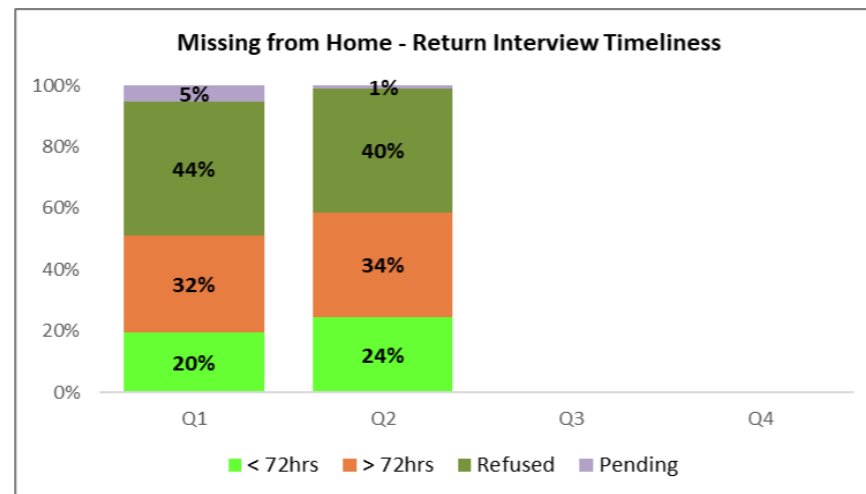
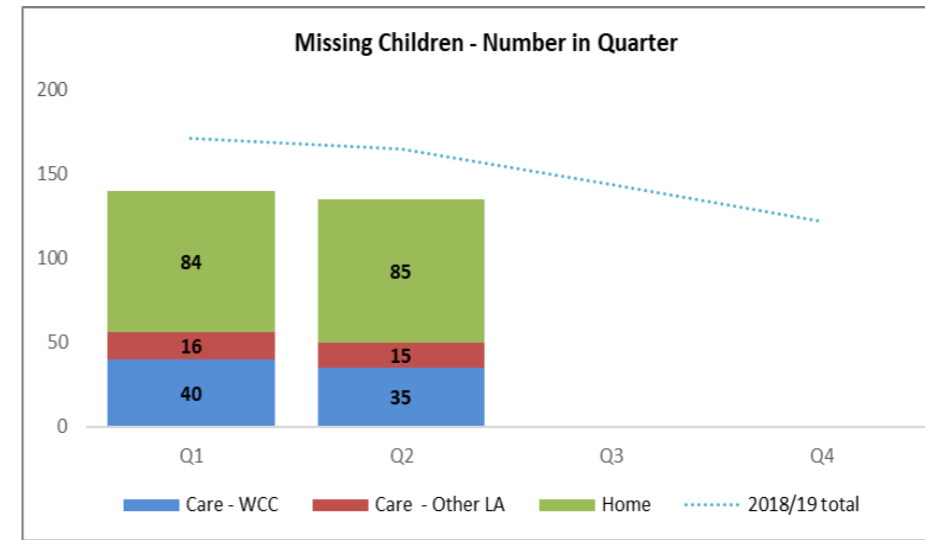
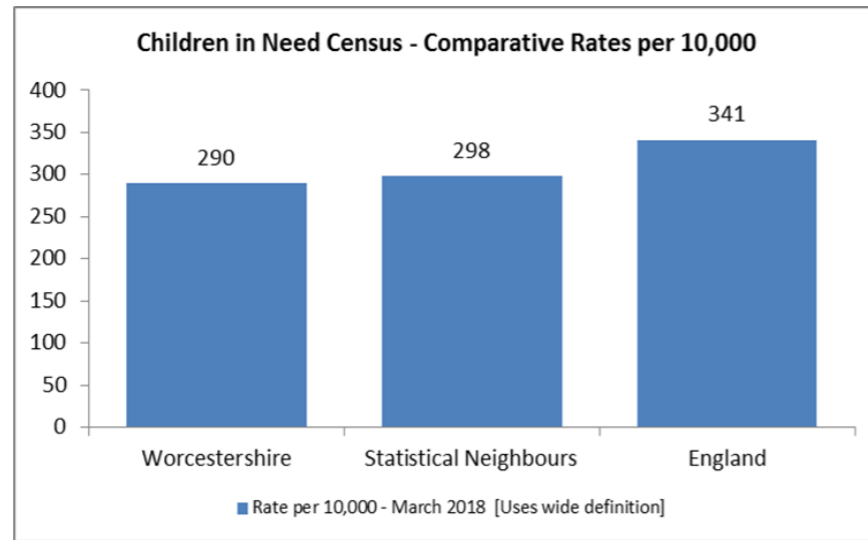


Analysis - Child Protection

Our rise in the number of children and young people subject to child protection continues as we seek to work with partners to;
 manage risk in the family home,
 have firm and consistent application of threshold in each category of harm,
 raise the understanding of the impact of Neglect on children
 prevent premature case closer at 3months (first review) and as such reduce the need for repeat plans in under 2 years.

ICPC outcomes reflect 81 - 85% of ICPC resulting in a CP plan - this is reflecting the value of the multi agency conversation and Signs of Safety methodology used in conferences to agree the true level of risk. Ultimately we would seek this to be a higher outcome to ensure we are not putting families through the children protection process unnecessarily but this is a multi agency journey that includes parents and young people to share and agree risks and needs.

Children In Need



Analysis - Children in Need**Analysis - Children in Need**

We can see a slight increase in our CIN population to 44 per 10,000 from 42 year end 18/19. Applying an appropriate threshold at CIN is linked to, and as important as for Child Protection and Care. The increase in CIN and CP and decrease in Looked After new entrants is part of the scale of interventions and we would want to see this pattern continuing if we are to recognise of vision of "Valuing Family Life" and ensuring families access early help and Target Family Support early and at the lowest level first.

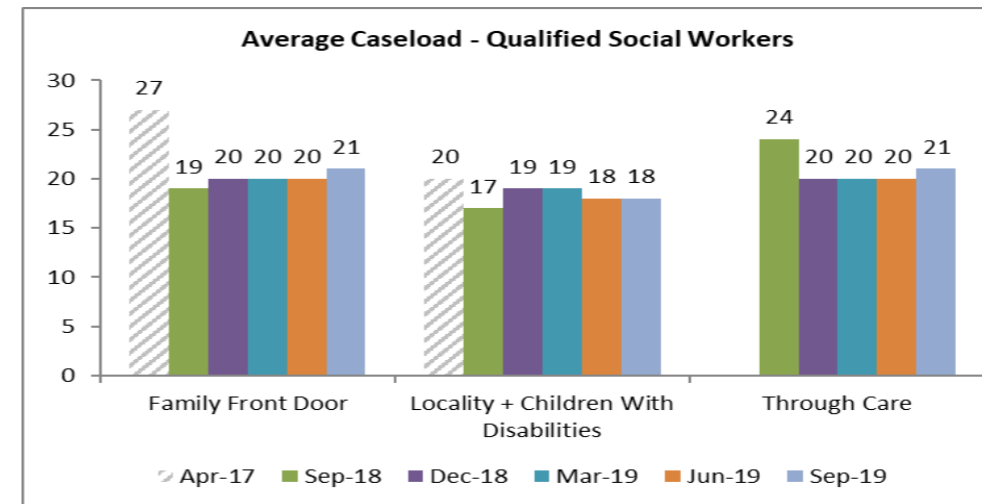
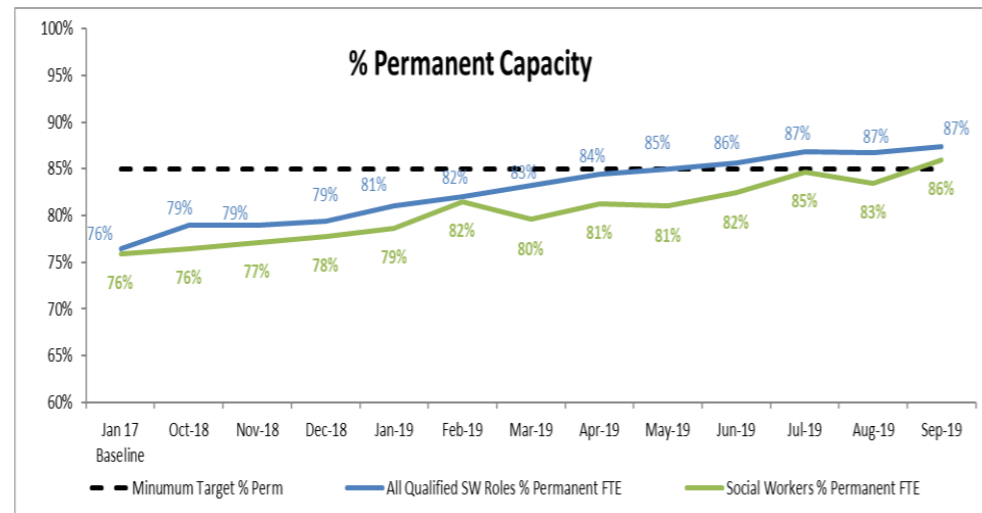
Our Outcomes for Children In Need shows a small % resulting in Child Protection and Care which is reflective of an appropriate threshold for social care where the majority result in an effective intervention but a recognition that CIN interventions are at the "At risk of" children protection/care threshold and without intervention would likely result in needs becoming more complex and higher risk. Our approach is in line with the Children Act 1989 that determines a Child in Need if they are unlikely to attain what is an expected level of health and development without the support of services.

Additional Vulnerabilities.

Identifying children experiencing the additional vulnerabilities across Missing and the Get Safe agenda is an important part of identifying needs. An Increase in children "vulnerable to" CSE and County Lines is a positive KPI reflecting identification of need by professionals through assessment and information sharing. These risks exist in cases of children open to CIN/CP and Care.

We can also see a positive reduction in the number of incidents and children involved in such incidents of being missing. 18/19 qtr. 2 identified 58 children missing from care down to 35 this qtr. and for Children Missing from Home 139 down to 85 in this last qtr. *Qtr. comparisons take into account seasonable impacts.*

Staffing



Analysis - Staffing

Permanent staffing overall and permanency of social work front line case holding staff shows a sustained positive picture building on the improvement made throughout 18/19

Use of agency staff continues to be low - agency staff are used to cover vacant posts, sickness and maternity. However the turn over of individual agency workers in one cover post is still a change for case managers due to poor performance of individual agency staff.

Average case loads remain on target in all areas of the services but we still have too many social workers with over the target. Agency turn over impacts significantly on this as we change agency staff we have to re-allocate cases to some permanent workers in order to bring both permanence to a child and also experience to some complex cases. However staff report manageable work and morale throughout the service is high.

The next Staff Health Check will be undertaken Nov/Dec 19

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Children and Families

13 November 2019

Financial Update
Period 6 2019/20

Period 6 Forecast – Children and Families - DSG

- As at Period 6, the forecast expenditure on Dedicated School Grant budgets is £211m – an forecast overspend of £8.9m

Service	2019/20 Net Budget	2019/20 Forecast	19/20 Draft Variance Before Adj's	Proposed C/Fwds	Variance After Adj's	Variance After Adj's	Variance Last Period	Change Since Last Period
	£000	£000	£000	£000	£000	%	£000	£000
DSG - School Formula Budgets	126,652	126,652	0		0	0.0%	0	0
DSG - High Needs Pupils	43,442	52,431	8,989	(8,014)	975	2.2%	975	0
DSG - Early Years	35,388	35,388	0		0	0.0%	0	0
DSG - Statutory Duties / Historic Commitments	4,950	4,960	10	(10)	0	0.0%	0	0
DSG - De-Delegated Services	580	580	0		0	0.0%	0	0
DSG - Sub Total	211,012	220,011	8,999	(8,024)	975	0.5%	975	0
DSG - Dedicated Schools Grant	(211,012)	(211,987)	(975)	0	(975)	0.5%	(975)	0
Dedicated Schools Grant (DSG)	0	8,024	8,024	(8,024)	0	-	0	0

Key Headlines – Children and Families

DSG - overall a £8.9m overspend position due to:

- Pressures in High Needs budget, particularly in Out of County provision, and Post 16 provision.
- Overspend would be 'carried forward', essentially increasing the deficit balance on the DSG reserve, which at some point needs to be paid back. The deficit balance at the start of the year was £0.633m.
- Worcestershire High Needs pressures are in line with known national picture as over half of LA's experienced an overspend at the end of 2018/19.
- DfE consultation on purpose of Dedicated Schools Grant conditions and propose due to pressures on the high needs budget, the intention is that DSG deficits should not be recovered from General Fund and be recovered from DSG income
- Proposal is to change the conditions as part of budget 2020-21 (and any overspends in 2019/20 will fall under new arrangements).
- £700m announced will help WCC c£8m gross will help as LA's will have substantial deficits at the end 2019/20 and will not be able to recover them immediately.

Period 6 Forecast– Children and Families – Non-DSG

Service	2019/20 Net Budget	2019/20 Forecast	19/20 Draft Variance Before Adj's	Proposed C/Fwds	Variance After Adj's	Variance After Adj's	Variance Last Period	Change Since Last Period
CSC Safeguarding Locality Teams	12,886	12,619	(267)		(267)	-2.1%	(197)	(70)
CSC Through Care Locality based Hubs	4,580	4,491	(89)		(89)	-1.9%	(121)	32
CSC Family Front Door	5,047	4,975	(72)		(72)	-1.4%	(79)	7
CSC Targeted Family Support	1,663	1,456	(207)		(207)	-12.4%	(205)	(2)
CSC Safeguarding and Quality Assurance	1,928	1,937	9		9	0.5%	9	0
CSC Placements & Provision	46,376	47,280	904		514	1.1%	344	170
Worcestershire Safeguarding Children Board	168	181	13		0	0.0%	0	0
Education & Skills	5,687	5,798	111		111	2.0%	0	111
Home to School & College Transport	14,419	15,419	1,000		1,000	6.9%	1,000	0
Early Help & Partnerships	5,288	5,473	185		(261)	-4.9%	28	(289)
WCC Contribution to West Mercia Youth Offending Service	514	370	(144)		(144)	-28.0%	(144)	0
Finance & Resources	1,108	1,546	438		331	29.9%	331	0
Children, Families and Communities (Excl DSG)	99,664	101,545	1,881	0	925	0.9%	966	(41)

Key Headlines – Children and Families

Non-DSG - overall a £0.925m overspend position. Major variances are:

- £0.514m overspend in Placements and Provision. External placement numbers are higher than anticipated at budget setting, however this has been partially offset by underspends in internal placements.
- £0.626m underspend in other areas of Social Care, due to staffing underspends. The majority of these are small underspends in individual teams as vacancies arising take time to become filled, the main area of one off underspend is the Edge of Care Service.
- £1m overspend in Home to School and College Transport.
- £0.331m overspend in Finance & Resources as contributions towards a savings target for 'tailspend' (i.e. non-staffing expenditure) are being identified through the year.
- £0.404m underspend in Early Help & Partnerships due to vacancies from the revised structure and Youth Justice and one reimbursement from pooled budget and a £0.111m overspend on Adult Learning.

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL

13 NOVEMBER 2019

WORCESTERSHIRE CHILDREN FIRST

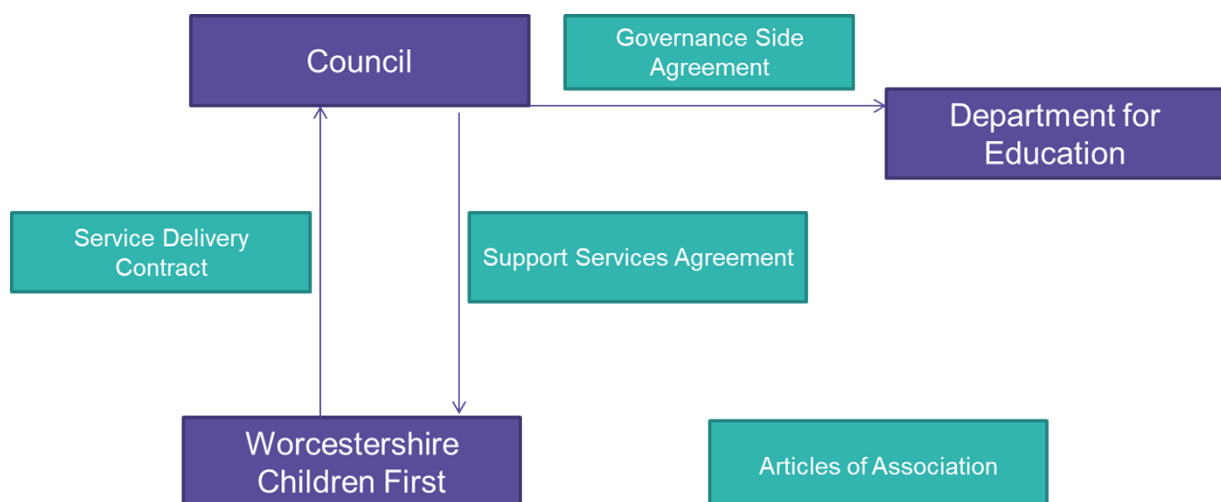
Summary

1. The Assistant Director of ADM Programme and Communities and Worcestershire Children's First Director of Resources have been invited to the meeting to update the Panel on developments relating to Worcestershire Children First.

Background

2. On 1 October 2019, Worcestershire Children First became operational, concluding a two-year programme of work. This report aims to provide an overview of the contract performance and contract monitoring regime that is now in place between Worcestershire County Council ("the Council") and Worcestershire Children First ("the Company")

3. In July 2019, the Panel received a briefing on the expected contract arrangement which are depicted in the diagram below. All contracts were signed and sealed on 26 September 2019 and came into force on 1 October 2019 when Worcestershire Children First went live.



4. As a reminder, 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.

5. 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.

6. 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.

7. 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 under Direction.

Performance and Contract Monitoring

8. The Council and Company are working together pro-actively and positively to provide quality services for children and young people. On a day to day basis there is an operational relationship focused on the provision of the range of support services the Council is providing to the Company and the collective work on improving outcomes for children and young people. More formally there are now contract monitoring meetings Performance and Commissioning Group (PCG) in place every month with every third meeting forming the Quarterly Review Board (QRB) and every 12th meeting forming the Annual Review.

9. Facilitating and attending these formal meetings is a contractual obligation for both parties as outlined within the Governance Schedule. They form the basis for agreeing contractual variations, performance rectifications and change notices. Whilst the Council remains under Direction, the DfE (Civil Servant and Children's Commissioner) will attend the PCG and QRB.

10. In relation to performance, the Company is being held to account against a set of key performance indicators (KPIs). The KPIs are provided in Appendix 1 and have been developed using several 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 and robustness of this data has been considered in the definitions of the KPIs.

11. For each KPI a baseline and tolerance level has been set. Baselines figures are the most recent annual figure, for the financial or education year as appropriate to the indicator. Tolerances are an attempt to capture the amount of variation that might be expected in the result for each KPI while broadly maintaining the level of performance. In calculating the tolerances statistical variation was considered based on the previous year's performance as well as the relative position within the statistical neighbour group where appropriate, or the position against a nationally set target.

12. Any slippage against these KPIs will form part of the performance rectification process defined in the performance framework. A summary of this process is provided in Appendix 2. Each month a KPI report will be produced and exceptions raised at the Performance and Commissioning Group, with more detailed narrative on each KPI produced quarterly for the Quarterly Review Board.

13. The Company will be holding the Council to account for the delivery of a range of support services along with several other services/functions that are intrinsic to the Company's success. Like the Performance KPIs a report on the support services KPIs will be produced by the Council on a monthly basis with a more detailed narrative produced quarterly. However, unlike the performance KPIs, there is no performance rectification process, rather both Parties are committed to work together to make necessary improvements.

Worcestershire Children First Reporting

14. The principles of setting up the governance for the Company is to ensure compliance as set out in Companies Act and Articles of Association whilst ensuring operation independence, challenge and added value without impacting and duplicating the current democratic process and internal governance process of Worcestershire County Council. The overriding principle of Company and Council working together in partnership to deliver the agreed vision, mission and values of the Worcestershire Children First. The diagram below outline governance structure of WCF.



15. The terms of reference of the WCF Board were agreed on 26 September, the key duties in monitoring performance are:

- Quality of Services
- Finance
- Operational performance - workforce
- Risk management
- Matters that may materially affect the reputation of the Company
- Monitor the contractual KPI's to ensure compliance with the contract

16. The Risk, Governance and Audit Board will provide assurance to the Board on the adequacy of the risk management framework and the associated control environment, scrutiny of WCF's financial and non-financial performance and to oversee the financial reporting process.

17. The Quality Assurance Board oversight of the quality and performance of our front-line services including seeking the views and opinions of children and young people.

18. In designing information required for the contractual Quarterly Review Board and Performance and Commissioning Group, it has been agreed by all parties that we use existing reporting process to the Council through to Children and Families Overview and Scrutiny Committee and other council meetings to ensure consistency and to avoid any duplication or repetition in effort, this principle has been agreed by the WCF Board.

19. The contractual Key Performance Indicators with tolerances are attached at appendix 1. There are also a set of proposed KPIs which need further work (mainly educational ones) and will be included in the contract in due course. These will be jointly agreed at Performance and Commissioning Group in the near future.

Purpose of the Meeting

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

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

Supporting Information

- Appendix 1 – agreed set of KPIs that feature within the contract with Worcestershire Children First
- Appendix 2 – a summary of the performance rectification process as set out within the performance framework.

Contact Points for this Report

Hannah Needham – Assistant Director: ADM Programme and Communities
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Phil Rook – Director of Resources, Worcestershire Children First
prook@worcschildrenfirst.org.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, 29 January 2019, 17 July 2019 and 11 September 2019

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

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Signed-off Key Performance Indicators included in Contract

KPI	Area	Childrens & Young Peoples Plan Outcome	WCF Vision	KPI Descriptor	Baseline	Tolerance Levels	Schedule
KPI-SC1	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Referrals with a decision within 24 hours	53.2% (1271 / 2391) (2018/19)	52.3% - 62.7%	Monthly
KPI-SC2	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of social work assessments completed within 45 days	82.5% (3687 / 4468) (2018/19)	75.6% - 89.4%	Monthly
KPI-SC3	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of children subject to a CP Plan with an up to date plan	69.7% (271 / 389) (2018/19)	57.8% - 81.5%	Monthly
KPI-SC4	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Initial Child Protection Conferences held within 15 days	76.4% (502 / 657) (2018/19)	67.8% - 85.1%	Monthly
Page 45 KPI-SC5	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of children who became the subject of a Child Protection Plan for a second or subsequent time	27.2% (158 / 581) (2018/19)	17.9% - 36.5%	Monthly
KPI-SC6	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Review Child Protection Conferences held in timescale	95.2% (1061 / 1115) (2018/19)	87.9% - 100.0%	Monthly
KPI-SC7	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of visits to children subject to a Child Protection Plan that were within timescales	92.3% (9075 / 9832) (2018/19)	90.5% - 94.1%	Monthly
KPI-SC8	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Children Looked After Reviews completed within timescales	86.7% (1921 / 2216) (2018/19)	80.9% - 92.5%	Monthly
KPI-SC9	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Children Looked After with an up to date Care Plan	79.3% (653 / 823) (2018/19)	77.8% - 80.9%	Monthly

Signed-off Key Performance Indicators included in Contract

KPI	Area	Childrens & Young Peoples Plan Outcome	WCF Vision	KPI Descriptor	Baseline	Tolerance Levels	Schedule
KPI-SC10	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Child Looked After visits that were within timescale	85.7% (12937 / 15089) (2018/19)	82.6% - 88.9%	Monthly
KPI-SC11	Social Care	Are safe from harm	Children at our heart Value family life Protection from harm	Proportion of Children Looked After/Child Protection/Children in Need without an Allocated Worker	1.2% (21 / 1796) (2018/19)	0.65% - 1.62%	Monthly
KPI-SC12	Social Care	Reach full potential	Children at our heart Value family life Protection from harm	Proportion of Care Leavers open to services with an up to date Pathway Plan	79.1% (186 / 235) (2018/19)	60.0% - 98.3%	Monthly
KPI-EH1	Early Help	Live Healthy, happy and fulfilled lives	Children at our heart Value family life Protection from harm	Proportion of the "Troubled Families" programme target that has been successfully claimed	977 (2018/19)	1590 - 3180 before Programme closes at end of March 2020	Quarterly
KPI-ED1	Education	Reach their full potential	Children at our heart Good education for all	Provide an annual 0-25 education sufficiency report setting out areas with over or under supply of places	N/A	Achieved	Annually
KPI-ED2	Education	Reach their full potential	Children at our heart Good education for all	Proportion of first choice school preference offers made to applicants for primary schools	92.6% (5792 / 6256) (2019)	91.3% - 93.6%	Annually
KPI-ED3	Education	Reach their full potential	Children at our heart Good education for all	Proportion of first choice school preference offers made to applicants for secondary schools	88.0% (3240 / 3683) (2019)	82.5% - 89.7%	Annually
KPI-ED4	Education	Reach their full potential	Children at our heart Good education for all	Proportion of first, second or third choice school preference offers made to applicants for primary schools	98.3% (6147 / 6256) (2019)	97.5% - 98.8%	Annually

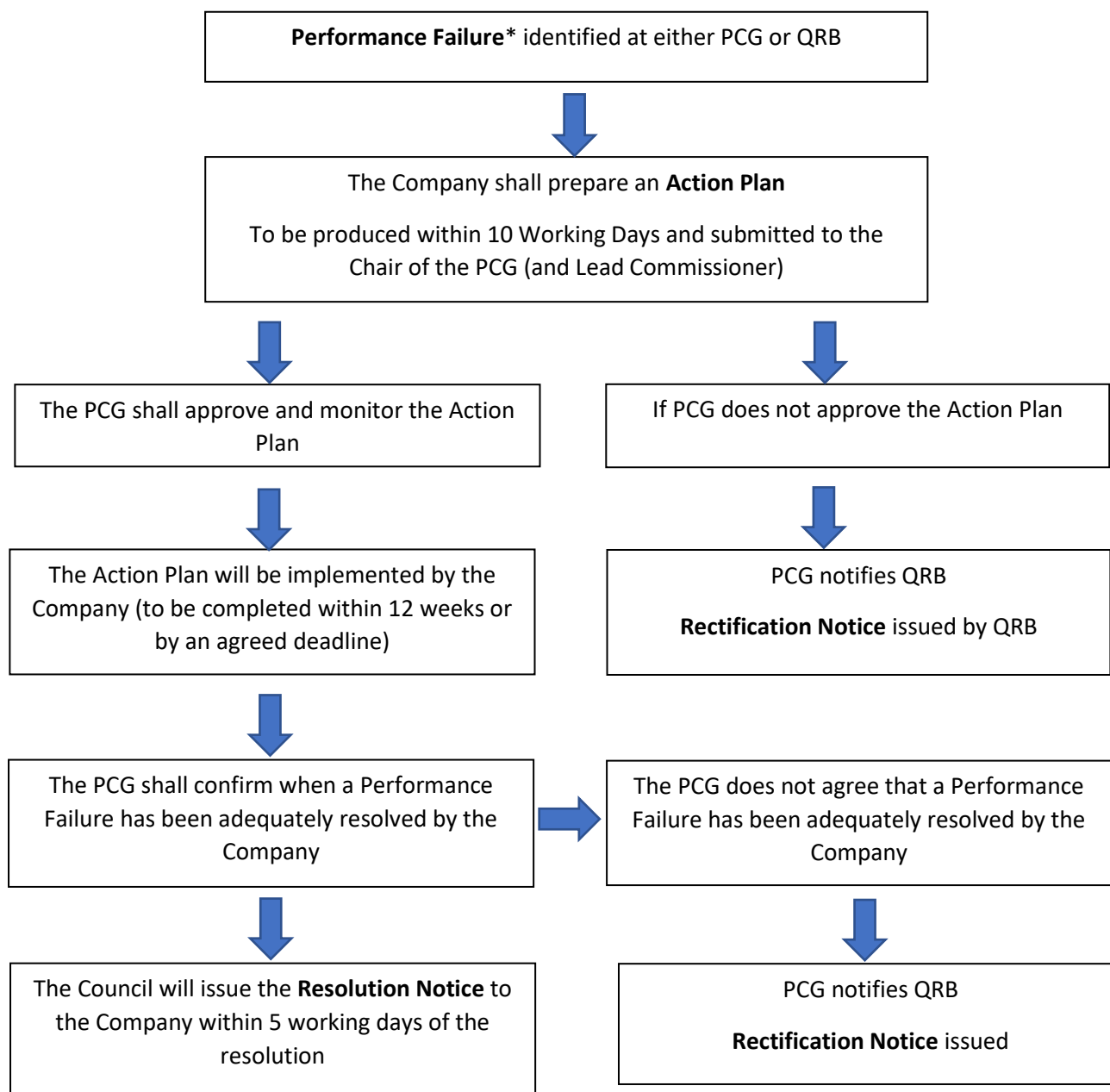
Signed-off Key Performance Indicators included in Contract

KPI	Area	Childrens & Young Peoples Plan Outcome	WCF Vision	KPI Descriptor	Baseline	Tolerance Levels	Schedule
KPI-ED5	Education	Reach their full potential	Children at our heart Good education for all	Proportion of first, second or third choice school preference offers made to applicants for secondary schools	94.1% (3467 / 3683) (2019)	93.4% - 95.4%	Annually
KPI-ED6	Education	Reach their full potential	Children at our heart Good education for all	Proportion of EHCP decisions made within 16 weeks	59.7% (259 / 434) (2017/18)	51.5% - 67.8%	Quarterly
KPI-ED7	Education	Reach their full potential	Children at our heart Good education for all	Proportion of new EHCPs issued within 20 weeks	14.2% (57 / 402) (2017/18)	6.9% - 21.5%	Quarterly
KPI-ED8	Education	Reach their full potential	Children at our heart Good education for all	Proportion of maintained schools judged as 'good' or 'outstanding' by Ofsted	84.2% (112 / 133) (2018/19)	79.3% - 87.8%	Quarterly
Page 47 KPI-Org1	Organisational	Safe from Harm Reach their full potential Make a positive contribution in their communities Live Happy, healthy and fun filled lives	Children at our heart	Active Annual Commissioning Plan in place	N/A	Achieved	Annually
KPI-Org2	Organisational	Safe from Harm Reach their full potential Make a positive contribution in their communities Live Happy, healthy and fun filled lives	Children at our heart	Commissioning Plan milestones are achieved	N/A	Achieved	Quarterly
KPI-Org3	Organisational	Safe from Harm Reach their full potential Make a positive contribution in their communities Live Happy, healthy and fun filled lives	Children at our heart	Good management of external contracts is evidenced	N/A	Achieved	Quarterly

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Schedule 6: Performance Framework

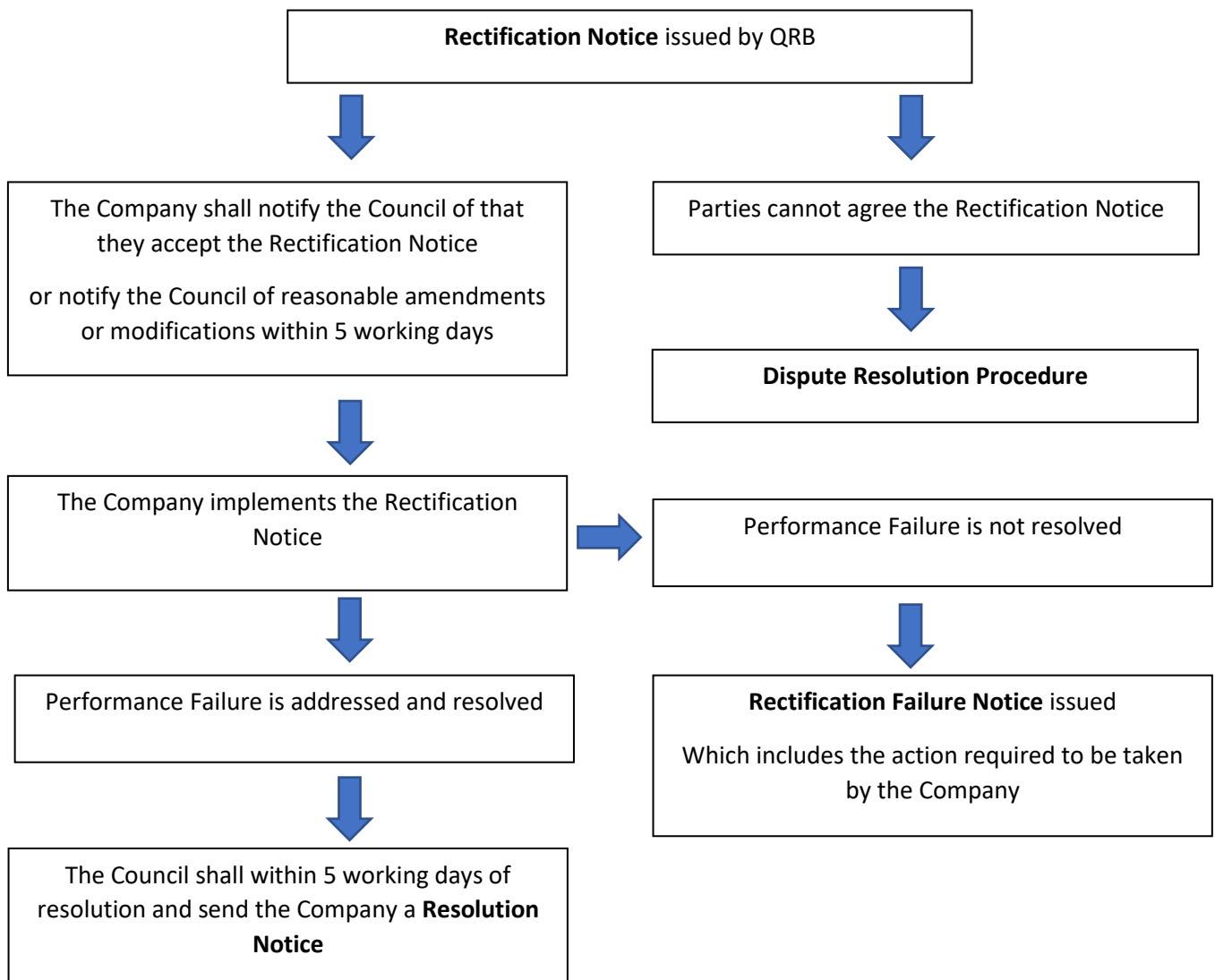
Escalation Process



*A **Performance Failure** has occurred if:

- 5.3.1 the score for any Key Performance Indicator, which is measured on:
 - (a) a Monthly basis, falls outside of Tolerance for 3 (three) consecutive Months;
 - (b) a Quarterly basis, falls of Tolerance for two (2) consecutive Quarters or more; and/or
 - (c) on an annual basis, falls out of Tolerance for one Contract Year or more except where the Company has notified the Council of this as a Performance Risk during the relevant Contract Year and under such circumstances:
 - (i) the Company has agreed mitigation actions; and
 - (ii) such mitigation actions have been completed to the satisfaction of the Council (acting reasonably);
- 5.3.2 there is a failure by the Company to keep children safe as evidenced through an inadequate judgement by Ofsted;
- 5.3.3 the Company has failed to implement the Agreed Changes in accordance with the timescales agreed by the Parties;
- 5.3.4 any Key Performance Indicator, which has previously been categorised as a Performance Failure in the last six (6) Months, falls outside of Tolerance for one or more Service Period; and/or
- 5.3.5 either Party considers (acting reasonably) that an Action Plan has failed to make any progress within the agreed timescale.

Rectification Process



CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 13 NOVEMBER 2019

WORK PROGRAMME 2019/20

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 2019/20 Work Programme has been developed by taking into account issues still to be completed from 2018/19, 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 current Work Programme was agreed by Council on 12 September 2019.

Dates of Future Meetings

- 23 January 2020 at 2pm
- 19 March 2020 2pm
- 28 May 2020 at 10am
- 17 July 2020 at 10am
- 8 September 2020 at 2pm
- 13 November 2020 at 10am

Purpose of the Meeting

6. The Panel is asked to consider the 2019/20 Work Programme and agree 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 2019/20

Contact Points

Specific Contact Points for this Report

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

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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 12 September 2019 – available on the Council website [here](#)
- Agenda and Minutes of OSPB on 24 July 2019 - available on the Council website [here](#)

Appendix 1

2019/20 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 Safeguarding Inspection of Local Authority Children's Services, which took place in June 2019 and Worcestershire Children First (WCF) which is the Wholly-Owned Council Company set up to deliver and improve children's social care on behalf of the Council from 1 October 2019.

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
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	SEND Improvement Plan	6 March 2019	Following Ofsted Monitoring visits in July and October
13 November 2019	Budget Scrutiny (tbc)	16 November 2018 14 January 2018	
13 November 2019	Performance Monitoring Quarter 2 (June-Sept 2019)	11 September 2019	
13 November 2019	Worcestershire Children First	11 September 2019	
23 January 2020	Budget Scrutiny (tbc)		

23 January 2020	Update on Worcestershire Children First	23 November 2017 25 January 2018 22 March 2018 16 November 2018 29 January 2019 17 July 2019 11 September 2019	January 2020 then quarterly
23 January 2020	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 Agreed with KC
23 January 2020	Educational Outcomes for Children in Worcestershire 2019; and School Attainment at KS2	9 October 2018 7 February 2018 17 July 2019	Progress actions from 9 October 2018 meeting with Schools 2019 validated data to be shared with the Panel when available
23 January 2020	Performance and In-Year Budget Monitoring (Period 7 Finance/Q2 Performance October-December 2019)		
19 March 2020	Performance and In-Year Budget Monitoring (Period 9 Finance/Q3 Performance October-December 2019)		
April 2020 (28 May?)	Sufficiency work including private residential provision used by the council (as suggested by CD) To include placements: <ul style="list-style-type: none"> • types of placements in Worcestershire • emergency placements 	11 January 2019	Suggested by the Director of Children, Families and Communities during the Performance Monitoring discussion

	<ul style="list-style-type: none"> • costs • availability 		
17 July 2020	Development of Edge of Care Services	11 January 2019	Suggested during the Budget discussion Jan 2019 To include the quality of intervention with families where there is a risk that children may be received into care (Ofsted recommendation)
17 July 2020	Performance and In-Year Budget Monitoring (Finance Outturn/Q4 January-March 2020)		
June - Dec 2020	Update on the implementation of the Business Case for the Assessment Pathway for Children and Young People who may have Autism	OSPB 25 May 2019 CFOSP 25 September 2019	Panel requested update on implementation of new delivery model
4 September 2020	Overnight Unit-based Short Breaks for Children with Disabilities – ongoing Scrutiny	8 August 2018 4 June 2019 25 September 2019	An in-depth Scrutiny was also carried out and reported to OSPB on 26 April 2018 New model of service delivery to be implemented from April 2020. Update after 6 months requested by Panel to include parental satisfaction.
4 September 2020	Ofsted ILACS Inspection – Feedback following annual standard inspection	11 September 2019	Ofsted report published 29 July 2019 Date of follow up inspection tbc
4 September 2020	Worcestershire Safeguarding Children Partnership Annual Report	13 September 2017 14 September 2018 11 September 2019	

4 September 2020	Performance and In-Year Budget Monitoring (Finance/Performance Q1 April-June 2020)		
13 November 2020	Performance and In-Year Budget Monitoring (Finance/Performance Q2 July-September 2020)		
Possible Future Items			
TBC	New Model of Delivery for Medical Education Provision		Going to Cabinet before December 2019 – date tbc
TBC	Joint Targeted Area Inspection (focus on children’s emotional health and well-being)		Date tbc
TBC	Children who are educated ‘otherwise’ (including elective home education and alternative provision)	10 May 2019	Update on progress in due course/scrutiny task group to be set up Autumn 2019
If necessary	Optimising the Use of Children's Centre Buildings in the Context of Effective Prevention Services for Children and Young People	7 February 2018 14 September 2018	
Standing Items	<ul style="list-style-type: none"> • Performance and In-year Budget Monitoring • Quality Assurance • Safeguarding • Budget Scrutiny Process 	TBC	
Scrutiny Champions	Safeguarding – Cllr Tom Baker-Price Education – Cllr Fran Oborski		

	Looked After Children - Cllr Jane Potter Finance/budget – Cllr Pat Agar		
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