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11 June 2019

Children and Young People's Services Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 19 June 2019** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Items on this agenda will be available to view live via the Internet at this address:

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Agenda

- | | | |
|----------|----|---|
| 10.30 am | 1. | <p>Declarations of Interests</p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.</p> |
| 10.30 am | 2. | <p>Minutes of the last meeting of the Committee (Pages 5 - 14)</p> <p>The Committee is asked to agree the minutes of the meeting held on 15 May 2019 (cream paper).</p> |
| 10.30 am | 3. | <p>Urgent Matters</p> <p>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.</p> |
| 10.35 am | 4. | <p>Forward Plan of Key Decisions (Pages 15 - 20)</p> <p>Extract from the Forward Plan dated 3 June 2019.</p> |

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

10.45 am 5. **Ofsted Inspection of Children's Social Care: Implications for Scrutiny**

The Committee is asked to reflect upon the findings of the Ofsted Inspection that "oversight, scrutiny and challenge from corporate leaders, including the children's select committee and the corporate parenting panel, have not been sufficiently rigorous" and to identify any specific changes required to ensure a more robust approach to the scrutiny of Children's Social Care going forward.

11.30 am 6. **Children First Practice Improvement Plan (To Follow)**

Report by the Executive Director of People, Director of Children and Services, and Director of Law and Assurance.

The County Council's Children's Services were the subject of an inspection by Ofsted in late February/early March 2019. The report detailing the inspection outcome was published on 8 May 2019 with the inspectors finding the overall effectiveness of Children's Services to be 'inadequate'.

In response, an Improvement Plan is being developed to address the findings of the report and set out how the County Council will implement the necessary measures to deliver improvement within Children's Services.

The Committee is asked to note the process for the production and delivery of the Children First Practice Improvement Plan, the progress to date and the further actions in hand, and to consider how it proposes to discharge its scrutiny function in relation to the delivery of the Plan.

12.00 pm 7. **Local Safeguarding Children Partnership (Pages 21 - 42)**

Report by the Independent Chair of the West Sussex Safeguarding Children's Board (WSSCB).

Following legislative reform, a new local safeguarding arrangement for West Sussex will replace the existing WSSCB. This partnership will be driven by 3 partners; health, police and the local authority, with West Sussex County Council (WSSCC) no longer being the lead safeguarding agency. This bespoke local arrangement will respond to local need which collectively engages with children, young people and their families.

The Committee is asked to note the changes to multi-agency arrangements to safeguard children in local authority areas, and to comment on whether further scrutiny of the new arrangements is required.

12.45 pm 8. **Business Planning Group Appointments**

The Committee is asked to appoint five members to the Business Planning Group (BPG), including the Chairman and Vice-Chairman of the Committee, one other conservative member, and two minority members.

The previous members of the BPG were Mr Cloake (Chairman), Mr High (Vice-Chairman), Mrs Mullins, Mrs Hall and Ms Lord. Mrs Mullins is no longer on the Committee.

12.50 pm 9. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

12.50 pm 10. **Requests for Call-In**

The Children and Young People's Services Business Planning Group (BPG) received a request to call-in the proposed decision by the Cabinet Member for Children and Young People concerning the Relinquishment of the Beechfield Secure Unit (CYP01 (19/20)– decision published on 22 May 2019. The BPG declined the request.

12.50 pm 11. **Date of Next Meeting**

The next meeting of the Committee will be held on 11 September 2019 at 10.30 am at County Hall, Chichester.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 30 August 2019.

To all members of the Children and Young People's Services Select Committee

Webcasting

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Children and Young People's Services Select Committee

15 May 2019 – At a meeting of the Children and Young People's Services Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Cloake (Chairman)

Mr High	Mrs Hall	Mr Wickremaratchi
Mrs Bennett	Mrs Jones	Mr Lozzi
Mrs Bridges	Ms Lord	Mrs Ryan
Ms Flynn	Mr Petts	

Apologies were received from Mrs Russell, Mr Cristin and Mr Oxlade

Also in attendance: Mr Burrett, Ms Goldsmith and Mr Marshall

Part I

1. Declarations of Interests

1.1 The following personal interests were declared:

- Mr Cloake declared a personal interest in item 5 (Ofsted Inspection of Children's Social Care Services) as his wife is a social worker employed by West Sussex County Council (WSCC).
- Mr High declared a personal interest in item 8 (Education and Skills Annual Report) as a member of his family has an Education and Health Care Plan (EHCP).

2. Minutes of the last meeting of the Committee

2.1 Resolved that the minutes of the last meeting held on 10 January 2019 be approved as a correct record and that they be signed by the Chairman.

3. Forward Plan of Key Decisions

3.1 The Committee considered a tabled paper which was a new version of the Forward Plan dated 13 May 2019 (copy appended to the signed minutes). This version of the Forward Plan was not included in the Committee papers as it has been published following the statutory despatch of the agenda.

3.2 Resolved - that the Committee notes the Forward Plan.

4. Ofsted Inspection of Children's Social Care Services

4.1 The Committee considered a report by the Director of Law and Assurance. The Chairman considered the report as a challenging and disappointing read and invited Louise Goldsmith, Leader of the County

Council, to give some reflective words. A summary of the points made by the Leader were as follows:

- The Ofsted report highlighted a devastating and painful snapshot of the service. This was a watershed time for Children's Social Care.
- It is unacceptable for any council that a service be deemed as a lottery, and that some children were not having a good experience.
- A systemic approach was required throughout the whole council; everybody has a role to play in improving the service.
- The voice of the child has been quiet, there has not been a relentless focus on this, as is required to improve.
- The Multi-Agency Safeguarding Hub (MASH) as a gateway to services, Special Educational Needs and Disabilities (SEND), Care Leavers, and efforts into risk and exploitation work were all highlighted as good in the report. Integrated Prevention and Earliest Help (IPEH) also had the right focus but had perhaps distracted from other areas. An inward look needed to be taken to learn from the successes and move forward.
- Collective working for the Children Looked After (CLA) cohort will consider what can be done differently. The Leader had also spoken and apologised to the Children in Care Council (CiCC).
- The lead inspector did accept that things were improving, but that it was not currently sustainable. Work was undertaken before the report was published, such as action taken at Full Council on 5 April 2019, to redesign the Corporate Parenting Panel (CPP).
- The next snapshot inspection will show that the work put in together has improved the service.

4.2 The Chairman thanked the Leader for her summary and comments, and noted it appeared to be understood throughout the authority the importance of the action required going forward. Paul Marshall, Cabinet Member for Children and Young People, made the following reflective comments:

- The Cabinet Member felt it highly appropriate to offer a sincere apology to those families involved with the service. He added there was a big commitment to providing the best support possible, and thanked the team for undertaking what will be a very diligent piece of work.
- The Cabinet Member and senior officers accept wholeheartedly the 12 recommendations made in the Ofsted report, and commit to undertaking these improvements.
- Although the outcome is a disappointment, it was not unknown that the service required drastic improvement. Turbulence within the social worker cohort, and the closure of Seaside last year identified the need to make a step change, and develop a more robust Children and Family Services.
- A peer review undertaken in the autumn of 2018 identified the service as fragile, which started several internally and externally led reviews.
- Investment has been made into a social worker recruitment and retention programme to bring some stability to the cohort, recognising the tough working environment and significant caseloads.

- £5m has been made available to put pace to the wider transformation. The new Interim Director of Children and Family Services will take the authority on a journey of improvement.
- Governance arrangements will be reviewed and restructured with Cabinet, the Leader, Executive teams, CPP and scrutiny playing a key role to drive the improvement plan.

4.3 The Chairman welcomed John Readman, Interim Director of Children and Family Services, who explained he joined the county council at a critical time. The Interim Director of Children and Family Services outlined his experience of working with local authorities on improvement journeys, and gave the following summary of the inspection:

- There were 7 inspectors at WSCC for 2 weeks.
- 12 key areas for improvement were identified, which included the following:
 - Caseloads
 - Staff recruitment and retention
 - Frequent changes in social workers for children
 - Poor consistency in practice
 - Local management and supervisory oversight
 - Child centred systems and processes, including quality assurance arrangements
 - Permanence planning for CLA
 - Care planning, recording and analysis
 - Leadership and partnership
 - Rigour and impact of the CPP
- 'Children First' is the working title for WSCC's approach to improvement. The absolute priority is to make children safe.
- The improvement journey will be a long programme of work; commitment must be sustained.
- An Improvement Plan is in development, with an independently chaired Improvement Board to review and challenge this plan. The Improvement Board has already met, and is now taking on a more formal role in addressing the issues outlined by Ofsted.
- A social worker training and development programme is in the early stages of being established. £5m was also invested at the end of 2018 to boost recruitment and retention of social workers in West Sussex.

4.5 Jackie Wood, Head of Children's Social Care for Placements, and Sarah Daly, Head of Children's Social Care, outlined the positives acknowledged in the Ofsted report, and improvement activity to date:

- The MASH was identified as a timely and effective service, this needed to be repeated in other areas. The UASC team and Care Leaver's Service were seen to be providing effective support. The CiCC champions the views of children in care, and foster carers were receiving effective support.
- In September 2019, around 40 Newly Qualified Social Workers would join the authority.
- A focus on good performance and compliance was being taken.

- Training to identify and assess neglect had been delivered to all Children's Social Care staff.
- 2 social workers have been appointed to lead on pre-birth work, which at the time of the inspection was identified as a concern with unallocated cases.

4.6 The Interim Director of Children's Services introduced the 'Children First' model, and the 7 themes grouped under this improvement plan:

- Learning and Development
 - Compliance
 - Effective Leadership
 - Workforce
 - Effective Business Processes
 - Effective Partnerships
 - Whole Service Design.
- He explained a commissioner would be appointed by the Department for Education (DfE) to work with the County Council.
 - Cabinet Board and the Improvement Board will consider the draft improvement plan to be submitted to the DfE and Ofsted in June.
 - Quarterly monitoring visits would then take place in which the subject area to be considered would be agreed against the improvement plan.
 - The Interim Director of Children's Services noted he valued the important role of scrutiny alongside the formal Improvement Board, and felt there was a commitment, determination and energy by all to improve the service.

4.7 The Chairman invited the Committee to consider what they could do to support the Cabinet Member and leadership team in the improvement journey. A summary of key questions in response to the report were as follows:

- Members considered the recent improvements made to the service and questioned if the outcome would have been different if Ofsted had undertaken their inspection in May or June. The Interim Director of Children's Services explained the inspection process was complex, and it was not possible to determine which cases Ofsted would see. The Executive Director of People added that Ofsted may have seen greener shoots, but it was unlikely that the outcome would have been different. The Cabinet Member added the report cited systemic failures which realistically the service could not overcome in 2 or 3 months. A root and branch realignment was required.
- The Committee questioned how WSCC was working with partner agencies, and whether there could be learning from other local authorities. Members heard that the newly established Improvement Board comprised a number of partner agencies and was chaired independently. All partners of the Board recognise the seriousness of the report, and this was the correct landscape for constructive engagement with the improvement plan. The Executive Director of People advised WSCC was being more assertive in partnership arenas, which was beginning to deliver results in better

engagement. WSCC had informally connected with Hampshire and will wait to be appointed a Partner in Practice. The Interim Director of Children's Services also noted best practice and learning from the Association of Directors of Children's Service.

- Members were concerned that previous reporting to the Committee had indicated things in the service were a lot better than in reality, and considered their role in undertaking more robust scrutiny. The Leader advised how the service deal with data was currently being considered, including how that data is validated. The Chairman and members agreed it was important to consider meaningful data, and the importance of affected families behind these numbers. The Committee also considered how it could engage with frontline staff; a visit to the MASH in the near future would help to start enable this.
- Members of the Committee expressed concern about the instability of both senior officers in Children's Social Care, and of membership of the Committee. The service was rated as Requiring Improvement 3 years ago, and in that time had continued to deteriorate. It was discussed that stability was crucial in order to bring about the change required. The Leader advised that the inspection was more granular than the previous regime, that she had confidence in the Cabinet Member and his 2 advisors, and that churn on the Committee was inevitable and unavoidable. The Leader agreed that improvement had not been accelerated enough, and that a cultural shift was required.
- The Committee were concerned about the burden carried by social workers, and although acknowledged the retention package, considered if there was a professional development programme for those already in place. The Interim Director of Children's Services agreed that for frontline practitioners to grow and develop, they needed to feel safe and valued and advised a major training and development programme was being established.

4.8 Resolved that the Committee:

1. Expects to be continuously updated with the opportunity to consider the delivery of the improvement plan at each meeting, in particular, the outcome of quarterly inspection meetings, and invite the Chairman of the Improvement Board and Chairman of the CPP to attend future meetings at the appropriate time.
2. Ask that the CYPSSC Chairman meet with the Cabinet Member, Chairman of the Improvement Board, Interim Director of Children's Services and Chairman of the Corporate Parenting Panel (CPP) on a regular basis and feed back to the Committee.
3. Invite the Chairman of the CPP to all BPG meetings to explore current issues and ensure Children Looked After (CLA) are at the centre of work programme planning.
4. Explore the use of witnesses both in and away from formal meetings, and how Committee members can best understand all areas of the service to ensure that members hear the voice of families, service users and frontline staff.
5. Will meet informally to reflect upon the outcomes from the Ofsted report, with a special focus on effectiveness and impact, and agree

an approach for how the Committee will scrutinise Children's Social Care items moving forward, to include how information is shared with the wider membership of the County Council.

6. Requests progress on all recommendations of the above to be reported to the September meeting.

5. Redesign of the Integrated Prevention and Earliest Help (IPEH) service

5.1 The Committee considered a report by the Executive Director of People. The report was introduced by Hayley Connor, Head of Integrated Prevention and Earliest Help (IPEH). The Chairman welcomed Daniel Sartin, Branch Secretary for UNISON, who had been invited to speak on this item. The Committee heard the following key points from the Head of IPEH:

- A Cabinet Member decision in January signalled a review of the IPEH service. Both qualitative and quantitative data was gathered, and the Committee requested to review the direction of travel.
- Engagement activities took place all over the county, and involved a number of staff, partners and stakeholders.
- Online surveys were completed, the feedback would be embedded in the overarching review and design.
- Key themes to emerge from the engagement included the positive culture of IPEH, co-location with partners and linkages with MASH were identified as working well.
- Areas signposted as requiring improvement included a lack of data sharing, duplication of work, and ineffective technology.
- Four characteristics will be used to define the future operating model for IPEH:
 - A retained focus on core priorities in community settings, for example supervised contact visits in IPEH hubs of Children and Family Centres. This has added value in that it helps introduce families to other services
 - IPEH will be closely integrated with Children's Social Care, the Healthy Child Programme, and Education.
 - IPEH to be closely aligned with public health priorities, recognising West Sussex as diverse having both urban and rural localities.
 - There will be clear, simple pathways for children, ensuring the interventions delivered are having the right impact.

5.2 The Cabinet Member for Children and Young People explained that IPEH worked with a number of partners, including the NHS, the voluntary sector and Education to deliver a range of services and both a universal level and at higher stages of intervention. He also told the Committee:

- IPEH required a refocus of some support to areas demonstrating as having the greatest need, such as the coastal strip and Crawley. There were also pockets of demand in Horsham, Chichester and Mid-Sussex.
- Some services could be more targeted at the preventative level.

- Efficiency saving required was indicated as £4.9m, however the priority is to ensure the voice of the child lives within the centre of the service.
- The arrival of Ofsted and subsequent outcome has allowed WSCC to reframe their services and review the offer.

5.3 Daniel Sartin from UNISON made the following points:

- In January 2019, the Performance and Finance Select Committee identified a cut to the IPEH service. This sparked concern for UNISON, and for IPEH as an effective and highly regarded service.
- The evidence base for this review and redesign was not available to UNISON. The previous IPEH review had been fractious, and the union wanted time to consider.
- The risk of destabilisation carried consequences, such as staff anticipating redundancy, the impact on morale, and people leaving.
- Improved listening and reflection would bring about the required change in culture.
- The union welcomed the refocussing of the IPEH review, and requested it proceed at an orderly pace.

5.4 The Cabinet Member for Children and Young People apologised to staff to who felt unstable as a result of the IPEH redesign, and indicated the motive was always to look at efficiencies and effectiveness; it was not a cost-cutting exercise. The Executive Director of People, and Interim Director of Children's Services advised there was no sense in running separate reviews when a wider service transformation was necessary following the Ofsted recommendations.

5.5 Resolved that the Committee:

1. Emphasises the importance of communication, especially with members of the IPEH service to ensure maintenance of staff morale.
2. Recognise the opportunities of developing and redesigning IPEH in view of the wider improvement required across the service.
3. Wishes to be closely involved in any developments regarding IPEH, and that the Committee have the opportunity to consider any Cabinet Member Key Decisions within a suitable timeframe.

6. Relinquishment of Beechfield Secure Unit

6.1 The Committee considered a report by the Executive Director of People. The report was introduced by Jackie Wood, Head of Children's Social Care – placements. The Committee heard the following:

- Beechfield Secure Unit did not run at a profit, and did not meet the need in West Sussex. Huge improvement would be required.
- The opportunity to run the secure unit in partnership had been explored, but no expressions of interest were received.
- Staff and members have visited other secure units throughout the country, which has contextualised and consolidated WSCC's lack of requirement for this type of accommodation.

- There was no obligation for WSCC to provide a secure unit. To re-open the site would require significant investment.
- It is more appropriate to concentrate the focus at the present time on WSCCs in-house residential estate.
- All 14 staff from Beechfield had been redeployed, there could be some risk of redundancy, but opportunities existed within the residential team.

6.2 The Chairman explained he felt there was no clear incentive to retain Beechfield given the information in the report. A summary of questions and responses considered by the Committee were as follows:

- Members asked if the site could be used in a different way. The Executive Director of People advised that in the last 2 years, only 4 children had been placed in the secure setting. She added the service for complex and high risk adolescents was providing a positive level of intervention and support.
- The building was not fit for purpose, and the focus must now shift to the recommendations as laid out by Ofsted, in order to improve the more fundamental elements of the service.
- The Committee recognised Beechfield was surplus to requirements, but in those extreme circumstances where it might be required, where would these young people go. It was discussed that secure accommodation tended to have detrimental effects on mental health, and that opportunities for alternative, preventative units were being explored as a preferential option. For those rare cases where it was absolutely necessary, an out of county placement could be sourced.

6.3 Resolved that the Committee:

1. Support the proposed Cabinet Member decision to permanently cease the operation of the Beechfield Secure Unit, and that it be declared surplus to service requirements, and asks that any proceeds from the sale of the site are reinvested in the Children Services budget.

7. Education and Skills Annual Report

7.1 The Committee considered a report by Paul Wagstaff, Director of Education and Skills. The Director of Education and Skills advised the Committee the report demonstrated the directorates improvement journey, outcomes achieved by schools, and the key priorities to embed the School Effectiveness Strategy. Mark Jenner, Head of School Effectiveness highlighted the following key points:

- The report had been in creation for 18 months. Result data was validated in February.
- The report had taken on a new format which clearly indicated targets, and the performance matched against those targets.
- The School Effectiveness Strategy was now firmly in operation.
- The report indicated the priorities that will mean further progress is made towards the targets set for 2022.

- A Census survey indicated pupil numbers were continuing to increase.
- There had been a significant reduction of sugar in school meals.
- Pupils with EHCPs in West Sussex had a higher percentage of attainment (3.1%) when compared to England (2.9%).
- Disadvantaged pupils in Crawley at KS2 were performing better than similar children nationally, however this was not reflected in other areas of the county, where this cohort were not meeting the national attainment levels.
- The Virtual School remained at the centre of work for the Education and Skills team.

7.2 The Chairman thanked the Head of School of Effectiveness and the Director of Education and Skills, and congratulated them on the improving figures. The Committee considered the following questions:

- Members asked how the completion of timely EHCPs could be increased and improved. The Director of Education and Skills advised there were 2 measures for the completion of EHCPs; either 16 weeks for a review or 20 weeks for a new assessment. He advised that over 90% of these were completed within the appropriate timescales, and that WSCC was doing well to achieve this.
- The Committee questioned what happened to excluded children. The Director of Education and Skills advised the Timpson report had indicated that CLA and children with SEND were more likely to be excluded. Harnessing an inclusive curriculum, better use of therapeutic support and awareness would help to avoid these exclusions. A culture shift needed to take place in order to understand why a child might behave in certain ways.
- Members of the Committee considered if there was support for children with SEND in academies. The Director of Education and Skills advised any school with pupils with EHCP statements received additional funding to help meet the needs of the child. This was annually reviewed. Although there was no jurisdiction with academies, the local authority can challenge and approach the Regional Schools Commissioner.
- Members asked how schools accommodated pupils with physical disabilities. The Director of Education and Skills advised there were currently 10 special schools within the county for those with very complex needs, and this provision was expanding with the Special Support Centre (SSC) proposal. He added all schools need accessibility plans.

7.3 Resolved that the Committee:

1. Noted the content of the Education and Skills Annual Report, and asked to consider next years report at a future meeting.
2. Requested that the Director of Education and Skills provide the Committee with timelines and actions in order to reduce the number of EHCPs not completed within the statutory timescales.

8. Business Planning Group Report

8.1 The Committee considered a report from the Business Planning Group, which was held on 25 April 2019. The report was introduced by the Chairman, and Helena Cox, Senior Adviser Democratic Services.

8.2 Resolved that the Committee:

1. Approved that Paul High be nominated to report to the Committee on the SEND strategy board.
2. Would welcome a visit to the MASH.
3. Noted the additions to the Committee's Work Programme as stated in the report.

9. Date of Next Meeting

9.1 The Committee noted that the next scheduled meeting will be held on 19 June 2019 at 10.30am at County Hall, Chichester.

The meeting ended at 3.04 pm

Chairman



Forward Plan of Key Decisions

Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website www.westsussex.gov.uk and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

Key decisions are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	The title of the decision, a brief summary and proposed recommendation(s)
Decision By	Who will take the decision
West Sussex Plan priority	See above for the five priorities contained in the West Sussex Plan
Date added to Forward Plan	The date the proposed decision was added to the Forward Plan
Decision Month	The decision will be taken on any working day in the month stated
Consultation/Representations	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
Background Documents	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 3 June 2019

Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
4	Cabinet Member for Children and Young People	Adoption of an Improvement Plan for Children's Services	June 2019
4	Executive Director of Place Services	Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis	September 2019
5	Executive Director of Place Services	Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath	September 2019
 A Prosperous Place			
6	Cabinet Member for Highways and Infrastructure	A284 Lyminster Bypass - Land Acquisition	June 2019
7	Cabinet Member for Highways and Infrastructure	Guidance on Parking in New Developments	June 2019
8	Cabinet Member for Highways and Infrastructure	A259 Littlehampton Corridor Improvements	June 2019
9	Leader	Chichester Southern Gateway	June 2019
10	Executive Director of Place Services	Crawley Growth Programme: Demolition of County Buildings in Crawley	June 2019
11	Executive Director of Place Services	Crawley Growth Programme: Funding and Governance	June 2019
11	Executive Director of Place Services	Eastern Gateway, Crawley Growth programme- Contract award	June 2019
12	Cabinet Member for Highways and Infrastructure	Framework for co-ordinating and approving events on West Sussex highways	June 2019
13	Cabinet Member for Highways and Infrastructure	Highways and Transport Service Area Review - Highway Maintenance Plan	June 2019
14	Cabinet Member for Highways and Infrastructure	Review of On-Street Parking Charges and related policy	June 2019
15	Executive Director of Place Services	Worthing Portland Road Public Realm Works - Adur and Worthing Growth Programme	June 2019

16	Executive Director of People Services	Commissioning of community advice services from Citizens Advice in West Sussex	June 2019
17	Cabinet Member for Highways and Infrastructure	Street Lighting LED Conversion Programme	July 2019
18	Cabinet Member for Highways and Infrastructure	Transport for the South East: response to consultation about statutory status	July 2019



A Strong, Safe and Sustainable Place

19	Chief Fire Officer	Arrangements for Fire Service Fleet Management provision from July 2020	June 2019
20	Executive Director of Place Services	Worthing Community Hub Award of Contract	June 2019
20	Cabinet Member for Environment	Adoption of the Shoreham Harbour Joint Area Action Plan	August 2019



Independence in Later Life - None



A Council that works for the Community

21	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor (Rolling Entry)	Between April 2019 and March 2020
22	Cabinet Member for Finance and Resources	Review of Property Holdings (Rolling Entry)	Between April 2019 and March 2020
23	Executive Director of Place Services	Procurement - Self Service Library Kiosk Replacement	June 2019
24	Director of Communities	Award of Contract Self Service Library Kiosks	June 2019
24	Cabinet Member for Finance and Resources	Property development arrangements - procurement of a property development enterprise to work in partnership with the County Council	June 2019

Best Start in Life

Cabinet Member for Children and Young People

Adoption of an Improvement Plan for Children's Services	
<p>The County Council's Children's Services were the subject of an inspection by Ofsted in late February/early March 2019. The report detailing the inspection outcome was published on 8 May 2019 with the inspectors finding the overall effectiveness of Children's Services to be 'inadequate'.</p> <p>In response an Improvement Plan is being developed to address the findings of the report and set out how the County Council will implement the necessary measures to deliver improvement within Children's Services.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the adoption of the Improvement Plan for Children's Services for submission to the Department for Education.</p>	
Decision By	Mr Marshall - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	30 May 2019
Decision Month	June 2019
Consultation/ Representations	<p>Improvement Board Children and Young People's Services Select Committee – 19 June 2019 Health and Wellbeing Board – 20 June 2019 Corporate Parenting Panel</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via one of the listed officer contacts, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Ofsted Report of Children's Services
Author	Garath Symonds Tel: 033 022 22511
Contact	Wendy Saunders - 033 022 22553

Executive Director of Place Services

Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis

Due to growing demand for school places, an expansion project was undertaken at Nyewood Junior School in 2015 to increase the published admission number from 75 to 90 places per year. A new school hall is required to complete the expansion. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the project to proceed and to delegate authority to the Executive Director of Place Services to award the contract for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Place Services will be asked to award the construction contract for the new hall for Nyewood Junior School.

Decision By	- Executive Director of Place Services
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	14 December 2018
Decision Month	September 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director of Place Services, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Executive Director of Place Services

Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath

Due to growing demand for school places there is a need to expand Shelley Primary School to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Place Services to award the contract for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Place Services will be asked to award the construction contract to expand Shelley Primary School.

Decision By	- Executive Director of Place Services
West Sussex Plan priority	Best Start in Life
Date added to	14 December 2018

Agenda Item 4

Forward Plan	
Decision Month	September 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director of Place Services via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Children and Young People's Services Select Committee
19th June 2019
West Sussex Local Safeguarding Children Partnership arrangements
Report by Independent Chair of the West Sussex Safeguarding Children Board

Summary

The Department for Education commissioned a Review of the role and functions of Local Safeguarding Children Boards. The review findings led to legislative reform in which three lead agencies: the health partnership, police and local authorities would work together to shape bespoke arrangements which responded to local need. This provides a newly formed partnership with the opportunity to implement the necessary changes identified.

In West Sussex, the recently revised legislative provisions are being used as a catalyst to reshape the multi-agency safeguarding arrangements. WSSCC recognises that the West Sussex Safeguarding Children Partnership (WSSCP) needs to continue to improve our services to children, young people and their families.

The vision for the new Local Safeguarding Children Partnership is to develop "an assured Safeguarding Partnership, which collectively engages with children and their families, enabling them to thrive." This report sets out the changes.

The focus for scrutiny

The Committee is asked to note the changes to Multi-Agency arrangements to safeguard children in local authority areas and to comment on when further scrutiny of the new arrangements is required.

Proposal

1. Background and Context

1.1. This paper concerns revisions to statutory legislation which will result in the cessation of Local Safeguarding Children Boards (LSCBs):

- Local authority areas are required to develop a new framework to safeguard children. Every area must publish their revised arrangements no later than 29th June 2019 and implement these arrangements within 3 months of their publication date.
- Under the new legislation, the local authority is no longer the lead child safeguarding agency. There will be three lead local safeguarding partners who hold equal and joint responsibility: clinical commissioning group, police and the local authority. The LSCB will be replaced by Local Safeguarding Children Partners, with local priorities driven by the three lead partners; they

must work with key agencies to form the most appropriate arrangements to meet local need in their area.

1.2 The Children and Social Work Act 2017 received Royal assent on 27th April 2017, amending the Children's Act 2004 to reflect the new Local Partnership arrangements described in Working Together to Safeguard Children 2018 (WT 2018).

The Department for Education, (as central government policy lead) has made it clear that it expects local authority areas to use these revisions to statutory guidance to be a catalyst for change and innovation.

The change in legalisation arose from the Wood Report which the Department for Education published in 2016. The report looked at the role and functions of local safeguarding children boards and identified weaknesses in effective partnership working. The report recommended the abolition of LSCBs and their replacement by a stronger statutory partnership. This would enable local partnerships to move away from the highly prescribed model for delivering multi-agency arrangements and determine what worked best in their own local authority area.

2. Proposal

2.1 Implementation of the new arrangements includes the following key changes:

- The local authority is no longer the lead child safeguarding agency. There will be three lead local safeguarding partners who hold equal and joint responsibility: clinical commissioning group, police and the local authority. The Local Safeguarding Children Board will be replaced by Local Safeguarding Children Partners, with local priorities driven by the three lead partners; they must work with key agencies to form the most appropriate arrangements to meet local need in their area.
- Revisions to the Child Death Overview Panel (CDOP) which require West Sussex to work across an increased geographical footprint to achieve the required data analysis which will better enable a national learning landscape. A Pan Sussex steering group has been set up to deliver this.
- Changes to how the Partnership learns from incidents in which a child dies or is seriously harmed include the set-up of a new National Review Panel of experts to oversee rapid reviews of such incidents and undertake learning reviews which they deem to be of national significance.
- Independent Scrutiny: WT 2018 guidance enables development of new arrangements for ensuring robust scrutiny of local partnership work.
- Funding arrangements to cover partnership costs, including e.g. local learning reviews and the business support unit are to be agreed by the local partnership.

The new arrangements recognise the need to enable partners to optimise resources dedicated to partnership activities, both locally and Pan Sussex.

3. Resources

3.1 Multi-agency funding to support functions of the WSSCP business support unit and local practice reviews is expected to remain at current levels for the financial year 2019-20. The lead partners agreed that the local authority will continue to host the WSSCP business support team and is therefore responsible for the WSSCP business support team's budgetary expenditure and financial compliance. Moving forward the Partnership leads will agree funding with partner agencies for local and Pan Sussex multi-agency arrangements for safeguarding and promoting the welfare of children.

Factors taken into account

4. Issues for consideration by the Select Committee

4.1 We intend to publish our WSSCP Arrangements during week commencing 24th June 2019 on the WSSCP website. We will simultaneously share our proposed arrangements with the Department for Education. Our first Steering Group meeting will take place in early September 2019. This is in line with the requirement to transition to our new child safeguarding partnership arrangements within three months of the WSSCP arrangements publication date.

4.2 Sign off of WSSCP business plan priorities will take place in early August 2019 to inform the Partnership's work until March 2021.

4.3 The finalisation and sign off of a collaborative working agreement between the Health and Wellbeing Board, Safeguarding Adults Board, WSSCP and the Safer West Sussex Partnership to ensure effective multi-agency collaboration is close to completion with a joint partnership workshop planned for October 2019.

5. Consultation

5.1 There has been extensive consultation with the lead partners to develop our local arrangements; Board members have had an opportunity over the past year to feed into these arrangements. Current Board members have had an opportunity to read and comment upon the draft West Sussex Safeguarding Children Partnership arrangements document.

6. Risk Management Implications

6.1 WSCC provided legal advice around the WSSCP's financial and governance arrangements. The lead partners will regularly review the performance of the new partnership arrangements. The Chief Executive in conjunction with the lead partners will continue to manage the performance of the Independent Chair of the WSSCP.

7. Other Options Considered

7.1 The lead partners have looked at a number of potential options when determining the WSSCP arrangements, including the most appropriate way to ensure robust and constructive independent scrutiny of the arrangements. In view of the WSSCP's need to continue to strengthen its immediate and wider partnership relationships the lead partners decided in the short term to continue to deploy an Independent Chair to fulfil the scrutineer role.

7.2 The Independent Chair is also a member of the WSCC CSC Improvement Board. This linkage is essential; to ensure that identified multi-agency work requiring further development is underpinned by an aligned approach to improvement delivery.

8. Equality Duty

8.1 The WSSCP arrangements are compliant with partner agencies' responsibilities under the Equality Duty; the arrangements will remain under annual review as a minimum requirement and will be updated when appropriate.

9. Social Value

9.1 The WSSCP will provide a retrospective annual report in 2020, covering September 2019 to March 2020, which will describe and evidences the Social Value of partner's activity throughout the county.

10. Crime and Disorder Implications

10.1 None

11. Human Rights Implications

11.1 None

Lesley Walker

Independent Chair, West Sussex Safeguarding Children Board

Contact: Sally Kendal WSSCB Business Manager. Mob: 07850 945986

Appendix 1: WSSCP arrangements document.

Background Papers (documents which are referred to in the report):

[Working Together to Safeguard Children 2018](#)

West Sussex Safeguarding Children Partnership arrangements



Foreword

The Department for Education commissioned a Review of the role and functions of Local Safeguarding Children Boards. The Wood Report¹, published in 2016 found "the case for fundamental reform is based on a widely held view that LSCBs, for a variety of reasons, are not sufficiently effective." The Wood Report summarises: "evidence shows bureaucratic processes; too much timid inquiry at practitioner and system level; an unwillingness to challenge partners when they opt out of cooperating; and too much acceptance of less than good performance at both the level of agency performance and individual practice".

The review findings led to legislative reform, detailed in Working Together to Safeguard Children 2018. These new statutory requirements require three lead agencies :the health partnership, police and local authorities to work together as joint and equal partners to shape bespoke arrangements which respond to local need. This provides our newly formed partnership with the opportunity to implement the necessary changes identified in Wood's Report.

In West Sussex we are using the recently revised legislative provisions² as a catalyst to reshape our multi-agency safeguarding arrangements. We recognise that our West Sussex Safeguarding Children Partnership (WSSCP) needs to continue to improve our services to children, young people and their families. It is clear from recent local developments that a strong and purposeful multi-agency approach to child protection is essential to drive swift and sustainable improvements to practice in key areas of child abuse, such as neglect.

Our vision for the new West Sussex Safeguarding Children Partnership is to develop "an assured Safeguarding Partnership, which collectively engages with children and their families, enabling them to thrive."

Listening to feedback from our partners in May 2018 and with further detailed scoping work from October 2018 onwards, the WSSCP business delivery structure has seen a radical overhaul. Our key intention is to establish a streamlined and agile Steering Group. Membership includes the lead safeguarding partners and key representatives including Education and enhances links to our communities via our District and Borough representation. The Steering Group will be the driving force for improvement and will engage the Chairs of our Operational Delivery Groups to ensure delivery of our vision through key pieces of multi-agency work. The new structure also acknowledges the need to optimise resource deployment and brings the added benefit of reducing the duplication of work across the Operational Delivery Groups. Membership of the Partnership structures will be focussed on who is best able to

¹ Wood Report published March 2016: Review of the role and functions of Local Safeguarding Children Boards

² Working Together to Safeguard Children 2018 and Children and Social Work Act 2017

provide appropriate levels of authority, expertise and value in the WSSCP decision making processes.

As part of our restructure we reflected on what was working well in our existing multi-agency arrangements. On this basis we decided that our recently appointed Independent Chair should continue to provide leadership and facilitate positive partner engagement to drive forward our ambitious improvement plans. This wider partnership engagement, which is so critical to effective safeguarding, will be maintained via the insight provided by our Partnership Board.

We are also building on our commitment to further integrate our work with our other key partnerships including the Adult Safeguarding Board, the Health and Wellbeing Board and Community Safety Partnership, whilst fully engaging with our children and young people and frontline practitioners. In addition we are trialling a Practitioners' Forum (Safeguarding Liaison Group); this network will strengthen the impact of the Partnerships' work on frontline delivery and retain a strong connection to the voice of our practitioners.

We know that we must give of our best as a partnership to make a real impact on promoting and supporting successful outcomes for our children, through continuous improvement in practice and our collective service delivery. We believe that real change will happen through our refocussed collaborative approach to delivering our partnership's vision.

Insert 3 signatures here

Adam Doyle

Chief Executive Officer,
Sussex and East Surrey
Clinical Commissioning
Groups

Nathan Elvery

Chief Executive of West
Sussex County Council

Giles York

Chief Constable, Sussex
Police

West Sussex Safeguarding Children Partnership

Our new arrangements under Working Together to Safeguard Children 2018: published 25th June 2019

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West Sussex Safeguarding Children Partnership arrangements

1. Introduction

The West Sussex Safeguarding Children Partnership (WSSCP) recognises that by working in partnership we can achieve as a collective more than the sum of our individual parts. Moreover, we can best safeguard and promote the wellbeing of our West Sussex children and young people by harnessing our wide-ranging expertise and resources. This enables us to provide the best possible solutions, be it via our universal services, targeted early intervention or by multi-agency collaborative support work with children and their families.

The [Children and Social Work Act 2017](#) reframed the approach to local safeguarding by removing the statutory requirement for local authority areas to have a Local Safeguarding Children Board and placing a duty on three lead partners: Police, Clinical Commissioning Groups and the local authority to agree local arrangements to work together to safeguard children. The changes were introduced to enable local authority areas to work more flexibly and innovatively when developing the delivery of their local safeguarding children partnership work. The WSSCP is required to publish its new safeguarding children partnership arrangements. The Children and Social Work Act 2017 also saw the introduction of a national [Child Safeguarding Practice Review Panel](#). At a local level, Local Learning Reviews and the introduction of more flexible ways of learning from cases will replace Serious Case Reviews. [The Child Safeguarding Practice Review and Relevant Agency Regulations 2018](#) outline Local Safeguarding Partners' statutory obligations.

Scoping of our new arrangements commenced in May 2018. We used this opportunity to review, examine and reinvigorate our partnership, details of which are described in this document. We believe that by utilising resources across our collective areas of expertise we are better able to provide children and their families with the most effective, consistent and targeted support across our multi-agency service provision.



2. WSSCP vision

An assured Safeguarding Partnership, which collectively engages with children and their families, enabling them to thrive.

Delivering our vision will mean that:

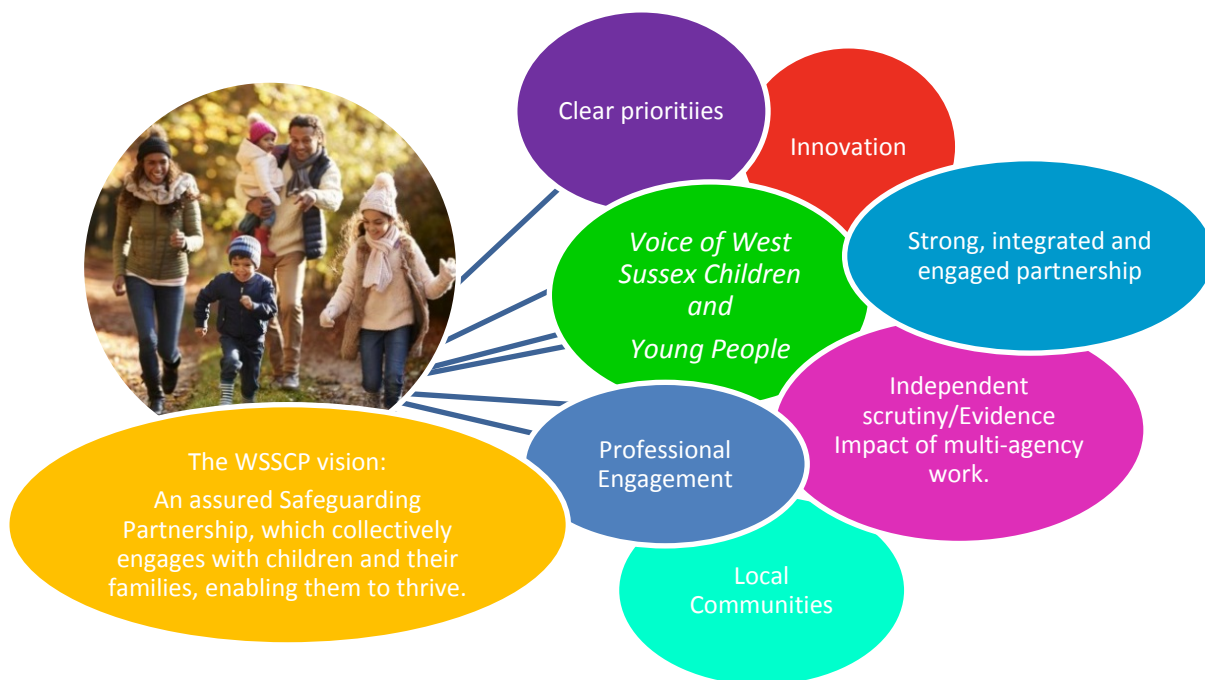
- ❖ Children and young people are safe from harm and able to thrive within their family units.
- ❖ Children and young people enjoy a healthy life, including good mental health and emotional wellbeing.
- ❖ Families are resilient and feel supported within their communities, via bespoke community led work to meet their needs.
- ❖ Our wider networks, including schools and colleges, keep our children and young people safe and helping to support and equip them with the skills they will need for their adult life.
- ❖ We will disrupt criminal activity and hold offenders to account, so that children and young people are protected from harm.



How we will deliver our vision

Our Partnership will work together to deliver this vision by:

- ❖ Ensuring children and young people are safeguarded via a strong, co-ordinated multi-agency approach.
- ❖ Working innovatively with our partners, including children, young people and their family networks we will identify what needs to change.
- ❖ Being solution focussed as a partnership; working together to find the best way to drive improvements to practice and service delivery.
- ❖ Evaluating our work to ensure that we are effecting progress and that this is making the difference we expect.

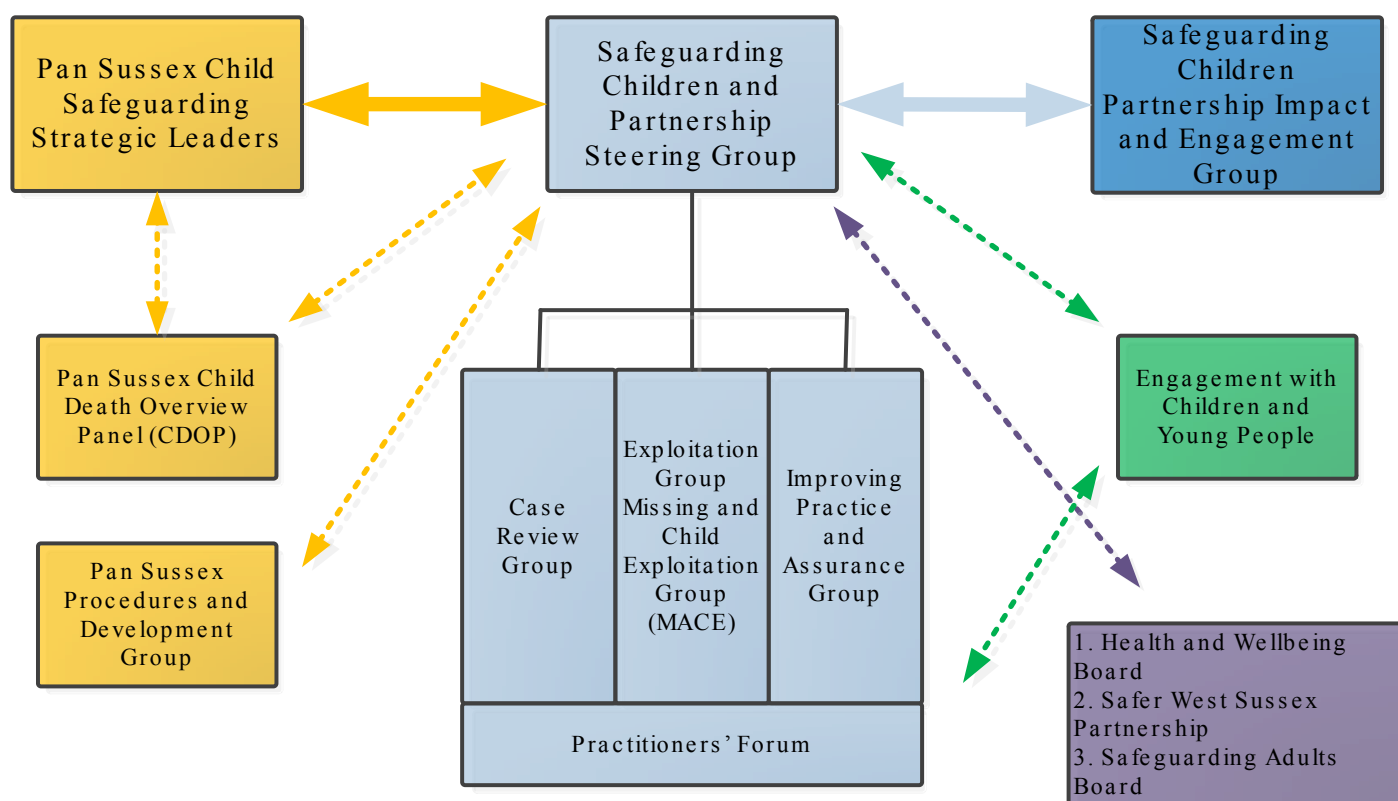


The WSSCP's vision is deliverable through a range of key mechanisms including: capturing and acting upon the **voice of all West Sussex children and young people**. Furthermore, by working with a wide spectrum of partners, including our **local communities**, schools and colleges, we will develop a **strong, integrated and engaged partnership**. The partnership will use research, feedback and data analysis to inform its **clear priorities** and **innovate** by trying new ways of working, such as a practitioner-led group to support delivery of partnership work. Finally, the WSSCP will test the **impact** of its work via robust analysis of available data and research and by using multiple independent scrutiny methods.

3. WSSCP structure: supporting business delivery

The WSSCP structure chart below reflects the complex agency relationships and interdependencies when working with children and their families. The impact of the new structure will be assessed regularly, to ensure that it aligns priorities and maximises the impact of partnership delivery work: **The diagram below will be updated once group names are finalised**

WSSCP core structure and key partner agencies



We will actively listen to everyone across our partnership and regularly review our partnership objectives to make sure that:

- Our plans are working to optimise service delivery and drive improvement to enable us to achieve the best possible outcomes for children, young people and their families.
- Schools and colleges are integral to the partnership arrangements and develop arrangements to fully utilise the range of tailored pastoral and emotional wellbeing support they can offer to both children and families.

- The realignment of the subgroup delivery structure and the addition of the practitioners' group will be reviewed during the first year of the partnership's operation. A brief overview of the aims of the leadership groups and sub-groups is outlined later in this document. Full details of the partnership group and each of its sub-group's functions are described in the WSSCP Constitution at **Appendix B.**

Voice of Children and Young People

The voice of children and young people must be reflected in our service delivery as it helps to inform both our future priorities and measurement of service delivery outcomes. We believe that listening to our children and young people about the services they have used or sought to access, and their views about safeguarding priorities in their communities, plays a pivotal part in informing our work priorities. By using co-production and acting on our children and young people's feedback and experiences we will be better able to understand how to optimise our partnerships' resources and deploy strategies to safeguard and promote their wellbeing. During the first year of the Partnership we will develop creative approaches to our engagement with children and their families.



4. Independent Scrutiny

The value of focussed, impartial and robust independent scrutiny to drive practice improvement and identify areas for development is key to helping inform the WSSCP's improvement journey. The inception of the WSSCP will see it deploy multiple approaches to ensure effective scrutiny of its local arrangements. These include but are not limited to: internal audits, peer reviews, lay membership of the WSSCP Board and its sub-groups, internal and independent child practice reviews. The WSSCP recognises that many of our agencies undergo rigorous audits as part of their organisations' governance. Our focus will therefore be on the outcomes for our children and their families who have received multi-agency safeguarding support and/or interventions.

Independent Chair: An Independent Chair (IC) is employed to support implementation of the new arrangements through impartial challenge and advice. The IC scrutinises local child practice review decisions, monitors and, where appropriate, challenges progress against the delivery of the partnership's business plan. As Chair of the Steering Group and Partnership Board, the IC will drive business delivery, providing leadership for the new partnership as it matures.

5. WSSCP leadership, partners and delivery groups

Background: new legislative requirements and how they have helped to shape our local arrangements

The lead partners are responsible for ensuring that the wider partnership maintains focus on our core responsibilities: safeguarding and ensuring the well-being of our children, particularly the most vulnerable. Working Together to Safeguard Children 2018 (WT 2018) states:

"A safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as:

- (a) the local authority
- (b) a clinical commissioning group for an area any part of which falls within the local authority area
- (c) the chief officer of police for an area any part of which falls within the local authority area.

Should the lead representatives delegate their functions, they remain accountable for any actions or decisions taken on behalf of their agency. If delegated, it is the responsibility of the lead representative to identify and nominate a senior officer in their agency to have responsibility and authority for ensuring full participation with these arrangements."

Lead Representatives in West Sussex:	Roles are delegated to:
Chief Executive of West Sussex County Council	Director of Children's Services,
Chief Superintendent of Sussex Police	Detective Superintendent for delivery across West Sussex
Chief Executive Officer of Sussex CCGs	Head of Safeguarding and Looked After Children

Regulation 18 of the [Child Safeguarding Practice Review and Relevant Agency Regulations 2018](#) contains a schedule of relevant agencies that are required to

comply with the new Local Safeguarding Partnership arrangements. This includes voluntary and community sector organisations.

Membership of the Partnership and subgroups is designed to provide appropriate levels of authority, expertise and value in the WSSCP decision making processes.

The WSSCP will cover the West Sussex local authority area under the new arrangements with the exception of the work of the Child Death Overview Panel (CDOP) which will have a Pan Sussex geographical footprint.

WT 2018 states: "To be effective... arrangements should link to other strategic partnership work happening locally to support children and families. This will include other public boards including Health and wellbeing boards, Adult Safeguarding Boards, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and MAPPAs."

The WSSCP recognises that the new arrangements provide an opportunity to strengthen relationships with our existing partners and build upon work already achieved. For example, our current Pan Sussex delivery includes joint safeguarding children procedures, shared audit work as well as shared learning and development offers.

We are exploring further areas for alignment at a Pan Sussex level, such as thematic work, where appropriate, to support a targeted and resource efficient approach to our partnership work across Sussex. Enhancing our joint work across Sussex will support consistent practice and potentially drive up standards. Furthermore, partners who provide services across two or three of the local authority areas will be able to focus their resources equitably and eliminate duplication of, for example, partnership audit work. This approach will be reflected in our business planning and identification of WSSCP priority work where appropriate.

By working closely with all of our WSSCP partners we believe that agencies will be clear about how best to recognise and respond appropriately by using our shared Continuum of Need (Thresholds) guidance with an ambition to work towards greater Pan Sussex consistency.

Secure Settings

Whilst the local authority area does not currently have either secure residential accommodation for children and young people or a Young Offender Institution, should the situation change in future the WSSCP will scrutinise the effectiveness of these or similar settings.

The Home Office has accommodation in West Sussex where children and their families are held for short periods of time; this includes short term holding facilities at Gatwick Airport. Tinsley House is the only national facility which can hold children and families for a maximum of 7 days for Immigration purposes

(Ministerial authority is required for periods lasting beyond 72 hours). The partnership will work with Border Force and Immigration Enforcement who work within West Sussex to seek assurance regarding agency's specific responsibilities under [s55 of the Borders, Citizenship and Immigration Act 2009](#) and [s6 of the Immigration Act 2014](#).

WSSCP a new structure to deliver our objectives

Pan-Sussex Strategic Leadership Group

The Pan Sussex Strategic Leadership group meets twice a year to assess the impact of partnership work across Sussex, identify opportunities for Pan Sussex delivery of initiatives and to drive targeted and resource efficient practice. The group is led by the 3 local authority area Directors of Children's Services and senior leaders from Sussex Police and CCGs.

Pan Sussex Child Death Overview Panel (CDOP)

Under our new arrangements, the Child Death Overview Panel (CDOP) has moved to cover a Sussex-wide footprint; this supports trend and data analysis based on a larger population cohort. The CDOP undertakes a multi-agency review for every child who dies in Sussex, to better understand their individual circumstances. This information is collated and analysed to identify where action can be taken which may prevent future child deaths and by driving improvements in the way we work together across the partnership to improve children's health, safety and wellbeing.

Safeguarding Children Partnership Steering Group

The Steering Group is the driving force for improved safeguarding practice across West Sussex. It will involve key linkages with other Partnerships and a more joined up agenda and focus on Safeguarding Children through our revised membership. The new structure will ensure the golden thread from our strategies and business plans to delivery is enabled by the chairs of our delivery groups being part of our Steering Group. The group is comprised of the three safeguarding leads, supported by relevant agencies that are best placed to contribute towards shaping the strategic direction of the Partnership. The Independent Chair supports the drive to scope and deliver the group's aims and membership, which may be subject to change as the partnership matures. Membership is comprised of a dynamic core of Partners to drive forward the WSSCP's work. Initially meeting bi-monthly, once the group is established it will meet on a quarterly basis. The Steering Group evaluates progress via quarterly and annual data, audit, monitoring and progress reports and Local Learning Reviews from the Partnership's groups and networks.

Safeguarding Children Partnership Board

Determining the impact and maintaining collaborative partnership working is overseen by the Partnership Board (PB) via quarterly meetings. The PB will present updates to the Steering Group on the impact of Local Learning Reviews and Learning and Development activity on improving: front line practice; multi-agency and single agency annual safeguarding reports; and scrutiny items. The Independent Chair leads the group to ensure sustained impetus, whilst also promoting innovative multi-agency practice.

Case Review Group

Our Case Review Group meets on a monthly basis, overseeing the process for undertaking local child safeguarding practice reviews in accordance with the guidance set out in Working Together to Safeguard Children 2018 and [The Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018](#).

Improving Practice and Assurance Group

The consolidated Improving Practice and Assurance Group's (IPAG) functions have a number of priority strands, full details are contained in the WSSCP constitution. Key responsibilities include audit work, analysis of local performance data and ensuring that recommendations and learning from reviews are embedded across organisations and agencies, using the new practitioners' group as champions in their organisation to test this at operational level. The IPAG's bi-monthly meetings assess the impact of specific areas of Child Safeguarding work, as agreed by the Partners. **The WSSCP Quality Assurance Framework can be found at Appendix C**

Exploitation Group

The WSSCP sees the merger of the Exploitation Group and Missing and Child Exploitation (MACE) MACE groups. The Exploitation Group, convening bi-monthly, refocuses resources to monitor its approach to a responsive local multi-agency co-operative model which effectively tackles various forms of exploitation and child abuse, including contextual safeguarding and harmful practices. The group is comprised of experts in their field including voluntary and community sector organisations working in partnership across West Sussex to support improvement and support for children who are at risk of, or experiencing exploitation.

Practitioner's forum

The introduction of a practitioner led forum initiative is a further innovation which the partnership will develop and test during its first year of operation. It provides a direct link between WSSCP senior leadership and frontline staff and introduces a clear two-way communication route. This enables discussions about priorities and early identification of practice and operational issues. The forum

will initially undertake “task and finish” work and report back to the Partnership Board (PB). Once operational, it will provide feedback to the PB about the impact of WSSCP priority work on frontline practice. It is anticipated that in addition to its core purpose, the forum will provide another link to the views of children, young people and their families, in conjunction with a problem-solving and networking platform.

How we will work with our wide ranging partners

Details of the agencies we will work with are appended; this includes details of the membership of the Strategic Steering Group, Partnership Board and our other partnership delivery groups. (Appendix A). We recognise a number of organisations such as the British Transport Police and Cafcass operate with a national remit. We will agree with them how and when we best operate/engage locally e.g. engaging in audit processes on a Pan Sussex basis. Our ambition is to have a fully co-operative and aligned approach to our collective delivery of services to our children and families with our wider partnerships including the Safeguarding Adults and Health and Wellbeing Boards and West Sussex County Council Community Safety Directorate.



6. Finance

Multi-agency funding to support functions of its business support unit and local practice reviews is expected to remain at current levels for the financial year 2019-20. The lead partners agreed that the local authority will continue to host the WSSCP business support team and is therefore responsible for the WSSCP business support team's budgetary expenditure and financial compliance. Moving forward the Partnership leads will agree funding with partner agencies for local and Pan Sussex multi-agency arrangements for safeguarding and promoting the welfare of children.



7. Learning and development

The WSSCP uses the multi-agency training needs assessment commissioned by the WSSCB in December 2018 as the basis on which to provide core training over 2 business years: April 2019- March 2021. The WSSCP business support unit's Learning and Development Officer co-ordinates delivery of the multi-agency offer and reports on its impact to the IPAG. The WSSCP will continue to explore opportunities to develop wider Learning and Development partnerships,

across Sussex and beyond, including the Health and Wellbeing Board, Adult Safeguarding Board and West Sussex County Council's Community Safety Directorate. The WSSCP Learning and Improvement Framework and outline core training offer **are at Appendices D and E.**

8. Dispute resolution

The WSSCP has a published escalation procedure on its website, which is promoted to ensure agencies are aware of how and when to use it. Use of the escalation procedure will be monitored by the partnership.

In the event of a dispute between the 3 lead partners the Independent Chair will be asked for advice to help partners swiftly and transparently reach a suitable resolution. The 3 lead partners may also seek independent advice, for example legal advice when appropriate. Partners will ensure throughout any dispute that their focus remains on safeguarding the child/children.

9. Annual report

The Independent Chair undertakes a review of the effectiveness of the WSSCP arrangements and tracks its business plan delivery progress. This will inform a retrospective annual report. It will be published on the WSSCP's website.



Appendices:

A Membership of Groups

- B Constitution**
- C Quality Assurance Framework**
- D Learning and Improvement Offer**
- E WSSCP core training offer (2019-21).**
- F WSSCP Business Plan and Priorities**

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