

Public Document Pack

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27 May 2022

Children and Young People's Services Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Wednesday, 8 June 2022** at **County Hall, Chichester, PO19 1RQ**.

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

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

Tony Kershaw

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Agenda

10.31 am 1. **Election of Chairman**

The Committee's membership is set out below:

Cllr Baldwin
Cllr Burgess
Cllr Charles
Cllr Cherry
Cllr Duncton
Cllr Cornell
Cllr Hall
Cllr Linehan
Cllr McGregor
Cllr Mercer
Cllr Smith
Cllr Sparkes

The Committee is asked to elect a Chairman for 2022-23. If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

10.36 am 2. **Election of Vice-Chairman**

The Committee is asked to elect a Vice-Chairman for 2022-23. If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

10.41 am 3. **Business Planning Group Membership** (Pages 5 - 6)

Report by Director of Law and Assurance.

The Committee is asked to review the membership of the Business Planning Group in view of the Chairman and Vice-Chairman appointments.

10.46 am 4. **Declarations of Interests**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

10.48 am 5. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

10.50 am 6. **Minutes of the last meeting of the Committee** (Pages 7 - 14)

The Committee is asked to agree the minutes of the meeting held on 9 March 2022 (cream paper).

10.55 am 7. **Regulatory Scrutiny of Children's Services and Children's Workforce Development** (Pages 15 - 32)

Report by Director of Children, Young People and Learning.

This report provides an update to the Committee on the latest position on external scrutiny of the service, the outcomes, and next steps. It also includes information on the current workforce and recruitment and retention initiatives.

11.25 am 8. **Governance and Forward Planning Arrangements in Children's Services** (Pages 33 - 42)

Report by Director of Children, Young People and Learning.

Focus for scrutiny

The Committee is asked to consider the overall service governance and forward planning arrangements and their ability to achieve better outcomes for children and families.

Areas for scrutiny include (key lines of enquiry):

- The three key priorities of the Practice Improvement Plan and whether these reflect the areas of focus highlighted in

the Commissioner and Ofsted reports as outlined in Item 7.

- Assurance that the governance structures are robust and appropriate for continuous service improvement and to highlight any areas for consideration or action by the Cabinet Member.

12.10 pm 9. **Work Programme Planning and Possible Items for Future Scrutiny** (Pages 43 - 68)

The Committee is asked to agree its draft work programme (Appendix A), which reflects the outcome of the discussions at the Committee's Business Planning Group meeting held on 9 May 2022, in accordance with the scrutiny checklist attached (Appendix B).

The Committee is asked to review the Forward Plan entries relevant to its remit (Appendix C) and consider whether it wishes to enquire about any of the forthcoming decisions within its portfolio.

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

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

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

The next meeting of the Committee will be held on 12 July 2022 at 1.30pm. Items on the agenda include:

- Draft Education and Skills Strategy
- Performance and Resources Report – Quarter 4

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 28 June 2022.

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

8 June 2022

Report by Director Law and Assurance

Appointment of the Committee's Business Planning Group

1. Introduction

- 1.1 As set out in the County Council Constitution, each Scrutiny Committee must set up a business planning group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.
- 1.2 BPGs should have five members, be cross-party (three members from the majority political group on the County Council and two from the minority group(s)) and include the Chairman and Vice Chairman of the Scrutiny Committee. Other members of the committee may be invited to attend individual meetings as appropriate. The Chairman of the Scrutiny Committee will be the Chairman of the BPG. Membership is reviewed annually. Members should not serve on more than one BPG.
- 1.3 The BPG membership will be agreed at the meeting on 8 June 2022.
- 1.4 BPGs meet approximately quarterly, but they also carry out their work outside meetings (e.g. reviewing and discussing issues via e-mail; virtual meetings using teleconferencing facilities).
- 1.5 The Committee is asked to agree the appointment of five members to the BPG (with the membership as set out in paras 1.2 of this report).

2. Role of Business Planning Group (BPG)

- 2.1 BPG responsibilities include:
 - Overseeing the work programme for the Committee and prioritising issues for consideration by the Committee, including the proposed methodology and time tabling.
 - Agreeing objectives and planned outcomes for agenda items, and any witnesses to be invited and/or any visits or further information required by the Committee prior to its formal scrutiny of an issue.
 - Establishing Scrutiny Task and Finish Groups (TFGs)

3. Implications

- 3.1 There are no resource, risk management, social value, Crime and Disorder Act or Human Rights Act implications arising directly from this report.

Tony Kershaw

Director of Law and Assurance

Contact: Katherine De La Mora, Senior Advisor, 03302 222535

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Children and Young People's Services Scrutiny Committee

9 March 2022 – At a meeting of the Children and Young People's Services Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Hillier (Chairman)

Cllr Linehan	Cllr Cornell	Mrs Hill
Cllr Baldwin	Cllr Mercer	Mr Lozzi
Cllr Burgess	Cllr Smith	Mrs Ryan
Cllr Cherry	Cllr Sparkes	Cllr Evans

Apologies were received from Cllr Bennett, Cllr Charles, Cllr Hall and Mr Cristin

Also in attendance: Cllr N Jupp and Cllr Russell

46. Declarations of Interests

46.1 In accordance with the County Council's code of conduct, Cllr Mercer declared a personal interest as the Chair of the Orchard Hill College Academy Trust.

47. Urgent Matters

47.1 No urgent matters were raised.

48. Minutes of the last meeting of the Committee

48.1 Cllr Cornell asked that under minute 41.6, first bullet point it be noted that the view reflected the views of the officers and the majority of Committee members but not the views of some headteachers visited by Committee members.

48.2 Resolved – That the minutes of the meeting held on 12 January 2022 be approved as a correct record, subject to the amendment as reflected in 48.1, and signed by the Chairman.

49. Responses to Recommendations

49.1 The Committee noted the responses to the recommendations made at the meeting on 12 January 2022.

50. Performance and Resources Report - Quarter 3

50.1 The Committee considered the report by the Director of Law and Assurance (copy appended to the signed minutes), which set out the Council's corporate performance, finance savings delivery and business performance for the services within the remit of this Committee from September to end of December 2021.

Learning and Skills

50.2 The Cabinet Member for Learning and Skills, Cllr Nigel Jupp, introduced the item welcoming the return of full graded Ofsted inspections for schools which had resumed in September 2021 and reported that there had been some examples where schools had made considerable gains despite the impact of Covid over the last few years. He also reported that he was pleased that the proportion of young people not in education, employment and training (NEET) was provisionally at its lowest level for a number of years and on target to meet the Council Plan targets and that the level of Personal Education Plans (PEPs) was at an all-time high.

50.3 The Cabinet Member referred to the Red, Amber, Green classifications (RAG) on the performance measures and reported that most cases were moving upwards. The risks arising were continuations of what had been seen in the past year including home to school transport and dedicated school grants.

50.4 Under the Capital Programme the Cabinet Member highlighted the some of the red RAGs had been caused due to the national issues around contractor availability and prices as a result of the pandemic.

50.1 Members of the Committee asked questions and a summary of those questions and answers follows:

- It was expected that Ofsted would be tougher on their scoring of **key stage 4 examinations**. However, this year would be a transition year back to full examination arrangements in 2023. It was advised that the target in measure 21 would be reviewed, hopefully upward, and recalibrated as schools phased back to normal exams.
- Students supported by **PEPs** were reviewed termly in discussion with the pupil and school. The PEPs were linked with Pupil Premium Grant to enable additional support. For those approaching 16 years of age, work took place on pathways to the next steps, and work with those under 5 years old helped with transition and readiness for school.
- Welcomed the direction of travel in performance measure 30 (Percentage of those that are NEET). It was confirmed that support was available to the **NEETs** through a post-16 team funded by the Council and European Social Improvement Grant. They worked closely with students who have left the system without pathways offering individual support.
- There was no indication of when the **Government White Paper on Education** might become available, but it was expected would pick up a number of major issues, including relationships between local authorities, academies and a free school and funding for special education needs (SEND), particularly following the increased age to 25 years of age in 2015 with no additional funding. The Director of Children, Young People and Learning reported she would be attending a meeting with the

Chief Executive and Director of Finance with the Department for Education later in March to look at further ways for them to help with funding and would report back to the Committee.

- The underspend caused primarily by vacancies in the **school crossing patrol** team had been a problem for many years. Work continued to fill crossing patrol posts and any support Members could give when liaising with communities, governors and teachers would be most welcomed.
- The predicted overspend on **Dedicated Schools Grant: High Needs Block** would be partly relieved by working on reducing places in the independent sector and increasing specialist places in the county including support centres and bidding for a SEND free school. A significant increase in numbers of children with EHCPs has been seen across the country and a 7.5-8% annual increase was predicted. Actions to reduce the pressure on the DSG had resulted in the creation of 486 additional placements through extra classrooms in mainstream schools, and further capital investment had been allocated in the Capital Programme to further increase SEND placements and reduce the reliance on independent placements.
- Projects in the **Capital Programme** were being delayed because contractors were withdrawing bids due to the price increases caused by the Covid pandemic. This meant the procurement process had to be repeated causing a delay in projects.

50.2 The Chairman thanked the service for the report and the answers to questions raised on it.

50.3 Resolved – That the Committee:

1. Recognises the importance of the SEND review and Education White Paper and requests to be provided with detail on the implications for the County Council, once it has been published.
2. Requests to be kept updated on the SEND capital projects that are being explored to reduce pressure on placements, given the continued rise in EHCPs, so that any potential future scrutiny can be considered.
3. Requests to be advised on the outcome of the meeting of the Director of Children, Young People and Learning with the Department for Education in relation to SEND pressures that is taking place later in March.

Children and Young People

50.4 The Cabinet Member for Children and Young People, Cllr Russell, introduced the item which she felt was a positive report. Improvements that had taken place and those still underway were building the solid foundation on which to build a stable workforce. She reflected that there were still areas that presented a financial challenge, and they remained

the centre of focus, such as the high number of children with complex placements needs and the tough climate of recruitment.

50.5 The Director of Children, Young People and Learning reported there would be two Ofsted inspections coming up in March focussing on Youth Justice and Children We Care For.

50.6 Members of the Committee asked questions and a summary of those questions and answers follows:

- Members expressed concern that 30% of **Early Help plans closed with outcomes not met** (performance measure 2) and asked what could be done to ensure cases were not closed until outcomes were met. The Committee were told that there were various reasons plans were closed with outcomes unmet eg children going in to social care, families did not engage or did not wish to continue with process. The level of re-referrals was reported as being low at 6% and had been declining over the last year and escalation into social care was just 16%. On occasion Early Help plans were opened in error and staff training was taking place to address this.
- The Journey to Independence Group had met multiple times and there were now specific named contacts in Job Centres to support care leavers. The **care leavers NEET** RAG rating was 2% off attaining an amber rating and the aspiration would be to improve further (performance measure 8). The difficulty was that not all care leavers were in a position to access employment or training. The Participation and Engagement team were developing two apprenticeship roles ringfenced to care leavers and district and borough councils were well engaged and interesting opportunities were arising on vocational training and education.
- The 10% target for **stability of children looked after placements** was reported to be a national target (performance measure 7). The service were currently below the national benchmark but were driven to improve on that. A higher level of scrutiny by the Entry to Care Panel was resulting in better placements. The Committee welcomed this news and hoped to see continued improvement in this area in future reports.
- Members raised whether more investment should be considered for the Child Protection and NEET Care Leavers areas to help drive forward performance. The Director of Children, Young People and Learning confirmed that £300k would be invested into the care leavers service over the next year which would provide further support for housing, employment and caseloads. The introduction of the Family Safeguarding Model on 1 February 2022 would also impact on performance around Child Protection.
- The delay in registration by the regulator (Ofsted) for **Children's in-house homes** that resulted in a slower than anticipated increase in occupancy was due to the impact of Covid on Ofsted

being able to carry out inspections (creating a backlog). To ensure effective use of resource, the service expect residential homes to have an 85%-90% occupancy, with three of the six Children's homes already reporting at this level. Brightstar and Breakwater were expected to reach the target by the end of March and Blue Cove (3 bed home) by the end of quarter 1 2022/23. The delay in the phase 2 work at Orchard House was complex and the Assistant Director (Corporate Parenting) agreed to update the Committee outside of the meeting.

- The Committee were concerned to note the increase in the social care staffing gap and that this was a regional and national issue.
- Under risk 72 the Assistant Director (Corporate Parenting) reassured the Committee that at that point no children 16 years or under were placed in unregulated placements. The Assistant Director agreed to update the Committee on the position with unregistered placements.

50.11 The Chairman thanked the service for their good work and acknowledged that there was still much further to go. He wished the service the best for the upcoming Ofsted inspections.

50.12 Resolved – That the Committee:

1. Highlights performance measure 8 (Percentage of NEET care leavers) and performance measure 9 (Positive outcomes on Child Protection in 12 months) and the need to focus on these. The committee were pleased to hear of the extra resources for these and agreed to monitor the ongoing performance through the PRR to see if performance improves as a result of the additional resource.
2. Welcomes that on Performance Measure 7 (Stability of placements for children we care for) the service is being more ambitious on the national target and will continue to monitor progress through the PRR to see how this further improves.
3. Requests that future reports include the number of children and young people that the percentages represent for performance measures where this is appropriate.
4. Requests that in the next Children First report an update on social care staffing levels is included.
5. Asks that the financial implications of the Early Help Redesign are included in the report on the implementation of the new model when it comes to Committee for scrutiny.

51. Children First Improvement Update

51.1 The Committee received two reports from the Director of Children and Young People (copies appended to the signed minutes).

52. Children First Update

52.1 The Cabinet Member for Children and Young People, Cllr Russell, introduce the update report highlighting that March would be a busy month for the service with the upcoming Ofsted inspections and awaiting the feedback from the Department for Education on the report by Children's Commissioner on trust status as well as business as usual and continual progress.

52.2 Members of the Committee asked questions and a summary of those questions and answers follows:

- The Committee raised concern over the performance on **child protection statutory visits** (80%). The Assistant Director (Safeguarding, Quality and Assurance) advised that the service measured every 10 days, however the statutory timescale was 20. At 20 days the figure would be 95%. There were also some recording issues when the data was pulled two days into the beginning of a month when visits might not have been written up from meetings late in the month. If the service were not able to see children, other agencies were asked to assess and report back. The same reporting issued existed for statutory visits for children we care for.
- The quarterly **Quality Assurance report** updates on audit and quality assurance activity. The Assistant Director (Safeguarding, Quality and Assurance) agreed to share the quarterly report with Committee members.
- The **engagement and participation** of young people is being focussed on with the development of an engagement plan which would be published soon and shared with the Committee Members. A smart phone app would be produced for children we care for in West Sussex and those placed at distance to feed into discussions. The Chairman and Vice-Chairman of the Children in Care Council (CiCC) and 6 ambassadors had been involved in developing policies for children we care for and youth participation rates were the highest they had been for many years. The Cabinet member encouraged Corporate Parenting Panel members to get involved in CiCC meetings and functions to increase communication.

52.3 The Chairman thanked the service for the report and reminded members that there would be Corporate Parenting training session for Members in April.

52.4 Resolved – That the Committee noted the report and:

1. Welcomes the ongoing progress of the Children First Programme and the continued pace of improvement.
2. Requests that the Quarterly Quality Assurance report is shared virtually with the Committee as and when it is available.

3. Highlights Child Protection and Children We Care For Statutory Visits performance as important areas of improvement, and will continue to monitor performance through these reports.
4. Is pleased to hear of the ongoing work with the Voice and Participation Team and requests to be included in the circulation of the new Voice and Participation Engagement Strategy.

53. Fostering Service Redesign Phase 2

53.1 The Cabinet Member for Children and Young People, Cllr Russell, introduce the proposal for Phase 2 of the Fostering Service Redesign, phase 1 having been addressed in April 2021. She reported that this phase of the redesign was designed to offer more local in-house foster placements, to different cohorts of children with a varying range of needs, a much stronger offer of remuneration, support and respite and to improve retention rates, increase the social care workforce and reduce caseloads and make West Sussex a provider of choice.

53.2 The Assistant Director (Corporate Parenting) outlined the headlines by saying that previous under-investment by the County Council had resulted in children being placed in out of county fostering placements. The status quo needed rebalancing before transformation could begin. The development of a Business Intelligence Hub would allow the service to focus on areas not done so in the past by producing analytics of patterns and trends.

53.3 Members of the Committee asked questions and a summary of those questions and answers follows:

- The Business Intelligence Hub would be able to run targeted campaigns to recruit new foster carers in areas such as BAME, younger carers and LGBT+. Currently communications were shared online and Members could support by retweeting and reposting these. Children seeking asylum needed quite specific cultural supports and any support from Members to find foster carers in a wider range of cultures would be gratefully received.
- It was hoped the ratio of in-house foster carers to external foster carers would improve dramatically to maybe a 60-40 split.

53.4 The Chairman thanked the service for the report and the ambition and quality of the work.

53.5 Resolved – That the Committee:

1. Welcomes the ambition and quality of the report and fully supports the proposals to increase the number of inhouse foster carers.
2. Highlights the importance of focussing on recruiting foster carers from a wide range of backgrounds to ensure there are suitable placements for all our children and welcome that this is part of the proposals.

3. Recognises the role of members in communicating fostering opportunities and will continue to share these on social media within their communities.
4. Will monitor the impact of the proposals through the Quarterly Performance and Resources Report.

54. Work Programme Planning and Possible items for Future Scrutiny

54.1 The Committee agreed the draft work programme and suggested the following:

- That the Children First update on 8 June 2022 include information on staffing numbers.
- Quality Assurance be at least an annual update as part of the Children First Update.
- The Early Help Service – review of new model scheduled for early 2023 should include financial data.
- That joint work with the Health and Adult Services Scrutiny Committee be the way to explore areas for scrutiny on mental health and emotional wellbeing of children and young people. However, Committee Members indicated that a more public-facing briefing note on the subject should be considered.

54.2 The Chairman thanked the Councillors who were working to gather evidence for the Task Force Group on Needs Assessments and EHCPs.

54.3 No items were raised from the Forward Plan dated 28 February 2022 for further scrutiny.

55. Requests for Call-In

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

56. Date of Next Meeting

56.1 The next meeting would be held on 8 June 2022 at 10.30am.

The meeting ended at 12.39 pm

Chairman

Children and Young People's Services Scrutiny Committee
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8 June 2022

Regulatory Scrutiny of Children's Services and Children's Workforce Development
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Report by the 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 9 March 2022. The report sets out the following:

- a) The latest position regarding external regulatory scrutiny of the service, including the Department for Education (DfE)'s decision to withdraw the instruction to form a Children's Trust, and the results of the recent Ofsted Monitoring Visit (Section 2).
- b) As requested by the Committee at its last meeting, information is provided on current staffing levels in the service (Section 3).
- c) The progress towards the Family Safeguarding model of social work, the single integrated information system, and the Residential Improvement programme (Section 4).
- d) The Appendix contains the latest available performance summary, to 30 April 2022.

The focus for scrutiny

The Committee is asked to scrutinise the outcomes of the recent regulatory scrutiny of the service, the current workforce position and recruitment and retention initiatives, and to assess how these are evidencing and helping to achieve better outcomes for children and families in line with the Council Priorities and Children First Improvement Programme.

Areas for scrutiny include (key lines of enquiry):

- The areas for improvement identified by Ofsted or the Commissioner in their recent reports (Section 2 of the report) and how these are being addressed.
- That the initiatives in place for recruitment and retention (Section 3) are deliverable and that there is a clear timeframe for this.
- The latest performance data (Appendix 1), and to highlight any areas for consideration or action by the Cabinet Member.

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

Introduction

1. Background and Context

- 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. Any further updates will be provided verbally at the meeting.

2. Regulatory Scrutiny

Children's Trust

- 2.1 The Secretary of State for Education, through the Department for Education (DfE) has overall authority for making directions for the delivery of local authority services for children, where an authority is judged to be inadequate by Ofsted at inspection. Following the 2019 inspection a further report was made by the Commissioner, John Coughlan in November 2019, which resulted in the DfE requiring the Council to prepare to relinquish its Children's Services to an independent Trust. However, following rapid improvement and on the further advice of John Coughlan, this process was paused during 2021. This recognised the improvements in corporate governance and service delivery that the Commissioner had already identified. At the beginning of 2022, the Commissioner made a further submission to the DfE, with his revised recommendation for the future governance of West Sussex Children's Services. This was supported by a dossier of evidence provided by the service and presented to the Commissioner and the DfE in December 2021. The evidence base demonstrated significant and consistent improvement across all the Commissioner's published measures of assessment.
- 2.2 Responding to these findings on 31 March 2022, the DfE issued a new statutory direction stating that Children's Services should remain within West Sussex County Council control pending a future full reinspection by Ofsted. This decision to allow the Council to retain autonomous control of its Children's Services is based on continuing external scrutiny by the Commissioner, by Ofsted through its sequence of Monitoring Visits, and through Hampshire County Council, the partner in practice. It is believed to be the first occasion on which the DfE has rescinded such a statutory direction and demonstrates the exceptional nature of the progress made by West Sussex Children's Services over the past three years. The information related to this decision is available [here](#) and John Coughlan's report to the DfE is available on this [link](#).
- 2.3 This unprecedented success should be regarded as a significant milestone upon the journey of service improvement and a cause for deep satisfaction throughout this authority and its partners. Notwithstanding this, Children's Services remains a work in progress: much is left to be achieved in order to deliver the right level of care consistently for vulnerable children and families in West Sussex. Retaining autonomy allows service leaders to continue the programme of reform with renewed vigour and without the distraction and

administrative cost that a Trust would have represented. There is however, no room for complacency. To consider the latest independent view of the state of the service, this report will consider the results of the recent Ofsted Monitoring Visit.

Role of the Commissioner for Children’s Services

- 2.4 With the change in the statutory direction, John Coughlan’s role as the Commissioner will come to an end and he will now take on the role as Independent Chair of the Improvement Board.

Ofsted Monitoring Visit, March 2022

- 2.5 As part of its oversight of the improvement programme, Ofsted instituted a regular cycle of Monitoring Visits, which took place in May and September 2021, and then most recently on 30-31 March 2022. In March 2022, Inspectors visited the service in person and reviewed the progress made in the following areas of previous concern:

- The quality and effectiveness of assessments, care planning and the support provided to children and young people in care.
- The quality, timeliness and impact of supervision, management oversight and decision making, social work capacity and caseloads.

The letter summarising the findings of the Visit was published on 9 May 2022, and the details can be viewed [here](#).

Findings of the March 2022 Monitoring Visit

- 2.6 The reported outcomes of this visit are generally favourable: they confirm the continued positive trajectory of change, and provide further vindication of the DfE decision discussed above. Ofsted’s key observations can be summarised as follows:

- Inspectors have restated their previous view that senior management has a good grasp of where the service is on the journey of improvement and what further work is required. Ofsted noted the internal problem-solving events that the service is putting in place to address areas of focus.
- The quality of social work practice and the experiences of the children in the care of West Sussex have significantly improved since the May 2019 inspection. Inspectors have recognised the political and corporate support, including considerable financial investment, that has helped to bring this situation about.
- Most children are now living in arrangements that meet their needs and in settled long-term homes. Their circumstances have improved, and many are doing well. Investment in additional fostering capacity and in children’s residential homes is acknowledged. A small number of young people are living in unregulated arrangements that do not yet meet their current care and support needs, or with family and friends carers in unapproved settings: these are current areas of focus for improvement.

- A reconstituted and strengthened corporate parenting board readily hears and responds to children's voices. Generally speaking, engagement and participation of children and young people throughout the service is much improved.
- Comprehensive performance reporting and oversight has ensured that many important performance measures such as timeliness of visits to children and reviews of their arrangements have significantly improved and this trend is being sustained. The timeliness of Initial Health Assessments and the completion of Strengths and Difficulties questionnaires (mental health assessments) however remain an area of focus for improvement.
- Most children are seen regularly by their social worker; engagement is generally respectful and effective, and appreciated by the child. Children can express their wishes and feelings; their experiences are understood and they have a clear sense of the reasons for decisions made on their behalf. Some children still experience too many changes of social worker, although this situation is improving. The quality of contact with birth families and children's Life Story work has improved.
- The education needs of cared-for children are better provided for, supported by improved partnership working, and the Virtual School is having a beneficial impact.
- The necessary service redesign work now in progress has been recognised to have produced some turbulence in service delivery, but inspectors were satisfied that this was a temporary effect that would be stabilized.
- The Ofsted findings concluded with the observation that 'Inspectors observed a growing sense of optimism, enthusiasm and belief within the workforce. Leaders and managers are visible. Practitioners are excited and enthusiastic for the implementation of the new practice model'.

Commentary and key areas for improvement

2.7 Ofsted has quite rightly laid equal stress upon those aspects of the service that have not yet reached a satisfactory level, and these are noted above. However, all are clearly identified in senior management's self-assessment of the service, and plans are in place to address them. In terms of measures to raise standards across the service in the coming period, the Practice Improvement Plan sets out three key objectives:

- **Practice Improvement:** achieve a 'good' level of practice by the end of 2022/23.
- **Leadership:** develop effective professional leadership and management capability throughout the service.
- **Partnerships:** achieve effective partnership working, delivery and strategic planning.

Future plans receive further coverage in the following agenda item (Governance and Forward Planning Arrangements in Children's Services), which should be considered in conjunction with this report.

The progress to full Inspection in 2023

- 2.8 Ofsted has indicated that it wishes to conduct a further Monitoring Visit within the current cycle, indicatively in September 2022. This will focus on children in need or on child protection plans, and who require help and protection. This visit will complete a process in place since the judgement of May 2019. A full Inspection of the service is then expected, probably in the early part of 2023. The senior leadership team has prepared for this by maintaining close scrutiny and oversight on all aspects of service delivery and improvement activity. Regular reports and evidence gathering are submitted to the Directorate Leadership Meetings and dedicated Ofsted Preparation Meetings which enhance the regular performance and quality assurance activity that is now embedded within the Department.

Youth Justice Inspection, March 2022

- 2.9 As previously reported, Her Majesty's Inspectorate of Probation, the regulatory body for this service conducted an inspection of the Youth Justice Service from 14-18 March 2022. This County Council service sits within Children's Social Care. The Youth Justice Service works closely with partners, including the courts, police, schools, colleges, district and borough councils and the voluntary sector to prevent youth offending and reduce reoffending by children in West Sussex. The inspection afforded a welcome opportunity for the service to showcase the preventative work it is doing to minimise the number of children entering the criminal justice system and to promote their best outcomes in terms of safety, education and wellbeing.
- 2.10 The Inspectors' report will not be published until 21 June 2022. However, indicatively the feedback demonstrated that the service gave a good account of itself and that the inspectors were impressed by the quality of staff commitment and the work being done with young offenders, within the context of a strong partnership framework. The full report will be shared with members when published.

3. Workforce Development

Introduction

- 3.1 The Committee received a detailed Workforce report on 29 September 2021, to coincide with the introduction of the Social Work Offer. Subsequently, at the meeting on 9 March 2022, members requested a further update on staffing levels. As previously reported, the service has given priority to creating the environment to nurture a stable, well-organised, well-supported and competitively remunerated workforce that is highly motivated and equipped with modern techniques. Putting these provisions in place has supported the service's aspirations for the recruitment and retention of staff, including keeping the caseloads of social workers at a reasonable level. At the Ofsted Monitoring Visit in March 2022, inspectors commented favourably that a multi-faceted approach to recruitment and retention is beginning to increase permanence and stability within the workforce. They noted that there is a tangible, positive shift in culture within the organisation and that the vast majority of practitioners they spoke to report their workload to be manageable.

Current Staffing Levels

- 3.2 The following workforce data is as recorded on 3 May 2022, expressed as full-time equivalent (FTE) posts, and relates to the social worker establishment of 511 FTE across the county. Of this total, there are 449 posts (88%) permanently filled, giving a permanent staff vacancy gap of 62, or 12%. However, there are also full-time absences of 46 FTE (9%): these are due to a combination of maternity leave, long-term sickness, secondments and career breaks. To address the shortfall within the service there are currently around 78 agency staff (15%). This leaves a net 'uncovered vacancy gap' of around 30 FTE or 6%. The equivalent figure 12 months ago was around 5%, but at that time staff were held in post through a retention package which was discontinued in July 2021. The general picture within the data is of having maintained stability through a difficult time of transition. The following paragraphs set out the work now planned and underway to assist in reducing the vacancy gap during the year.

Meeting the challenges of demand and supply

- 3.3 Social workers, both permanent and agency, are a scarce commodity nationwide: recruitment and retention presents a challenge to all local authorities, both now and into the future. At the same time, demand pressure for social care services has been severely exacerbated by the Covid-19 pandemic, children's emotional wellbeing issues and the rising cost of living. The service has three complementary strategies to respond to the recruitment issue:
- reducing overall demand, which as previously reported is a stated goal of the Family Safeguarding Model (FSM) but cannot start to be realised until the model has gained traction within the service and with service users, with all of its components fully staffed.
 - finding ways to make professional staff more efficient – for instance, where appropriate by divesting them of purely administrative tasks, or providing improved IT solutions that help to maximise their time spent with children and families.
 - growing new staffing capability through promoting entry schemes such as the in-house Social Work Academy and apprenticeships.

All three of these approaches keep the child and family at the centre of the undertaking and each is currently being pursued within the development programme of the service.

Growing social work staff in-house

- 3.4 Ofsted has commented appreciatively on the innovative measures being taken, alongside the Social Work Offer, to recruit and develop a high-quality intake into the professional practitioner cohort. The headlines for this work are as follows:

- The first group of 7 social work Apprentices will complete their 3-year training in Summer 2022 and will become newly-qualified social workers (NQSWs) from September 2022.
- 60 applicants have been shortlisted for interview for the September 2022 intake to the NQSW Social Work Academy scheme: taking on even a proportion of these will have a significant positive impact on reducing the vacancy gap.

The interest generated by these schemes and the wish of motivated entrants to consider a career with West Sussex, is very reassuring. Although this has the potential to ease vacancy pressure, it should be noted that practitioners from this input will not have the capability to take on a full social work caseload during their first year in practice: it will be necessary to retain experienced Agency staff in post for the time being in order to allow new entrants to develop their skills and confidence in a secure environment. However, this represents a sound investment in the workforce for the medium- to long-term and makes a major contribution to the management of future risk. The outcomes of this activity will be reported to a later meeting of the Committee when the picture will have become clearer.

Other recruitment issues

3.5 Outside of the above data, bespoke, focused recruitment activity is continuing to meet identified staffing shortfalls, especially in Early Help (experiencing shortfalls mainly in the north of the county); and the Residential Service (needing further recruitment to staff up the newly-opened children's homes). The key activities are:

- 'Meet the Team' events, which are extensively advertised through social media. These take an innovative, economical approach, using informal guided conversations to give potential applicants an insight into the roles being offered, and enabling the service to rapidly assess experience and suitability before a confirmatory application is made.
- A cross-directorate problem-solving event on recruitment and retention was held on 13 May 2022, supported by Human Resources, so that a wide service representation could discuss issues, share ideas and identify the best approaches.
- Consideration is being given to the further potential for the recruitment of professionals from abroad.

Staff Survey 2022

3.6 A new staff survey dedicated to the Children's workforce was run during February-March 2022, which was completed by 411 staff members. This section summarises the results, comparing them with a similar survey that took place in May 2021 (in connection with the Covid-19 recovery strategy) and was reported to this Committee on 29 September 2021. The 2021 survey received 521 responses, so 2022 shows a fall of 21%. Whilst staff are not mandated to complete the survey, senior management wishes to ensure the response is as broad as possible and therefore plans are in place to

encourage greater participation in the next survey. This will include placing stronger emphasis on managers promoting the survey within their teams, and allocating individuals dedicated time to complete it. Some headline comparator results can be summarised as follows:

Factor	2022 %	2021 %
Staff feel well informed about the service	71	76
Staff agree there has been a positive change in culture in the last year	61	51
Internal communication has improved	69	75
Lucy Butler’s weekly staff communication is helpful	84	86
Morale is rated as satisfactory or better	70	75

3.7 Additionally (for questions asked only in 2022), 95% of respondents confirmed that they have a monthly one-to-one meeting with their manager; 91% agreed that their manager provides the necessary help and support for them to do their job as effectively as possible; however, only 68% agreed that they feel physically and emotionally strong and resilient. A free-text question invited respondents to identify what they enjoyed about working in Children, Young People & Learning; 317 responses were received and the key themes were as follows:

- The difference made to the lives of children and families
- Working as part of a strong / dedicated / supportive team
- Working directly with children, young people and families
- The people I work with
- Working in partnership and with other teams
- Feeling like I make a difference to children and families
- Varied nature of the role
- “I love my job”

Commentary on the Survey results

3.8 These results show that the levels achieved in 2021 have dipped slightly, but have broadly been maintained, notwithstanding that they arise from a period of considerable turbulence: the continued effects of the Covid-19 pandemic, the service reorganisation (in the case of Education & Skills, still in progress), combined with the challenges of assimilating new techniques and training, frequent Ofsted visits, and (until the recent announcement about the withdrawal of a Children’s Trust) uncertainty about the strategic future of the service, have all necessarily impacted on how staff feel about their roles. The strength and resilience of all staff teams is critical to enable them to effectively manage their role and support children and families effectively. The fact that 32% of respondents did not confirm that they felt physically and mentally strong and resilient is a cause for concern and a focus for further management attention. The following plans have been agreed:

- Further analysis of attitudes and issues within particular parts of the service, with directors and heads of service areas undertaking localised interventions as appropriate.

- Open conversations will be encouraged between managers and staff. A focus will be given to physical and emotional wellbeing at the Staff Conference in October 2022.
- The positive comments made through the staff survey (3.7 above) will be used in recruitment and retention-focused work.

There is an expectation that the stability now being achieved within the service will promote improved feelings of wellbeing; this supposition will continue to be tested through the regular face-to-face and on-line engagement that the Senior Leadership Team has with staff, and through the next staff survey, intended to be run in Spring 2023.

4. Other Service Updates

Family Safeguarding Model

- 4.1 The implementation of the Family Safeguarding Model (Phase 1 - children's social workers), previously reported to the Committee and commencing in February 2022, is proceeding according to plan. The staffing structure, comprising Assessment and Family Safeguarding teams across the western, central and eastern areas are fully operational. The next phase of the programme is progressively to introduce the adult service components of the model. It is expected that the Domestic Violence workers who are already Council staff will join in June 2022. Mental Health and Substance Misuse specialists will follow during the Autumn through arrangements being entered into with Health partners. Having holistic services to children and parents within integrated intervention teams will significantly improve effectiveness, in terms both of increasing family resilience and the avoidance of demand and costs.

Information Systems: towards transformation

- 4.2 As previously reported, the need for a comprehensive information system across the Children, Young People and Learning Directorate is an integral part of achieving a modern, partnership-based service. It has been noted that the service is hampered by having 11 separate systems where information about children is recorded, from a total of 6 different suppliers. Following an evaluation process, the contract has been awarded to Access UK Limited (formerly Servelec Education Ltd) to provide a solution to consolidate and integrate systems used to record information about children and their families across Children, Young People and Learning.
- 4.3 The contract commenced on 1 April 2022 for an initial period of 2 years, with an option to extend by up to 2 years. The implementation project will involve significant resource from across the Council for a period of 18 months. This will include business input, IT resource, training costs and project management. Rationalising data systems in this way will offer a major benefit to children, young people and families across the whole Children, Young People and Learning Directorate, in terms of the better coordination of evidence-based services delivered to them.

Residential Improvement Update

4.4 The Residential Service continues to go from strength to strength. Four out of six of the homes are now rated 'outstanding' by Ofsted; the fifth is 'good' in all areas at the point of its first inspection, and the sixth is awaiting its first inspection; (N.B. this last home, Blue Cove remains closed due to staffing issues – see below). The programme of capital works to further improve the homes is continuing, as follows:

- **Phase 1:** All construction work is complete. Bright Star and Breakwater opened in 2021. Blue Cove remains closed due to the recruitment challenges being experienced nationally in this sector, and the service is exploring all avenues to fill vacancies.
- **Phase 2:** Design work for the remaining homes has now largely completed, and the procurement of contractors will soon commence. High-level and indicative completion dates are:
 - Brick Kiln – 2023 (this is a property currently held by the service, for which Ofsted registration will be applied for and staff recruited, to become a new home within the Residential Service)
 - 40 Teasel Close – Early 2024 (this property will provide temporary accommodation for the children from High Trees and 18 Teasel Close during works to their homes)
 - Orchard House Children's Home – end of 2023
 - High Trees Children's Home – end of 2024
 - 18 Teasel Close Children's Home – mid 2025
- **Phase 3:** Scoping work is currently underway to develop plans to further expand the service to meet demand.

5. Resources

5.1 Costs for the activities described in this report, including those for the commissioning of a new information system, remain within the approved budget envelope. The Committee is aware that the aspiration towards family stability and a reduction in the number of children taken into care are expected to assist the County Council to manage the costs of Children's Social Care more effectively into the future.

Factors taken into account

6. Issues for consideration by the Scrutiny Committee

6.1 The Committee is invited to note the progress outlined within this report and confirm that it is satisfied with the pace and quality of the improvement activity across the Children, Young People & Learning Directorate.

7. Consultation

7.1 Not applicable – this is a report for information.

8. Risk Implications and Mitigations

Risk	Mitigating Action (in place or planned)
Risks to the ability to sustain the progress made to date	The service has demonstrated improvement in all the areas originally identified by Ofsted and the Commissioner, and this has been formally acknowledged. Service management, human resources, professional practice, infrastructure and culture are being transformed in a manner that is expected to be fully sustainable. The County Council has continued to ensure that the improvement programme is adequately resourced. This approach is supported by initiatives such as the Family Safeguarding Model and the introduction of comprehensive and integrated information systems. An appetite for change has been manifested, and a determination to deliver good services to children and families in West Sussex.
Challenges to sustaining improvements due to difficulties in recruiting appropriately qualified staff	This issue is discussed in Section 3 of this report. It is considered that the service has put in place measures to address these challenges through the Social Work Offer, and a three-part strategy for addressing the market scarcity of social workers is discussed at 3.3. Measures to tackle specific recruitment pressures in other parts of the service are set out at 3.5. Staff morale is improving, as confirmed by the recent staff survey and Ofsted inspectors. Finally, the enthusiasm for joining the service manifested in the level of applications for the Social Work Academy scheme (3.4) demonstrates the ability of the service to inspire careers that support the wellbeing of vulnerable children and families in West Sussex.

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 and young persons in its area, 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. The Council will continue to ensure it fulfils all its statutory duties regarding meeting the needs of children and young persons in its area during the Children First service transformation programme.

Lucy Butler,

Director of Children, Young People and Learning

Contact: Vince Clark, Children First Transformation Director

Appendix 1: Performance Summary to 30 April 2022

Background Papers: None

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Children & Young People's Services Scrutiny Committee

8 June 2022

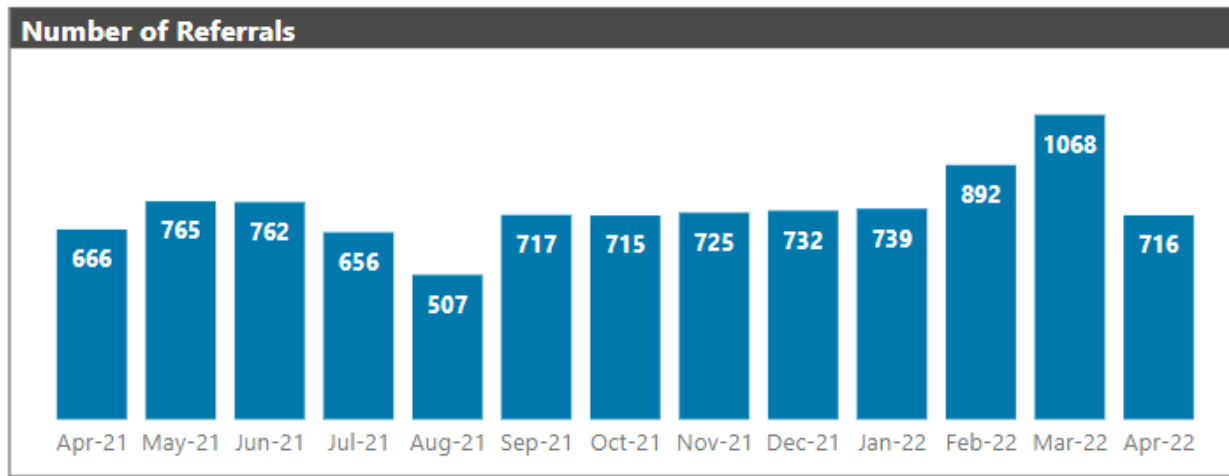
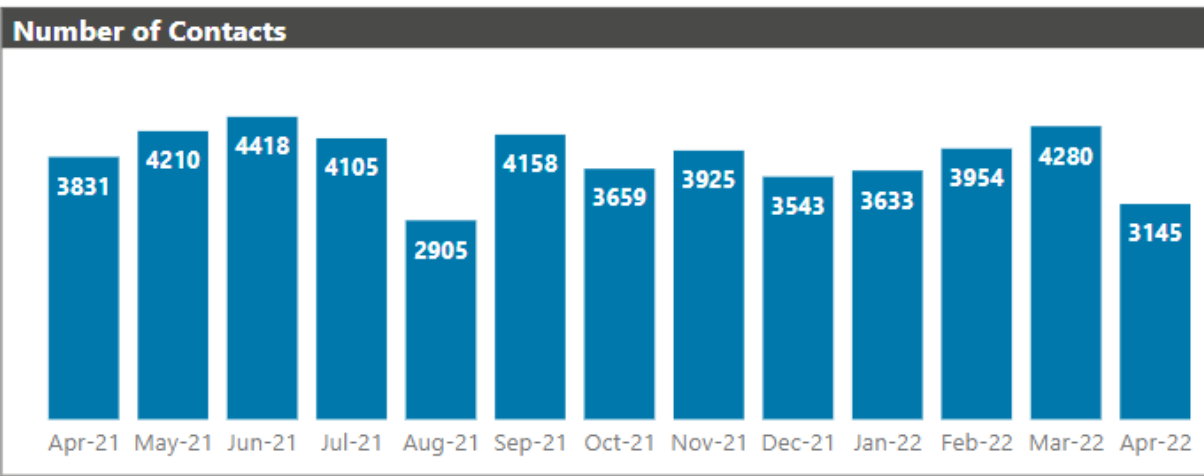
Performance Summary
Report (key slides)

to the end of April 2022



Contacts and Referrals

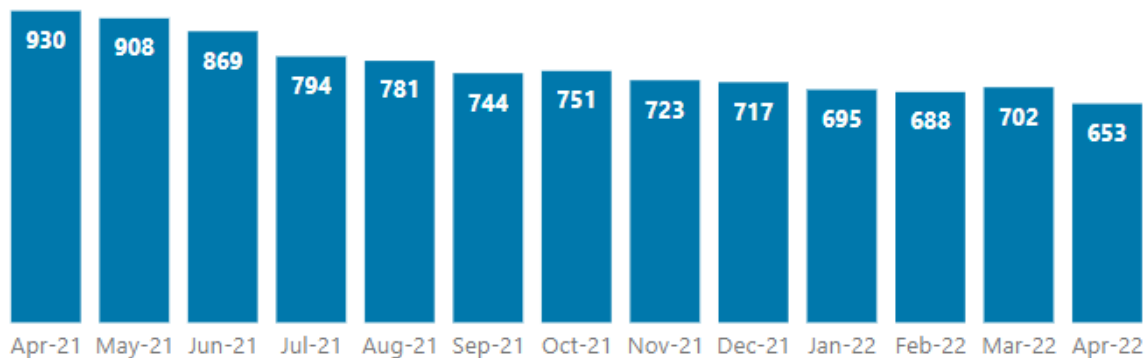
- ❑ Decreases across both Contacts and Referrals in April 2022. **Rate of Referrals 2020/21 National – 494; Statistical Neighbours – 353; West Sussex – 516**
- ❑ Current rolling 12 months rate of referrals (May 21 to Apr 22) - 507
- ❑ Conversion rate from Contact to Referral has decreased to **23%** (716/3145)
- ❑ Timeliness of Contacts in 3 days has remained high at **96%** (3028/3145)
- ❑ Referrals completed within 1 working day increased to **94%**. (670/716)
- ❑ **197** children were re-referred to Children’s Social Care (**28%**). **Statistical Neighbours and England Re-Referrals 22% (2020/21)**



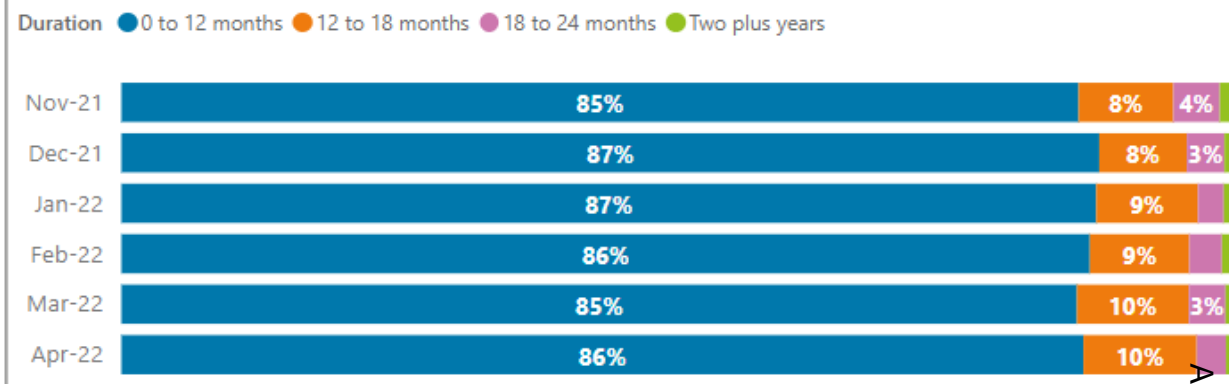
Child Protection (CP) Performance

- ❑ Decrease in CP numbers in April 2022 to **653**; 14% (93) have been on a plan for more than 12 months, with 3% (17) of children on a plan for 18 months to 2 years and 2% (10 children) for 2 years or more.
- ❑ West Sussex Rate per 10,000 = **36.8** **Statistical Neighbours 31; England 41 (2020/21)**
- ❑ Initial Child Protection Conference (ICPC) timeliness - 78% (42/54) **Statistical Neighbours 88%; England 83% (2020/21)**
- ❑ Review Child Protection Conference (RCPC) timeliness - 91% (69/76) **Statistical Neighbours 92%; England 93% (2020/21)**
- ❑ Child Protection Statutory Visits - 77% (877/1145)
- ❑ Rolling 12 months (May 21 to Apr 22), 838 children started on Child Protection Plan (CPP); of those 211 were for a second/subsequent time ever which is 22%, and 17 were for a second/subsequent time within 12 months which is 2%.

Number of children subject to a Child Protection Plan

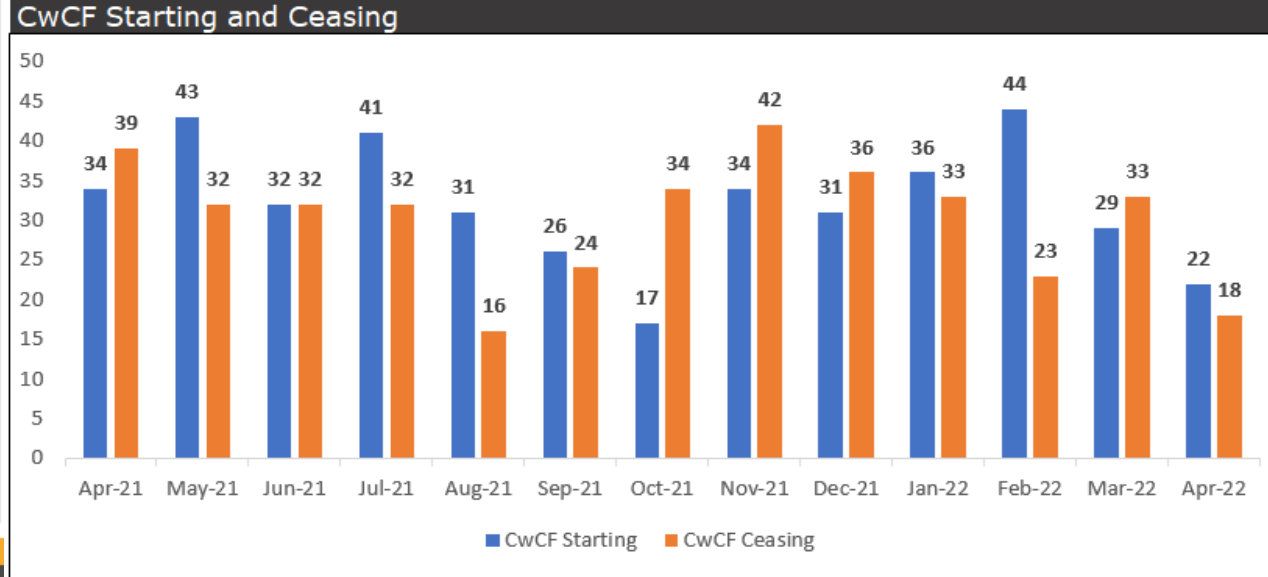
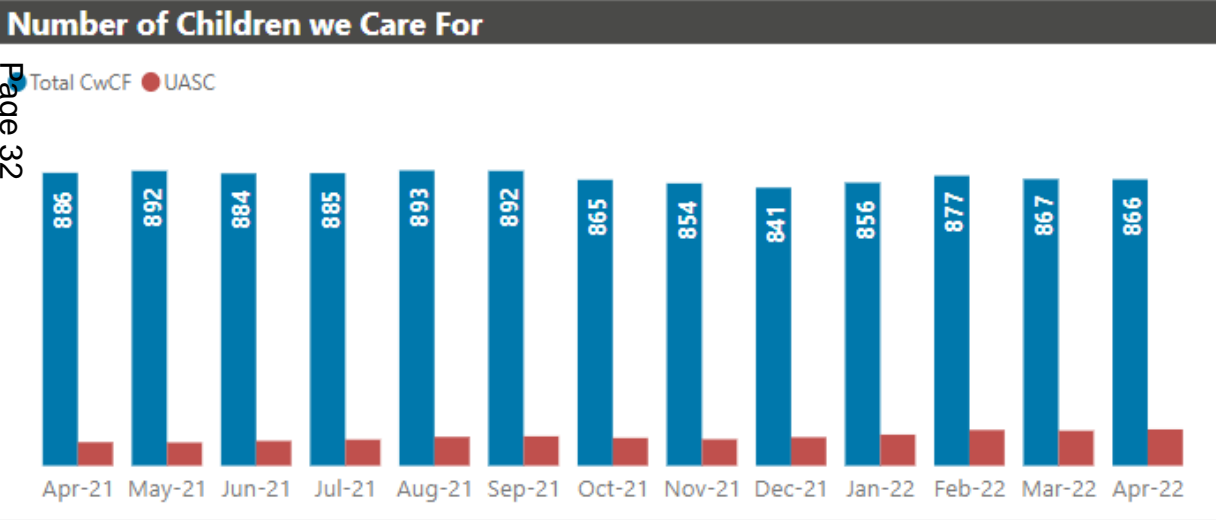


Children subject to CPP by duration



Children we Care for

- ❑ Decrease in the number of Children we Care for to 866 at the end of April 2022
- ❑ West Sussex rate = 48.8 per 10,000 children **Statistical Neighbours 50; England 67 (2020/21)**
- ❑ Decrease in number of Children we Care for starting and ceasing in April 2022
- ❑ Children we Care for Statutory Visiting decreased to 85% (630/746)
- ❑ 99% (580/589) of Children we Care for have a Care Plan in place and 83% (229/276) have a Pathway Plan
- ❑ 95% (775/813) of Children we Care for had all of their reviews completed in time during the last 12 months



Children & Young People's Services Scrutiny Committee

8 June 2022

Governance and Forward Planning arrangements in Children's Services



The Practice Improvement Plan (PIP)

The PIP is the cornerstone for all practice improvement work; it informs the content of the other service plans.

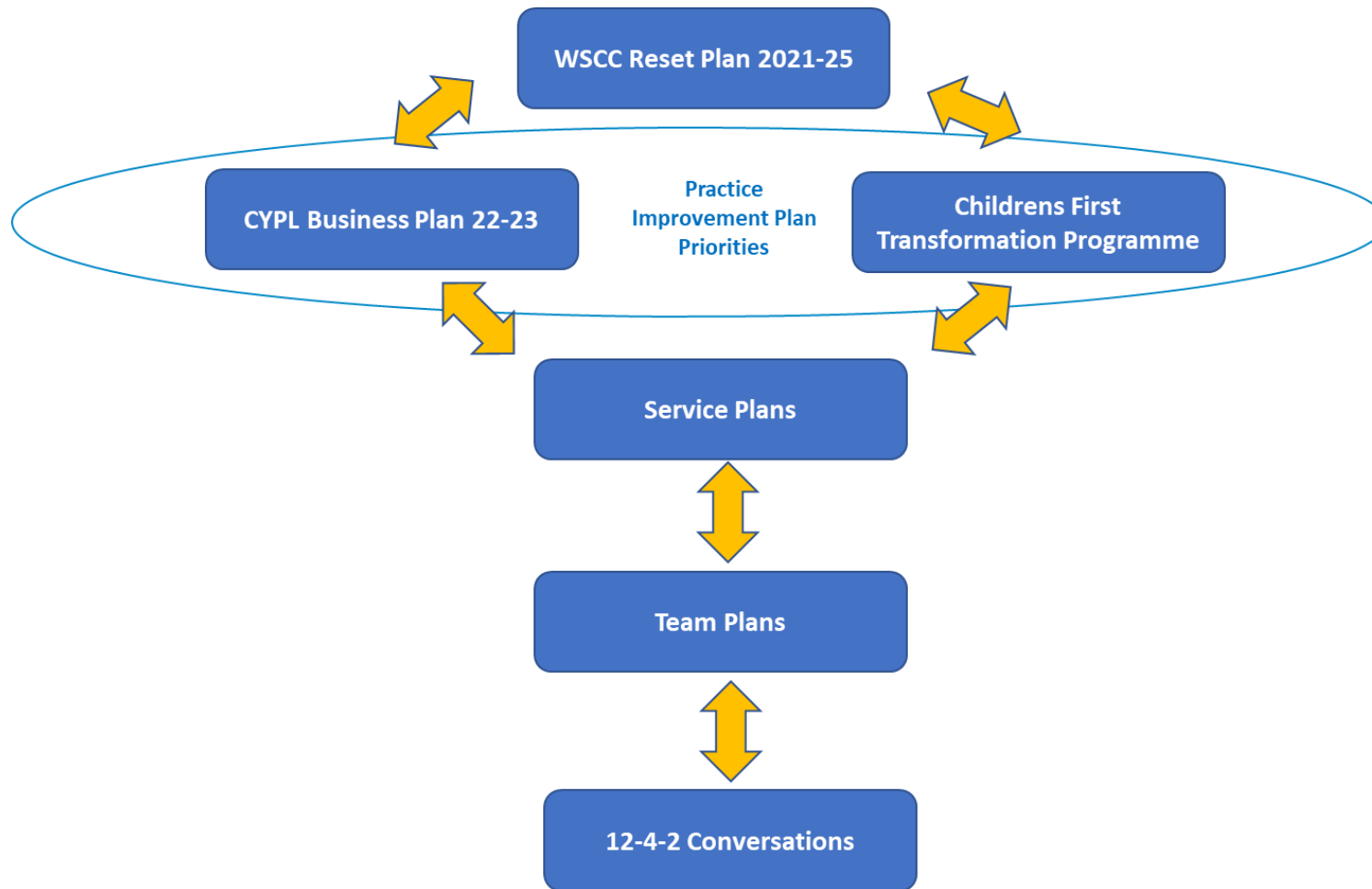
There are 3 key priorities:

Practice Improvement: achieve a 'good' level of practice by the end of 2022/23

Leadership: develop effective professional leadership and management capability throughout the service

Partnerships: achieve effective partnership working, delivery and strategic planning

Internal Business Plans

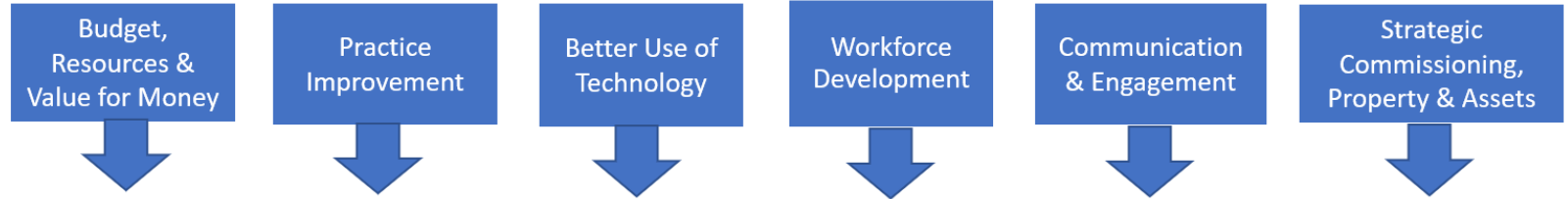


CYPL Transformation Programme overview

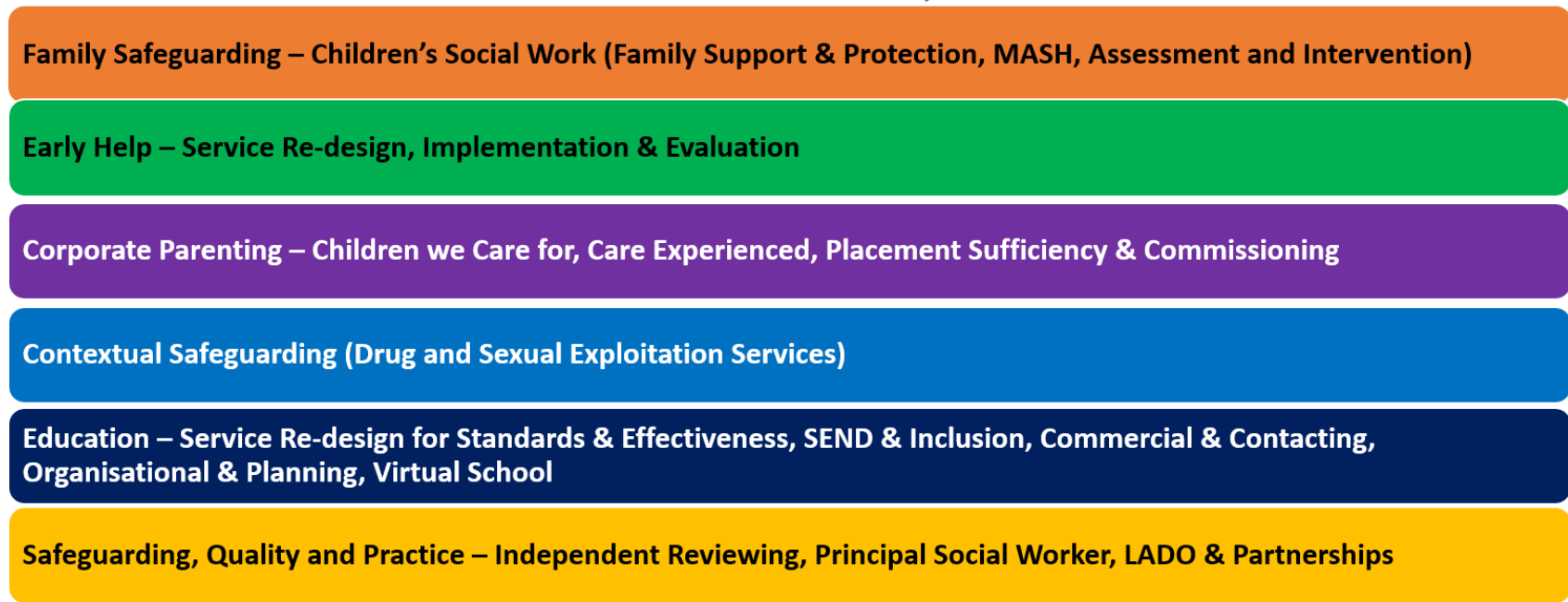
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Agenda Item 8

Supporting workstreams



Operational workstreams

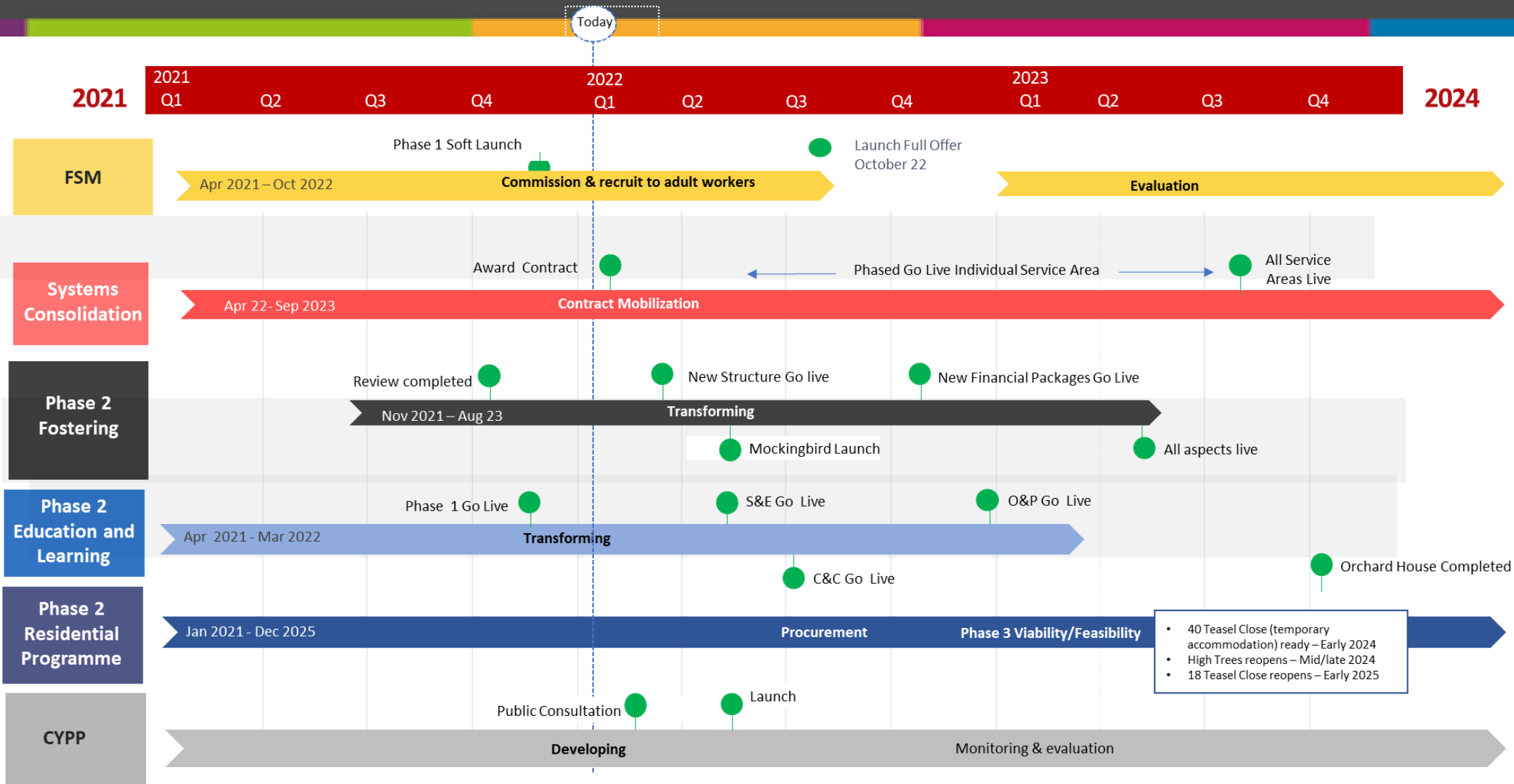


Children first transformation overview

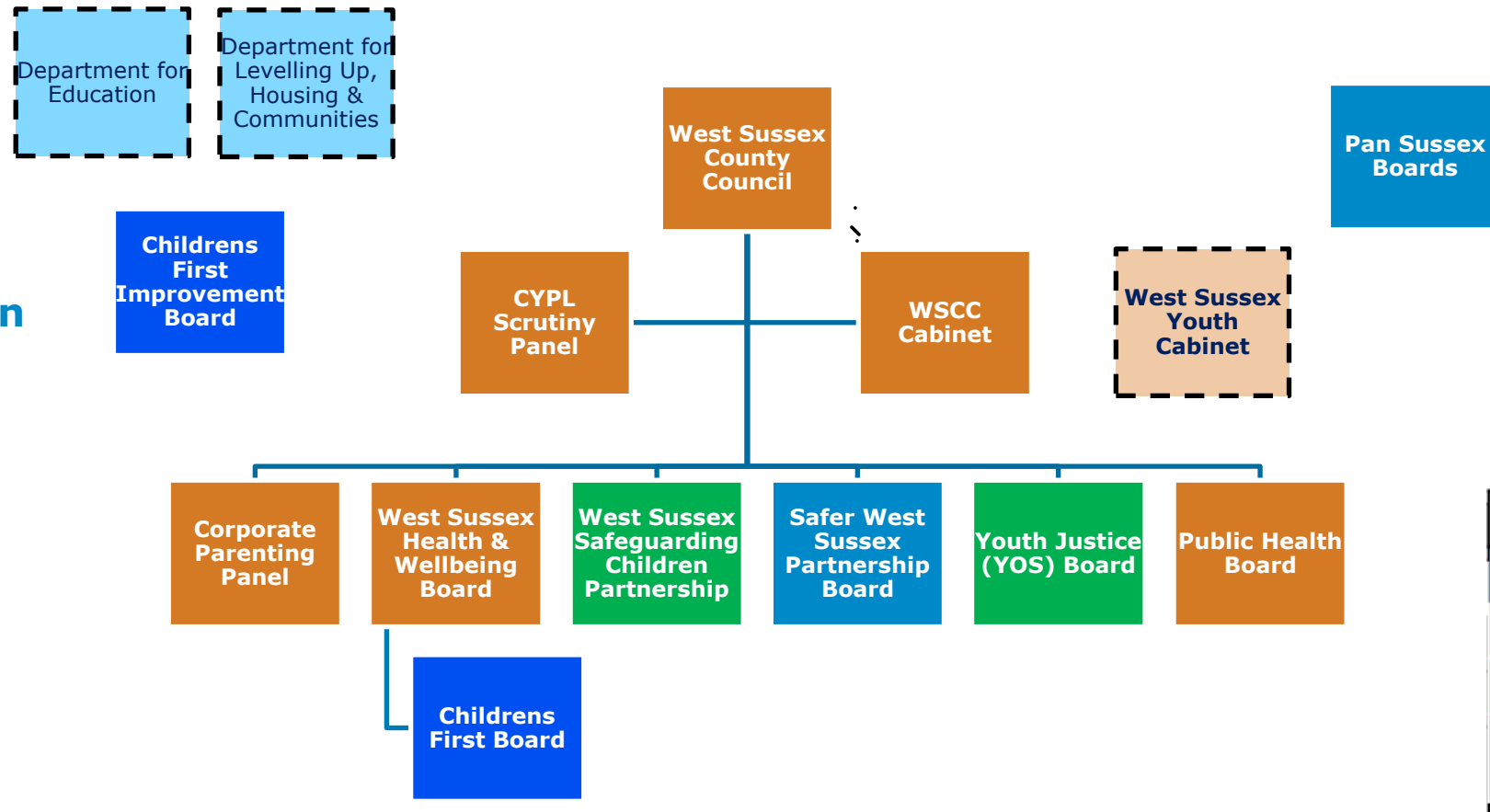
Page 36

Children First Roadmap 2022-24

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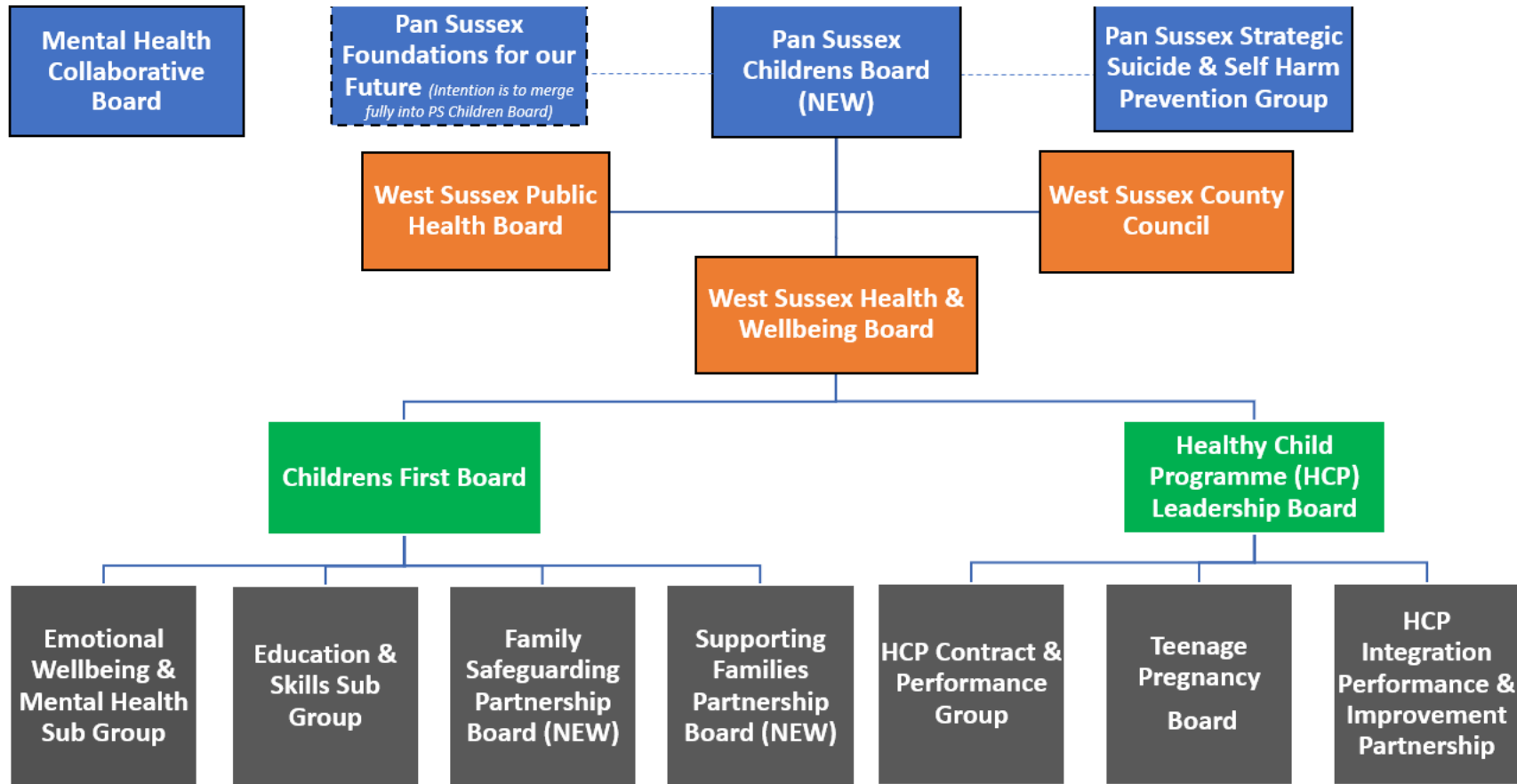
Hierarchy involved in oversight of Children's Services



Key
Pan Sussex
WSCC Meetings
Partnership Meetings
Children First Meetings

CYPL Operational Boards/Meetings

Key
Pan Sussex
WSCC Meetings
Partnership Meetings
Children First Meetings



See attached appendix for descriptions of groups

Summary

Governance: the arrangements are considered robust, and appropriate for continuous service improvement in the period following the withdrawal of the requirement to create a Children's Trust

Readiness for future Ofsted inspection: these arrangements will assist the service to prepare effectively for the next full inspection

Partnership: the structures in place promote close working with partners to achieve mutual aims and objectives

Child-focused: children's wellbeing is at the heart of these arrangements; young people share in governance roles and their voices are heard

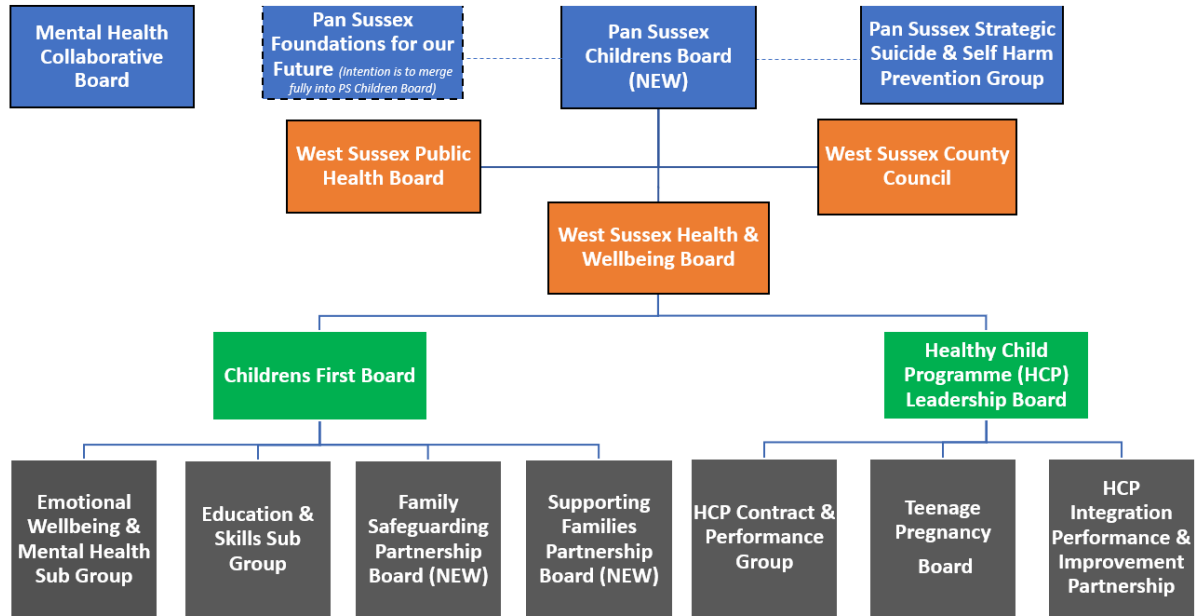
Golden Thread: all members of staff understand the improvement aims, and have personal objectives linked to high-level plans through intermediate service and team plans

CYPL Operational Boards/Meetings (Slide 7) - Health and HCP Subsidiary Boards

It should be noted that these groups and boards are still in a developmental stage and will be organised to provide effective partnership working in their joint purpose and goals to improve the life experiences and outcomes for children and young people within West Sussex.

Purpose and function of each Subgroup

- **Family Safeguarding (model) Partnership Board:** Strategic oversight and championing of Family Safeguarding; partners include WSCC Social Care & Public Health, NHS, Sussex Police.
- **Early Help Partnership Board:** Soon to be reconfigure as **the Supporting Families Partnership Board**. To provide support, challenge and influence the local Early Help Hubs in order to ensure the local delivery of a safe and connected offer, through membership drawn from a wide range of stakeholders.
- **Emotional Wellbeing & Mental health Oversight Group:** To support the drive of the programme of change for children's emotional well-being and mental health services.
- **Education & Skills Subgroup:** This group is still in the development stage. It will hold the strategic oversight to monitor and support the delivery of, SEND Inclusion Strategy, Young Carers Strategic Partnership and the West Sussex Parent carer partnership.
- **HCP Contract & Performance Group:** Manages the performance of the Healthy Child Programme contract; escalation route for clinical & contract issues.
- **Teenage Pregnancy Board:** To set the strategic and operational direction in accordance with Public Health England's Pregnancy Prevention Framework and ensuring the provision of high-quality integrated multi-agency care for young parents and their children across West Sussex.
- **HCP Integration Performance & Improvement Partnership (IPIP):** Ensures that the Healthy Child Programme delivery has a strong partnership basis; partners include WSCC Early Help, the Sussex Community NHS Foundation Trust and NHS Maternity services.



Children and Young People's Services Scrutiny Committee Work Programme

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/ Approach
1. Forthcoming Committee Meetings – confirmed items		
Draft Education and Skills Strategy	Policy Development: To consider the draft Education and Skills Strategy that will replace the current School Effectiveness Strategy in 2022. Committee to consider the priorities and key themes emerging following stakeholder input and to provide any comments or feedback prior to formal consultation. (Will include implications of Schools White Paper) Link to current School Effectiveness Strategy	12 July 2022 (virtual meeting)
Performance and Resources Report -Q4 2021-22	Performance Monitoring: To assess the performance indicators relating to Children and Young People's Services in Our Council Plan (to be done quarterly).	
Performance and Resources Report -Q1 2022-23	Performance Monitoring: To assess the performance indicators relating to Children and Young People's Services in Our Council Plan (to be done quarterly).	28 September 2022
Performance and Resources Report – Q2 2022-23	Performance Monitoring: To assess the performance indicators relating to Children and Young People's Services in Our Council Plan (to be done quarterly).	16 November 2022
TBC		18 January 2023
Early Help Service – review of new model	Performance Monitoring – to assess the impact of the first year of implementation of the new Early Help Model. What is working well, is it achieving what it set out to do and any areas for improvement (implemented January 2022) and to include a review of the financial impact (revenue and capital).	1 March 2023
Performance and Resources Report – Q3 2022-23	Performance Monitoring: To assess the performance indicators relating to Children and Young People's Services in Our Council Plan (to be done quarterly).	

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/ Approach
2. CYPSSC –Confirmed items for timetabling		
Children First Improvement Programme Annual Review	Performance Monitoring: To provide an annual overview on the improvement journey for Committee to assess the progress that is being made and how outcomes are being met.	June 2023
Sufficiency of Placements for Children we Care For	Policy Development: To assess the mix and numbers for placements and the policies the County Council is working to; and whether the right strategies are in place to provide the best outcomes for children we care for.	TBC
Family Safeguarding Model	Performance Monitoring – to assess the impact and performance of the first year of implementation of the Family Safeguarding Model (implemented February 2022)	Spring/Summer 2023
School Readiness	Performance Monitoring - Raised at CYPSSC on 12 January 2022 – to assess if the ongoing work with schools and early years settings is improving school readiness.	TBC
3. Business Planning Group – items for BPG to consider for Scrutiny (including those raised by Committee Members under 'Items for Future Scrutiny').		
Mental Health and Emotional Wellbeing of Children and Young People	Service Development – to assess the provisions and plans in place to support young people’s mental health and emotional wellbeing and any areas of influence. <i>NB: A written briefing for members was provided on 10.2.22. A wider briefing for all members is being developed following the request at Full Council on 1 April 2022 as well as Children and Adolescent Mental Health Service (CAMHS) data being provided to HASC from the NHS. A member briefing on CAMHS by the NHS is also being explored.</i>	<i>Following the member briefing and data being provided, the Committee will explore, with HASC if there are any areas for scrutiny.</i>
Children’s Services Partnership Working	Performance Monitoring: To assess the effectiveness of Children’s Social Care’s partnership arrangements, particularly with schools.	BPG to consider details to identify if this is an area where scrutiny could add value.

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/ Approach
Final Education and Skills Strategy	Pre Decision Scrutiny – to review the final Education and Skills Strategy following consultation and prior to Cabinet endorsement. (Draft Strategy being reviewed by Committee on 12 July 2022)	<i>Autumn 2022 (if scrutiny is required)</i>
Elective Home Education (EHE)	Performance Monitoring – to assess the County Council’s approach to elective home education. Impact of Covid-19 on EHE also to be considered.	To remain on work programme as further governance guidance is still awaited. Will assess once this guidance has been released to determine if there are areas for scrutiny.
Skills Agenda	To consider the Chamber of Commerce Pan-Sussex Skills Plan and whether there are any areas for scrutiny and how this could be done (recognising it could expand beyond the CYPSSC remit). (Source: BPG & Work Programme Planning member session)	<i>Draft report to be shared with Committee members when available to determine if there are any areas to add to the work programme for scrutiny.</i>
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.	Annual Report to be circulated to Committee members when published (Summer 2022) and BPG to consider if there are any areas within the report to add to the work programme.
Business Planning Group – to monitor		
School Placements	Policy Development: <i>To monitor the impact of any reduced birth rates on demand for school places, particularly small schools or rural areas and the impact this has on secondary schools.</i>	<i>BPG to be kept updated and to consider if there are any areas for scrutiny in the future.</i>

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/ Approach
Scrutiny Task and Finish Groups		
Needs Assessments and EHCPs –Process, Practice and Delivery	Service Development – To explore the process, criteria and practice of Education Health and Care Needs Assessments and Education and Health Care Plans. To review whether the County Council is providing a consistent approach and delivery to West Sussex Children and Families and to identify any potential areas of improvement.	<i>Evidence gathering pre work being carried out by Cllr Linehan and Cllr Mercer to explore where a TFG could influence and add value. Work expected to conclude in Summer 2022 so next steps can be determined.</i>
Visits/Briefings to support scrutiny		
Visits	BPG to consider any visits that may be beneficial to support scrutiny of future items – e.g. visit to a Family Hub	
Briefings	BPG to consider any information briefings that would be beneficial to support future scrutiny.	

Scrutiny Business Planning Checklist

Priorities - Is the topic

- a corporate or service priority? In what way?
- an area where performance, outcomes or budget are a concern? How?
- one that matters to residents? Why?

What is being scrutinised and Why?

- What should the scrutiny focus be?
- Where can the committee add value?
- What is the desired outcome from scrutiny?

When and how to scrutinise?

- When can the committee have most influence?
- What is the best approach - committee, TFG, one-off small group?
- What research, visits or other activities are needed?
- Would scrutiny benefit from external witnesses or evidence?

Is the work programme focused and achievable?

- Have priorities changed – should any work be stopped or put back?
- Can there be fewer items for more in-depth consideration?
- Has sufficient capacity been retained for future work?

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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 [Cabinet Member](#) portfolios.

The most important decisions will be taken by the Cabinet sitting in public. The meetings are also 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 website. [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.
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 and Property 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 Katherine De La Mora on 033 022 22535, email katherine.delamora@westsussex.gov.uk.

Published: 19 May 2022

Forward Plan Summary

Summary of all forthcoming executive decisions in Cabinet Member portfolio order

Decision Maker	Subject Matter	Date
Director of Children, Young People and Learning	Award of Places on the Framework for Therapeutic Services for Children and Young People	May 2022
Cabinet Member for Children and Young People	Procurement of residential provision for children with complex needs	June 2022
Director of Children, Young People and Learning	Commissioning of specialist support staff to assist delivery of the Family Safeguarding Model for Children and Young People	June 2022
Director of Children, Young People and Learning	Award of contract for remodelling and refurbishment of Orchard House Children's Home	July 2022
Director of Children, Young People and Learning	Award of contract for refurbishment of Contact Centre at Orchard House Children's Home	July 2022
Assistant Director (Education and Skills)	Allocation of Funding for the 2022 Holiday Activities and Food Programme (Rolling Entry)	Between March 2022 and December 2022
Cabinet Member for Learning and Skills	Burgess Hill Northern Arc - New Secondary School - Allocation of Capital Funding for Project Delivery	May 2022
Cabinet Member for Learning and Skills	Proposed Expansion of Yapton CE Primary School - Allocation of Design Fees	May 2022
Assistant Director (Property and Assets)	Award of contract for construction of an All Weather Pitch at The Forest School, Horsham	May 2022
Cabinet Member for Learning and Skills	Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery	May 2022
Assistant Director (Property and Assets)	Procurement and Award of Contract for replacement of the All Weather Pitch at Tanbridge House School, Horsham	May 2022
Assistant Director (Property and Assets)	Award of contract for works to expand Lindfield Primary Academy, Haywards Heath	May 2022
Assistant Director (Property and Assets)	Award of Contract for creation of a Special Support Centre at Felpham Community College, Bognor Regis	May 2022
Cabinet Member for Learning and Skills	Procurement of a Framework for Short Breaks for Disabled Children and Young People	May 2022
Cabinet Member for Learning and Skills	Expansion of Cornfield School, Littlehampton	May 2022
Assistant Director (Property and Assets)	Award of Contract for the Extension of the Changing Rooms at Midhurst Rother College, Midhurst	June 2022
Assistant Director (Property and Assets)	Award of contract for construction works to enable the provision of a bulge class at The Burgess Hill Academy	June 2022
Assistant Director (Property and Assets)	Allocation of S106 Funding to create provision for accommodating bulge classes at Sir Robert Woodard Academy, Lancing	June 2022

Assistant Director (Property and Assets)	Award of contract for works to expand the Special Support Centre at West Park CE Primary School, Worthing	June 2022
Assistant Director (Property and Assets)	Award of contract for works to create a Special Support Centre at St Margaret's CE Primary School, Angmering	June 2022
Cabinet Member for Learning and Skills	Expansion of St Anthony's School, Chichester	June 2022
Cabinet Member for Learning and Skills	Phase 2 Special Support Centre Programme - Maidenbower Infants School, Crawley - Allocation of Funding for Project Delivery	July 2022

Children and Young People

Director of Children, Young People and Learning

Award of Places on the Framework for Therapeutic Services for Children and Young People	
<p>In February 2022, the Cabinet Member for Children and Young People approved the commencement of a procurement process for a new Open Framework for Therapeutic Services (decision CYP05(21/22) refers). The Framework will enable the purchase of therapeutic services for children and young people for an initial term of 5 years with the option to extend for a further 2 years.</p> <p>As part of the decision the Cabinet Member also delegated authority to the Director of Children, Young People and Learning to award places on the Framework for the supply of Therapeutic Services.</p> <p>The procurement is being undertaken and, on conclusion, the Director of Children, Young People and Learning will be asked to award places on the Framework to providers that meet the criteria and standards required.</p>	
Decision by	Director of Children, Young People and Learning (Lucy Butler)
Date added	1 April 2022
Month	May 2022
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Director of Children, Young People and Learning, 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 CYPO5(21/22)
Author	Charlotte Brackley Tel: 033 022 22006
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Procurement of residential provision for children with complex needs	
<p>The County Council has a duty to take steps to secure, so far as reasonably practicable, sufficient accommodation within its area which meets the needs of children within its care. Sourcing stable placements which adequately meet the requirements of children with complex needs is a particular challenge, and this picture is reflected nationally.</p> <p>The County Council has been working with other local authorities, as well as national associations representing providers of residential care, to identify potential solutions to these issues, the culmination of which will be the procurement of a new service, or services. The procurement will be conducted in partnership with other local authorities within the South East region, with the aim of developing new and innovative approaches to residential care provision for looked after children with complex needs, to better support sufficiency within the region.</p> <p>The Cabinet Member for Children and Young People will be requested to approve the commencement of a procurement process for residential provision for looked after children with complex needs. The Cabinet Member will also be asked to delegate authority to the Director of Children, Young People and Learning to enter into a legal agreement with the other local authorities involved and award the contract.</p>	
Decision by	Cabinet Member for Children and Young People (Councillor Jacquie Russell)
Date added	18 November 2021
Month	June 2022
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background documents (via website)	None
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel; 033 022 22553

Director of Children, Young People and Learning

Commissioning of specialist support staff to assist delivery of the Family Safeguarding Model for Children and Young People
<p>As part of the redesign of Children’s Services the Council is implementing a Family Safeguarding Model of practice which requires specialist staff to deliver services to support adults in families open to Children’s Social Care.</p> <p>Whilst the County Council and Health provides some of these services, the Family Safeguarding Model is an integrated approach with co-located teams made up of all the</p>

services required to provide an effective intervention. Therefore, it will be necessary to work with partner service providers to contribute to delivering elements of the wrap-around support for families, particularly those facing issues with mental health, domestic abuse and substance misuse.

The partner service providers will be those already delivering mental health support (Sussex Partnership Foundation Trust), substance misuse support (Change, Grow, Live), and domestic abuse support (the Probation Service), in line with nationally recognised best practice.

The Director for Children, Young People and Learning will be asked to approve the direct award of three separate contracts to source the provision of the following specialist staff to support delivery of the Family Safeguarding Model:

- mental health support staff - to Sussex Partnership Foundation Trust
- substance misuse support staff - to Change, Grow, Live
- domestic abuse support staff - to the Probation Service

Decision by	Director of Children, Young People and Learning (Lucy Butler)
Date added	3 May 2022
Month	June 2022
Consultation/ Representations	Procurement Finance Legal Representations concerning this proposed decision can be made to the Director of 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	Daniel Ruaux Tel: 033 022 22695
Contact	Wendy Saunders Tel: 033 022 22553

Director of Children, Young People and Learning

Award of contract for remodelling and refurbishment of Orchard House Children's Home

Orchard House children's home in Cuckfield caters for residential placements and short breaks for children with disabilities, with capacity for up to 16 children at one time.

The Cabinet Member for Children and Young People approved the allocation of funding and the launch of a procurement to undertake remodelling and refurbishment works to modernise the home and improve the facilities for those children resident there and those who undertake short breaks at the home (decision [CYP04\(21/22\)](#) refers).

The Cabinet Member also delegated authority for the award of the contract to carry out the works. Therefore, on completion of the procurement process, the Director of Children, Young People and Learning will be requested to approve the award of a contract to the successful provider.

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Decision by	Director of Children, Young People and Learning (Lucy Butler)
Date added	13 April 2022
Month	July 2022
Consultation/ Representations	Finance Legal Procurement Representations concerning this proposed decision can be made to the Director of Children, Young People and Learning, via the contact officer, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	Cabinet Member Decision CYP04 (21/22)
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel: 033 022 22553

Director of Children, Young People and Learning

Award of contract for refurbishment of Contact Centre at Orchard House Children's Home	
<p>Orchard House children's home in Cuckfield is part of the County Council's Residential Service. The buildings at the site provide a range of services including court-ordered supervised contact between children and families.</p> <p>The Cabinet Member for Children and Young People approved the allocation of funding for remodelling the wider Orchard House site and the launch of two separate procurement processes to undertake the works, with the refurbishment of the contact centre being one of these tender opportunities (decision CYP04(21/22) refers)</p> <p>The Cabinet Member also delegated authority for the award of the contracts to carry out the works. Therefore, on completion of the procurement process the Director of Children, Young People and Learning will be requested to approve the award of a contract to carry out the refurbishment of the contact centre to the successful provider.</p>	
Decision by	Director of Children, Young People and Learning (Lucy Butler)
Date added	13 April 2022
Month	July 2022
Consultation/ Representations	Finance Legal Procurement Representations concerning this proposed decision can be made to the Director of Children, Young People and Learning, via the contact officer, by the beginning of the month in which the decision is due to be taken.

Background documents (via website)	Cabinet Member Decision CYP04(21/22)
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel: 033 022 22553

Learning and Skills

Assistant Director (Education and Skills)

Allocation of Funding for the 2022 Holiday Activities and Food Programme (Rolling Entry)	
<p>The Department for Education (DfE) have provided every local authority in England funding to coordinate free holiday provision, including healthy food and enriching activities for children eligible for benefits related free school meals. The funding is to cover provision for the Easter, summer and Christmas Holidays in 2022.</p> <p>Expressions of interest will be sought from providers to offer Holiday Activities and Food during the main school holidays of 2022. The Assistant Director (Education and Skills) will be asked to approve the award of grant funding to successful organisations in advance of each of the holidays.</p>	
Decision by	Assistant Director (Education and Skills) (Paul Wagstaff)
Date added	9 February 2022
Month	Between March 2022 and December 2022
Consultation/ Representations	<p>Holiday Providers including schools, colleges, sports clubs and childcare providers.</p> <p>Representations concerning this proposed decision can be made to the Assistant Director (Education & Skills), via the officer contact.</p>
Background documents (via website)	None
Author	Rachel Conway Tel: 033 022 27209
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Burgess Hill Northern Arc - New Secondary School - Allocation of Capital Funding for Project Delivery	
<p>Homes England has secured planning permission for a new 3500 home development on land known as the Northern Arc of Burgess Hill. As part of the overall plan, a site for a new Secondary School has been provided to ensure sufficient secondary school places to serve the development. In addition, a financial contribution of £18m has been secured</p>	

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through a Section 106 Agreement to contribute towards the construction costs of the new school. The school is proposed to open in September 2024.

All Year 7 places at local Secondary Schools are full for September 2021. A new Secondary School is therefore required to provide for both the increasing population in the area and the additional need generated by the development.

In July 2021 the Cabinet Member for Learning and Skills approved the capital funding to enable the detailed design for building the new school to be progressed through the County Council's Multi-Disciplinary Consultant (MDC), Faithful+Gould Ltd ([decision LS03\(21/22\)](#) refers). The detailed design will enable the procurement process for construction of the school to be commenced.

The Cabinet Member for Learning and Skills will be asked to approve the allocation of the funds required for full delivery of the project and procurement of a building contractor to complete the design and construct the new building.

Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	30 July 2021
Month	May 2022
Consultation/ Representations	
Background documents (via website)	Cabinet Member Decision Report LS03(21/22)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Proposed Expansion of Yapton CE Primary School - Allocation of Design Fees

The County Council has a statutory duty to ensure there are sufficient primary and secondary school places for all children who need a place. The Basic Need requirements are reviewed annually to identify the next tranches of projects and to ensure planned projects are still required following review of projection data of pupil numbers. The requirements across the county are set out in the annual update of the [Planning School Places document](#).

Pupil projections for the Barnham/Westergate planning area are indicating there are insufficient places for children starting school which is in part due to the significant house building across the area. The County Council are often unable to offer local places to movers into the area outside of the annual admissions round as all schools are full. It is therefore proposed that Yapton CE Primary School is expanded from 1.5 form entry (FE) (315 places) to 2FE (420 places) to meet the current demand for places. Additional land has been secured through a S106 Agreement to support the expansion of the school.

Following conclusion of a feasibility study to consider how best to expand the school to meet Department for Education (DfE) and West Sussex guidelines for school

accommodation, further design work is now required to develop an expansion project that will meet the overall programme for delivery of places by 2024.

The Cabinet Member for Learning and Skills will be asked to approve the allocation of funds to enable the design work to commence.

Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	24 November 2021
Month	May 2022
Consultation/ Representations	School Representations concerning this proposed decision can be made to the Cabinet Member for Learning 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)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of contract for construction of an All Weather Pitch at The Forest School, Horsham

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.

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.

As part of a separate key decision process the Cabinet Member for Learning and Skills approved the allocation of capital funding from Section 106 contributions to undertake a project to provide an All Weather Pitch at The Forest School ([Decision LS05\(21/22\)](#) refers). The Cabinet Member also delegated authority to the then Director of Property and Assets to award the contract for the project.

The Assistant Director (Property and Assets) will be asked to approve the award of contract for the proposed project at The Forest School.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	11 January 2021
Month	May 2022
Consultation/ Representations	Procurement Legal

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	Finance Representations concerning this proposed decision can be made to the Assistant Director (Property & 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

Cabinet Member for Learning and Skills

Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery	
<p>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.</p> <p>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))</p> <p>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.</p> <p>The Cabinet Member for Learning 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.</p>	
Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	1 February 2021
Month	May 2022
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Learning 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
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Assistant Director (Property and Assets)

Procurement and Award of Contract for replacement of the All Weather Pitch at Tanbridge House School, Horsham	
<p>The existing sand filled artificial all weather pitch (AWP] at Tanbridge House school has reached the end of its life. The pitch was installed in 1994 and is now 27 years old, these facilities have an average life expectancy of 15 years. A feasibility study and an independent condition survey have concluded that the pitch has reached the end of its life.</p> <p>In July 2021 the Cabinet Member for Learning and Skills approved the allocation of S106 funding to enable the replacement of the AWP (decision LS04 (21/22) refers). Since that decision the costs for this scheme have risen and it is proposed that further Section 106 funds are allocated to enable the project to proceed.</p> <p>The Assistant Director (Property and Assets) will be asked to agree the additional S106 funding allocation and approve the procurement and award of contract for the replacement of the All Weather Pitch at Tanbridge House school.</p>	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	27 January 2022
Month	May 2022
Consultation/ Representations	Representations concerning this proposed decision can be made to the Assistant Director (Property & 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 LS04 (21/22)
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of contract for works to expand Lindfield Primary Academy, Haywards Heath	
<p>Following a review of pupil projections for the North of the County, and in particular the Haywards Heath/Lindfield areas, it was necessary to provide for a bulge class of 30 pupils at Lindfield Primary Academy in September 2021.</p> <p>It is proposed to expand the school by creating 1 additional classroom as an extension to the existing school buildings to provide permanent provision for this bulge class. In addition, a grass bank will be levelled into an outdoor play space to accommodate the increased pupil numbers.</p>	

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In November 2020 the Cabinet Member for Education and Skills approved the allocation of Section 106 funding for education infrastructure capital projects, including the expansion of Lindfield Primary ([decision ES10 \(20/21\)](#) refers). As part of the decision the Cabinet Member also delegated authority to the then Director of Property and Assets to undertake a procurement exercise and to enter into contracts for delivery of the projects. At the time of this decision it was not considered that an individual project would require an allocation in excess of £500,000; following a feasibility study the works required at Lindfield Primary are anticipated to exceed this value, meeting the criteria for an individual officer key decision.

The Assistant Director (Property and Assets) will be asked to approve the award of contract for the expansion project.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	21 October 2021
Month	May 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Assistant Director (Property & 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
Author	Katerina Evans-Makrakis Tel: 07597 526870
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of Contract for creation of a Special Support Centre at Felpham Community College, Bognor Regis

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 November 2021 the Cabinet Member for Learning and Skills approved the allocation of funding to establish a Special Support Centre (SSC) at Felpham Community College for 12 children aged 11 to 16 with Social Communication Needs from September 2023 ([decision LS10 \(21/22\)](#) refers). The Cabinet Member also delegated authority to the then Director of Property and Assets to launch a procurement for the works and enter into a construction contract with the successful tenderer.

The Assistant Director (Property and Assets) will be asked to approve the award of contract for the creation of a SSC at Felpham Community College.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
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Date added	15 February 2022
Month	May 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Assistant Director (Property & 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 LS10 (21/22)
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Procurement of a Framework for Short Breaks for Disabled Children and Young People	
<p>West Sussex County Council has a statutory duty to provide Short Breaks for children and young people with additional needs and disabilities, and their families. Short breaks give parents and carers a break from their caring role and provide the opportunity for children and young people with additional needs and disabilities to try new experiences.</p> <p>Short breaks are currently sourced via a Dynamic Purchasing Scheme which has a term of seven years and expires on 31 March 2023. It is proposed to set up a new Framework for commissioning Short Breaks from April 2023.</p> <p>The Cabinet Member for Learning and Skills will be requested to approve the commencement of a procurement process to enable the commissioning of Short Breaks for disabled children to continue. The Cabinet Member will also be asked to delegate authority to the Director of Children, Young People & Learning to award places on the Framework to providers who meet the required criteria.</p>	
Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	23 February 2022
Month	May 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None

Author	Michael Rhodes-Kubiak Tel: 033 022 24511
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Expansion of Cornfield School, Littlehampton	
<p>The Special Educational Needs and Disability (SEND) and Inclusion 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>Cornfield School in Littlehampton caters for 9 to 16 year olds with social, emotional and/or behavioural challenges. Following a review of current numbers on roll, projected needs and the existing accommodation the need to expand the school has been identified, to enable 8 additional young people to be accommodated in September 2022.</p> <p>The additional physical space created through this work will enable Cornfield School to accommodate the most complex young people with SEND.</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 Learning and Skills will be asked to approve the allocation of the funds required and the award of contract for the works to enable the project to proceed.</p>	
Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	26 April 2022
Month	May 2022
Consultation/ Representations	<p>School Parents and local residents, Parish and District Councils</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Learning 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	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of Contract for the Extension of the Changing Rooms at Midhurst Rother College, Midhurst	
<p>Midhurst Rother College is an Academy Secondary School providing education for pupils aged 11 to 18 in the Midhurst/Petworth area and surrounding areas.</p> <p>In March 2022 the Cabinet Member for Learning and Skills agreed that funding was allocated for the provision of additional changing facilities (Decision reference LS16 (21/22) refers); these additional facilities will enable the school to increase its Published Admission Number to 240 in all year groups. As part of the decision authority was delegated to the Assistant Director (Property and Assets) that, subject to receipt of planning permission and statutory consents, a construction contract should be entered into with the successful tenderer.</p> <p>A procurement is being undertaken and, on conclusion, the Assistant Director (Property and Assets) will be asked to approve the award of the construction contract to the successful tenderer.</p>	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	1 April 2022
Month	June 2022
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Assistant Director (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)	Cabinet Member Decision Report LS16(21/22)
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of contract for construction works to enable the provision of a bulge class at The Burgess Hill Academy	
<p>Following a review of pupil projections for starting secondary school in Mid Sussex, it is necessary to provide for a bulge class of 30 pupils at The Burgess Hill Academy for September 2022. In order to accommodate this temporary increase in pupil numbers a project will be delivered to carry out remodelling and improvements to teaching and non-teaching areas at the school, the funding for which has been previously approved by decisions ES10 (20/21) and OKD54 (21/22).</p> <p>A procurement process is being undertaken and, on conclusion, the Assistant Director (Property and Assets) will be asked to approve the award of the construction contract to the successful tenderer.</p>	

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Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	13 April 2022
Month	June 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Assistant Director (Property and Assets), via the Contract 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

Assistant Director (Property and Assets)

Allocation of S106 Funding to create provision for accommodating bulge classes at Sir Robert Woodard Academy, Lancing	
<p>Following a review of pupil projections for starting secondary school in Shoreham and Lancing in 2022, it is necessary to provide for two bulge classes of 30 pupils at Sir Robert Woodard Academy for September 2022 to ensure sufficient places are available for those starting secondary school.</p> <p>The project will provide additional general teaching accommodation in modular accommodation and external dining facilities, enabling the school to accommodate a temporary increase in pupil numbers. This will be funded by monies from S106 funds which have been received specifically for creating additional secondary aged capacity within the planning area at Sir Robert Woodard Academy.</p> <p>The Assistant Director (Property and Assets) will be asked to approve the budget required for delivering the expansion project at Sir Robert Woodard Academy in Lancing.</p>	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	13 April 2022
Month	June 2022
Consultation/ Representations	Representations concerning this proposed decision can be made to the Assistant Director (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	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of contract for works to expand the Special Support Centre at West Park CE Primary School, Worthing

The County Council has a statutory duty to provide sufficient school places for all children who need a place. Increasing provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Special Support Centres (SSCs) will assist with the aim of enabling children to attend school locally..

In November 2021 the Cabinet Member for Learning & Skills approved the allocation of funding for the expansion and redesignation of the SSC at West Park Primary School ([decision LS09 \(21/22\)](#) refers). As part of the decision the Cabinet Member also delegated authority to the then Director of Property and Assets to undertake a procurement exercise and to enter into a contract for delivery of the project.

A procurement process is being undertaken and, on conclusion, the Assistant Director (Property and Assets) will be asked to approve the award of contract for the expansion of the West Park Primary School SSC.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	13 April 2022
Month	June 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Assistant Director (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 LS09 (21/22)
Author	Katerina Evans-Makrakis Tel: 07597 526870
Contact	Wendy Saunders Tel: 033 022 22553

Assistant Director (Property and Assets)

Award of contract for works to create a Special Support Centre at St Margaret's CE Primary School, Angmering

The County Council has a statutory duty to provide sufficient school places for all children who need a place. Increasing provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional

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places in Special Support Centres (SSCs) will assist with the aim of enabling children to attend school locally.

In November 2021 the Cabinet Member for Learning and Skills approved the allocation of funding to enable the establishment of a 12 place SSC at St Margaret's Primary School (decision [LS08 \(21/22\)](#) refers. As part of the decision the Cabinet Member also delegated authority to the then Director of Property and Assets to undertake a procurement exercise and to enter into a contract for delivery of the project.

A procurement process is being undertaken and, on conclusion, the Assistant Director (Property and Assets) will be asked to approve the award of contract for the establishment of a SSC at St Margaret's Primary School.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	13 April 2022
Month	June 2022
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Assistant Director (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 LS08 (21/22)
Author	Katerina Evans-Makrakis Tel: 07597 526870
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Expansion of St Anthony's School, Chichester

The [Special Educational Needs and Disability \(SEND\) and Inclusion 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.

St Anthony's School in Chichester caters for 4 to 16 year olds with Special Educational Needs. Following a review of current numbers on roll, projected needs and the existing accommodation the need to expand the school has been identified, to enable 12 additional young people to be accommodated in September 2022.

The additional physical space created through this work will enable St Anthony's School to accommodate the most complex young people with SEND.

The feasibility work for the project to accommodate the pupils has been commissioned. Following detailed design and associated cost estimates the Cabinet Member for Learning

and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.	
Decision by	Cabinet Member for Learning and Skills (Councillor Nigel Jupp)
Date added	26 April 2022
Month	June 2022
Consultation/ Representations	School Parents and local residents Parish and District Councils Representations concerning this proposed decision can be made to the Cabinet Member for Learning 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

Cabinet Member for Learning and Skills

Phase 2 Special Support Centre Programme - Maidenbower Infants School, Crawley - Allocation of Funding for Project Delivery	
<p>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.</p> <p>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 Maidenbower Infants School (Decision reference ES09 (20/21))</p> <p>Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at Maidenbower Infants School in Crawley.</p> <p>The Cabinet Member for Learning 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 Maidenbower Infants School to proceed.</p>	
Decision by	Councillor Nigel Jupp
Date added	19 May 2022
Month	July 2022

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Consultation/ Representations	Representations concerning this proposed decision can be made to the decision maker, 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