

Public Document Pack

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2 March 2021

Children and Young People's Services Scrutiny Committee

A virtual meeting of the Committee will be held at **11.30 am** on **Wednesday, 10 March 2021**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

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

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Agenda

- 11.30 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.
- 11.32 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 7 January 2021 (cream paper).
- 11.37 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.

- 11.40 am 4. **Responses to Recommendations** (Pages 15 - 18)
- The Committee is asked to note the responses to recommendations made at the 7 January 2021 meeting from the Cabinet Member for Children and Young People on
- a) Children First Improvement
 - b) Early Help Redesign;
 - c) National House Project.
- 11.50 am 5. **Inclusion in West Sussex** (To Follow)
- Report by Director of Education and Skills.
- The purpose of this agenda item is for the Committee to scrutinise the County Council's approach to inclusion.
- The Committee is invited to explore what is working well, how objectives are being met and identify areas for improvement or focus. Key areas for Committee discussion include:
- The performance of the SEND and Inclusion Strategy 2019-2024 against its action plan;
 - The proposed plans for Alternative Provision for Children and Young People in West Sussex;
 - Schools approach exclusion and how the voice of the child is heard.
- The meeting will take a 40 minute break.
- 2.00 pm 6. **Children First Improvement Update** (Pages 19 - 34)
- Report by Executive Director of Children, Young People and Learning.
- The report updates the Committee on the developments and progress made in the Children First Programme since its last update in January 2021.
- 2.45 pm 7. **Work Programme Planning and Possible Items for Future Scrutiny** (Pages 35 - 62)
- The Committee is asked to review its current draft work programme (attached), which reflects the outcome of discussions at the Committee's Business Planning Group (BPG) meeting on 22 February 2021.
- The Committee is asked to review the Forward Plan entries relevant to its remit (Appendix A) and mention any items which they believe to be of relevance to the business of the Scrutiny Committee. If any member puts forward an item for scrutiny, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its BPG to consider in detail.

2.50 pm 8. **Requests for Call-In**

There have been no requests for call-in to the Scrutiny 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.

2.55 pm 9. **Date of Next Meeting**

The next meeting of the Committee will be held on 30 June at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Early Help Redesign

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 17 June 2021.

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

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Children and Young People's Services Scrutiny Committee

7 January 2021 – At a virtual meeting of the Children and Young People's Services Scrutiny Committee held at 10.30 am.

Present: Cllr Hillier (Chairman)

Cllr Lord	Cllr A Jones	Mrs Hill
Cllr Baldwin	Cllr Kennard	Mr Lozzi
Cllr Bridges	Cllr Pendleton	Mr Cristin
Cllr Burgess	Cllr Sudan	Mrs Ryan
Cllr Hall	Cllr Wickremaratchi	Cllr M Jones

Apologies were received from Cllr Oxlade

Also in attendance: Cllr Russell and Cllr N Jupp.

37. Declarations of Interests

37.1 No declarations of interest were declared.

38. Minutes of the last meeting of the Committee

38.1 The Committee members expressed their disappointment at the lateness of circulation of some of the meeting papers.

38.2 Resolved – That the minutes of the meeting held on 5 November 2020, with the addition under item 30.6 that “Committee members asked that it be recognised that there was little time for them to contact schools for feedback due to the school half term holiday.”, be approved as a correct record and that they be signed by the Chairman.

39. Urgent Matters

39.1 No urgent matters were raised.

40. Responses to Recommendations

40.1 The Committee welcomed the responses to the recommendations made by the meeting on 5 November 2020 and the information they contained.

40.2 The Committee then took the opportunity to acknowledge that the country had moved in to a new Covid-19 lockdown arrangement and sought an update on the impact on schools. The Cabinet Member for Education and Skills and Director of Education and Skills reported that schools were open to the children of key workers and vulnerable children. The criteria for vulnerable children had changed since the first lockdown which meant more children qualified for face to face schooling. Schools were having to look at the safety arrangements of having more pupils in school and service officers were assisting schools to resolve any issues that arise.

40.3 The Director of Education and Skills reported that providers would be supplying hot meals for children in school, including key stage two, and to children who were not statutorily required to receive them. Pupils entitled to a free school meal, who had applied and been approved to receive them, who were not in school, would be able to collect food hampers.

40.4 The Director of Education and Skills confirmed that the Department for Education (DfE) IT scheme had been clearly communicated to schools although the scheme was not yet fully operational. Each school had a link officer to deal directly with the DfE on applications on behalf of children in year 3 and above, as they have been able to do since September 2020 for self-isolating pupils. Committee members asked if there was a central register of IT equipment to establish the percentage of children who, despite best efforts, did not have access to online learning? The Director of Education and Skills confirmed that all information was held at school level and there was no central database.

40.5 The Director of Education and Skills reported that the transport team was working very flexibly to accommodate schools' transport, especially for special schools, and in relation to staggered start times.

40.6 The Committee members expressed thanks to the Director of Education and Skills and his officers, headteachers, teaching and other school staff for all their work during and after the Christmas school holidays. Any further questions should be emailed to the Director of Education and Skills who will prepare a response to Committee members.

40.7 Comments on the response by the Cabinet Member for Children and Young People would be taken as part of the Children First Improvement Update.

40.8 Resolved - That the Committee noted the responses to recommendations.

41. Children First Improvement Update

41.1 The Committee considered a report by the Executive Director for Children, Young People and Learning which updated the Committee on the developments and progress made in the Children First Programme since its last update in November.

41.2 The Cabinet Member for Children and Young People, Cllr Russell, confirmed that she had been pleased to report to County Council in December the Minister for Children's decision to issue a new statutory direction to pause the setting up a Children's Trust for one year. The milestones included in the Children's Commissioner's report to the DfE, accompanied by the most recent Ofsted report in October 2020 further endorsed an overall positive direction of travel on the improvement journey. With phase one of the improvement journey completed and a broadly stabilised service in place it was now time to commence the next phase of the service redesign, moving at a vastly accelerated pace, consolidating and building on the foundation blocks achieved in 2020 to

provide a new service delivering on the expectation of what good looks like.

41.3 The Executive Director of Children, Young People and Learning, Mrs Butler, highlighted the Ofsted inspection, which was very clear about progress made, the decision to delay the work on the establishment of a Children's Trust and highlighted that the current lockdown would inevitably impact on some of the improvement activity.

41.4 The Children's First Transformation Director introduced the report, highlighting the following key areas:

- There was clear evidence that the service is making progress and is on a trajectory for improvement;
- The Ofsted report acknowledged that the service response to the Covid-19 pandemic had been an effective one;
- Leadership and plans were correct and appropriate, but that the pace of change needed to increase;
- It is important to maintain excellent levels of engagement with staff to ensure they understand the programme of improvement and can fully participate in it;
- A management assessment and development programme was progressing in January 2021.

41.5 A summary of responses to Committee members' questions and comments is as follows:

- The Children First Board, a sub group of the Health and Wellbeing Board, is made up of members at a strategic level, however there are clear escalation routes from the tactical groups to ensure that views from the front line are fed into the Board which can make decisions and hold their organisations to account.
- Each area of concern outlined by Ofsted, is referred to as a practice area and each area has its own action plan. Future Ofsted monitoring visits will focus on specific practice areas, for which the County Council will be able to produce a clear set of actions and demonstrate how things have progressed since the previous visit.
- The Improvement Plan which had been set against the first Ofsted inspection report had been updated against progress made including any input from the Commissioner. The Improvement Plan could be brought to the meeting if required.
- The service is good at hearing the voice of the child, however there are plans to improve how the voice of all children is recorded.
- Referral rates to end of 2020 were lower than in 2019. This was primarily due to the closure of schools in Spring 2020 as schools are the main source of referrals. Work is continuing across the service and with partners to ensure that the County Council picks up referrals for vulnerable children. The re-referral within a 12-month period rate for the County is in line with the national average. Samples of re-referrals are regularly audited to check for poor practice patterns as well as being inspected by Ofsted. The service thresholds have been endorsed by Ofsted and the Commissioner.

- The Integrated Front Door brings together early help services and the Multi- Agency Safeguarding Hub (MASH) to provide a more effective triage at that front door for all levels of concerns.
- The Virtual School works with Children Looked After and is dedicated to ensuring educational plans are tailored to achieve the best educational outcomes for each child. School attendance figures are reviewed monthly. **Action:** The Director of Education and Skills was asked to provide a written update on how the Virtual School managed particular issues with children during the lockdown.

41.6 The Committee welcomed the Cabinet Member for Children and Young People's offer to present a 2020-21 year-end report on the number of referrals, child protection plans and children entering care since the start of the pandemic to a future committee meeting as outlined in the response to recommendations. The Committee also reiterated the importance of Partnership working in the improvement journey and welcomed the that partnership arrangements, initiatives and the assessment of their impact would form part of future update reports.

41.7 The Committee were also pleased to hear that the Corporate Parenting Panel (CPP) received updates on work with health partners, however they reiterated their concern about the timeliness of initial health assessments for children looked after and would welcome an update from CPP at a future meeting on the progress being made.

41.8 Resolved - That the Committee:

1. Thanks the service for the huge progress made on its improvement journey, as demonstrated by the recent Ofsted visit and pause in the set-up of the Trust.
2. Recognises the importance of partnership working to the improvement journey and will forward this to the Business Planning Group to explore a future item on the effectiveness of partnership working.
3. Welcomes the update on demand trends as set out in Appendix 1 and request that this information is included in subsequent improvement update reports to Committee.
4. Asks the Corporate Parenting Panel to monitor the improvement of Health Assessments for Children Looked After and provide feedback to the Committee on its progress at a future meeting.

42. Early Help Redesign

42.1 The Committee received a report by Executive Director of Children, Young People and Learning outlining the proposals for a new Early Help Service model and the proposed plans for consultation and engagement.

42.2 The Cabinet Member for Children and Young People, Cllr Russell, introduced the report on the proposed redesign of the Early Help offer, which was a key component of the overall service transformation. The aim was to provide an enhanced targeted approach, with greater alignment between Early Help and Children's Social Care to provide an agile, robust and targeted early help offer to the most vulnerable children

and families in West Sussex and reduce the need for statutory intervention. The focus of the meeting would be on the offer and suggested consultation process. Cllr Russell reported that today marked the very beginning of a process which would start with initial informal partner engagement sessions in January/February. Subject to a decision by Cabinet on 23 February 2021, a 10-week consultation would be launched in March which would involve elected members, schools, partners and members of the public. A final decision report was expected to Cabinet in July, followed by a staff consultation in August with a proposed implementation date of October 2021.

42.3 Cllr Russell highlighted that the service had continued to function during the Covid-19 pandemic lockdowns when the centres had been closed and uptake of services were high and proving the service did not need a fixed position in a building in order to reach the families that most needed it.

42.4 The Executive Director Children, Young People and Learning, Mrs Butler, told the Committee that the number of children within our social care and early help system had increased over the past few years. The changes proposed followed an in-depth review and hoped to become an integral part of the modernisation and redesign across the whole of children's social care. Mrs Butler assured the Committee that many local authorities had moved to this new way of working and been commended by Ofsted for being innovative and community focused.

42.5 Claire Hayes, Service Lead for Early Help, took the Committee through a presentation on the key points to the proposal.

42.6 The Committee thanked staff who had worked hard to keep the service moving whilst buildings were closed during lockdowns. The Chairman reminded the Committee that the focus for scrutiny was to comment on the aims and principles of the redesign and the proposals for the consultation which was subject to a decision by Cabinet in February. The Committee would have an opportunity to scrutinise the outcome of the consultation and final proposals in the summer.

42.7 The Committee made comments including those that follow:

- Questioned whether closing centres would deprive families of access to wider services such as midwives and health visitors? It was confirmed that whilst Early Help supported new mums, midwifery and health visitor services were not part of the Early Help offer but they often shared buildings, which were not always owned by the County Council. Removing the Early Help service from centres did not equate to centres not being used by other services. Additionally, some services such as toy share schemes and groups were duplicated in places like community libraries. The consultation would be fundamental in working out what the consequences of any closures might be.
- Asked how staff had been consulted on the proposed changes. Mrs Hayes reported that the staff were considered the most valuable asset to the Early Help service and were being fully involved. The proposed offer had been shared with staff who

had known it would be coming for some time. Staff would be able contribute to the public consultation as well as the formal staff consultation.

- Requested more information on footfall at the centres by district. Mrs Hayes reported that footfall statistics were not the most useful tool in seeking how much of the Early Help service is delivered at a location. Impact and reach are important to help understand where early help is making the most impact. Levels of deprivation in an area were a key factor when deciding which buildings to retain. Over two thirds of the work the service undertook did not take place in centres.
- Sought further clarification on the opportunities and impact on young people in the proposed new model. Mrs Hayes reported that the youth offer would be reviewed as part of the wider transformation work. The service work with around 1,500 children aged 11-17 years on early help plans and there were a number of services working with young people such as mental health in schools teams, the young carers offer, the domestic abuse young people's offer. The remaining centres would all be open full-time hours and would be available for young people to drop in and receive a face-to-face service if that was felt to be critical.
- Expressed concern at how public health issues could be picked up by a virtual service. Mrs Hayes explained that the County Council already had a collaborative working agreement on public health matters in place. Early help staff assessed the public health need in each contact, not just the initial presenting issue. There was also close working with health partners to ensure early identification of issues and the identification of clear pathways.
- Sought clarification on how the proposed model would improve the lives of children and enable them to perform better in school. Mrs Hayes reported that the aim would be to have a dedicated school's team who could be much more reactive and respond flexibly to meet the needs of children, rather than the current termly conversation approach. There would be early workshops direct with headteachers to work out how to enhance and shape this provision.
- Highlighted the importance of communication, both in terms of the current work on the redesign and also ongoing communication to residents on what the new service is and how they can access it.
- Recognised the importance of the development of an asset plan on how to manage any buildings where early help services would be withdrawn and working closely with partners and community groups on potential uses for the space moving forward.

1.07pm Mr Cristin left the meeting.

- Highlighted the importance of an equality impact assessment (EIR) to understand the impact the proposal could have on those with protected characteristics and the unintended consequences of the reduction of delivery points. Mrs Hayes confirmed that

the assessment would be available in the paper going to Cabinet on 23 February 2021 and would form part of the final proposals.

1.45pm Mrs Ryan left the meeting.

42.8 The Committee considered a recommendation "That the Cabinet Member defer the decision to proceed to consultation on the Early Help redesign until the information requested had been reviewed by the scrutiny committee."

42.9 The revised recommendation was rejected based on a majority vote recorded with 9 votes against and 3 votes for the recommendation.

42.10 Resolved - That the Committee:

1. Broadly supports the need to investigate an improved and targeted early help offer for vulnerable children and families and request that work is progressed in order to achieve this.
2. Raised concern on the potential implications on the universal offer and how this will impact on future service demand.
3. Request that the following is provided in a further report to the Committee following the consultation and to inform the final proposals:
 - Clarity on how the proposals will help improve the identification and support of vulnerable children and families to access early help support.
 - Includes a communication plan on the new proposal and ongoing support for residents on how they will be able to continue to access the services, especially for those areas where delivery points will be withdrawn.
 - A robust Equality Impact Report.
 - Clarity on the impact of the proposals on wider services, including partners who use the delivery points to deliver their services.
 - Further data and information on usage and services provided in each children and family centre by all partners.
 - The breakdown of consultation responses by hub area
 - How the impact of Covid-19 pandemic on families has been taken into consideration when assessing the proposals and their resilience.
 - Information on the outcome of early help redesign in other Local Authorities and how this learning is taken into account in the proposals for West Sussex.
 - More detail around proposals for service delivery to remote service users.
4. Highlights the importance that the consultation proactively approaches service users and stakeholders and requests that the consultation document, including the list of prospective consultees, is shared with the Committee prior to launch so that they can be satisfied that it is fully inclusive.

43. Strategic Budget Savings - Pre decision scrutiny

43.1 The Committee considered a report by Executive Director of Children, Young People and Learning, on the proposal to implement a National House Project (NHP) in West Sussex that was due for decision by Cabinet on 22 January 2021.

43.2 The Cabinet Member for Children and Young People, Cllr Russell, told the committee that there was an identified need to provide a robust housing pathway for older looked after young people and care leavers. The National House Project became a charity in 2018 and has help eleven local authorities set up local schemes in co-production with partners.

43.3 The Executive Director for Children, Young People and Learning, Mrs Butler, commended the tried and tested scheme to the Committee reporting that it had good outcomes for the young people involved by empowering them and giving them a much more settled early adult life.

43.4 Mrs Tanner, Assistant Director Children's Commissioning, reported that initial conversations had taken place with some partners and there had been positive feedback. The recent housing conference had shown there was great enthusiasm within West Sussex for this type of project.

43.5 The Committee as Corporate Parents welcomed and supported the proposals and reviewed the report.

43.6 Committee members questioned whether the timing of contract review would allow enough time for the procurement process. Mrs Tanner explained that under the contract there would be constant review and evaluation of the effectiveness of the project. The initial contract was for three years, with an opportunity after two years to extend the contract further or seek alternative procurement options.

43.7 Committee members asked what help was available for young people to give them the best possible opportunities. Mrs Tanner reported that the contract included a trauma project to support young people at every stage, including preparing them for transition to their own tenancies, ensuring they settle in, helping with any problems and assisting in any future changes to accommodation needed.

2.38pm Mrs Hill left the meeting

43.8 The Committee were reassured that the scheme involved young people in finding the right accommodation for them, whether it be on an individual basis or a property share. The County Council does not have the expertise in-house to run such a scheme so becoming part of a larger, experienced arrangement was felt to be more beneficial. Committee members asked if there were County Council properties that could be used or repurposed for young people to use. Mrs Tanner agreed that they would look at all options available.

43.9 Committee members asked how the project would save the authority money and Mrs Tanner reported that it would help move young

people of out expensive residential accommodation, to an arrangement suitable for them which would help build their independence skills.

43.10 Resolved - That the Committee:

1. Fully supports the implementation of a Local National House Project in West Sussex.
2. Welcomes the enthusiasm and support from District and Borough partners.
3. Welcomes the evidence that the enhanced support for care leavers provided by the project improves the quality of their lives, resilience and prospects.
4. Given that the service will be constantly reviewing the project, suggests, that a report on the outcomes of the project for West Sussex care leavers is presented to the Corporate Parenting Panel on at least an annual basis.

3.07pm Cllr Jones left the meeting.

44. West Sussex Reset Plan and Key Performance Indicators

44.1 The Committee considered a report by the Chief Executive which set out the draft Reset Plan and Key Performance Indicators relevant to the Committee's portfolio area.

44.2 Mr Mackintosh, Consultant, introduced the report and KPIs confirming that the reset plan had been considered at a Members Day on 12 November 2020 and County Council on 11 December 2020. The KPIs were ambitious and had been selected to give a sense of the journey of the child from early help onwards and covered the improvement journey that the Children's Services were on.

44.3 The Committee noted that the targets for the education measures were yet to be confirmed and highlighted the need for these to be ambitious and linked to national data, for example statistical neighbours and national averages. The Committee also highlighted the measure for attainment gap, and that there could be merit in ensuring this was broken down by key stage or age group.

3.17 pm Cllr Kennard left meeting.

44.4 Resolved - That the Committee:

1. Supports the proposed KPIs relevant to this scrutiny committee's remit and is satisfied that these will enable members to measure performance management of the Plan.
2. Agrees that the targets for the Education and Skills KPIs should be ambitious and set against national figures (e.g. top quartile) or statistical neighbours.

3. Suggests that there is more granularity on the attainment gap KPI to provide more detail on performance by key stage.

45. Work Programme Planning and Possible Items for Future Scrutiny

45.1 The Committee reviewed the current draft work programme and the Forward Plan of decisions.

45.2 The Committee received an update on the Woodlands Meed College project from the Cabinet Member for Education and Skills, Cllr Jupp who reported that, following a successful virtual consultation on the existing college site, the planning application had been submitted in mid-November 2020. The application was due to be heard in March 2021.

45.3 The Director of Property and Assets, Mr Edwards, reported that the project was running to programme for delivery of the building element by May 2023 and the external works by October 2023 and within the £20 million budget. It was hoped to be able to announce the award of contract for the project by the end of January 2021.

45.4 The Chairman thanked the Cabinet Member and officer for the update and congratulated them on the project so far, which was one dear to many of the Committee members.

45.5 The Committee noted the current work programme.

46. Requests for Call-In

46.1 There had been no request for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting.

47. Date of Next Meeting

47.1 The next meeting of the committee would be held virtually on 10 March 2021 at 1030 am. Probable agenda items include:

- Themed Session on Inclusion
- Children First Improvement programme update.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 26 February 2021.

The meeting ended at 3.35 pm

Chairman

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People's Services Scrutiny Committee recommendations (7 January 2021)	Response
Responses from Cabinet Member for Children and Young People – Mrs Jacquie Russell		
Children First Improvement Update	1. Thanks the service for the huge progress made on its improvement journey, as demonstrated by the recent Ofsted visit and pause in the set-up of the Trust.	Noted
	2. Recognises the importance of partnership working to the improvement journey and will forward this to the Business Planning Group to explore a future item on the effectiveness of partnership working.	Noted
	3. Welcomes the update on demand trends as set out in Appendix 1 and request that this information is included in subsequent improvement update reports to Committee.	I welcome the Committee's interest in this data. An update on the demand trends has been included in the Children First Improvement Update report presented to the Committee on 10 March and will be included in subsequent reports to Committee.
	4. Asks the Corporate Parenting Panel to monitor the improvement of Health Assessments for Children Looked After and provide feedback to the Committee on its progress at a future meeting.	The improvement of performance of Initial Health Assessments is a key priority of the Corporate Parenting Panel Health Subgroup, and as Chairman of the Corporate Parenting Panel, I will continue to update the Committee on the performance of the Initial Health Assessments, especially as the impacts of the pandemic subside in the coming months.
Early Help Redesign	1. Broadly supports the need to investigate an improved and targeted early help offer for vulnerable children and families and	Noted

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People’s Services Scrutiny Committee recommendations (7 January 2021)	Response
	request that work is progressed in order to achieve this.	
	<p>2. Raised concern on the potential implications on the universal offer and how this will impact on future service demand.</p>	<p>In the proposed new model, where limited early help non-targeted services will be provided, the service would support local communities to develop and retain their support to children through enhanced and more effective partnership arrangements. The consultation output will be key to inform this piece of work and will be included in the report that will be considered by the Committee in June 2021.</p>
	<p>3. Request that the following is provided in a further report to the Committee following the consultation and to inform the final proposals:</p> <ul style="list-style-type: none"> • Clarity on how the proposals will help improve the identification and support of vulnerable children and families to access early help support. • Includes a communication plan on the new proposal and ongoing support for residents on how they will be able to continue to access the services, especially for those areas where delivery points will be withdrawn. • A robust Equality Impact Report. • Clarity on the impact of the proposals on wider services, including partners who use the delivery points to deliver their services. 	<p>These points will be addressed in the report that will be considered by the Committee in June 2021, which will look at the outcome of the consultation and subsequent proposals.</p>

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People's Services Scrutiny Committee recommendations (7 January 2021)	Response
	<ul style="list-style-type: none"> • Further data and information on usage and services provided in each children and family centre by all partners. • The breakdown of consultation responses by hub area. • How the impact of Covid-19 pandemic on families has been taken into consideration when assessing the proposals and their resilience. • Information on the outcome of early help redesign in other Local Authorities and how this learning is taken into account in the proposals for West Sussex. • More detail around proposals for service delivery to remote service users. 	
	<p>4. Highlights the importance that the consultation proactively approaches service users and stakeholders and requests that the consultation document, including the list of prospective consultees, is shared with the Committee prior to launch so that they can be satisfied that it is fully inclusive.</p>	<p>On 23 February, Cabinet approved the launch of the Early Help Consultation, which will begin in March 2021 for a period of 10 weeks. The consultation is a vital element of the redesign to provide the opportunity for stakeholders and service users to review the proposed offer, raise any concerns or issues and provide feedback. Specific engagement sessions have been arranged for engagement with schools to focus on the school offer and broader sessions for wider partners from the voluntary and community sector and partners who currently deliver services from centres. I welcome the opportunity to share the draft consultation document and list of prospective consultees with the Committee to provide assurance that it is fully inclusive.</p>

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People's Services Scrutiny Committee recommendations (7 January 2021)	Response
Strategic Budget Savings - Pre decision scrutiny National - House Project	1. Fully supports the implementation of a Local National House Project in West Sussex.	I thank the Committee for their support and endorsement of this project that was agreed by Cabinet on 24 January 2021 for implementation.
	2. Welcomes the enthusiasm and support from District and Borough partners.	Noted
	3. Welcomes the evidence that the enhanced support for care leavers provided by the project improves the quality of their lives, resilience and prospects.	Noted
	4. Given that the service will be constantly reviewing the project, suggests, that a report on the outcomes of the project for West Sussex care leavers is presented to the Corporate Parenting Panel on at least an annual basis.	I can confirm that the Corporate Parenting Panel will receive an Annual Report on Placements and Commissioning, and this will include the progress of the National House Project and the outcomes it is delivering for West Sussex Care Leavers.

Children and Young People's Services Scrutiny Committee
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10 March 2021

Children First Improvement – Service Update
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Report by the Executive Director of Children, Young People and Learning
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Summary

To assist the Committee in its role of scrutinising the Children First Improvement Programme, this report provides an update on service developments since its last meeting on 7 January 2021 and includes topics on which the Committee has requested further information. The report sets out the following:

- a) The latest position regarding external regulatory scrutiny of the service including plans for the next Ofsted Monitoring Visit and the Commissioner's Performance Framework. (Section 2).
- b) An update on the effect of the Covid-19 pandemic on service demand and the service performance response (Section 3).
- c) An update on the continuing Service Redesign process (Section 4).
- d) A digest of other service improvement projects (Section 5).

The focus for Scrutiny

The Scrutiny Committee is asked to note the progress made on the Children First Improvement Programme, as set out in this report.

Key areas for scrutiny include:

- a) To consider whether the current and continuing transformation activity provides assurance that the objectives for improved outcomes for children and young people will be met.
- b) To consider the update on the service's performance in response to the Covid-19 pandemic and how the service continues to meet the needs of children and young people.
- c) To receive and consider the latest updates on Service Redesign and other service improvements.

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

1. Introduction

- 1.1 This report is part of a series that provides the Committee with a regular update on plans and actions from the Children First improvement and service transformation programme. It summarises recent developments and activities within regulatory scrutiny, service delivery, transformation and

redesign processes and includes areas where the Committee has previously requested information.

2. Regulatory Scrutiny of the Service

Ofsted Monitoring Visits

- 2.1 Following the satisfactory outcome of the Ofsted Focused Visit in October 2020, notification has been received of the regulator's plans to undertake shorter Monitoring Visits. It is intended that these will enable Ofsted and the Department for Education (DfE) to validate the continuing service improvement and identify any areas where a greater focus is required. The first of these visits had been scheduled in the first week of March 2021, but the current Covid-19 lockdown has caused this timetable to be changed. The visit is now expected to take place on 25 and 26 May 2021.
- 2.2 The focus of this next monitoring visit will be on achieving permanence for children whom we look after. Preparations for the visit are already in hand, with work across the service to ensure that all children cared for by the authority have quality, timely and effective permanence plans in place in order to achieve the best outcomes. This area of work is closely monitored by the Corporate Parenting Panel.
- 2.3 Ofsted monitoring visits will continue on a quarterly basis, with a further visit expected in September 2021. Improvement activity generally continues at pace, as set out elsewhere in this report.

Children's Services Commissioner

- 2.4 The Committee will recall that in December 2020 the Secretary of State agreed to pause the Children's Trust process, with direct control of children's services remaining with the County Council for a further year. Over the course of this year the Commissioner for Children's Services in West Sussex will continue to monitor the progress of service improvement against a range of criteria, leading to a formal view and recommendation to the DfE at the end of this period as to whether there is any remaining case to establish a Children's Trust external to the County Council. It is therefore imperative that the current trajectory of improvement is sustained. During this period, continuing support and constructive challenge will be received from West Sussex's partner in practice, Hampshire County Council.
- 2.5 The Commissioner, John Coughlan confirmed this position at his presentation to elected members on 22 February. He emphasised the need to maintain the level of pace in order to demonstrate to the Secretary of State that the Council is able to maintain a fully effective children's services department without the need for a Trust. The Commissioner will formally review our progress in July, with a final decision on the future of the service expected not later than January 2022.
- 2.6 The Commissioner's Trust decision criteria will form part of the Departmental monthly performance report cycle to ensure that a regular focus is maintained on these issues and to provide the Commissioner with the relevant evidence to secure the service within the Council.

3. Service Demand and Response during the Pandemic - Update

3.1 This section examines the latest sequence of performance data relevant to overall service delivery during the pandemic, which the Committee has asked to be kept informed about. Appendix 1 contains key information up to the end of January 2021 given in graphic form, as reported to the Children First Improvement Board on 25 February.

3.2 The salient points are as follows:

MASH Performance

- i) The most recent period of school closures has led to a reduction in both initial contacts and subsequent referrals, similar to that experienced during the first lockdown in April 2020. Accordingly, it is to be expected that when schools reopen to all pupils on 8 March 2021, a corresponding pattern will be seen as in the Autumn of 2020, with large increases in reporting and referral. The service is making plans to manage its response on this basis in the coming months and has gained sound experience of handling fluctuating demand during 2020.
- ii) It should also be noted that, while there is now a lower 'conversion rate' of contacts to referrals, this reflects the service's stated aim of identifying the right cases to bring through to referral and by applying the agreed thresholds correctly to work with greater efficiency, while maintaining overall effectiveness. The 'Single Front Door' introduced in January 2021 is designed to further improve the efficiency with which contacts are processed, by bringing together the early help and social care contact points into the one service.

Child Protection Performance

- iii) The stable figures illustrate a robust service response in general. In particular the service is monitoring very closely those children who are on Child Protection (CP) plans for 18 months or more. Performance on statutory visits has improved to 86%, having been 83% in November, as reported to the previous meeting of the Committee.

Children Looked After

- iv) The general picture again is one of stability; the recent slight reduction will be tracked into subsequent months, and the cause of this is not yet clear. West Sussex's overall position is in line with its statistical neighbour (SN) authorities.

Performance Summary

3.3 The performance information suggests that the service has both managed the operational impact of Covid-19 and responded effectively to the imperative for children to be kept safe. Staff continue to perform consistently well and have shown a high degree of resilience under difficult circumstances. As previously reported, there has been low staff absence and every sign of effective co-working with partners. In particular there has been close co-operation with schools throughout. Face-to-face visiting has been

maintained as the default approach. Performance efficiency in general has been sustained - for instance, the Timeliness of Contacts and Referrals has further improved since the last report, with 96.5% of contacts completed in 3 days and 94.7% of referrals completed in 3 days. Re-referrals are at 25%, having been 30.5% in June 2020, indicating an increase in process efficiency and quality of assessment.

Covid-19 Vaccination for front-line staff

- 3.4 From the beginning of February 2021 an NHS programme of vaccination for eligible children's health and care services staff has been in operation; those eligible include the Council's front-line staff and external provider social care staff and foster carers. The service has worked closely with the NHS to ensure that all eligible staff and co-workers are enabled to receive the vaccination as efficiently as possible, and the position is being closely monitored. It is anticipated that the majority of eligible County Council staff able to receive the vaccine will have completed their first inoculation by the end of February, and a verbal update on the position will be provided at the Committee meeting.

4. Service Redesign update

Redesign workshops

- 4.1 Previous reports to this Committee have introduced members to the main elements of the Service Transformation programme. The service is continuing an intensive period of redesign activity. Between December 2020 and February 2021, a series of transformation workshops have been run with staff representatives, covering the following service areas, which correspond to the functional workstreams of the Transformation programme:
- Family Safeguarding
 - Fostering Service
 - Children with Disabilities
 - Children Looked After & Leaving Care
 - Safeguarding & Quality Assurance
 - Youth Justice & Exploitation
 - Commissioning
- 4.2 The purpose of these workshops has been to ensure that the voice of staff is heard as the process unfolds, to answer staff questions and give them a chance to contribute their own ideas for future improvements. At the same time, the opportunity has been taken for management to remain close to the experience of practitioners across the service during the constraints of lockdown. Feedback received has been that staff have welcomed the events; the attendees felt listened to and valued for their work; they could see that management has been delivering on its commitment to a high standard of communication during what is acknowledged to be a demanding period of rapid change.
- 4.3 The workshop activity has resulted in further developments of the service design, with the Family Safeguarding model at its heart. Task-and-finish groups have been set up to take the detailed service re-design work forward.

This will include finalising the service and team structures, target case allocation numbers and the co-location of services. Work has also progressed to improve the overall effectiveness of practice management through a comprehensive assessment programme, management development training and de-layering of management structures. All of these actions specifically address the Commissioner’s and Ofsted’s recommendations. The overall programme will continue to facilitate service improvements and re-design in a step-by-step way over the next twelve months, with the goal of the Family Safeguarding service being functional between January and March 2022.

Management Assessment & Development Programme

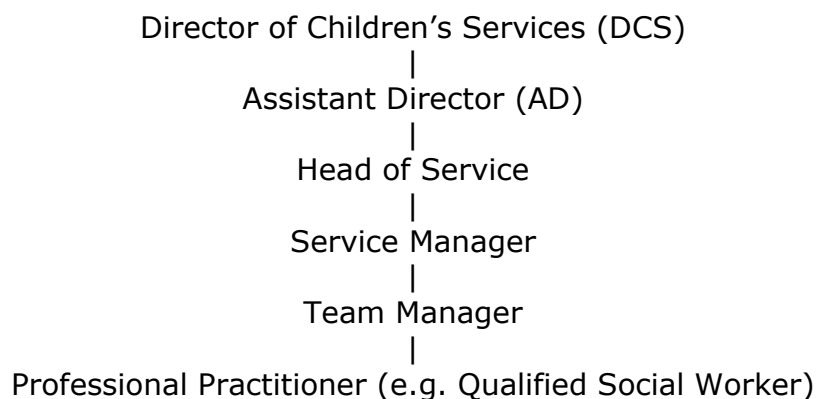
4.3 As outlined above, the delivery of the Management Assessment and Development Programme is in progress and will be completed in May 2021; its delivery is being supported by specialist external consultants. Following the initial assessment, managers will have access to a bespoke management training and development programme throughout the Spring and Summer. The programme is an essential foundation on which to build other aspects of service transformation, stressing the following components:

- It invests in the managerial staff through an inspirational, high-impact development programme.
- It aligns with the findings of the Ofsted inspection and Commissioner’s report, thereby contributing to the necessary process of delayering and simplifying managerial levels (4.4 below).
- It will support the cultural and practice improvements that managers need to make to bring sustainable, long-lasting change as service leaders.

Feedback from managers to date has been broadly welcoming of this initiative, and a fuller report will be made as the programme progresses.

Staffing Structure

4.4 In alignment with the above, a simplified staffing structure will be brought into place from July 2021. This addresses a concern expressed in the Children’s Commissioner’s original report regarding excessive layers of management and ambiguity of job titles and roles, which he advised were hampering service effectiveness. The new structure will be as follows:



Social Work Offer

- 4.5 Setting out a clear service structure naturally precedes the implementation of the new Social Work Offer, which articulates the competitive remuneration terms and other benefits that will be available to staff within the redesigned service. The Offer will be launched to coordinate with the new structure in July 2021. In the meantime, the staff retention scheme has been very well subscribed to, with an up-take of 95%.

Update on Family Safeguarding

- 4.6 The Committee has previously received an account of the main elements of the Family Safeguarding model (FSM). In its essentials, the FSM takes the journey of the child as its starting point and puts children, young people and their families right at the heart of all service decisions. In doing so it takes full account of the child's relationships, the family context and the broader parenting strengths and vulnerabilities that may be present. It fully grasps the primacy of early intervention, both to avoid the tragedy of family breakdown, and thereby to seek to minimise demand for costly, high-end social care services. It promotes efficient working between different practitioner disciplines and seeks to maximise the value of partnership co-operation – not least through modelling economies that partner agencies themselves can achieve under the new FSM approach.
- 4.7 In operational terms, the five key features of the new Model can be summarised as follows:
- i) **Multi-Disciplinary Teams (MDTs):** specialist adult workers with domestic abuse, substance misuse and mental health expertise working within social work teams.
 - ii) **Motivational Interviewing (MI):** a strengths-based approach designed to better engage and structure conversations with families.
 - iii) **Electronic Workbook:** a new method of recording case notes that aims to improve information sharing and reduce the amount of time practitioners spend on reporting.
 - iv) **Group Case Supervision (GCS):** monthly supervision meetings for each case, allowing practitioners to review progress, discuss outcomes and agree next steps.
 - v) **Eight Module Intervention Programme and Parenting Assessment:** the intervention programme provides a framework for practitioners' direct work with children and families through Family Safeguarding. The parenting assessment enables practitioners to capture the work completed through the intervention programme and document the outcomes achieved.

It is anticipated that Family Safeguarding will receive an iterative roll-out, becoming fully functional between January-March 2022.

5. Other Service Improvement Updates

The following is a summary of other recent and forthcoming developments within the service improvement agenda:

Early Help Review

- 5.1 Following consideration by this Committee on 7 January and subsequent Cabinet approval on 23 February, a public consultation on the Early Help re-design proposal will be launched on 8 March, and will run for 10 weeks. The outcomes of consultation will be reviewed at this Committee in June 2021, with a final determination on the detailed design of the service by Cabinet in July.

Residential Services Update

- 5.2 The completion of construction of the three new residential homes remains on target for late March 2021, with registration and a phased reopening expected to follow from April onwards; staff recruitment is in progress. The three open homes have continued to operate effectively despite the challenges of the pandemic, with all residential staff due to receive the vaccine promptly. The residential review continues, as part of the overall service restructuring proposals.
- 5.3 The work that the homes has been doing with children has been highly praised following two recent Ofsted assurance visits - one at Teasel Close in October 2020 and another at Orchard House in December. Ofsted have recognised how these homes promote 'the development of caring, warm and supportive relationships', respecting each child's unique needs. One child told the inspectors: "This home has changed my life" and "They have taught me to trust again". Despite the current constraints, the children in all homes have continued to achieve and to flourish. It is hoped to be able to organise a visit for members to the new facilities later in the Spring.

Voice and Participation Update

- 5.4 Previous reports have referred to work in progress to enhance the service's ability to hear and respond within its practice to the voice of children and young people, and to enable them to participate in decisions affecting them. The following items give a flavour of the current developmental activities being undertaken.
- i) The Voice and Participation (V&P) team is being supported by a consultancy from the Care Leavers Fellowship, which is evaluating the Council's current work on participation. Based on this, the developmental focus will include enhancing the digital participation offer and rebranding the work of the team, with V&P being championed in different parts of the service.
 - ii) In terms of participation, a care leaver has helped develop the 'Care Leaver Advisory Board'. The Board is made up of six care leavers who have volunteered to join the group. It aims to support service improvement, ensuring that care leaver voices are heard and can influence change by providing an opportunity to share lived experiences with decision-makers. It has links with the Corporate Parenting Panel.
 - iii) The Children in Care Council has continued to meet online; it has helped shape change in the service's approach to Life Story work. Its members are currently working with the service to help redesign the Corporate

Parenting Panel terms of reference, to make sure that the voice of young people is fully represented.

- iv) The V&P team has run holiday workshops for children in care and sons and daughters of foster carers, to offer them a chance to make new friends while also helping to influence services. They have taken part in a comic drawing workshop and a theatre workshop with Chichester Festival Theatre.

6. Issues for consideration by the Scrutiny Committee

- 6.1 The Committee is invited to review the material presented in this report and confirm that it is satisfied with the pace and quality of the improvement activity across the Children, Young People & Education Department.

7. Consultation

- 7.1 Not applicable – this is a report for information.

8. Risk Implications and Mitigations

- 8.1 A summary of the risk areas identified in the current risk log, and the associated mitigating factors, is given in the table below:

Risk Area	Examples of Mitigating Actions
The Covid-19 pandemic may continue to impact the delivery of the service in various ways: safeguarding of children must be assured; staff vaccinations need to be completed and staff kept safe from infection; protective equipment must be sufficiently available to sustain face-to-face interaction with children and families, and in residential settings	The service has dealt well with the pandemic to date, as confirmed recently by Ofsted; much learning has resulted, and new ways of working have been developed. This risk is thought to be under control, with safeguarding and wellbeing issues soundly catered for. The majority of staff have now received at least their first vaccination. Satisfactory performance information endorses this position (Section 3 refers).
A surge in demand following the cessation of Covid-19 restrictions, and return of all children to school in March 2021	As with the end of previous lockdowns, an increase in demand across the service is to be expected following a general return to school. The service has planned for these factors in advance, and the situation is under control (as discussed in Section 3). Service Redesign and the new service model (Family Safeguarding) will support greater efficiency in the management of future demand.
Knowing that the service is safer for children	Every aspect of the improvement agenda is orientated towards this fundamental issue, from Workforce through Practice

Risk Area	Examples of Mitigating Actions
	Improvement, to Performance Management, Governance, Scrutiny and use of Technology: it is a whole-system issue. Again, the service transformation work will further enhance outcomes in the round. The recent Ofsted opinion and DfE intervention, together with the views of the Commissioner provide external assurance of improved service stability in this respect.
Understanding and applying quality practice	A Practice Improvement Plan is in place to implement quality standards and assurance, and will increase in effectiveness in a redesigned workforce with a new service delivery model.
Multi-agency capacity and capability	The joint undertakings with partners are very strongly stressed in the design principles of the proposed changes, and the departmental leadership team works with key partners to develop a joined-up approach to service delivery. Family Safeguarding offers strong incentives to partners in terms of managing their own levels of demand.
Demonstrating to the Commissioner, Ofsted and the DfE that the service can continue its improvement journey	The service has demonstrated to the Commissioner, to Ofsted and the DfE that it has the ambition and capacity for comprehensive change. The Commissioner has signified that he is satisfied with the direction of travel to date, and his criteria for final assessment have been made clear. Feedback from the Ofsted Focused Visit in October 2020 was further evidence that the service has an accurate self-evaluation, that improvement plans are appropriately focused on key service areas and that an acceleration of the previous level of progress is now possible.
Leadership capacity and capability	The permanent leadership team is now well established, and some temporary high-level support has been retained to assist in the short-medium term. Leadership has been commended by the Commissioner, Ofsted and the DfE.
Organisational morale & retention of experienced social work staff, in the context of national market scarcity and competition	This risk is comprehensively addressed in the Service Redesign proposals and the Staff Retention and Social Work Offer provisions. Positive feedback has been received from recent staff engagement exercises.

Risk Area	Examples of Mitigating Actions
from other authorities for their services	
Social workers encumbered with administrative burdens are less effective	Within the Service Redesign the need has been recognised to remove unnecessary administration and to maximise productive professional time with clients. The Single Front Door is an example of this principle being operationalised. Improving technology is a cross-cutting principle of service redesign.
Data management not supporting good practice	Using technology to improve the service is recognised as a priority; an ICT development workstream is in place, allied to quality improvement projects. Much has been learned from managing Covid-19 about more effective use of technology.
Preparedness for cycle of Ofsted monitoring visits	The senior leadership team maintains regular Ofsted readiness meetings to plan and coordinate the work. The successful Ofsted Focused Visit demonstrates that these processes are effective.

9. Other Options Considered

9.1 Not applicable – this is a report for information.

10. Equality Duty

10.1 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.

10.2 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.

11. Social Value

11.1 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.

12. Crime and Disorder Implications

- 12.1 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.

13. Human Rights Implications

- 13.1 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.
- 13.2 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.

Lucy Butler

Executive Director of Children, Young People and Learning

Contact:

Vince Clark, Children First Transformation Director

Appendix 1: Performance Summary Report to Children First Improvement Board, 25 February 2021, covering the period to the end of January 2021.

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Children First

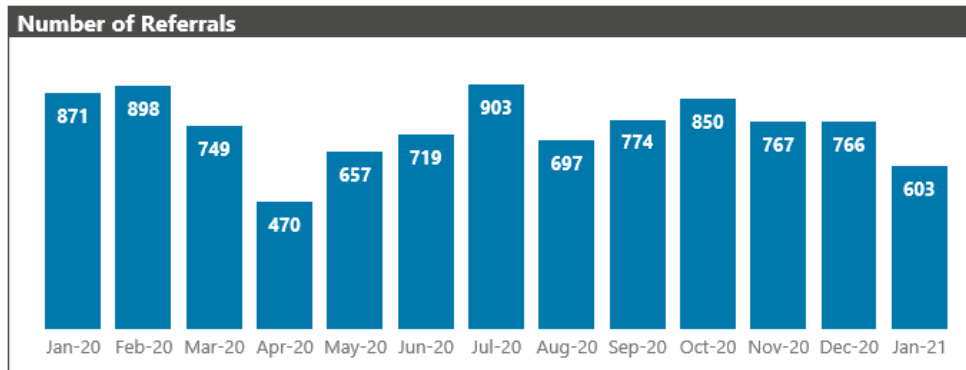
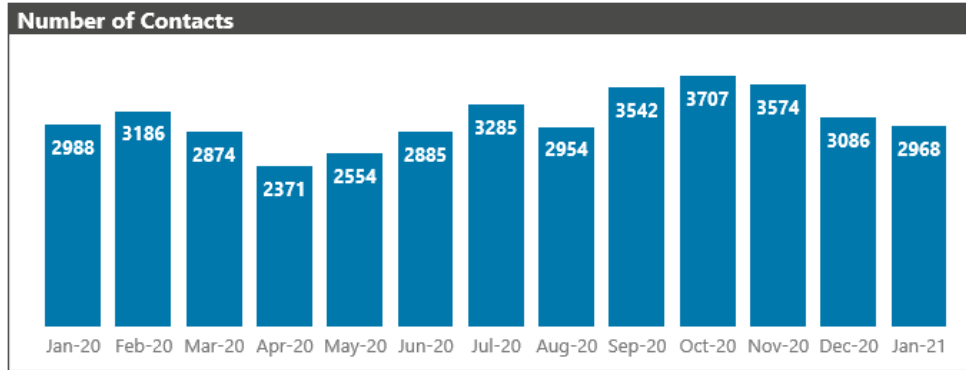
West Sussex Improvement Board

Performance Summary Report

25th February 2021

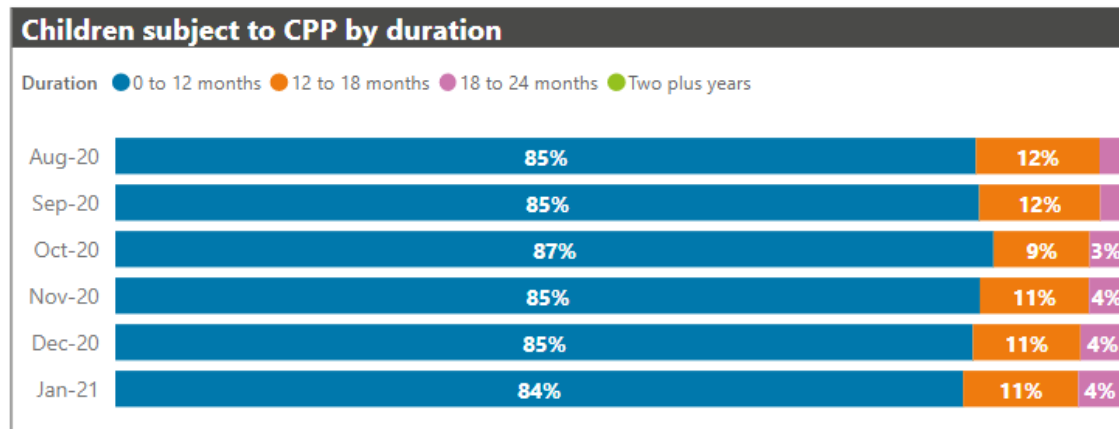
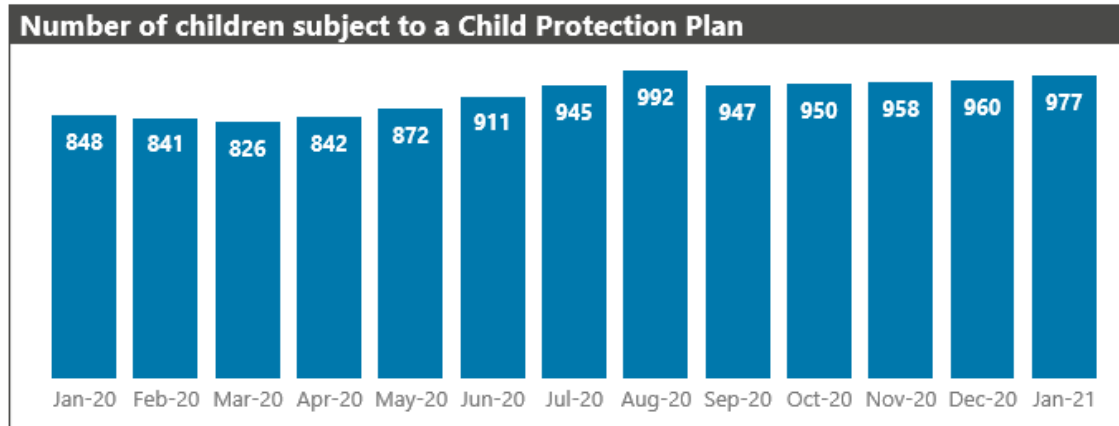


MASH Performance



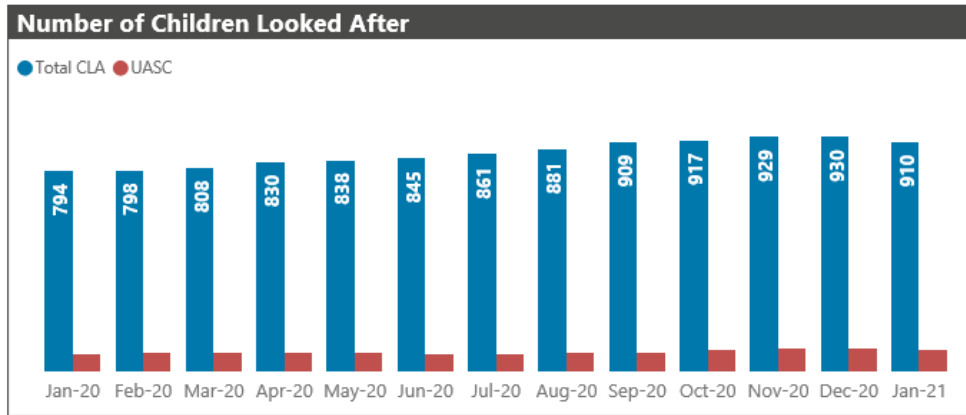
- A reduction of contacts into MASH in Dec 20 and Jan 21. Referrals have reduced from a small increase in Dec 20 to **21.2%** reduction in January 2021
- Conversion rate from Contact to Referral is at **20%** the lowest since April 2020 (**19.8%**)
- Timeliness of Contacts and Referrals performance has been maintained with **96.5%** contacts completed in 3 days and **94.7%** referrals completed in 3 days.
- Re-Referrals **25%**.

Child Protection Performance



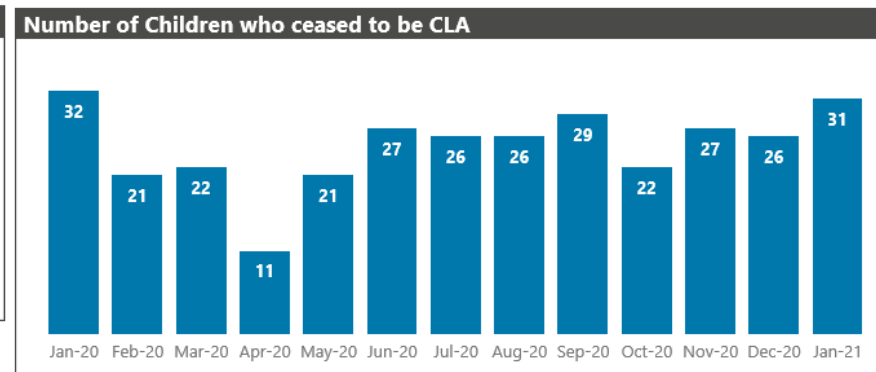
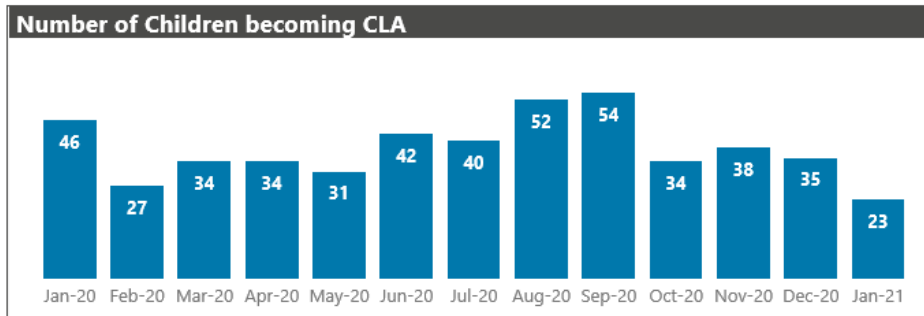
- Numbers of children on CP Plans rising slightly to 977.
- **4.3%** (42) of children on a plan for 18 months to 2 years.
- **0.72%** (7 children) for 2 years or more.
- 2 in FSP South
- 5 in FSP North
- CP Categories 6 Neglect 1 Emotional Abuse
- CP Statutory visits 86.6%

Children Looked After



- Reduction in number of CLA at 910 for end Jan-21. SN average of 51 per 10,000 as at 31st March 2020.
- Low numbers of CLA starting and higher number ceasing to be CLA in Jan-21.
- CLA statutory visiting 86.8%

There were an additional 14 children who were removed from the data as aged 18 years old.



Children and Young People's Services Scrutiny Committee Work Programme 2021/2022

Topic/Issue	Purpose of scrutinising this issue & Source	Timing
Forthcoming Committee Meetings		
Early Help Redesign Proposals	Pre-decision Scrutiny - to review the outcome of the public consultation and provide recommendations to Cabinet on the final proposals prior to a decision being taken.	30 June 2021
Children First Improvement Update	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families. Focus – To include progress of the Foster Service Redesign.	30 June 2021
Children First Improvement Update	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families.	29 September 2021
Attainment Gap in West Sussex	Performance monitoring – to understand reasons for the attainment gap in West Sussex and explore what work is being done to reduce this. To include a focus on early years and the impact of the catch up programme on trying to reduce the gap.	1 December 2021
Children First Improvement Update	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families.	1 December 2021 12 January 2022 9 March 2022
CYPSSC –Confirmed items for timetabling		
Children First Improvement Update – focus areas	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families. Future content to include: <ul style="list-style-type: none"> Partnership working and impacts (timing tbc), 	At each meeting

Topic/Issue	Purpose of scrutinising this issue & Source	Timing
	<ul style="list-style-type: none"> • Performance 2020/21 end year report (summer) • Update on performance of initial health assessments for Children looked after. • Update on Care Leaders Fellowship initiative and impact on children and young people. • Staff Engagement outcomes 	
West Sussex Safeguarding Children Partnership Annual Report	Performance Monitoring – to consider the successes and areas of improvement for the Partnership and to identify any areas for future scrutiny.	TBC
Foster Service Review	Policy development/pre decision scrutiny – To review and provide recommendations on the proposals of the foster service review (phase 2 - recruitment and retention) ahead of a Key Decision being taken.	TBC
Regional Adoption Agency	Service Improvement - To assess the impact of the Regional Adoption Agency (requested by BPG in February 2020 & SC in 2019) and to scrutinise its first year of operation (established April 2020).	Autumn 2021
Support for School Governors	Raised at CYPSSC on 14 April & 9 January- to identify any areas of improvement for the support, training and guidance provided to school governors and to consider recruitment and retention issues.	Autumn 2021
Visits to residential homes	To form part of a training day for CYPSSC members (originally scheduled for June 2020). Can be linked to potential item on high cost placements.	TBC - post pandemic
Business Planning Group – items for BPG to consider for Scrutiny (including those raised by Committee Members under ‘Items for Future Scrutiny’).		
High Cost Residential Placements and Residential Homes	Service Improvement – To review plans for post-16 residential placements and the re-opening of some children’s residential homes. (requested by BPG in February 2020).	Feedback from Corporate Parenting Panel at future BPG to identify if there are any areas for

Topic/Issue	Purpose of scrutinising this issue & Source	Timing
		consideration for scrutiny.
Elective Home Education	Performance Monitoring - to assess the County Council's approach to elective home education. Impact of Covid-19 on EHE also to be considered.	Will be explored at future BPG once further government guidance is available to determine if requires future scrutiny.
Business Planning Group – to monitor		
Woodlands Meed	BPG to monitor progress and identify any areas for scrutiny as the project progresses	Ongoing
Post-16 and NEETS	BPG to monitor any trends in numbers (NEETs and unknowns) following the lifting of lockdown and whether there are any areas that may require future scrutiny.	At each meeting
Quarterly Performance Monitor	To review the latest performance monitor at each BPG and consider any areas that require scrutiny.	At each meeting
Contract Monitoring	The BPG agreed to look at contract monitoring twice a year and identify any areas that may require further scrutiny.	Twice a year – next review September 2021
Children and Young People Services Training (as requested by Committee)		
Exclusions and Alternative Provision	Suggested as a Member Day to inform members of the processes, roles and responsibilities, voice of child, quality assurance and members role with local residents requesting assistance.	Member day being explored with Member Development Group
School Federations	To look at how this is proceeding with schools and how it is assisting with the delivery of the school effectiveness strategy. BPG confirmed this would be more appropriate as a member day to inform all members (rather than scrutiny).	Member Development Group to be asked to consider as topic for future Member Day

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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 councillors 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. In accordance with regulations in response to the current public health emergency, Cabinet meetings will be held virtually with councillors in remote attendance. Public access will be via webcasting and the meetings will be available to watch online via our [webcasting website](#). 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. [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:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	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.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
Background Documents	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.
Author	The contact details of the decision report author
Contact	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 033 022 22533, email helena.cox@westsussex.gov.uk.

Published: 1 March 2021

Forward Plan Summary

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

Decision Maker	Subject Matter	Date
Cabinet Member for Education and Skills	Procurement of a Dynamic Purchasing System for Independent Alternative Provision for children with SEND	March 2021
Director of Property and Assets	Award of contract for installation of Modular Teaching Block at Queen Elizabeth II Silver Jubilee Special School, Horsham	March 2021
Director of Education and Skills	Contract Extension for the Provision of Primary Phase School Meals	March 2021
Director of Education and Skills	Contract Extension for the Provision of Primary Phase School Meals to seven schools in the Horsham area	March 2021
Cabinet Member for Education and Skills	Change of status for Forest Boys' School, Horsham - Capital Funding for Delivery of Phase One Works	March 2021
Cabinet Member for Education and Skills	Expansion of Oak Grove College, Worthing	March 2021
Cabinet Member for Education and Skills	Admission Arrangements for Community and Voluntary Controlled Schools in West Sussex from September 2022	March 2021
Executive Director Children, Young People and Learning	Modifications to the West Sussex County Council Foster Care Allowances	March 2021
Cabinet Member for Children and Young People	Recommissioning of accommodation services for young people aged 16+	March 2021
Cabinet Member for Education and Skills	Replacement All Weather Pitch at Tanbridge House School, Horsham	March 2021
Cabinet Member for Education and Skills	Provision of an All Weather Pitch at The Forest School, Horsham	March 2021
Cabinet Member for Education and Skills	Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation	March 2021
Director of Property and Assets	Award of contract for construction of an All Weather Pitch at The Forest School, Horsham	March 2021
Director of Property and Assets	Award of contract for Delivery of Phase 1 works - Change of status of The Forest Boys' School, Horsham	March 2021
Director of Property and Assets	Award of contract for installation of Modular Teaching Unit at Oak Grove College, Worthing	March 2021
Cabinet Member for Education and Skills	Change of status for St Andrew's CE High School, Worthing - Capital Funding for Delivery of Phase One Works	March 2021
Director of Property and Assets	Change of status for St Andrew's CE High School, Worthing - Award of Contract for Delivery of Phase One Works	March 2021
Cabinet Member for Children and Young People	Remodelling of Orchard House children's home	March 2021
Cabinet Member for Education and Skills	Procurement of Alternative Provision for Key Stage 4 Learners	March 2021

Decision Maker	Subject Matter	Date
Director of Property and Assets	Award of contract for the expansion of Palatine Primary School	May 2021
Cabinet Member for Education and Skills	Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery	May 2021
Cabinet Member for Education and Skills	Phase 2 Special Support Centre Programme - Felpham Community College, Bognor Regis - Allocation of Funding for Project Delivery	May 2021
Cabinet Member for Education and Skills	Phase 2 Special Support Centre Programme - St Margaret's CE Primary School, Angmering - Allocation of Funding	May 2021
Cabinet Member for Education and Skills	Phase 2 Special Support Centre Programme - West Park Primary School, Worthing - Allocation of Funding	May 2021

Best Start in Life

Cabinet Member for Education and Skills

Procurement of a Dynamic Purchasing System for Independent Alternative Provision for children with SEND	
<p>The County Council has a statutory obligation to provide suitable education for all pupils including those who, because of exclusion, illness or other reasons, would not otherwise receive suitable education; this is termed Alternative Provision</p> <p>Currently the need for Alternative Provision is predominately for children with Special Educational Needs and Disabilities (SEND) and is commissioned on a case by case basis with Individual Placement Agreements (IPAs) ensuring that the provision meets the needs of the child/young person for each placement.</p> <p>Whilst the County Council provides some of these services, the demand is such that a significant amount of provision has to be purchased from the external market and evaluation shows this is a trend expected to continue. In order to meet this demand, it is proposed to set up a Dynamic Purchasing System (DPS) to enable the efficient sourcing of Independent Alternative Provision services from qualified suppliers.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the commencement of a procurement to set up a DPS to enable the purchase of Independent Alternative Provision services for children with SEND.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	16 October 2020
Month	March 2021
Consultation/ Representations	<p>Consultation with the market – current and potential providers Legal Finance Procurement</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>
Background Documents (via website)	None
Author	Helen Johns Tel: 07715 616560
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets**Award of contract for installation of Modular Teaching Block at Queen Elizabeth II Silver Jubilee Special School, Horsham**

Queen Elizabeth II Silver Jubilee School (QEII School) in Horsham caters for a wide range of Special Educational Needs, for children aged between 2 and 19 with severe learning difficulties, profound and multiple learning difficulties or complex needs.

Over recent years additional pupils have been accommodated by the school but without the supporting investment in accommodation. Pupil numbers have increased from 85 in 2017 to 105 in 2019.

In July 2020 the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to expand the school and delegated authority to the Director of Property and Assets to award the contract for the works (Decision reference [ES02 \(20/21\)](#)). The building project will provide a three class modular teaching block with associated group room, hygiene provision, storage and external works.

The Director of Property and Assets will be asked to approve the award of contract for the expansion works at QEII school.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020
Month	March 2021
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Director of Property and Assets via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision Report ES02 (20/21)
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills**Contract Extension for the Provision of Primary Phase School Meals**

The Councils main contract for the provision of Primary Phase school meals is delivered by Chartwells, who currently provide a service to a total of 194 schools. The contract was let on a 5-year term, commencing 31 July 2016, with the option for a period of up to 5 years extension. The meals provided through the contract include Free School Meals

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(FSM), Universal Infant Free School Meals (UIFSM), and parent paid Key Stage two (KS2) meals.

The initial contract term ends 31 July 2021; taking up the extension will allow the County Council to continue building upon the contracts success including the nationally recognised Eat Right Stay Bright (ERSB) healthy food added value schools engagement programme.

The Director of Education and Skills will be asked to approve the extension of the contract for up to a period of a further 5 years to 31 July 2026.

Decision by	Paul Wagstaff - Director of Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	2 November 2020
Month	March 2021
Consultation/ Representations	Schools Procurement Legal and Finance Representations concerning this proposed decision can be made to the Director of Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member decision ES01(15/16) to procure the contract
Author	John Figgins Tel: 033 02222814
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Contract Extension for the Provision of Primary Phase School Meals to seven schools in the Horsham area

The Council has a contract with the Easy Lunch Company for the provision of Primary Phase school meals to 7 schools in the Horsham area. The contract was let on a 4-year term, commencing 31 July 2017, with the option for a period of up to 5 years extension. The meals provided through the contract include Free School Meals (FSM), Universal Infant Free School Meals (UIFSM), and parent paid Key Stage two (KS2) meals.

Easy Lunch offer these 7 schools a specialised Delivered in Hot food service (DIH) These schools do not have their own kitchens and therefore are not able to cook meals on site.

The initial contract term ends 31 July 2021. Taking up the extension will allow the County Council to continue building upon the contracts success including increasing meal choices for the children and supporting schools with lunch provision.

The Director of Education and Skills will be asked to approve the extension of the contract for up to a period of a further 5 years to 31 July 2026.

Decision by	Paul Wagstaff - Director of Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	2 November 2020
Month	March 2021
Consultation/ Representations	Schools Procurement Legal and Finance Representations concerning this proposed decision can be made to the Director of Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Cabinet Member Decision ES08(16/17) to procure the contract
Author	John Figgins Tel: 033 02222814
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Change of status for Forest Boys' School, Horsham - Capital Funding for Delivery of Phase One Works	
<p>In October 2020, following a public consultation, the proposal to alter Forest Boys' School, Horsham to a co-educational school from September 2021 entry was confirmed (Decision Reference ES08(20/21)).</p> <p>The County Council's Multi-Disciplinary Consultant (MDC) were appointed to undertake a study of the site and accommodation to identify the capital investment required to enable the school to welcome girls in September 2021. The design work is ongoing and following detailed design and associated cost estimates the Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the first phase of the project to proceed.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	1 December 2020
Month	March 2021
Consultation/ Representations	School Governing Body Cabinet Member for Finance Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer

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	contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision Report ES08(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Expansion of Oak Grove College, Worthing	
<p>The Special Educational Needs and Disability (SEND) Strategy 2019-2024 aims to provide high quality local education provision for children and young people with SEND and optimise value for money from the High Needs Block of the Dedicated Schools Grant. As part of the development of the SEND Strategy, the County Council has identified an increased demand for extra provision in Special Schools across West Sussex to meet increasing needs.</p> <p>Following a review of current numbers on roll, projected needs and the existing accommodation at Oak Grove College in Worthing the need for additional accommodation has been identified, to enable an increase in planned places from 256 in September 2020 to 271 in September 2021. The school caters for a wide range of Special Educational Needs and Disability for pupils aged between 11 and 19, including children with moderate and severe learning difficulties, complex social and communication difficulties and profound and multiple learning difficulties.</p> <p>The additional physical space created through this work will enable Oak Grove College to accommodate the most complex young people with SEND transferring from neighbouring special schools. Whilst numbers transferring this year are high the profile of need is also complex requiring additional adult support to meet needs.</p> <p>The feasibility work for the project to accommodate the pupils has been commissioned. Following detailed design and associated cost estimates the Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	17 December 2020
Month	March 2021
Consultation/ Representations	<p>Cabinet Member for Finance and Resources</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>
Background Documents	None

(via website)	
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Admission Arrangements for Community and Voluntary Controlled Schools in West Sussex from September 2022	
<p>The County Council has a statutory duty to set the School admission arrangements for Community and Voluntary Controlled schools in West Sussex and to publish a National scheme of coordination for all schools. The scheme of coordination is in place to ensure that in instances where parents put schools located in two different local authority areas on the preference list of their admission application, appropriate arrangements between the authorities exist to ensure that parents receive only one offer of a school place.</p> <p>A number of changes are proposed to the current admission arrangements for schools in the Chichester, Horsham and Mid Sussex areas and a public consultation will be carried out during December 2020 and January 2021 to seek views on the proposed changes.</p> <p>Following assessment of the outcome of the consultation the Cabinet Member for Education and Skills will be asked to endorse the proposed admission arrangements for community and voluntary controlled schools in West Sussex and the changes on behalf of the academy trust for Portfield Academy, Chichester, for the academic year commencing September 2022 and approve the coordinated scheme of admissions.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	4 December 2020
Month	March 2021
Consultation/ Representations	<p>Parents School staff and governors Own admission authority schools Diocesan Authorities Neighbouring Local Authorities. District and Borough Councils Parish Councils</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>
Background Documents (via website)	Consultation Document
Author	Ellie Evans Tel: 033022023582
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Children, Young People and Learning

Modifications to the West Sussex County Council Foster Care Allowances

Since 2017 work has been ongoing to increase the number of in-house foster carers with significant improvements made in the recruitment process, bringing improved practice and efficiencies that have brought the service more in line with the external market, including reducing the time from assessments to approval. Despite significant changes and an increase in the approval of new foster carers in the last two years, it is recognised that further work is required to improve the recruitment and retention of foster carers and to help ensure stability of local placements and quality of care for our children. The current scheme of allowances and wider support offer will therefore be reviewed in a phased approach.

Phase 1 - the initial proposal is to carry out some minor modifications to introduce a simplified and competitive scheme of fees and allowances for in-house foster carers, to go live in April 2021.

Phase 2 – across 2021 a full service review will be completed, this will include more detailed work to assess other potential adjustments to the fees and allowance scheme as well as the support package provided to our foster carers, the outcome of which will be the subject of a separate key decision process.

The Executive Director of Children’s, Young People and Learning will be asked to approve the phase 1 modifications to the existing foster care allowance scheme.

Decision by	Lucy Butler - Executive Director Children, Young People and Learning
West Sussex Plan priority	Best Start in Life
Date added	4 January 2021
Month	March 2021
Consultation/ Representations	United Foster Carers Association (West Sussex) Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Jo Collins Tel: 033 022 22153
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Recommissioning of accommodation services for young people aged 16+

In December 2020, the Executive Director of Children, Young People and Learning approved the reopening of the Dynamic Purchasing System (DPS) portal for accommodation services for young people aged 16 years and over and the extension of

the DPS for 2 years from the point of closure, to 31st March 2022 (decision reference [OKD44\(20/21\)](#)). These services offer a leaving care/independent living service for young people in preparation for living independently.

The extension of the existing DPS will allow time for the re-procurement of these services, the aim of which will be to develop a new supported living model for young people aged 16+ which supports the delivery of strategic commissioning aims and objectives, namely;

- To support the transition of young people to live independently,
- To provide a pathway for local affordable social housing,
- To align with the guidance issued by the Ministry for Housing, Communities and Local Government, and
- To support the West Sussex Local Offer for Care Leavers

It is proposed to set up a Framework Agreement to enable the purchase of supported accommodation for young people aged 16+ to continue via new contracts commencing in April 2022 once the DPS expires.

The Cabinet Member for Children and Young People will be asked to approve the commencement of a procurement to set up a Framework Agreement for supported accommodation services for those aged 16+ and to delegate authority to the Executive Director of Children, Young People and Learning to implement the Framework at the conclusion of the procurement process.

Decision by	Cllr Russell - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added	14 January 2021
Month	March 2021
Consultation/ Representations	Procurement Legal Finance 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.
Background Documents (via website)	Officer Key Decision OKD44(20/21)
Author	Shelly Dichello Tel: 033 022 24131
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Replacement All Weather Pitch at Tanbridge House School, Horsham	
<p>As part of the secondary school curriculum, Physical Education is a core subject and suitable provision is required to enable a wide range of sport to be offered and ensure children are given the Best Start in Life.</p> <p>Tanbridge House School 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 Tanbridge House School, thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020
Month	March 2021
Consultation/ Representations	<p>School Parents and local residents Parish and District Councils Cabinet Member for Finance</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>
Background Documents (via website)	
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Provision of an All Weather Pitch at The Forest School, Horsham	
<p>As part of the secondary school curriculum, Physical Education is a core subject and suitable provision is required to enable a wide range of sport to be offered and ensure children are given the Best Start in Life.</p> <p>The Forest School does not currently have an All Weather Pitch (AWP) facility. Following the Cabinet Member Decision in July 2020 (Decision reference ES02(20/21)) that approved the siting of additional accommodation for QEII School on some of the existing playing field at The Forest School installation of an AWP is now required to mitigate the impact.</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 provide an All Weather Pitch at The Forest School thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	3 August 2020
Month	March 2021
Consultation/ Representations	<p>School Parents and local residents Parish and District Councils Cabinet Member for Finance</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>
Background Documents (via website)	Cabinet Member Decision ES02 (20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

<p>Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation</p>	
<p>The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. Slinfold CE Primary School is a 5 class Primary School with a broad range of buildings including a double modular unit which was installed on the site in excess of 30 years ago. The modular unit has significant suitability issues and requires replacement with new teaching accommodation that meets current required standards for construction.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions and a procurement exercise to undertake a project to replace the modular classrooms with new purpose built classrooms.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	8 July 2020
Month	March 2021

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Consultation/ Representations	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.
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for construction of an All Weather Pitch at The Forest School, Horsham	
<p>In July 2020 the Cabinet Member for Education and Skills approved the siting of additional accommodation for QEII School on some of the existing playing field at The Forest School (Decision reference ES02(20/21)). In order to mitigate the impact of the loss of the playing field an All Weather Pitch will be constructed at The Forest School.</p> <p>The All-Weather pitch will enable pupils to undertake outside sport activities all year round whilst also providing the school the ability to generate additional income through letting.</p> <p>As part of a separate key decision process 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 provide an All Weather Pitch at The Forest School. The Cabinet Member will also be asked to delegate authority to the Director of property and Assets to award the contract for the project.</p> <p>Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the proposed project at The Forest School.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	11 January 2021
Month	March 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Director of Property and Assets, via the contact officer, by the beginning of the month in which the decision is due to be taken.

Background Documents (via website)	None
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for Delivery of Phase 1 works - Change of status of The Forest Boys' School, Horsham	
<p>The Forest School, Horsham, is currently a single-sex boys' school. In October 2020, following a public consultation, the proposal to alter The Forest School to become a co-educational school from September 2021 entry was confirmed (Decision Reference ES08(20/21)). Capital investment will be required to enable the necessary building adjustments to take place so that girls can attend the school.</p> <p>As part of a separate key decision process the Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding to enable the first phase of the project to enable the school to welcome girls to proceed. The Cabinet Member will also be asked to delegate authority to the Director of property and Assets to award the contract for the first phase of the project.</p> <p>Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the proposed project at The Forest School.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	11 January 2021
Month	March 2021
Consultation/ Representations	<p>Legal Finance Procurement</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets, via the contact officer, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision Report
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets**Award of contract for installation of Modular Teaching Unit at Oak Grove College, Worthing**

Oak Grove College in Worthing caters for wide range of Special Education Needs, for children aged between 11 and 19. Following a review of current numbers on roll, projected needs and the existing accommodation at Oak Grove College in Worthing the need for the provision of 4 additional classrooms has been identified, to enable an increase in planned places from 256 in September 2020 to 271 in September 2021.

As part of a separate key decision process the Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding to provide additional accommodation at Oak Grove College. The Cabinet Member will also be asked to delegate authority to the Director of Property and Assets to award the contract for the expansion project.

Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the expansion of Oak Grove College.

Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	26 January 2021
Month	March 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Director of Property and Assets via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills**Change of status for St Andrew's CE High School, Worthing - Capital Funding for Delivery of Phase One Works**

St Andrew's CE High School in Worthing is currently a single-sex boys' school. In October 2020, following a public consultation, the proposal to alter St Andrew's CE High School, Worthing to a co-educational school from September 2021 entry was confirmed (Decision Reference [ES08\(20/21\)](#))).

<p>The County Council's Multi-Disciplinary Consultant (MDC) were appointed to undertake a study of the site and accommodation to identify the capital investment required to enable the school to welcome girls in September 2021. The design work is ongoing and following detailed design and associated cost estimates the Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the first phase of the project to proceed.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in LIfe
Date added	26 January 2021
Month	March 2021
Consultation/ Representations	<p>School Parents and Carers Cabinet Member for Finance</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>
Background Documents (via website)	Cabinet Member Decision ES08(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

<p>Change of status for St Andrew's CE High School, Worthing - Award of Contract for Delivery of Phase One Works</p>	
<p>St Andrew's CE High School in Worthing is currently a single-sex boys' school. In October 2020, following a public consultation, the proposal to alter St Andrew's High School, Worthing to a co-educational school from September 2021 entry was confirmed (Decision Reference ES08(20/21)).</p> <p>Capital investment will be required to enable the necessary building adjustments to take place so that girls can attend the school.</p> <p>As part of a separate key decision process the Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding to enable the first phase of the project to enable the school to accommodate girls to proceed. The Cabinet Member will also be asked to delegate authority to the Director of Property and Assets to award the contract for the first phase of the works.</p> <p>Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the first phase of the works at St Andrew's CE High School.</p>	
Decision by	Andrew Edwards - Director of Property and Assets

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West Sussex Plan priority	Best Start in Life
Date added	28 January 2021
Month	March 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Director of Property and Assets, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES08 (20/21)
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Remodelling of Orchard House children's home
<p>A strategy for the Residential Service was approved by the Cabinet Member for Children and Young People in October 2019 (decision reference CYP03(19/20)) which set out the proposals to maintain the current residential estate and seek to specialise in the care and support that is delivered. As part of this decision, the Cabinet Member also endorsed the implementation plan and the proposals for the investment required to deliver the strategy.</p> <p>Phase 1 of the strategy implementation focused on the work to reopen the three closed homes within the service; Cissbury Lodge, May House and Seaside. Phase 2 will now focus on the improvements required to support the delivery of care and support for children and young people in the three open homes; Teasel Close, High Trees and Orchard House.</p> <p>Orchard House children's home caters for residential placements and short breaks for children with disabilities, with capacity for up to 16 children at one time. It is currently graded as 'outstanding' by Ofsted. Remodelling and refurbishment works are required to resolve critical issues with the site, modernise the home and improve the facilities for those children resident at the home and those who undertake short breaks there.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the allocation of funding from the Capital Programme required to deliver the works to Orchard House and the commencement of two procurement processes to appoint contractors to;</p> <ul style="list-style-type: none"> • Undertake the remodelling of the main site at Orchard House, incorporating the main building, lodge and grounds, and • Undertake the remodelling of its supervised contact space <p>Approval will also be sought to delegate authority to the Executive Director Children, Young People and Learning to award the contracts.</p>

Decision by	Cllr Russell - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added	2 February 2021
Month	March 2021
Consultation/ Representations	Procurement Legal Finance Property and Assets 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.
Background Documents (via website)	Cabinet Member Decision Report CYP03(19/20)
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Procurement of Alternative Provision for Key Stage 4 Learners	
<p>The County Council currently commission Chichester College Group and Greater Brighton Metropolitan College to deliver education provision for Learners aged 14-16 whose needs are deemed better met by a more vocational curriculum. Both of these contracts were awarded in September 2020 and expire in August 2021(decision reference OKD30(20/21) refers).</p> <p>Building on the success to date of this education provision in delivering improved outcomes for these learners, the County Council wish to ensure these services continue post August 2021. Therefore it is proposed to launch a procurement to seek providers able to deliver a vocational curriculum for 14-16 year olds.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the commencement of a procurement process for the delivery of Alternative Provision for Key Stage 4 Learners.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	23 February 2021
Month	March 2021
Consultation/ Representations	Further Education Colleges Procurement Legal

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	Finance 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
Background Documents (via website)	Officer Key Decision OKD30(20/21)
Author	Ellie Evans Tel: 033022023582
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for the expansion of Palatine Primary School	
<p>Palatine Primary School in Worthing caters for a wide range of Special Educational Needs for children aged between 2 and 11 with moderate, severe or profound learning needs.</p> <p>Following a review of existing and projected numbers on roll, the need for capital investment in the school has been identified to meet an increase in pupils from 153 to 177. As part of a separate key decision process the Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Basic Need Capital Programme to provide additional accommodation at Palatine Primary School. The Cabinet Member will also be asked to delegate authority to the Director of Property and Assets to award the contract for the expansion project.</p> <p>Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the expansion of Palatine Primary School.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
West Sussex Plan priority	Best Start in Life
Date added	4 January 2021
Month	May 2021
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Paul Hemming Tel: 033 022 23519

Contact	Wendy Saunders - Tel: 033 022 22553
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Cabinet Member for Education and Skills

Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery

There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.

In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference [CAB03\(19/20\)](#)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including Edward Bryant Primary School ([Decision reference ES09 \(20/21\)](#))

Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at Edward Bryant Primary School in Bognor Regis.

The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at Edward Bryant Primary School to proceed.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	1 February 2021
Month	May 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills 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)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Phase 2 Special Support Centre Programme - Felpham Community College, Bognor Regis - Allocation of Funding for Project Delivery

There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in

Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.

In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference [CAB03\(19/20\)](#)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including Felpham Community College ([Decision reference ES09 \(20/21\)](#))

Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at Felpham Community College in Bognor Regis.

The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at Felpham Community College to proceed.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	1 February 2021
Month	May 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills 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)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Phase 2 Special Support Centre Programme - St Margaret's CE Primary School, Angmering - Allocation of Funding

There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.

In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference [CAB03\(19/20\)](#)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including St Margaret's CE Primary School ([Decision reference ES09 \(20/21\)](#))

Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at St Margaret's CE Primary School.

The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at St Margaret's CE Primary School to proceed.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	1 December 2020
Month	May 2021
Consultation/ Representations	Cabinet Member for Finance Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills 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)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Phase 2 Special Support Centre Programme - West Park Primary School, Worthing - Allocation of Funding

There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.

In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference [CAB03\(19/20\)](#)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including West Park Primary School ([Decision reference ES09 \(20/21\)](#))

Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at West Park Primary School in Worthing.

The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at West Park Primary School proceed.

Decision by	Cllr N Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life

Agenda Item 7

Date added	1 December 2020
Month	May 2021
Consultation/ Representations	Cabinet Member for Finance Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills 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)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553