

# Public Document Pack

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26 November 2019

## Children and Young People's Services Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 4 December 2019** at **County Hall North, Horsham.**

**Tony Kershaw**  
Director of Law and Assurance

**The meeting will be available to view live via the Internet at this address:**

<http://www.westsussex.public-i.tv/core/portal/home>

### Agenda

- 10.30 am    1.    **Declarations of Interests**
- 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.
- 10.30 am    2.    **Minutes of the last meeting of the Committee** (Pages 5 - 14)
- The Committee is asked to agree the minutes of the meeting held on 23 October 2019 (cream paper).
- 10.35 am    3.    **Urgent Matters**
- 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.
- 10.35 am    4.    **Responses to Recommendations** (Pages 15 - 20)
- The Committee is asked to note the responses to recommendations made at the 23 October 2019 meeting from

The Cabinet Member for Education and Skills.

10.40 am 5. **Forward Plan of Key Decisions** (Pages 21 - 32)

Extract from the Forward Plan dated 21 November 2019.

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.

10.50 am 6. **Children First Improvement Update** (Pages 33 - 50)

Report by the Executive Director of Children Young People and Learning.

The report updates the Committee on developments in the Children First Programme since its last meeting in October.

11.20 am 7. **Woodlands Meed** (To Follow)

Report by the Director of Education and Skills and Director of Property and Assets.

12.50 pm 8. **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.

12.55 pm 9. **Requests for Call-In**

There have been no requests for call-in to the Select Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

12.55 pm 10. **Date of Next Meeting**

The next meeting of the Committee will be held on 9 January 2020 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 27 December 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.

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## **Children and Young People's Services Select Committee**

23 October 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 Barling (Chairman)

Mrs Burgess	Ms Lord	Mr Cristin
Mr Hillier	Ms Sudan	Mr Jupp
Mrs Bridges	Mr Wickremaratchi	Mrs Russell
Ms Flynn	Mr Lozzi	
Mrs Hall	Maria Roberts	

Apologies were received from Mr Baldwin, Mr Lea and Mrs Ryan

Absent: Mrs Jones

Also in attendance:

### **Part I**

#### **36. Minutes of the last meeting of the Committee**

36.1 The Vice-Chairman requested that under minute 29.6 it be added that a vote took place by the Committee as to whether to hold the Small Schools Task and Finish Group or not.

36.2 The Vice-Chairman requested that further clarification be provided in minute 31.2 regarding if Woodlands Meed was still due to open in 2021.

36.3 Resolved – that subject to the above amendments being made, that the minutes of the last meeting held on 11 September 2019 be approved as a correct record and that they be signed by the Chairman.

#### **37. Responses to Recommendations**

37.1 The Chairman drew members attention to the response from the previous Cabinet Member for Education and Skills. He noted his intention for the Committee to undertake more proactive scrutiny and the role for the Business Planning Group (BPG) to play in this respect. Mrs Flynn requested that she join the BPG if there was a vacancy.

37.2 Resolved –

- i. That the Committee note the response
- ii. That Mrs Flynn be appointed to fill the vacancy on the BPG.

#### **38. Forward Plan of Key Decisions**

38.1 The Committee considered a tabled paper which was a new version of the Forward Plan dated 22 October 2019 (copy appended to the signed minutes). This version of the Forward Plan was not included in the

Committee papers as it had been published following the statutory despatch of the agenda.

38.2 Members considered if the decision on the allocation of funding for project delivery at Woodlands Meed should be scrutinised by the Committee in consultation with members of the Mid Sussex County Local Committee (CLC). The Chairman sought the views of the Committee and there was support for a special meeting to be organised before the December Committee meeting and the decision being taken.

38.3 Members of the Committee requested that the in-house residential care strategy be revisited during implementation.

38.4 Resolved – that the Committee:

- i. Ask Democratic Services to organise an additional meeting in November to scrutinise the Woodlands Meed decision.
- ii. Ask the BPG to consider an item on the implementation of the in-house residential care strategy return to the Committee at the appropriate time.
- iii. Notes the Forward Plan.

### **39. Children First Improvement Update**

39.1 The Committee considered a report by the Director of Children's Services. The newly appointed Cabinet Member for Children and Young People, Jackie Russell, introduced herself as the lead member for the portfolio however the Leader, Paul Marshall, would retain the statutory responsibility for the area for the current time.

39.2 The Director of Children's Services introduced some of the new leadership team who each outlined their areas of responsibility as follows:

- Sally Allen – Deputy Director – Frontline teams including the Multi-Agency Safeguarding Hub (MASH) and social work teams.
- Jackie Wood – Assistant Director Corporate Parenting – fostering and adoption, residential care and placements and Children Looked After (CLA).
- Ann Marie Dodds – Assistant Director Early Help – Early Help Hubs, young carers, Voice and Participation, Pause and Care Leavers.

39.3 The Director of Children's Services advised the Commissioner's report was expected at the end of October and a review would be published once the Secretary of State had made a decision for future service delivery. The following update was provided on workforce and caseloads:

- The workforce had stabilised and staff were committed.
- The vacancy gap was now under 2%.
- Caseloads were reducing enabling better quality practice.
- Benchmarking data was being gathered.

39.4 The Committee considered the following points in discussion:

- Members considered what recruitment processes were in place to reduce the reliance on agency staff. The Deputy Director advised the service were working with the communications and IT teams to create a more savvy approach to recruitment. A change in imagery had resulted in more hits on the website and social media was enabling the campaign to reach out further than West Sussex.
- Members asked if there were specific teams with a vacancy gap bigger than 1.8%. The Deputy Director advised some areas were more challenging to recruit to, such as Assessment and Intervention and therefore these teams consequently had higher caseloads, but that these were coming down. The Deputy Director advised part of that solution to bring these down was the use of agency staff.
- The Committee noted the requirement for children engaged with the service to experience consistency and considered the stability of agency workers within that context. The Deputy Director advised it was critical there was consistency for children and families, but noted the challenge of keeping agency staff in frontline teams such as the MASH. She advised this was improving however, and that in some cases agency staff had either become permanent, or left and then returned to WSCC on a permanent basis.
- The Committee asked about the numbers of unallocated cases and those held by managers. The Deputy Director advised scrutiny of daily lists of unallocated and manager allocated cases was undertaken and responses sought from service leads around those. The Deputy Director further explained these cases tended to be in transition, and there was a clear line that there was to be no unallocated cases and a zero tolerance for managers holding cases. The Director of Children's Services advised a short report on unallocated cases could be produced for the BPG if desired. The Committee agreed this would be useful.

39.5 The Assistant Director - Corporate Parenting, Jackie Wood, provided an update to the Committee on the Improvement Plan objective of life story work. The Committee heard the following key points:

- Life story work maps the life of a child in the care of the local authority, and is used as a therapeutic tool by social workers to help the child understand their journey.
- Ofsted identified life story work as an area that needed to improve.
- Training was being undertaken with social workers, foster carers and residential workers via an online forum.
- The work culminates in a life story book, which was a priority for children being adopted.
- Improvements would be evidenced through quality assurance monitoring.

39.6 The Committee considered the following points in discussion:

- Members asked if they could observe the training. The Assistant Director – Corporate Parenting advised members would be welcome to attend the foster carer training.
- The Committee asked how the service planned to keep track of targets in terms of quality and timeliness when life story work was an ongoing process. The Assistant Director advised the service

were looking at how life story work was recorded and undertaken through Mosaic, which is a system used by social workers to record chronologies and case management. She added that colleagues in QA and performance would undertake thematic audits which would include quality and timeliness of life story work which would happen on a quarterly basis.

39.7 Ann Marie Dodds, Assistant Director – Early Help provided an update to the Committee on the development of the Children First Strategy. The Committee heard the following key points:

- The Children First Strategy would be a collective and co-produced document. Consultation had taken place with over 100 professionals and children and youth groups to ask how WSCC could better work with partners to improve outcomes.
- The service were working hard to establish a strategic intent with the headline statement of what WSCC wanted for its children, and how this is achieved in partnership. The challenge was identifying the set of behaviours that genuinely puts children first.
- Engagement and workshop events were ongoing due to high demand and attendance and expected that on 19 November 2019 the strategic intent would be launched. The intention was to bring the strategy to the next meeting of the Committee on 4 December 2019 which will hopefully capture the collective desire across West Sussex to put children at the centre of the decision making.
- The Chairman requested that information regarding the launch be shared with members.

39.8 Resolved that the Committee:

1. Notes the conclusion of the work of the Commissioner.
2. Notes that Ofsted has confirmed that the Practice Improvement Plan satisfies the requirement to suitably address all the matters of concern raised in the inspection report of May 2019.
3. Notes the leadership and workforce improvement narrative.
4. Requests officers provide the BPG with options to ensure voices of staff and partners are heard.
5. Notes the preparatory work on a Children First Strategy, its scope and purpose, and agree to preview the decision at its meeting on 4 December 2019.

## **40. School Funding**

40.1 The Committee considered a report by the Executive Director People Services and Director of Education and Skills. The newly appointed Cabinet Member for Education and Skills, Nigel Jupp, introduced himself and advised that he looked forward to working in partnership with the Committee. The School Funding report was introduced by Andy Thorne, Strategic Finance Business Partner, who took the Committee through a presentation (copy appended to the signed minutes). The following key points were highlighted:

- Nationally, school funding is set to rise by £2.6bn in 2020/21 which includes £700m for high needs and £66m for early years.



- According to the Institute of Fiscal Studies, spending per pupil has fallen by 8% over the last ten years. The recent three-year funding announcement represents a 7.4% increase in spending per pupil, which means in real terms per pupil spending levels in 2022/23 will be at about the same level as 2009/10.
- Minimum per pupil funding levels are set to rise from £3,500 to £3,750 for Primary pupils, and from £4,800 to £5,000 for Secondary pupils in 2020/21. The primary rate will increase further to £4,000 per pupil in 2021/22.
- For the first time since the National Funding Formula (NFF) was introduced in 2018/19, West Sussex will receive its full allocation next year as the government has removed the funding cap.
- Excluding pupil growth, which will be announced in December, West Sussex will receive an increase of £24.5m on its Dedicated Schools Grant (DSG) schools block next year. However despite this increase the county's unit of funding rates still remain in the bottom 10 in the country.
- 80, mostly secondary and larger primary, schools in the county will benefit from the uplift in the per pupil funding rates, however very few primary schools with less than 250 pupils will attract any of this additional funding.
- Schools have yet to move to the 'hard' NFF when they will receive their budget allocations directly from the Department for Education. In the meantime, local authorities will still have some discretion over their local schools funding formula.
- One area of the local formula which needs to be consulted on is the Minimum Funding Guarantee (MFG), which can be set at a rate of between 0.5% and 1.84%. This funding will help protect the smaller primary schools but will require a transfer of funds from the larger schools, who are gaining more through the formula changes, to support them.
- The local authority is able to transfer up to 0.5% of their Schools block funding into other DSG blocks with the agreement of the Schools Forum. If there is a desire to transfer over the 0.5%, or Schools Forum do not agree to any proposed transfer up to 0.5%, West Sussex are able to make a disapplication request to the Secretary of State.
- For the DSG high needs block, West Sussex will receive an increase of £7.5m (9.34%) in 2020/21. This additional funding will cover existing funding pressures, however, a request to transfer funds from the DSG schools block to the high needs block will still be required in 2020/21 in order to pay for the expected continued growth in Education and Health Care Plan (EHCP) numbers next year.
- The Schools Funding consultation would run from 23 October to 13 November, with the outcome being discussed at Schools Forum on 28<sup>th</sup> November.

40.2 The Committee welcomed two witnesses, Jules White, Head at Tanbridge House Secondary School, and Thomas Moore, Head at Bury Primary School. The witnesses provided the Committee with information on their funding pressures in the context of a small rural school, and a larger secondary school. The Committee heard the following:

- There was disparity for a small school against a larger school with the funding increase, which was a concern for those with small pupil numbers.
- Staff at Bury school were not seeking incremental pay rises in view of the funding pressures.
- The Head at Tanbridge House advised the funding announcement was no great step for West Sussex schools and was predicated on no additional or unexpected costs. He added that salaries equated to 85% of school budgets. High needs and special education areas were under duress.
- The Head at Tanbridge House provided some comparative funding figures for different counties against West Sussex which highlighted the disparity in funding levels.
- The Director of Education and Skills advised the Committee that small schools were encouraged to consider new ways of working to ease financial pressures.
- The Committee heard that some schools relied heavily on grants and parental contributions.

40.3 The Committee were grateful to the witnesses for sharing their experiences, the following points were raised in discussion:

- Members of the Committee asked if it was possible to add into the school funding survey whether and how teachers were funding their own classroom resources to further highlight the issue of the funding gap. The Director of Education and Skills advised this could be built into the annual survey.
- The Committee asked the Head teacher witnesses and Director of Education and Skills how they planned to make savings in order to reach teaching salaries, and what would need to be cut to enable this.
- The Head at Tanbridge House advised that IT, books, equipment and, most profoundly, staffing were the key areas, with higher numbers of children in classes and fewer Teaching Assistants (TAs) to balance the books.
- The Head at Bury school advised there wasn't anything to cut but staff, and that schools needed pupils to cover costs. The Director of Education and Skills advised TAs were often first to go and that the service was seeing a move to mix-age classes, fewer administration staff, Heads teaching and schools often unable to accept EHCP children due to limited budgets.

40.4 The Chairman thanked the witnesses for their contributions, and considered in agreement with the Vice-Chairman and wider membership what the Committee could do to give support to the issue of school funding.

40.5 Resolved – that the Committee:

1. Notes the information as set out in the report and consider the implications of the NFF on the local funding formula for mainstream schools as well as the impact of funding on spending pressures for schools and on high needs expenditure.

2. In broad terms, welcomes the funding increase however asks the Cabinet Member for Education and Skills to write to the Secretary of State for Education and local MPs to make representations on school funding, and the need for transformation.
3. Requests the BPG consider when next to look at school funding when planning future work programmes.

#### **41. Reduction in the Post-16 Support Service**

41.1 The Committee considered a report by the Executive Director People Services and Director of Education and Skills. The report was introduced by the Director of Education and Skills, Paul Wagstaff, who provided the following information to the Committee:

- Local authorities have a statutory duty to track the destinations of 16 to 18-year-olds. WSCC currently go beyond this through one-to-one support, careers guidance and intervention for those not in education, employment or training (NEET).
- WSCC has been identifying potential savings options following reductions in government grants. Post-16 support has been identified as a possible area for saving through reducing the level of support provided.
- Two options have been identified; option 1 suggests reducing the level of support provided by the post-16 team by 50% from April 2021. Option 2 suggests complete withdrawal from the provision of post-16 support from April 2021.

41.2 The Committee considered the following points in discussion:

- Members asked how the service tracked young people. The Head of Post-16 and Compliance, Danny Pell, advised that school data was provided to the county council which was followed up with the destinations to confirm if the young person had indeed transitioned to their further education, employment or training. The Head of Post-16 and Compliance advised there was a challenge for all local authorities in tracking those that don't want to engage post school. Phone calls, email, social media and meetings were undertaken in order to re-engage and locate provision that meets their needs.
- The Committee asked if either option would result in staff redundancies. The Director of Education and Skills advised the service was currently part funded by a European Social Investment Fund (ESIF). When the ESIF ends, some of the team who were employed on fixed term contracts would leave, and this would be the case regardless of any savings.
- If the service was removed completely, the full team would be made redundant. If the 50% option was chosen, half the staffing budget would remain, staff would be consulted on what the future team would look like.
- Members of the Committee asked if the service had the data on the proportional percentage of Children Looked After, Care Leavers and SEND who were NEET, and cautioned against the removal of the service from this vulnerable cohort. The Head of Post-16 and

Compliance advised this data was available and tracked, and that grant funding had enabled a high level of support in these areas. To remove the service entirely would have a drastic impact on the most vulnerable.

- The Chairman suggested at this point that option 2 (to completely withdraw from the provision of post-16 support) be removed from the proposal, the Committee agreed.
- Members of the Committee further considered the potential consequences of option 1, and felt that even to reduce the service by half was not a sensible proposal in view of the local authority's duty to look after the most vulnerable 16 to 18-year-olds.
- The Committee asked how effective telephone and web-based interventions were and if there was evidence of this if option 1 was chosen. The Head of Post-16 and Compliance advised market research provided a mixed response but did not identify that one method (telephone or web) was markedly more or less successful.
- The Committee considered if the service was able to apply for the ESIF grant again, or if there were other funding streams available. The Head of Post-16 and Compliance advised the ESIF fund came to an end in 2020, there was potential to look at other options, but that she was not aware of anything other than the EU grant. The Director of Education and Skills added that WSCC was one of three other local authorities to have received the ESIF, and that work to date had resulted in rewarding interactions which were valued by young people.

41.3 Resolved – that the Committee:

1. Considers the draft Cabinet Member decision report and does not endorse the proposed decision to support either option 1 or option 2 to reduce or withdraw the provision of Post-16 support.
2. Writes to the Cabinet Member for Education and Skills to formally record their opposition to any reduction in the Post-16 support service from April 2021 and urges the Cabinet Member to avoid making this saving decision.
3. Requests officers consider how best the post-16 service is promoted more widely, including to all members.

## **42. Creation of Additional Special Support Centres**

42.1 The Committee considered a report by the Director of Education Skills. The report was introduced by Paul Wagstaff, Director of Education and Skills, who advised the purpose was to increase provision within the county for those with SEND to enable them to be educated locally in Special Support Centres (SSCs) attached to mainstream schools. The first tranche was currently in development with a proposal to undertake phases 2 and 3 at the same time.

42.2 A summary of members questions and their responses were as follows:

- Members of the Committee asked if SSCs were Pupil Referral Units (PRUs) in the context of children with social, emotional or mental

health (SEMH) needs. The Director of Education and Skills advised SSCs weren't PRUs and that they were attached to or within the school.

- The Committee asked if access to SSCs were permanent or short-term. The Director of Education and Skills advised it was being piloted currently but that it would likely be mixed with some time spent in an SSC and the rest in school, or if a child had an EHCP it could be a more permanent arrangement.
- The Committee considered that 84 places seemed low for a county the size of West Sussex. The Director of Education and Skills advised there were already 32 SSCs around the county and these were additional spaces. This was the beginning of a 5 year SEND and Inclusion Strategy and that it was likely SSCs would be expanded further in the future.

42.3 Resolved – that the Committee:

1. Endorses the recommendation to support the Cabinet Member for Education and Skills to approve the second phase of the project for opening additional SSCs places attached to schools for opening in September 2020 and bring forward from 2021 to 2020 phase 3 of the SSC investment programme.

#### **43. Requests for Call-In**

43.1 The BPG received a request to call-in the proposed decision by the Cabinet Member for Education and Skills concerning the Small Schools Assessment (ES02 (19/20)) – decision published on 25 September 2019. The BPG declined the request.

#### **44. Date of Next Meeting**

44.1 The Committee noted that the next scheduled meeting will be held on 4 December 2019 at 10.30am at County Hall, Chichester.

The meeting ended at 1.56 pm

Chairman

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<b>Agenda item</b>	<b>CYPSSC recommendations (23 October 2019)</b>	<b>Response from Cabinet Member for Education and Skills – Nigel Jupp</b>
<b>School Funding</b>	<p>The Select Committee in broad terms welcomes the funding increase, however:</p> <ul style="list-style-type: none"> <li>i. asks the Cabinet Member for Education and Skills to write to the Secretary of State for Education and local MPs to make representations on school funding and the need for transformation.</li> </ul>	<p>The Cabinet Member for Education and Skills has written to the Secretary of State as requested.</p>
<b>Reduction in the Post-16 Support Service</b>	<p>The Select Committee does not endorse the proposed decision to reduce or withdraw the provision of Post-16 support and:</p> <ul style="list-style-type: none"> <li>i. writes to the Cabinet Member for Education and Skills to formally record their opposition to any reduction in the Post-16 support service from April 2021 and urges the Cabinet Member to avoid making this saving decision (attached at appendix A).</li> </ul>	<p>Response to the Committee from the Cabinet Member for Education and Skills (attached at appendix B).</p>

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**David Barling**

Chairman of the Children and Young People's Services Select Committee

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14 November 2019

**Nigel Jupp****Cabinet Member for Education and Skills**

Dear Nigel,

**Children and Young People's Services Select Committee – Item 8  
Reduction in the Post-16 Support Service.**

At the Children and Young People's Services Select Committee meeting on 23 October 2019, members considered the above item. The report proposed two options of potential savings for the county council through either reduction or withdrawal of the post-16 support service by April 2021. The Committee considered the draft decision report, with a decision due from you in January 2020.

The Committee felt strongly that post-16 support is a very valuable and beneficial service to West Sussex young people. It was recommended that I write to you to formally record the Committee's opposition to any reduction or withdrawal in the post-16 support service from April 2021, and therefore ask you to consider not taking this strategic budget option decision. The Committee further recommended that consideration is given to how best raise the profile of the post-16 support service through wider promotion, including how members are engaged with this.

I trust that you will take the Committee's comments into consideration. I would be very grateful if you could provide any written response you wish to make to this letter by 26 November to [Natalie.jones-punch@westsussex.gov.uk](mailto:Natalie.jones-punch@westsussex.gov.uk), in time for the Committee's next meeting on 4 December.

With best regards,

David Barling

Chairman, Children and Young Peoples Services Select Committee

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**Mr Nigel Jupp**  
Cabinet Member for Education and Skills

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David Barling  
Chairman of the Children & Young People's Services Select Committee

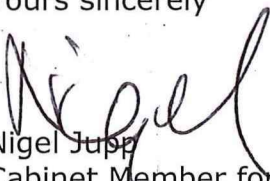
26 November 2019

Dear David,


Thank you for your letter of 14 November confirming the views and discussions held at Select Committee regarding the proposed changes to the Post 16 service. Officers across the Directorates of Children's Services and Education and Skills are looking at options that may reduce any impact on the service but help the service transition the way it works into the future. Once revised proposals are put together, cabinet will be exploring the proposals in more detail prior to a final decision being made.

I take the comments made by Select seriously and for your information I have recently spent an afternoon with the team based at Worthing and met a number of the vulnerable young people being supported through our service.

Yours sincerely



Nigel Jupp  
Cabinet Member for Education and Skills



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## Forward Plan of Key Decisions

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

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet sitting in public. The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the County Council's website 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. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except 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:

<b>Decision</b>	A summary of the proposal.
<b>Decision By</b>	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
<b>West Sussex Plan priority</b>	Which of the five priorities in the West Sussex Plan the proposal affects.
<b>Date added</b>	The date the proposed decision was added to the Forward Plan.
<b>Month</b>	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
<b>Consultation/ Representations</b>	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Select Committee meetings.
<b>Background Documents</b>	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	Who in Democratic Services you can contact about the entry

### Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033022 22533, email [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk).

**Published: 21 November 2019**

## Forward Plan Summary

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

Page No	Decision Maker	Subject Matter	Date
 <b>Best Start in Life</b>			
	Director of Finance and Support Services	Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation	November 2019
	Director of Finance and Support Services	Award of Contract for the expansion of Manor Green Primary School, Crawley	November 2019
	Cabinet Member for Education and Skills	SEND and Inclusion Strategy 2019-2024	November 2019
	Cabinet Member for Education and Skills	Replacement All Weather Pitch at The Weald Community School, Billingshurst	November 2019
	Cabinet Member for Children and Young People	Adoption of the West Sussex Children First Strategy	December 2019
	Cabinet	Woodlands Meed College Site, Burgess Hill - Allocation of Funding for Project Delivery	January 2020
	Cabinet	Small Schools Proposals	January 2020
	Cabinet Member for Education and Skills	Provision of new school hall at Thorney Island Primary School	April 2020
 <b>A Prosperous Place</b>			
	Director of Highways, Transport and Planning	A29 Realignment Scheme - award of design contract	November 2019
	Director of Highways, Transport and Planning	Concessionary Travel Scheme - award of bus pass manufacture and administration contract	November 2019
	Acting Executive Director Place Services	Chichester Southern Gateway	November 2019
	Acting Executive Director Place Services	Worthing Public Realm Works - Adur and Worthing Growth Programme	November 2019
	Cabinet Member for Highways and Infrastructure	Review of on-street parking charges and related policy - phase two	December 2019
	Cabinet Member for Highways and Infrastructure	Transport for the South East: response to consultation on draft Transport Strategy	January 2020
 <b>A Strong, Safe and Sustainable Place</b>			
	Chief Fire Officer	Procurement of replacement wheelchair accessible mini buses	November 2019
	Executive Director Adults and Health	Community Based Social Support Award of Contract	November 2019
	Cabinet	Electric Vehicle Strategy	December 2019
	Acting Executive Director Place Services	Worthing Community Hub Award of Contract	December 2019
	Executive Director	Technology Enabled Care (TEC) Award of	December

	Adults and Health	Contract	2019
	Director of Public Health	Contract for Provision of Children, Young People and Adults, who use Alcohol and / or Drugs, their Families and Carers extension	December 2019
	Executive Director People Services	Hospital Discharge Care Service Award of Contract	January 2020
	Cabinet Member for Adults and Health	Supported Living Services Procurement	March 2020



### Independence in Later Life

	Cabinet Member for Adults and Health	Development of an Extra Care Housing Scheme in East Grinstead	November 2019
	Cabinet Member for Adults and Health	Commissioning of Care and Support at Home	November 2019
	Cabinet Member for Adults and Health	Review of In-house Residential Care	January 2020



### A Council that works for the Community

	Cabinet Member for Economy and Corporate Resources	Procurement of a Business Management Solution	November 2019
	Cabinet Member for Economy and Corporate Resources	Procurement "Soft" Facilities Management Services Contract	November 2019
	Leader	Endorsement of bids to Coast to Capital LEP: West Sussex Full Fibre Programme	November 2019
	Acting Executive Director Place Services	Award of Contract for Self Service Library Kiosks	November 2019
	Cabinet Member for Finance	Lease of vacant residential properties to a Registered Provider	December 2019
	Acting Executive Director Place Services	Central Buying Consortium Library Group Award of Contract	December 019
	Cabinet Member for Finance, Leader	Total Performance Monitor (Rolling Entry)	Between April 2019 and March 2020
	Cabinet Member for Finance	Property Review (Rolling Entry)	Between April 2019 and March 2020

### Strategic Budget Options 2020/21

	Cabinet	Creation of Additional Special Support Centres in Schools - Phases 2 and 3	December 2019
	Cabinet	Review of Library Offer	December 2019
	Cabinet	Local Assistance Network (LAN)	December 2019
	Cabinet	Reduction in Funding for Recycling Credits	December 2019
	Cabinet	Review of Fees and Charges	January 2020
	Cabinet	Reduction in the Post-16 Support Service	January 2020

## Best Start in Life

### Director of Finance and Support Services

<b>Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation</b>	
<p>In June 2018 the Cabinet Member for Education and Skills gave authority to commence a procurement to replace the modular teaching accommodation at Southwater Infant and Junior Schools to ensure the schools can continue to accommodate the demand for pupil places in the locality (decision reference <a href="#">ES03 (18/19)</a>).</p> <p>Following full design which included submission and receipt of planning permission, detailed costings have now been sought which exceed the budget available.</p> <p>Following a detailed review of options, the Director Finance and Support Services will be asked to approve an increase in budget, funded from received Section 106 contributions, to allow the project to progress.</p>	
<b>Decision by</b>	Katharine Eberhart - Director of Finance and Support Services
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	7 August 2019
<b>Month</b>	November 2019
<b>Consultation/ Representations</b>	Cabinet Member for Finance and Resources Representation can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Carol Bruce Tel: 033 022 23055
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

### Director of Finance and Support Services

<b>Award of Contract for the expansion of Manor Green Primary School, Crawley</b>	
<p>Following a review of current provision and anticipated future need, in early January 2019 the Cabinet Member for Education and Skills agreed a statutory notice to increase space at Manor Green Primary School in Crawley (Decision reference <a href="#">ES16 (18/19)</a>). The school caters for a wide-range of Special Educational Needs, particularly for children with moderate and severe learning difficulties, complex social and communication difficulties or those who have been identified as having an Autistic Spectrum Condition. The increase in space would enable the school to increase planned places by 36 from 164 to 200.</p>	



To accommodate the additional pupils two further classrooms will need to be built. The Cabinet Member for Education and Skills approved the allocation of funds required to enable this project to proceed and to delegate authority to the Director of Property and Assets to award the contract for the works - Decision ref: [ES05 \(19/20\)](#)

The Director of Property and Assets will be asked to award the construction contract to expand Manor Green Primary School.

<b>Decision by</b>	Andrew Edwards - Director of Finance and Support Services
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	30 July 2019
<b>Month</b>	November 2019
<b>Consultation/ Representations</b>	School  Representations concerning this proposed decision can be made to the Acting Chief Executive via the author or officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	None
<b>Author</b>	Carol Bruce Tel: 033 022 23055
<b>Contact</b>	Monique Smart - Tel: 033 022 22540

### Cabinet Member for Education and Skills

<b>SEND and Inclusion Strategy 2019-2024</b>	
<p>West Sussex County Council has been developing a new Strategy to support the inclusion of all children and young people, particularly those with Special Educational Needs and Disabilities (SEND). This Strategy builds on the County Council's current SEND Strategy for 2016-2019 and the outcomes of the 2018 Ofsted/CQC SEND Local Area Inspection.</p> <p>The new SEND and Inclusion Strategy for West Sussex 2019-2024 has been co-produced with key stakeholders including education representatives, parents and carers. The draft Strategy has been the subject of public consultation to seek feedback on the proposed vision, priorities and activities by which the Council will shape its work and decisions in relation to SEND over the next five years, and to inform the development of the new Strategy.</p> <p>The Cabinet Member for Education and Skills will be asked to consider the outcome of the consultation and approve the Strategy and Implementation Plan for publication.</p>	
<b>Decision by</b>	Mr Jupp - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life

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<b>Date added</b>	11 July 2019
<b>Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Early Years Providers            Schools            Further Education Colleges            Parents and Carers            Health representatives            Social care representatives            Cabinet Member for Children and Young People            Children and Young People’s Services Select Committee – 11 September 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Helen Johns Tel: 07715 616560
<b>Contact</b>	Monique Smart - Tel: 033 022 22540

**Cabinet Member for Education and Skills**

<b>Replacement All Weather Pitch at The Weald Community School, Billingshurst</b>	
<p>The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. As part of the secondary school curriculum, Physical Education is a core subject, and suitable provision is required to ensure a wide range of sport can be offered to ensure children are given the Best Start In Life.</p> <p>The Weald Community School, Billingshurst, has an All Weather Pitch facility which is in a deteriorating condition and is now at the end of its life. The pitch requires replacement to ensure continued provision for sport.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions to undertake a project to replace the All Weather Pitch at The Weald Community School thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.</p>	
<b>Decision by</b>	Mr Jupp - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	21 August 2019
<b>Month</b>	November 2019
<b>Consultation/ Representations</b>	School Cabinet Member for Finance and Resources

	Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Monique Smart - Tel: 033 022 22540

### **Cabinet Member for Children and Young People**

<b>Adoption of the West Sussex Children First Strategy</b>	
<p>In collaboration with partners across West Sussex the County Council is developing a West Sussex Children First Strategy. The strategy will set out the direction and commitment for how partners in West Sussex will deliver a shared vision for children and young people placing children at the heart of all we do.</p> <p>It will be a single over-arching strategy based on the West Sussex Plan, the Health and well-Being Strategy and Children's Services Practice Improvement Plan for Social Care as well as other key strategies where outcomes for children, young people and their families will be improved. It will set out how West Sussex will be a great place for children and young people, where all, including those who are vulnerable or disadvantaged, have the best possible start in life and are supported by the whole community to succeed.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the adoption of the West Sussex Children First Strategy.</p>	
<b>Decision by</b>	Mrs Russell - Cabinet Member for Children and Young People
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	27 August 2019
<b>Month</b>	December 2019
<b>Consultation/ Representations</b>	<p>Internal (County Council) and external partners including Health and Well-being Board; Local Safeguarding Partnership; Community Safety; Schools (primary and secondary) Health; Police; Children and Young People; District and Borough Councils.</p> <p>Children and Young People's Services Select Committee – 23 October 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b>	None

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(via website)	
<b>Author</b>	Ann Marie Dodds Tel: 033 022 29331
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

### Cabinet

<b>Woodlands Meed College Site, Burgess Hill - Allocation of Funding for Project Delivery</b>	
<p>Woodlands Meed is a Special School and College for 2-19 year olds located in Burgess Hill. The existing accommodation at the College site has significant suitability and condition issues meaning the College is unable to offer the full curriculum and unable to accommodate the full range of Special Educational Needs.</p> <p>In order to address this, in February 2019 the Cabinet Member for Education and Skills took a decision (ES18 (18/19)) to approve the allocation of £0.5m from the Capital Programme to enable a costed design to be produced for rebuilding and expanding Woodlands Meed College on its current site. This has involved the appointment of a full design team through the County Council's Multi-Disciplinary Consultant to undertake the design work required to develop the feasibility design into a formal proposal enabling costs to be sought for all elements of the proposal.</p> <p>The Cabinet Member for Education and Skills will be asked to agree the allocation of funds from the Capital Programme to enable the rebuilding and expansion project at Woodlands Meed to proceed.</p>	
<b>Decision by</b>	Mr Jupp - Cabinet
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	1 July 2019
<b>Month</b>	January 2020
<b>Consultation/ Representations</b>	<p>School Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	Cabinet Member Decision ES18(18/19)
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Monique Smart - 033 022 22540

### Cabinet

### Small Schools Proposals

In September 2019 the Cabinet Member for Education and Skills took a [decision](#) (decision reference ES02(19/20)) to approve the commencement of a consultation in relation to proposals for change at the at all, none or any of the following schools:-

- Clapham and Patching CE Primary School, Clapham, Worthing
- Compton and Up Marden CE School, Compton, Chichester
- Rumboldswyke CE Infants' School, Chichester
- Stedham Primary School, Stedham, Midhurst
- Warninglid Primary School, Warninglid, Haywards Heath

The [consultation](#) is due to end in late November 2019. Following assessment of the outcome of the consultation, should specific proposals for any of the schools listed emerge, the Cabinet Member for Education and Skills will be asked to agree to launch a consultation seeking views on these specific proposals.

<b>Decision by</b>	Mr Jupp - Cabinet
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	25 October 2019
<b>Month</b>	January 2020
<b>Consultation/ Representations</b>	<p>Schools Governing Bodies Diocese of Chichester Education Parents and carers Small Schools Task and Finish Group Children and Young People's Services Select Committee 9 January 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Graham Olway Tel: 033 022 23029
<b>Contact</b>	Monique Smart Tel: 033 022 22540

### Cabinet Member for Education and Skills

#### Provision of new school hall at Thorney Island Primary School

The County Council has a statutory duty to provide sufficient school places for all children who need a place. Over recent years there has been an increase in pupil numbers at Thorney Island Primary School and an enlarged school hall is now required to provide sufficient and suitable accommodation for the additional children.

The Cabinet Member for Education and Skills will be asked to approve the allocation of

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capital funding from the Basic Need Capital Programme to enable the project to proceed.	
<b>Decision by</b>	Mr Jupp - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	21 August 2019
<b>Month</b>	April 2020
<b>Consultation/ Representations</b>	School Cabinet Member for Finance and Resources  Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	None
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Monique Smart - Tel: 033 022 22540

## Strategic Budget Options 2020/21

### Cabinet

<b>Creation of Additional Special Support Centres in Schools - Phases 2 and 3</b>	
<p>In December 2018 the Cabinet Member for Education and Skills took a <a href="#">decision</a> (reference ES15 (18/19)) to approve Phase 1 of a scheme to develop additional Special Support Centres (SSCs) attached to maintained schools. SSCs are units which provide additional support for children with various types of Special Educational Needs and Disabilities (SEND).</p> <p>It is proposed that the County Council now progresses with Phases 2 and 3 of the development scheme which would involve the creation of up to eight additional SSCs in mainstream schools, generating an extra 84 places for those children with high functioning autism and social, emotional and mental health difficulties.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the proposal to progress the implementation of Phases 2 and 3 of the Special Support Centre Investment Programme.</p>	
<b>Decision by</b>	Mr Jupp - Cabinet
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	30 July 2019
<b>Month</b>	December 2019

<b>Consultation/ Representations</b>	Schools Cabinet Member for Finance and Resources Children and Young People's Services Select Committee – 23 October 2019  Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	Cabinet Member Decision - ES15 (18/19) Cabinet Papers - 11 July 2019
<b>Author</b>	Helen Johns Tel: 07715 616560
<b>Contact</b>	Monique Smart - Tel - 033 022 22540

### Cabinet

<b>Reduction in the Post-16 Support Service</b>	
<p>The post-16 support service works with those young people not in employment, education or training (NEET). The service assists with carrying out the statutory requirement of tracking those individuals who are NEET and supports greater participation through the organisation of Careers/Apprenticeship Fairs across the county and arranges the Apprenticeship Graduation Ceremony.</p> <p>The funding of the service is currently supplemented by the European Structural and Investment Fund (ESIF) project which is a joint scheme with Brighton and Hove City Council. The programme finishes on 31 December 2020.</p> <p>NEET tracking is the statutory element of the work carried out by the post-16 support service, therefore, once the ESIF funding ceases it is proposed that, as well as ESIF fixed term contracts coming to an end, the County Council will reduce the level of service provided. Work is progressing on assessing the impact of options – from a reduction in the level of service to complete withdrawal of the service.</p> <p>The Cabinet Member for Education and Skills will be asked to assess the outcome of this work and approve a proposal to either reduce or withdraw the post-16 support service.</p>	
<b>Decision by</b>	Mr Jupp - Cabinet
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added</b>	30 July 2019
<b>Month</b>	January 2020
<b>Consultation/ Representations</b>	Staff and UNISON have been informed of the requirement to develop options for the post-16 support service. Staff are engaged in the development work on options and both staff and UNISON will be kept updated as the review progresses.  Children and Young People's Services Select Committee – 23

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	October 2019  Representations concerning this proposed decision can be made to the Cabinet Member via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	Cabinet Papers
<b>Author</b>	Danny Pell Tel: 033 022 22144
<b>Contact</b>	Monique Smart - Tel - 033 022 22540



<b>Children and Young People's Services Select Committee</b>
<b>04 December 2019</b>
<b>Children First Improvement – Update Report</b>
<b>Report by the Executive Director of Children, Young People and Learning</b>

### **Summary**

This report updates the Committee on developments in the Children First Programme since its last meeting on 23 October 2019. In particular it discusses the latest monitoring information on Workforce development, and the Improvement Plan topics of Privately Fostered and Homeless Young People.

### **The focus for scrutiny**

The Select Committee is requested to:

1. note the latest position regarding the Commissioner's Report, and the commencement of a programme of Ofsted monitoring visits (1.1-1.2);
2. note the Leadership and Workforce improvement narrative (2.1-2.12);
3. note that a Performance report has been presented to the Business Planning Group on 25 November 2019 (3.1), which also considered a proposal for regular scrutiny of service improvement topics (3.2 & Appendix 1);
4. receive the current briefing on Assessment and Planning for Privately Fostered and Homeless Young People (3.3 & Appendix 2&3).

The Chairman will summarise the output of the debate for consideration by the Committee.

## **1. Introduction – Commissioner's Report and Ofsted**

- 1.1 The Commissioner has completed his report, which has been received by the Department for Education (DfE). The main contents have been shared with the Leader, Cabinet and senior officers of the Council. However, due to the rules for government departments regarding pre-election business, it is not appropriate to publish the report until after the General Election on 12 December, or to discuss its contents in public.
- 1.2 As previously noted, the first Ofsted Monitoring visit is taking place on December 03-04. The inspectors are expected to focus on: the Assessment & Intervention function; the role of the Local Authority Designated Officer (LADO), whose function is to respond to allegations made against adults working with children; and the working of the Multi-Agency Safeguarding Hub (MASH).

## 2. Update on Service Improvements

### Leadership and Management in Children’s Services

2.1 This report analyses in detail various measures to strengthen the Workforce. Equally important however, is the culture within which staff operate, and in particular how frontline staff are supported by management in their shared task of improving the lives of vulnerable children. This factor will be a key ingredient for overall success, and accordingly is high on the agenda of the Service Leadership Team. With this in mind, staff engagement sessions around the county during October-November have laid especial emphasis on encouraging staff at all levels to contribute to positive organisational change, and to enter into a constructive dialogue about how management can best support and value the workforce. In total, eight sessions have been held, at Worthing, Haywards Heath, Horsham, Bognor and Chichester, which were attended by a total of 312 staff. A good quality of input has been received, which is now being analysed.

### Staffing - Vacancy Gap

2.2 The service currently comprises approximately 511 FTE (full-time equivalent) social worker posts. The vacancy gap describes posts where permanent staff are absent, as well as other posts without an agency worker cover. For this purpose measurement shows a steady decline from a baseline at February 2019, as follows:

February 2019	18.5%
May 2019	14.9%
June 2019	8.8%
July 2019	6.9%
August 2019	5.2%
September 2019	1.8%
October 2019	1.7%
<b>November 2019</b>	<b>2.3%</b>

2.3 The current vacancy gap corresponds to around 12 FTE posts. Vacancy gap predictions depend on a number of variables, and for this purpose it has been assumed (a) there are no more leavers than currently known (including those yet to opt into the Retention package); and (b) that all those programmed starters actually commence work. This calculation currently predicts staffing (including agency cover) at 0.1% *over*-establishment at the end of December 2019. It is intended to continue with more workers than posts until caseload levels and the provision to release staff for training and development is at a satisfactory level.

2.4 At the ‘baseline’ date of February 2019, there were typically around 7FTE leavers per month; this has now reduced by over 50%. This trend is indicative of a more stable workforce, but care is taken to understand and where relevant learn from the reasons for all departures. In the period to the end of January 2020 it is expected that starters will maintain a surplus over leavers.

## Agency Workers

- 2.5 The vacancy gap has been closed in part through the engagement of additional agency resource: this means that the agency proportion is likely to fluctuate between given months due to specific demand; however the longer-term trend is intended to be downwards. The agency social worker contingent covering unfilled vacancies or undertaking additional work to help reduce caseloads, currently equates to just over 15% of the total qualified social worker establishment (511 FTE approx.); the recent detailed trend in terms of full-time agency workers, is as follows:

May 2019	62.0 FTE
June 2019	72.0 FTE
July 2019	75.0 FTE
August 2019	76.5 FTE
September 2019	73.7 FTE
October 2019	78.7 FTE
<b>November 2019</b>	<b>78.7FTE</b>

- 2.6 The use of high quality agency workers remains a key element of policy for the time being. Excluding agency workers from the Vacancy Gap calculation above would nominally increase the Gap to about 11%. The long-term intention is to progressively reduce use of agency staff through increasing the proportion of full-time staff.

## Recruitment & Retention Offer

- 2.7 The take-up rate on the revised recruitment and retention offer refers to eligible social workers, (including some social workers within Early Help and Safeguarding, as well as Children's Social Care) committing to stay with WSCC for the next 18 months. The data excludes the ASYEs (Assessed and Supported Year in Employment, for newly qualified social workers) that became eligible for the provisions in September, many of whom have indicated a wish to be included. The current scheme was launched in June 2019, and the trend in rate of take-up is as follows:

July 2019	85%
August 2019	88.5%
September 2019	90.9%
October 2019	90.9%
<b>November 2019</b>	<b>91.0%</b>

- 2.8 A new recruitment campaign for permanent staff has been launched, under the headline: 'Be My Voice'. The interest and activity levels will be closely monitored, and outcomes will feature in further updates to the Committee.
- 2.9 To summarise, the positive effects previously reported are being sustained, and are indicative of a workforce becoming more stable. This journey of improvement needs to continue over the coming months for the benefits to become fully realised.

## **Caseloads**

- 2.10 The Committee has already noted the centrality of achieving manageable caseloads across the service. Caseload targets were set in 2018 and were determined by comparing with other authorities rated as 'requiring improvement'. Targets will vary between different staff cohorts: experienced social workers have a target of up to 18 cases, while newly qualified social workers (NQSWs) have a reduced target of around 15 cases; lower levels will apply where cases are very complex and intense.
- 2.11 At the current time, four out of the eight social work teams are operating within the thresholds set. The exceptions are the Assessment & Intervention Teams (North & South), Adolescent Family Resource Team (South) and Family Support & Protection (North). All targets for NQSWs are being met.
- 2.12 Broadly speaking, the current position is acceptable in the context of a journey of improvement, and remains under close management review. It is important to continue to monitor over a longer time sequence in order to establish that full control over caseloads has been achieved.

## **3. Issues for consideration by the Select Committee**

### **Performance Management**

- 3.1 The Ofsted judgement of Children's Services made twelve main recommendations for improvements required by the service. In responding to the judgement, the County Council prepared a Practice Improvement Plan (PIP), which was endorsed by this Committee. The Plan comprises a range of structured improvement activities, combined with targets and measures to evidence improved performance. A detailed report on performance monitoring was taken to the Business Planning Group of this Committee on 25 November.

### **Detailed examination of key service areas**

- 3.2 At its last meeting, the Committee agreed to receive a regular sequence of updates covering areas that were subject to the specific Ofsted recommendations mentioned above. It is thereby intended that members can gain in-depth knowledge of different aspects of the service and assure themselves that the Improvement Plan delivery is gathering momentum, with a clear trajectory for positive change. In following this structured approach, the Committee will be undertaking a similar journey to the Improvement Board, and the indicative topic schedule is given at Appendix 1. The Business Planning Group of this Committee discussed the programme on 25 November.

### **Privately Fostered & Homeless Young People**

- 3.3 Private fostering is an important aspect of achieving good outcomes for some looked after children. The purpose of this programme is that, through training and profile-raising, social workers and partner agencies will be able

to recognise and respond to the specific needs of privately fostered children, ensuring good quality assessment of their needs; and that children will be placed in appropriate accommodation with the right support and knowledge of their rights and entitlements. This provision applies equally to care leavers presenting as homeless, including those aged over 18, with local authorities improving co-operation to ensure that their housing and other support needs are met. The work being undertaken is described in more detail in the reports at Appendix 2 & 3.

#### 4. Consultation

4.1 Not applicable – this is a report for information.

#### 5. Risk Implications and Mitigations

5.1 For an undertaking of this magnitude, it is natural that there will be a wide range of risks, both relating to the service improvement agenda and more widely. A summary of the risk areas identified in the current risk log, and the associated mitigating actions, is given in the table below:

Risk Area	Examples of Mitigating Actions
Knowing that the service is safer for children	Every aspect of the Improvement agenda is orientated towards this fundamental issue, from Workforce through Practice Improvement, to Performance Management, Governance, Scrutiny and use of Technology: it is a whole-system issue. Specific measures include having a new Quality Assurance process, with a new Head of QA in post to ensure effective management oversight
Understanding and applying quality practice	Practice Improvement project to implement quality standards and assurance
Multi-agency capacity and capability	Partnership Engagement Project being delivered under Children First; Strategy in preparation with partner consultation in progress
Demonstrating to the Commissioner that WSCC has capability and capacity to improve	Investment Plan in place; Practice Improvement Plan agreed by Ofsted; Improvement Board/Programme Board active; new leadership team in place; Workforce issues being resolved; Children First Strategy in preparation

Leadership capacity and capability	New leadership team in place and fully engaged
Organisational morale	New leadership in place, with proactive staff engagement; events, weekly messages delivered; dedicated communications officer in place
Administrative support for social workers	Principle of freeing front-line staff agreed, and support plan in preparation
Data management supporting good practice	Using technology to improve service recognised as a priority; planning in hand to deliver project allied to quality improvement
Preparation for December Ofsted monitoring visit	Senior Improvement Lead planning and coordinating action streams; close liaison with Ofsted

## 6. Other Options Considered

6.1 Not applicable – this is a report for information.

## 7. Equality Duty

7.1 The service recognises the primary importance of child safeguarding, sound family relationships, good parenting and the nurture of children to fulfil their potential. The provision of the service is based on need, as determined through formal assessment protocols. This need is not explicitly related to formally protected characteristics, but any such characteristic is and will continue (as now) to be respected in compliance with equality principles, and taken into account in the way in which the service is delivered.

7.2 In terms of those with a protected characteristic, the service will ensure enablement and support across all relevant categories, and this will both continue and be enhanced through the Children First agenda.

## 8. Social Value

8.1 The Children First agenda and measures for service recovery discussed in this report will directly support improved delivery of the West Sussex Plan priority to give every child the Best Start in Life. Enhancing the protection of young lives and support for family life will continue to build resilience and social capital, and contribute towards stronger and more effective communities. The implementation of the service improvements will also respect sustainability principles in accordance with the County Council's strategic policies.

**9. Crime and Disorder Implications**

- 9.1 There are positive implications for Sections 17, 37 and 39 of the Crime and Disorder Act 1998 in the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people, all of which are affected by the progress activity discussed in this report.

**10. Human Rights Implications**

- 10.1 The County Council has an overriding duty to safeguard the Human Rights of children in need, and this has been recognised in the Children First agenda. The Council is mindful of Article 8 of the European Convention on Human Rights – The Right to Respect for Family and Private Life - and has taken relevant factors into consideration in preparing this report. The processing of personal and special category data is subject to the Council's Data Protection Act policies and procedures in relation to discharging the Council's and its partners' legal responsibilities.
- 10.2 The County Council is also mindful of Article 12 of the United Nations Convention on the Rights of the Child - which states that all children have the right to be consulted and to have their opinions heard on any decision that affects them. Hearing, understanding and acting upon the voice and experiences of the child is a key design principle of the Children First service improvements.

**John Readman**

Executive Director of Children, Young People and Learning

**Contact:** Garath Symonds, Senior Improvement Lead – 03302 222511

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### Schedule of Practice Improvement Plan Topics for Scrutiny

<b>Programme Board indicative date</b>	<b>Practice Improvement Plan (PIP) topic</b>
September 2019	PIP ref 7 Life Story Work
<b>October 2019</b>	<b>PIP ref 3 - Privately Fostered and Homeless Young People</b>
November 2019	PIP ref 11- Corporate Parenting
December 2019	PIP ref 5 - Technology / Processes to improve recording
January 2020	PIP ref 6 - Permanency Planning
February 2020	PIP ref 10 – Recruitment and Retention PIP ref 8 - Supervision and performance management
March 2020	PIP ref 2 - Neglect
April 2020	PIP ref 4 – Care Plans
May 2020	PIP ref 9 - QA arrangements
June 2020	PIP ref 12 – Partner engagement / Children First Strategy

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<p><b>WEST SUSSEX CHILDREN'S IMPROVEMENT BOARD</b></p> <p><b>Performance Report Against the Practice Improvement Plan</b>  <b>The effectiveness of assessment and planning for children in private fostering arrangements (PIP Ref 3)</b></p> <p><b>Jackie Wood – Assistant Director Corporate Parenting</b>  <b>22 October 2019</b></p>
<p><b>Objective and Practice Improvement Plan Reference</b></p>
<p>Practice Improvement Plan Reference 3 - The effectiveness of assessment and planning for children in private fostering arrangements.</p>
<p><b>Date of Improvement Board Meeting</b></p>
<p>22 October 2019</p>
<p><b>Lead Officer (Name and Job title)</b></p>
<p>Jackie Wood – Assistant Director Corporate Parenting</p>
<p><b>Improvement outcomes</b></p>
<p>A) Partner agencies and social workers will be able to recognise/ respond to the specific needs to those privately fostered children, ensuring good quality assessment of their needs.</p> <p>B) Children will be placed in appropriate accommodation with the right support and knowledge of their rights and entitlements.</p>
<p><b>Action Required and when due</b></p>
<p>The overall action is <b>"3. Improved social work practice and standards for children privately fostered"</b>.</p> <p>3.1 Training to staff to understand Private Fostering Requirements. Undertake an awareness raising programme across the partnership (workshops, leaflets and videos)</p> <p>3.2 Practice standards to capture requirements for those children privately fostered.</p> <p>3.3 Guidance for children to understand their rights.</p>
<p><b>Performance against action required</b></p>
<p><b>To include any risks to delivery and mitigation taken</b></p>
<p>3.4 Work is underway with Learning and Development to determine the most appropriate training for the workforce in relation to Private Fostering. This is likely to be an e-learning course with 'lite bite' sessions across the various hubs.</p> <p>Awareness raising has taken place within the service and across the breadth</p>

In addition we are utilising appropriate forums with Group managers to raise awareness of Private Fostering so this is filtered down into the practice. Consultations have also been made available to social workers from the Private Fostering Managers in relation to queries regarding to Private Fostering Arrangements.

Children's Social care has taken a lead to raise awareness with partners including – health/ education/ Fire/ Police and have resulted in the below activity:

- Attendance at the Fire Service Staff Conference to present on Private Fostering and also to have a stall at the market place;
- Article to go in the Head Teachers newsletter in November.
- Invitation to attend the Designated Teacher termly briefings at the beginning of November;
- Invitation to attend the Western Sussex Hospitals conference next year;
- Opportunity to share information in the training that is undertaken in Western Sussex Hospitals;

These contacts will be continued to be followed up.

Confirmation is being awaited as to the 4<sup>th</sup> December being a definite date to present the Private Fostering Annual Report for the LSCP.

Promotional material – leaflet and poster have been updated. A few amendments are still required before sign off and printing can be agreed. The timescale for this is 18.10.19 for sign off with printing the following week. Distribution lists covering partners have been drawn up and leaflets and posters will be sent to all with a covering letter. This activity will be completed by 31.10.19.

3.2 Practice Expectations are being drawn up by the Group Manager and Practice Manager – the deadline for completion is 31.10.19.

3.3 A leaflet for children informing of what it means for them to be in a Private Fostering arrangement will be produced. The timescale for this is 30.11.19.

**Key Performance Indicators/measure of success against objective**

- 22. Number of children in a Private Fostering Arrangement (trends report)
- 23. % of Private Fostering visits in first 7 days – target 95%
- 24. % of Private Fostering Arrangements completed in timescales – target 95%
- 25. The effectiveness of planning for privately fostered children – identified through audits.

**Progress against Key Performance Indicators/measure of success**

- 22. 22 for September.
- 23. 100% for September.
- 24. 100% for September.

25. To date there has been no feedback as to the effectiveness of planning coming from any auditing activity.

A meeting is scheduled for 28.10.19 between the Service and Performance to finalise the performance report for Private Fostering.

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<p><b>WEST SUSSEX CHILDREN'S IMPROVEMENT BOARD</b></p> <p><b>Performance Report Against the Practice Improvement Plan</b>  <b>The effectiveness of assessment and planning for 16- and 17-year-old homeless young people (PIP Ref 3)</b></p> <p><b>AnnMarie Dodds – Assistant Director Early Help</b></p> <p><b>22 October 2019</b></p>
<p><b>Objective and Practice Improvement Plan Reference</b></p>
<p>3) The effectiveness of assessment and planning for children in private fostering arrangements and 16- and 17-year-old homeless young people.</p>
<p><b>Date of Improvement Board Meeting</b></p>
<p>22 October 2019</p>
<p><b>Lead Officer (Name and Job title)</b></p>
<p>AnnMarie Dodds – Assistant Director Early Help</p>
<p><b>Improvement outcome to be achieved</b></p>
<ul style="list-style-type: none"> <li>• Partner agencies and Social Workers will be able to recognise/respond to the specific needs of those privately fostered and homeless, ensuring good quality assessment of their needs.</li> <li>• Children presenting as homeless will be made aware of their entitlements so they can make informed decisions about whether to be accommodated under Section 20 or not.</li> <li>• Children will be placed in appropriate accommodation with the right support and knowledge of their rights and entitlements including post 18yrs.</li> </ul>
<p><b>Action Required and when due</b></p>
<p><b>3. Improved social work practice and standards for children privately fostered and presenting as homeless. (January 2020)</b></p> <p>3.1. Training to staff to understand Private Fostering requirements and Homeless 16-17 year olds. Undertake an awareness raising programme across the partnership (workshops, leaflets &amp; videos). (November 2019)</p> <p>3.2. Practice standards to capture requirements for those privately fostered and homeless 16-17 year olds. (October – December 2019)</p> <p>3.3. Guidance for children to understand their rights. (November 2019)</p> <p>3.4. Update the joint protocol with Housing to meet the needs of young people presenting as homeless. (August 2019)</p>

<p>3.5. Revise protocols between D&amp;B councils and WSCC to set out agreed working relationships and practice for assessment of housing and support needs for homeless 16/17 year-olds and Care Leavers, ensuring compliance with current legislation, and implement. <i>(November 2019 &amp; ongoing)</i></p>
<p><b>Performance against action required - To include any risks to delivery and mitigation taken</b></p>
<p>3.1 Training will commence following the updated housing protocol. Delays have occurred due to the August timescale not being achievable whilst the operational lead for this area was away from work for a period. Training needs will be assessed, and training scheduled following completion of the protocol.</p> <p>3.3. Guidance for children in understanding their rights to accommodation under S20 is being worked on with the engagement of the Children in Care Council (CICC). Completion of documents will be ready by 31.12.2019. Work will commence with Children’s Social Care to agree how we ensure guidance is provided at the point of assessment.</p> <p>3.4. An interim Joint working agreement with the District and Borough Councils (D&amp;B) &amp; Children’s Social Care (CSC) is now in place. The protocol is being re-drafted to include Joint assessments as set out in 3.5. This protocol will also include the process of how we respond to Children who are homeless vulnerable at point of contact from MASH or at presentation to the council. These processes were not previously clear. The draft protocol is being reviewed by WSCC officers w/c 21/10/19 and is scheduled distribution for 1<sup>st</sup> draft with District &amp; Borough reps thereafter.</p> <p>3.5. Joint assessments are now taking place with CSC and Housing Teams in a timelier manner and formal timely arrangements will be set out in the protocol. This has been a change of process for the District &amp; Borough’s and will take time to embed.</p>
<p><b>Key Performance Indicators/measure of success against objective</b></p>
<p>Our joint assessment timescale is now 72hours. We are reducing this to be a target of 24 hours. The Youth Homeless service are no longer making decisions around the statutory responsibility. This responsibility now remains with Children’s Social Care.</p> <p>There remain some challenges around workers understanding Children’s Rights and making sure we are utilising S20 appropriately. This will be addressed through the planned actions already highlighted above.</p> <p>An audit of the quality of Assessments for 16/17year olds will need to be scheduled to ensure we can demonstrate options and rights to accommodation. This will be a thematic audit undertaken by QA and scheduled once the protocol and guidance are in full use.</p> <p>As highlighted above the inclusion of Children and Young people has been key to the development of this work. Engagement of children and young people provides the guidance will be user friendly.</p>
<p><b>Progress against Key Performance Indicators/measure of success</b></p>
<p>The multi-agency plan will be written and signed off by the 31/12/2019 by our partners and will include all of the recommendations from the MHCLG Peer review and other good practice.</p>



Protocol for 16/17 years old and Care Leavers in place by December 2019.

Programme of briefing/training of staff in place – this will be part of the multi-agency plan and will be completed by January 2020.

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