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Unconfirmed minutes – subject to approval/amendment as necessary at the next meeting of the Committee.

Children and Young People's Services Select Committee

20 June 2018 – At a meeting of the Committee held at 12.30 pm at County Hall, Chichester.

Present: Mr Cloake, arrived at 1.15pm (Chairman)

Mr High	Mrs Jones, left at 2.50pm	Mr Wickremaratchi
Mr Baldwin, left at 2.50pm	Ms Lord, left at 4.00pm	Canon Dr Holt
Mrs Bennett	Mrs Mullins, left at 2.50pm	Mr Lozzi
Mrs Dennis	Mr Marshall	
Mrs Hall, left at 3.45pm	Mrs Pendleton, left at 3.50pm	

Apologies were received from Mr Arnold and Mrs Ryan. Mr Cloake gave apologies for the beginning of the meeting.

Also in attendance: Mr Burrett (Cabinet Member for Education and Skills [and Deputy Leader]), and Mr Hillier (Cabinet Member for Children and Young People).

Part I

1. Introduction of new Parent Governors

Mr High in the Chair

1.1 Mr High advised the Committee that two new Parent Governor's had been appointed as co-opted members onto the Committee, Mr Giovanni Lozzi and Mr Mark Arnold.

2. Declarations of Interests

2.1 No interests were declared.

3. Minutes of the last meeting of the Committee

3.1 Resolved – that the minutes of the last meeting held on 14 March 2018 be approved as a correct record and that they be signed by the Chairman.

4. School Effectiveness Strategy

4.1 The Committee heard that a new School Effectiveness Strategy would outline how the County Council works with education providers over the next four years, to ensure that all West Sussex children and young people get the best start in life. It would replace the current and existing strategy for School Improvement 2016-2019. Deborah Myers, Director of

Education and Skills, advised the Committee that a consultation was underway which invited stakeholders to comment on the draft strategy (copy appended to the signed minutes). The results of the consultation would help to shape the new School Effectiveness Strategy so that it better reflects the current landscape and context of education.

4.2 The Director of Education took the Committee through a presentation about the consultation approach, and provided some interim response data (copy appended to the signed minutes). A summary of the key points included:

- The consultation and future strategy aims to take account of the changing landscape of education, such as the increase in academies and major funding challenges faced by both schools and the County Council.
- The County Council is responsible for strategically organising schools to ensure that they work in the most sustainable and effective way to support pupil outcomes. The consultation proposes aims and objectives for School Organisation and Improvement. These two areas of work (organisation and improvement) provide the framework for the education system in West Sussex.
- For School Organisation, the aim is to establish one model of robust and sustainable education for all schools and key stages. This includes an eventual objective of all through Primary Schools in West Sussex for children from 4 – 11 years old, securing sufficient places at schools which are of a viable size and readily accessible, and ensuring the needs of all pupils are met.
- For School Improvement, the aim is for effective challenge and support in order to secure long-term financial sustainability. Resources would be closely monitored to ensure their use is targeted in the best way, an enhanced level of support for schools that require help or improvement would be available, and strong leadership would be brokered.
- The consultation was launched on 15 May and would close on 25 June 2018. A number of engagement events had been undertaken with stakeholders to promote a healthy response rate. Additional means of contact and comments were also being considered during the consultation period to inform the strategy. The results will be available in early July 2018.

4.3 A summary of the main points raised in discussion included:

- Members were concerned about what the strategy meant for small, rural schools and noted the figure of 210 pupils had concerned some schools. The Director of Education and Skills, and Mark Jenner, Head of School Effectiveness, confirmed that Primary head-teachers were briefed on such details at the beginning of the School Effectiveness Strategy process. The Director of Education and Skills advised that the County Council would support the contextual rurality of West Sussex where possible, and confirmed the strategy sought for possible ways in which informal collaborations could be made for efficiency and sustainability, such as the sharing of facilities, admin staff or head-teachers.

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- The Local authority is cognisant of longer-term consequences for smaller schools, and their viability remains a complicated issue. The Head of School Effectiveness stressed the need to consider the future, in terms of neighbourhood plans, migration, housebuilding and so on. A pragmatic approach would need to be taken, as learning inevitably suffers when funding is lowered. Members agreed that smaller schools could be vulnerable if they don't work together; properly structured partnerships could prevent school closures whilst maintaining a good quality level of education, leadership and prospects.
- Members were interested to know what the benefits of an all through Primary model were. The Director of Education and Skills advised that the Primary and Secondary model yielded better outcomes for pupils, including improved levels of progress and attainment, by removing the unnecessary multiple transition points. Members agreed that a consistency of approach was sensible, and appreciated the shift from infant to junior school had the potential to be destabilising for some children.
- Members questioned if the transition to a single model of school organisation was achievable in the given 4 year time scale, considering the likely amount of upheaval alongside daily learning. The Director of Education and Skills advised that the principles as laid out in the draft strategy were acutely realistic by 2022.
- Members noted that the draft strategy did not report in detail plans for children with special educational needs and disabilities (SEND). The Director of Education and Skills responded that the draft strategy would address education as a whole, driving towards a culture of greater inclusivity. She advised that capacity would be built into Special Support Centres (SSC's) to improve provision for children with SEND who are taught in mainstream schools. She added that an inclusive approach better prepares children for later life. Members also heard that the final School Effectiveness Strategy document would contain a high level of detail and clarity.

4.4 Resolved –

- i. That the Committee endorses the recommendation to progress the development of a new West Sussex School Effectiveness Strategy 2018 – 2022. This will incorporate a refreshed School Improvement Policy that will enable the County Council to challenge and support schools to raise standards.
- ii. The Committee recommended that sufficient resources are made available for the Education and Skills directorate to achieve the outcomes as proposed by the draft School Effectiveness Strategy.
- iii. The Committee requested that the Business Planning Group considers how best to work with schools who have received a double 'Requires Improvement' judgement from Ofsted, in order to support School Improvement.

5. Business Planning Group Report

Mr Cloake in the Chair

5.1 The Chairman took members through the report of the Business Planning Group. In view of the recent and proposed cuts to Thomas Bennett Community College, and the County Council's limited ability to intervene, the BPG recommended that the Cabinet Member for Education and Skills write to the Secretary of State to request that government review the powers of Local Authorities to intervene in academies where they are facing difficulty.

5.2 Members heard from the Director of Education and Skills that the top priority for the National Schools Commissioner was to improve outcomes for failing academies. Members noted that this national situation could be used for influence when writing to the Secretary of State. The Cabinet Member for Education and Skills agreed this was a sound recommendation and that he was happy to write to the Secretary of State, expressing the regret that the County Council is not able to do more to help and support those academies facing challenge.

5.3 Resolved –

- i. That the Committee endorses the contents of the Business Planning Group report.
- ii. That the Committee recommends the Cabinet Member for Education and Skills write to the Secretary of State to request that government review the powers of Local Authorities to intervene in academies where they are in difficulties in order to enable them to fulfil their statutory duties and champion their children and young people to ensure they get the best start in life.

6. Business Planning Group Appointments

6.1 Resolved - the Committee agreed that the membership of the Business Planning Group would continue to comprise Mr Cloake (Chairman), Mr High (Vice-Chairman), Mrs Mullins, Mrs Hall and Ms Lord.

7. West Sussex Safeguarding Children Board Annual Report

7.1 The Cabinet Member for Children and Young People introduced the West Sussex Safeguarding Children Board Annual Report 2016/17 (copy appended to the signed minutes). He explained that there had since been some considerable changes to the board, and therefore it should be noted for contextual purposes this was now a historical document. The 2017/18 annual report is expected to be published this autumn, capturing the recent changes, successes and ongoing challenges. Annie MacIver, Director of Children and Family Services, and Jonathan Brydon, Head of Safeguarding, discussed the report with members. A summary of the key points raised included:

- The WSSCB consists of approximately 53 members. The purpose of the board is to hold the safeguarding partnership to account for the effective delivery of services to safeguard children and promote

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their wellbeing. A collaborative approach with partners is vital for the effective safeguarding of children.

- Safeguarding partners include the police, health, education, housing, Districts and Boroughs and other key partners.
- 2016/17 saw successes in the following main areas: The introduction of the Integrated Prevention and Earliest Help (IPEH) model, the development and improvement of the Multi-Agency Safeguarding Hub (MASH), and the effective service management of Child Sexual Exploitation (CSE). These areas continue to be a priority for 2017/18.
- Improvements to be made in 2017/18 specifically included:
 - The development of additional partner agency resources within the MASH.
 - To simplify MASH processes.
 - To undertake more wide reaching work in terms of Child Exploitation (CE), criminalisation and missing, as opposed to CSE alone.
 - To develop and implement learning from serious case reviews.
 - To ensure more equitable safeguarding resource allocation between the County Council and partners.
- Members asked how the Board were going to engage with the Night Time Economy to identify vulnerable children who present as potential safeguarding risks. The Head of Safeguarding confirmed that a Charity had recently been commissioned to deliver a programme to explore this.
- Members noted the challenges faced by the board, and welcomed the successes already achieved. It was agreed by members and officers that the 2017/18 Annual Report had potential to be more dynamic and user friendly, as the 2016/17 version was very dense.

7.2 Resolved –

- i. That the Committee considered the successes and areas for improvement for the WSSCB in 2016/17.
- ii. That the Committee considered the WSSCB's key messages for partner agencies and West Sussex County Council.
- iii. The Committee recommended that they would like a progress summary in 2017/18's annual report, in terms of actions achieved, and objectives still to be met. Members also requested an overview on how District and Borough colleagues were dealing with Night Time Economy.

8. Integrated Prevention and Earliest Help Update

8.1 Stephen Hillier, Cabinet Member for Children and Young People introduced the item on the Integrated Prevention and Earliest Help (IPEH) service update. He thanked Hayley Connor, Head of Integrated Prevention and Earliest Help, for making this unique service model a success.

8.2 The Head of IPEH delivered a presentation which updated members on progress made so far, the impact of the new service, perspectives of staff, strengths and weaknesses, and the next steps for further development (copy appended to the signed minutes). A summary of the key points arising from the presentation included:

- The IPEH model was the product of bringing together a collection of assorted services in order to create a safe and connected early help system.
- Support is offered through four main areas of focus: A Flying Start (0-5years), In School, Ready to learn, YourSpace Youth and Skills for Life.
- A recent survey identified that IPEH staff felt strongly that they are making a positive difference to the lives of families and young people.
- IPEH as a frontline service has significantly reduced the strain on Children's social care. The system of support prevents the needs of children and families from escalating.
- There are 3 main areas for development in 2018/19: to improve the performance and integration of the Healthy Child Programme, to improve the consistency of performance across hub areas, and to engage staff in finding solutions to the concerns identified in the staff survey.

8.3 In discussion after the presentation, the following points were considered by members and answered by the Head of IPEH:

- Members were keen to understand if and how the outcomes of families were considered post engagement with the IPEH service. The Head of IPEH explained that exit surveys were issued, and further efforts to record those families reached by IPEH would be made.
- Members were keen to understand further the consistency of performance across hub areas, and if there were particular locations or patterns indicating a lower level of engagement. The Head of IPEH explained there was not one, or a group, of particular hubs underperforming and their work was influenced more by local themes and issues.
- The Head of IPEH added that in areas of deprivation results may take longer, or be harder to achieve. Hub-by-hub plans are created; the focus determined by the local need. The Director of Children and Family services added that these geographical differences in priorities were supported through effective management and distribution of budgets and expertise.

8.4 Members noted the achievements of IPEH and joined the Cabinet Member in thanking the Head of IPEH and wider team for the successes so far.

8.5 Resolved – that the Committee notes the achievements of IPEH during its first year, together with proposed actions to further the aims of a dynamic and integrated preventative service during 2018/19, and endorses the progress made so far.

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9. Private Fostering

9.1 The Committee considered a report by the Executive Director Children, Adults, Families, Health and Education and the Director of Children and Family Services (copy appended to the signed minutes). The report was introduced by Sarah Foster, Service Lead Fostering and Adoption, who told the Committee:

- A private fostering arrangement is when a child under the age of 16, or 18 if they are registered disabled, lives with a person who is not a close relative for 28 days or more. Relatives that are not defined as 'close' include cousins, great aunts and family friends.
- The person intending to privately foster a child must notify the County Council at least 6 weeks before the arrangement is due to commence.
- Once the arrangement has commenced, the County Council must be notified that this is the case. A written assessment by officers should be started within 7 days to consider the suitability of the arrangement. The assessment must be complete within 42 working days of the notification. The child should be seen alone during this time, to inform the suitability assessment.
- The private foster carer becomes responsible for the child's day-to-day care. Although the County Council doesn't regulate private foster carers, it must be satisfied that the welfare of the child is safeguarded and promoted.
- Every privately fostered child should be visited at regular intervals; the frequency of these visits would decrease if the arrangement continued for a second, and any subsequent years. Ad-hoc visits can also be made based on the need. Again, the child should be seen alone during these visits, and a written report of the visit made.
- Awareness raising activities are a key priority for the Private Fostering service. As these arrangements can often be informal, an annually prepared Awareness Strategy is prepared in order to achieve the following:
 - Raise awareness amongst residents and professionals of what private fostering actually is, the responsibilities and statutory functions.
 - To support those providing private foster care.
 - To build and maintain links with internal and external stakeholders, ensuring they are aware of their legal duties and provide timely referrals.
 - To support related national campaigns.

9.2 Members appreciated the challenges faced by the Private Fostering service and the heavy reliance upon referrals to identify these arrangements. They also understood this made it a difficult topic to both report and provide data on. The Committee agreed that hidden arrangements had potential to be of some concern, and hoped that the awareness strategy would promote an increase in referrals. The Cabinet Member for Children and Young People suggested a concise brief for members might be useful to enable them to assist in raising the profile of private fostering. Members agreed this would be useful, and that they could also have conversations with their local schools.

9.3 Resolved – that the Committee supports the approach undertaken in West Sussex to identify, assess and support private fostering arrangements.

10. Procurement of a Dynamic Purchasing System for Children's Placements and other Accommodation and Support Services

10.1 The Committee considered a report by the Director of Children and Family Services and the Director of Education and Skills (copy appended to the signed minutes). Karen Wells, Head of Market Development, delivered a presentation to the Committee on the procurement of a Dynamic Purchasing System (copy appended to the signed minutes), who highlighted the following:

- The County Council has a statutory responsibility to ensure the sufficiency of a variety of accommodation based services for children and young people.
- There is an increasing demand for these placements and the children and young people who are supported are done so in a number of different settings. The cost of the placement can vary depending on the needs of the child. There is not one unit cost.
- The County Council does provide some of these services, however the demand is such that a number of placements are purchased from the external market. Predictive analytics indicate this trend is expected to continue.
- The County Council currently has a number of contractual arrangements for purchasing these placements. Two of the largest contracts are coming to an end of their permitted term. The County Council is therefore seeking to procure one DPS to facilitate the purchase of external accommodation based placements.
- The commissioning of the DPS is primarily designed to focus on improving outcomes for children and young people. It will also encourage new suppliers, competitive pricing and the provision of specialist placements.
- The DPS would result in a longer term commitment to developing specialist services for our children and young people.

10.2 The Committee noted there were potential savings to be made, and felt that an evaluation after six months would realise the impact and savings.

10.3 Resolved – that the Committee supports the recommendation that the Cabinet Member for Children and Young People and Cabinet Member for Education and Skills agrees:

- i. To procure a DPS which will facilitate the purchasing of placements for individual children from providers of accommodation based services, including independent foster and residential care and independent non-maintained schools, as and when they are required. The term of the DPS is to be 7 years in total, starting on 1 February 2019 and concluding on 31 January 2026.

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- ii. To delegate authority to the Director of Children and Family Services to implement the DPS for the period 1 February 2019 to 31 January 2026 for the supply of all children's placements and other support services.

11. Outturn Total Performance Monitor 2017/18

11.1 The Committee considered a report by the Director of Finance, Performance and Procurement (copy appended to the signed minutes). The report was introduced by Chris Salt, Strategic Finance Business Partner, who explained the financial and performance position of the Children's and Young People portfolio at the end of financial year 2017/18. He told the Committee:

- The Children and Young People portfolio had underspent by £1.3m. Cost pressures had been mitigated through deliberate management action including staffing underspends.
- Spending within Children's Social Care had improved vastly on 2016/17, and stayed mostly on budget. This has however meant the service has been under pressure with an increase in caseloads.

11.2 Andy Thorne, Strategic Finance Business Partner, took the Committee through the financial and performance position of the Education and Skills portfolio at the end of financial year 2017/18. He told the Committee:

- The Education and Skills portfolio had overspent by £1.1m owing largely to the pressures of the SEND home to school transport service. The service had also seen a large level increase in both the volume of children with Education Health Care Plans (EHCP), and the market cost for these services. An action plan to mitigate this pressure in 2018/19 is currently being worked on within the service.
- Additional costs arose to support redundancy schemes in West Sussex schools. These redundancies were required in order to stay within the Dedicated Schools Grant (DSG), however, where there are no funds to support these schemes the County Council had to pick this up.

11.3 Members considered the performance overviews for both the Children and Young People and Education and Skills portfolios. The following comments were made by the Committee:

- Performance in Key Stage 2 needed to be a major focus for the Education and Skills directorate. The Cabinet Member for Education and Skills agreed, and it was noted that the new School Effectiveness Strategy should help in realising improvements for KS2.
- Members questioned what was being done to improve underperformance. The Director of Children and Family Services explained that action plans had been put in place, informing the priorities for the service. It was noted that the performance data in the Outturn Total Performance Monitor (TPM) should be considered alongside the contextual information that is also provided in the report.

- Members heard that the data could be hugely affected by a minority cohort which would give a skewed representation of performance. Members and officers agreed that a clearer narrative thread would be helpful for 2018/19's Outturn TPM, particularly as the Education and Skills directorate enters a period of change.

11.4 Resolved – that the Committee examined the data and supporting commentary for the Outturn TPM.

12. Forward Plan of Key Decisions

12.1 The Committee considered a tabled paper which was a new version of the Forward Plan dated 4 June 2018 (copy appended to the signed minutes). This version of the Forward Plan was not included in the Committee papers as it had been published following the statutory despatch of the agenda.

12.2 Resolved – that the forward plan be noted.

13. Date of Next Meeting

13.1 The Committee noted that the next scheduled meeting will be held on 12 September 2018 at 10.30 at County Hall, Chichester.

13.2 The Committee thanked Deborah Myers for her work as Director of Education and Skills; she will leave West Sussex County Council in August 2018. The Committee also extended their thanks to Dr Ann Holt, who announced that this meeting would be her last as a co-opted representative of the Church of England Diocese.

The meeting ended at 5.00 pm

Chairman

Children & Young People's Services Select Committee

20 June 2018

Minute Item 4

Consultation – School Effectiveness Strategy 2018-2022

Interim Consultation Response at 15 June 2018

Children & Young Peoples Services Select Committee
20th June 2018

Director of Education & Skills - Deborah Myers
Head of School Effectiveness – Mark Jenner

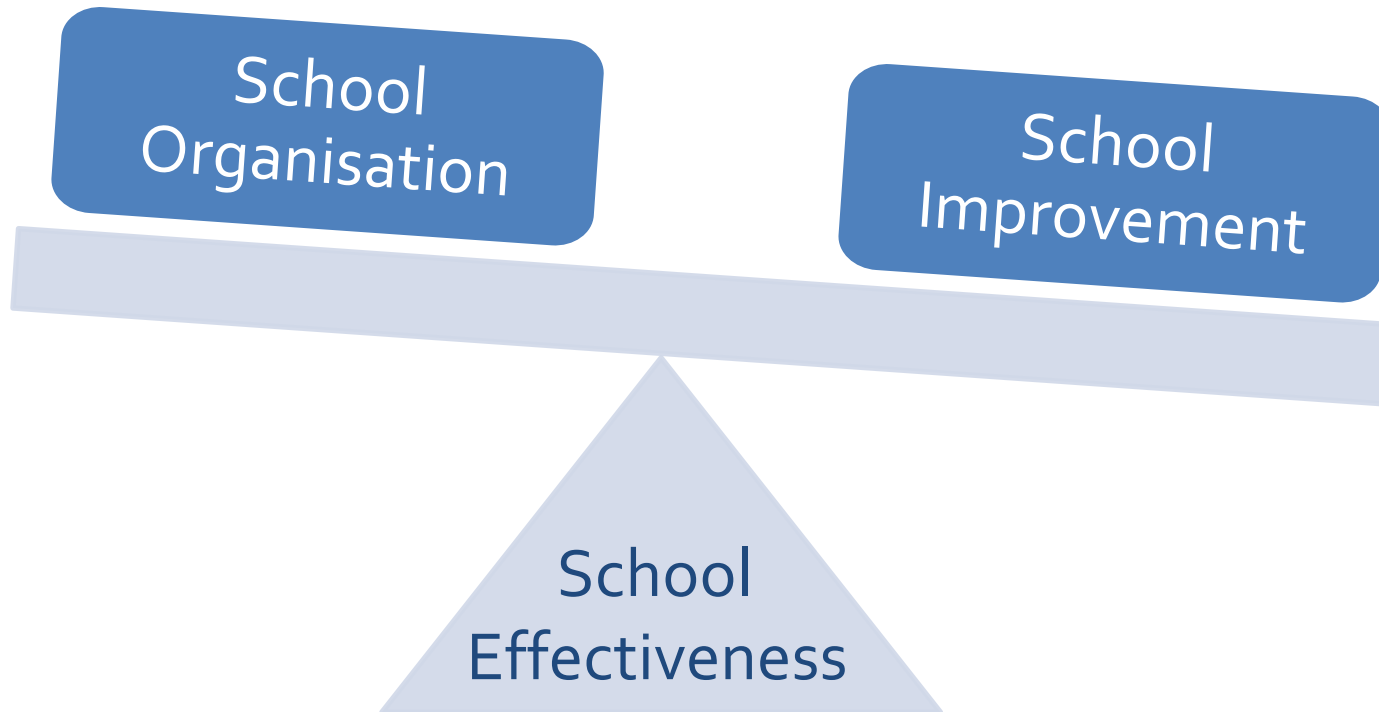
Focus for Children & Young People Select Committee Members

1. Engage in consultation process – member and stakeholder views.
2. The committee is asked to endorse the recommendation to progress the development of a new West Sussex School Effectiveness Strategy 2018-2022.

School Effectiveness Strategy 2018-2022

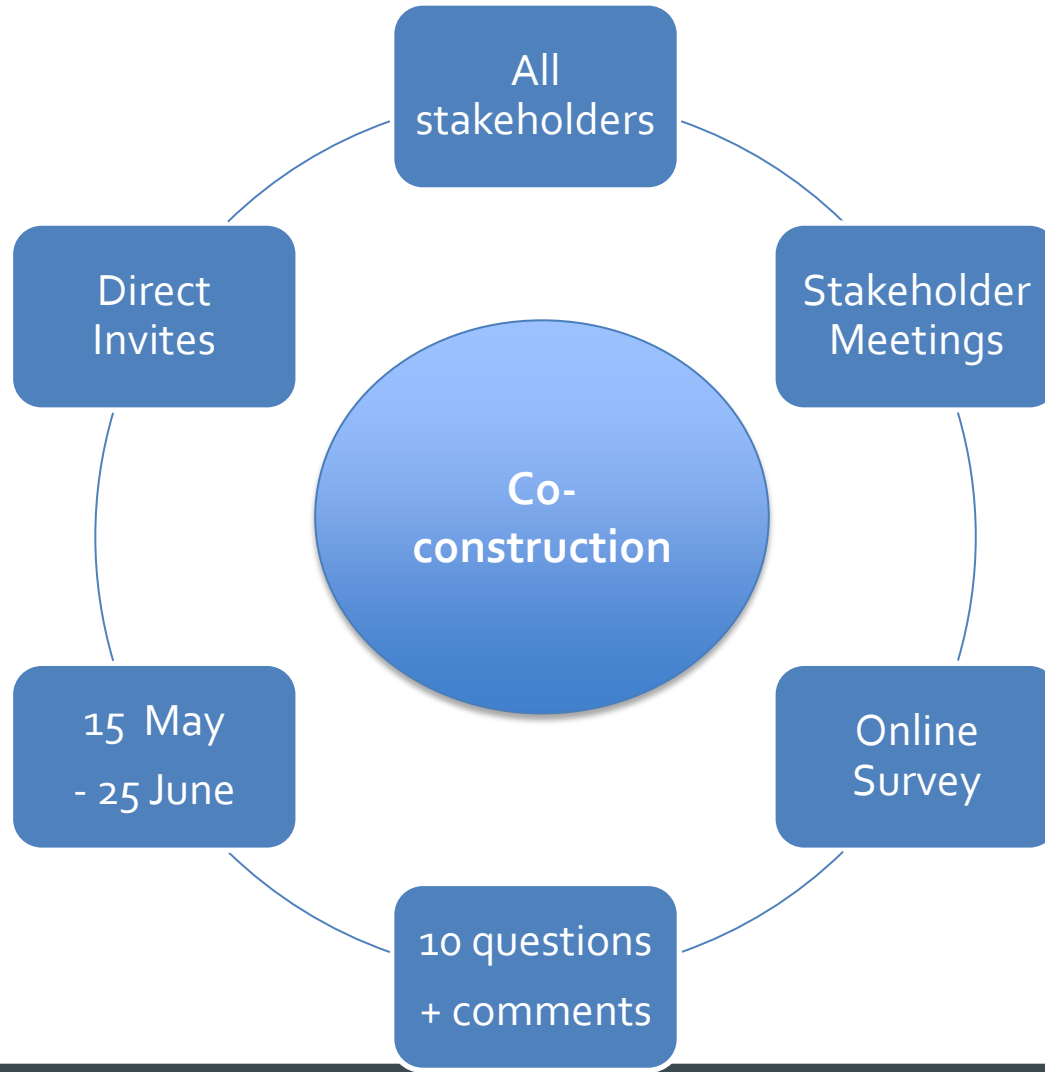
- Introduction
- The Consultation Approach
- Headlines
 - Consultation Participants*
 - Engaging with Children and Young People*
 - Consultation Feedback – Strengths*
 - Consultation Feedback – Improvements*
 - Feedback Themes - School Organisation*
 - Feedback Themes - School Improvement*
- Next Steps

Introduction

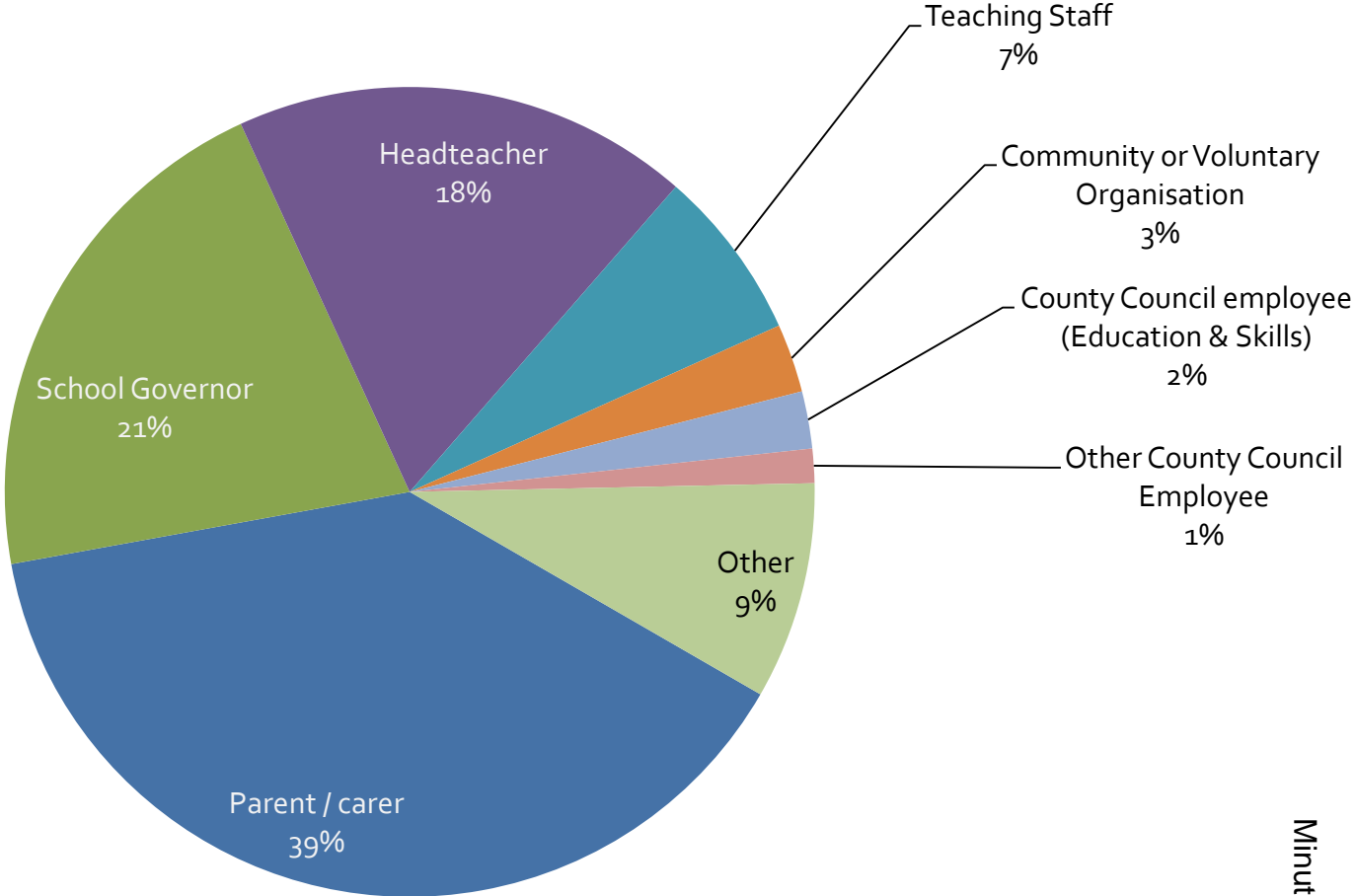


Improving educational outcomes in West Sussex by championing all our children and young people

Consultation Approach



Consultation Participants



Engaging with Children and Young People

West Sussex Youth Parliament



- Building social skills / friendships
- Carrying around pressure of expected grades
- Failure not seen as learning
- Teachers creating trusted relationships
- Younger children get attention in mixed aged classes
- Can be a 'shock' to go from very small school to secondary
- Can feel like moving 'down' to middle / junior schools
- Small schools can feel isolated – can't 'refresh' friendships
- Years 7,8 9 can be a bit lost – often ready to be challenged

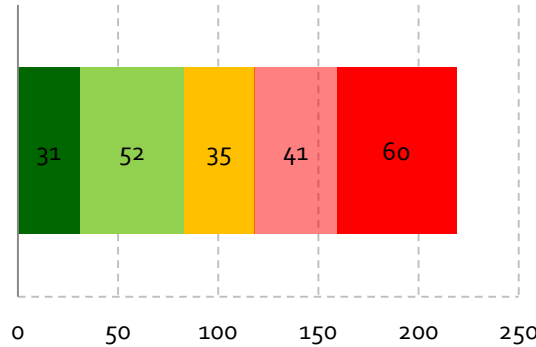
Consultation Feedback - Improvements



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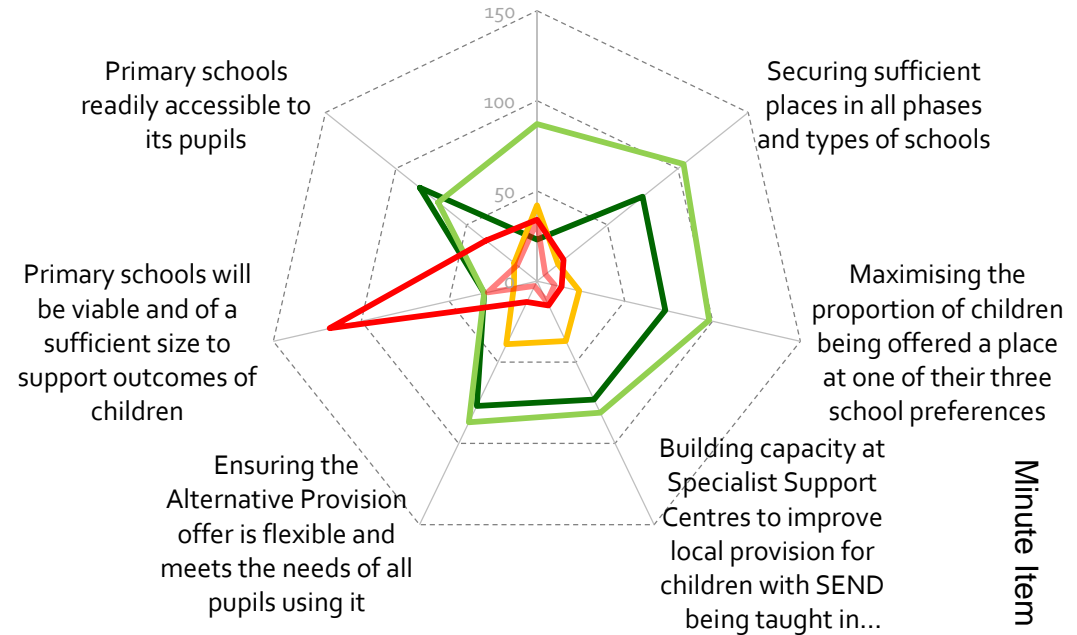
To what extent do you agree with the School Organisation Aims and Objectives

There will be one model of strong and sustainable education for all types of schools and key stages



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Establishing a model of primary provision for children from 4-11 years



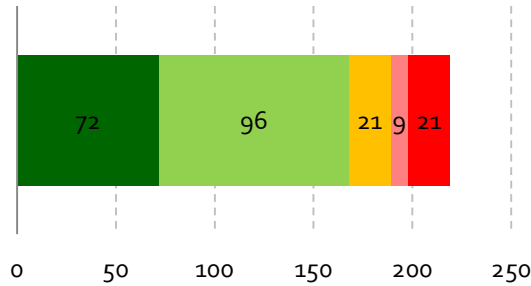
Minute Item 4

Feedback Themes: School Organisation



To what extent do you agree with the School Improvement Aims and Objectives

There will be effective challenge and support to all schools and settings



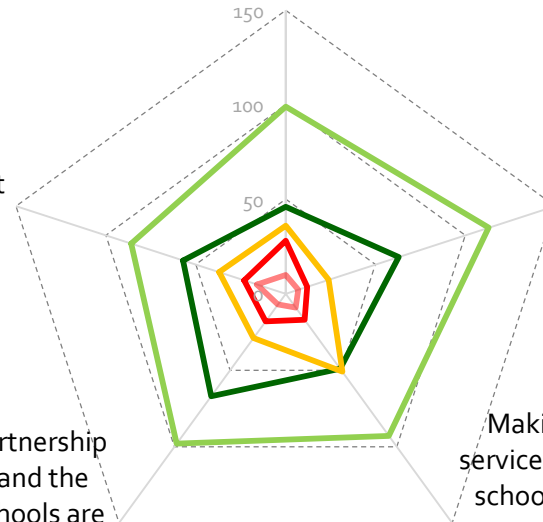
Monitoring all schools and categorising LA schools annually to ensure council resources are targeted where they are most needed to make the biggest difference

Strong leadership will be brokered and commissioned in West Sussex and beyond to provide school-to-school support

Working in partnership with Ofsted and the RSC where schools are judged 'inadequate' to support them to improve

Enhancing the support provided to schools who are deemed 'not yet good' by Ofsted or the County Council

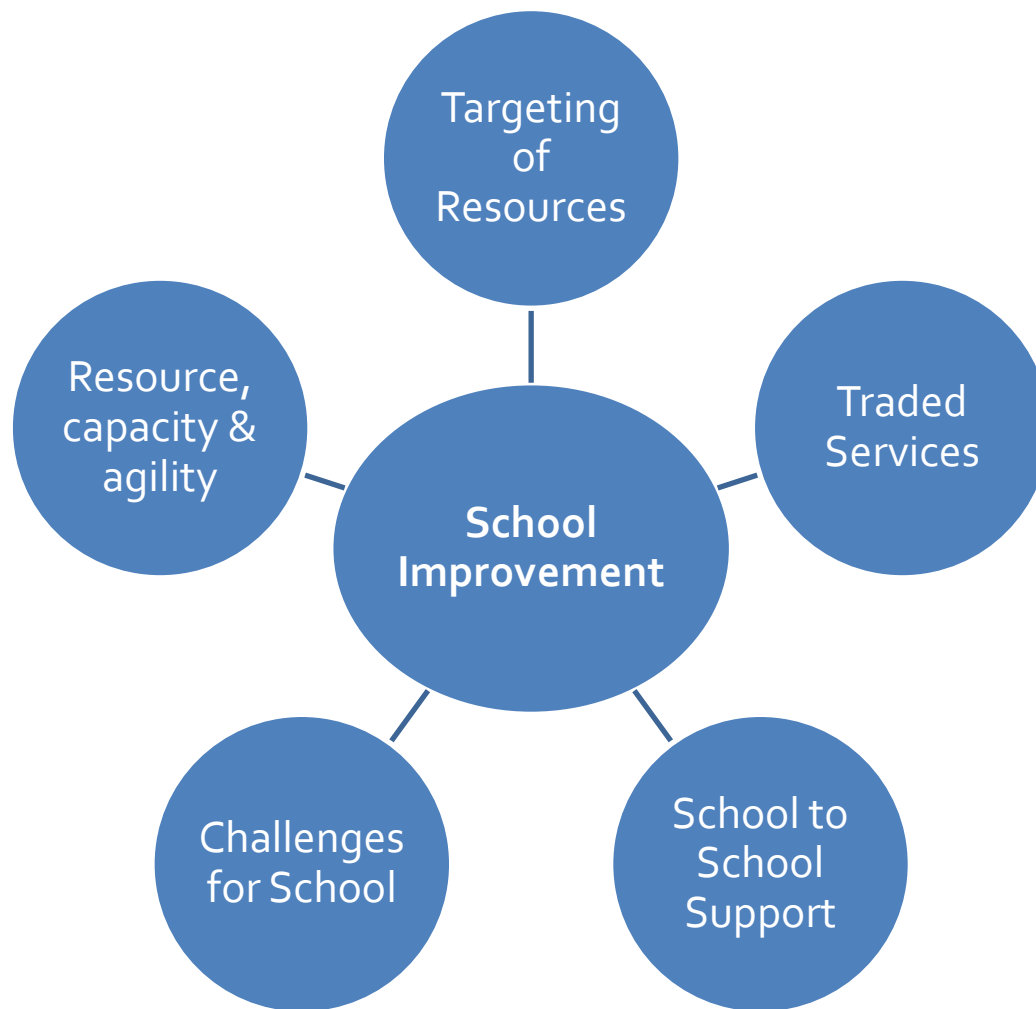
Making additional services available to all schools and settings through a comprehensive traded portfolio of services



Minute Item 4

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Feedback Themes: School Improvement



Next Steps

- The final document will reflect the views of stakeholders, their feedback helps us understand which areas to focus on
- As the strategy is finalised we will:
 - **Be clearer on the reasons to change** and why now is the right time for WSCC to set out a 4 year plan
 - **Strengthen our Principles** so they are shared between stakeholders and underpin the ambition to create an education system that works for all children in WSCC
 - **Provide more detail** behind the School Organisation aims and objectives and how WSCC will show leadership
- Stakeholder Workshops on 4th and 5th July 2018 will allow officer to have an open and honest conversation
- Consultation Results and Response in early July
- Cabinet Member Approval of the new Strategy in August

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Children & Young People's Services Select Committee, 20 June 2018 – Item 7

IPEH First Year Review, 2017/18

Hayley Connor

Head of Integrated Prevention and Earliest Help

Minute Item 8

Services brought together

- Youth Offending Service
- Worth Services
- Emotional Health and Wellbeing
- Public Health
- Healthy Child Programme
- Young People's Service
- Early Help Resource Centre
- Domestic Abuse
- Children and Family Centre's
- Early Years
- Young Carers
- Health Visiting
- Homeless Prevention
- Family Nurse Partnership
- School Nursing
- Care Leavers Service
- Think Family Keyworkers



One Vision & Two Ambitions

To create a safe, connected and affordable system of prevention, and early help that:

- makes sense to children, young people and families
- builds on what works well and makes a bigger impact than 'the best of what we have done before'
- Everyone understands – 'it's my job'

Two Ambitions

"It is our job to make sure every child reaches their potential"

"We will be there for every child and young person to give them the confidence they need to reach the goals they want to achieve"



Minute Item 8

3. Three Objectives

1. Prevention

For the majority, family life will meet children's needs, with local 'universal' services & community networks

2. Earliest intervention

Identifying and taking action to respond to problems before they are more difficult to reverse

3. Targeted and Specialist Services

To respond, prevent & reduce so that demand on higher cost services, such as Children's Social Care, is reduced



~~IMPOSSIBLE~~

A wide range of support divided into four areas – unique challenges and opportunities

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Minute Item n 8

Four areas of focus

1. A Flying Start: 0 to 5 years

Ensuring the best start in life - an offer based on sound research:



- 1001 Critical Days & young parent Pathways;
- Healthy Child Programme (with health & development checks); Family Nurse Partnership (FNP); Sufficient early education and childcare & Free Entitlement; Children and Family Centres, Early Years PEP's & The Children's Learning and Wellbeing Audit (CLaWBA); Improving EYFS attainment & closing the attainment gap/ensuring children in schools are ready and able to learn

Four areas of focus

2. In School, Ready to Learn

Working closely with schools for the best outcomes:



- Termly conversations between IPEH and schools;
- Think Family (TFI) in IPEH Hubs. Family Support and Intervention; Early Years Consultation and expertise; Early support for vulnerable learners; Working together to increase the percentage of children assessed at a good level of development at the end of Reception; Improving school attendance;
- School nursing and health; Inclusion (SEND) Support; Supervised Contact

Four areas of focus

3. YourSpace Youth

Minute Item 8

A wide range of services to young people:

Young Carers; Duke of Edinburgh Youth interventions; FindItOut; Care Leavers Service & Non Accompanied Asylum Seekers; Homeless Project; Children in Care Council and Care Leavers Forum; Youth Emotional Support - YES; Health & Youth Justice Workers; (Purple Bus; Snack Wagon; Rock Challenge; Young Crawley; Outset; Non Recourse to Public Funds Service; Youth Offending Service; National Citizenship Scheme



Four areas of focus

4. Skills for Life

Towards effective adulthood:

- Parenting courses e.g. Triple P/Solihull;
- The Worth (Domestic abuse); Debt and Homelessness support; Family Assist – Online IA&G; PAUSE – supporting parents' recovery after children are removed; Better Change Programme; Back to work and Money Management Outreach; Beacon Status Work - Including 'Penta', 'Drive' & 'One-front Door' projects



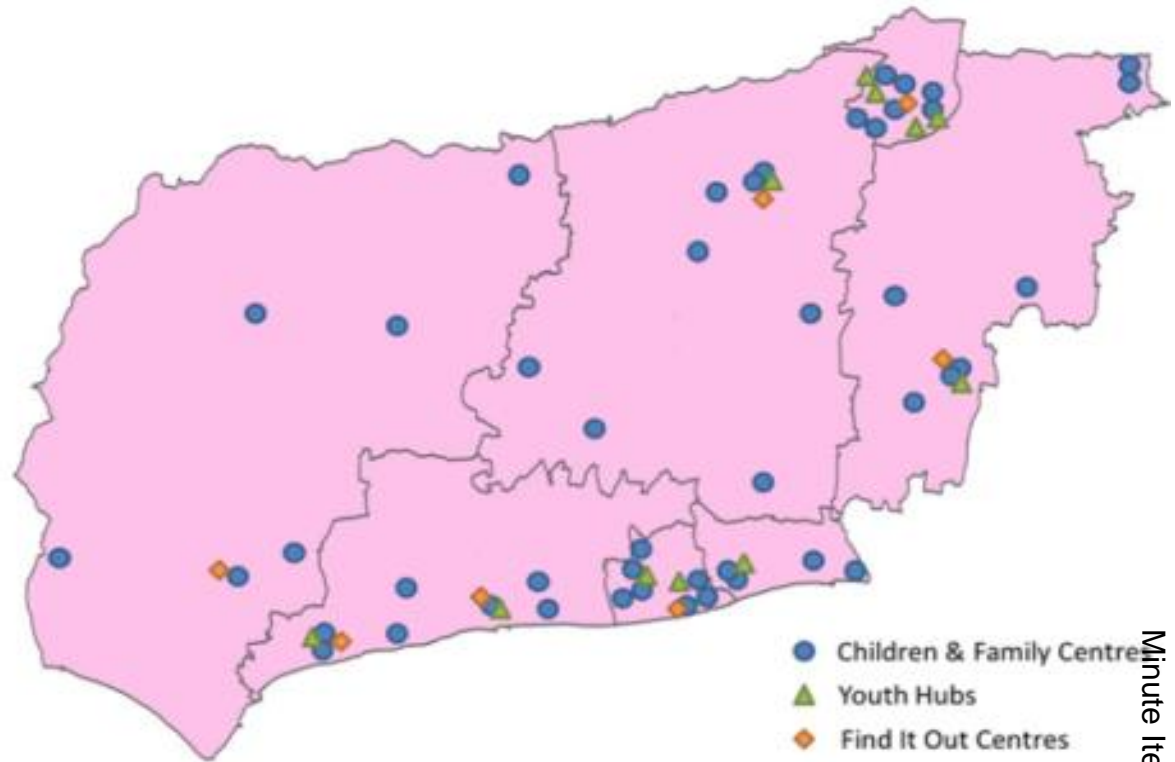
Five ways to Wellbeing



Minute Item 8

Six local Hubs

One in each district and borough area providing integrated local services within the community, including co-located Health professionals.



Minute Item 8

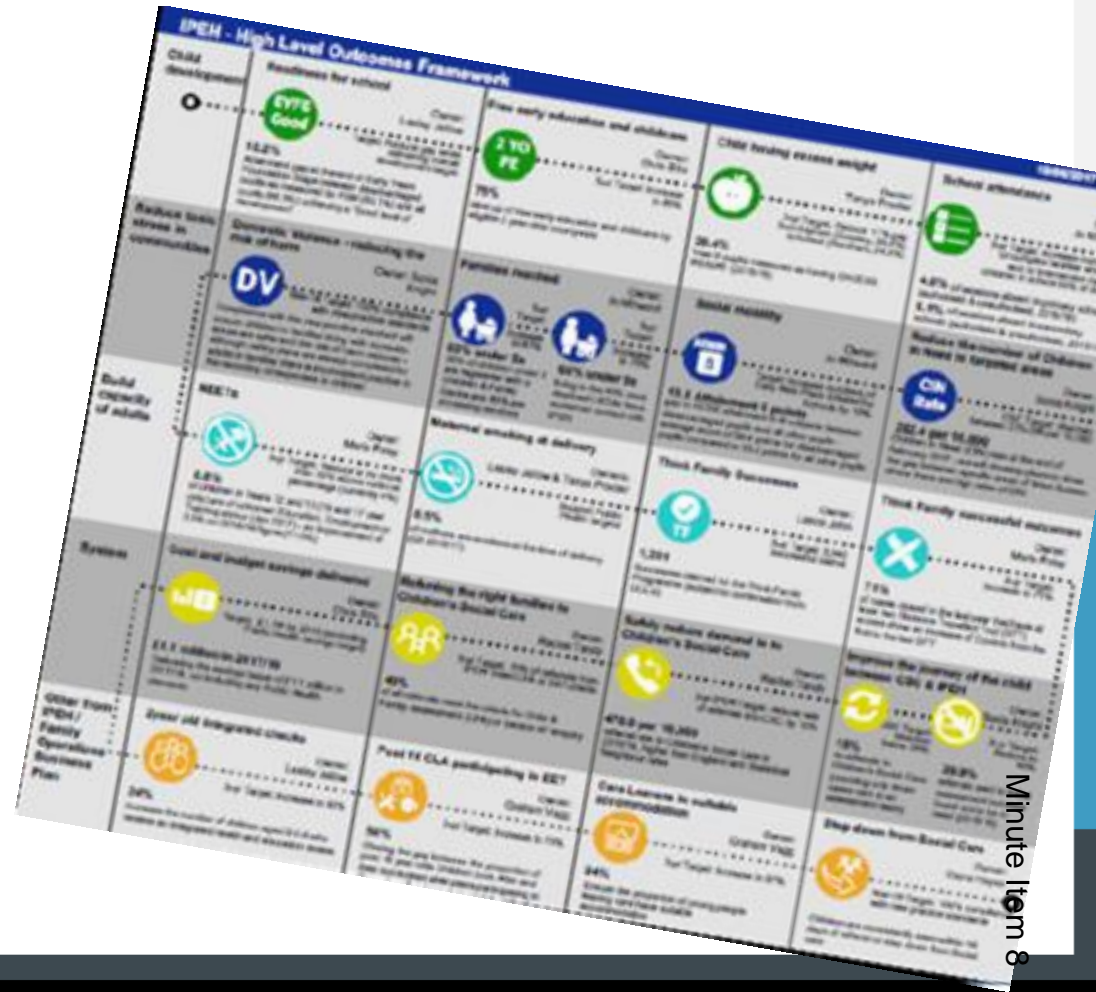
7. The way we behave and work



From a recent survey the vast majority of IPEH staff (87%) feel strongly that they are having an impact and making a positive difference to the lives of families and young people. This is an increase (of 4%) compared with last year, reflecting the early impact of integration.



9. The way we Perform



Minute Item 8

'Early Help is everyone's business'

- Assessments lead to actions within a clear plan;
- Strengths-based, with families involved in planning;
- Withdrawal, once sustainable change evidenced;
- Lead practitioner to coordinate colleagues and record outcomes;
- Tough conversations may be necessary among practitioners to secure the best outcomes for families;
- Never doing nothing;
- Work reflects and understands families' needs;
- Identifying children and families who risk poor outcomes, and being proactive about this;
- Being very approachable for families;
- Early Help part of the 'day job';
- Safe sharing of information between partners

Powerful Conversations – Sound Outcomes

- “The termly conversation helped us accelerate the process (to support a child and family)”
- Head Teacher: “The Family Support Worker persuaded me and my deputy to use Holistix rather than just the SENCO. This has revolutionised the way that we work in school, because everyone is having the same conversation and it is not reliant on one already busy person telling another busy person about what is happening”
- “The process held our hand and gave us the courage to know that what we were saying was the right thing to say”

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Dynamic Purchasing System for SEND, IFA and Residential

Children and Young People's Services Select Committee
June 2018

Minute Item 10

What's the problem?



- To meet demand, we have a statutory requirement to secure external residential placements for children with Special Educational Needs and Disability (SEND) and for Children Looked After (CLA).
- We buy SEND day placements, SEND residential placements, Independent Fostering Agency (IFA) placements and residential CLA placements.



Minute Item 10

What do we currently buy?



As of June 2018, we place...

Of the 65 Agency Residential placements, 29 are within West Sussex and 36 are out of county

443 students in Independent and Non-Maintained Special School (INMSS) placements in 68 schools

65 Agency Residential (Children's Home) placements for CLA

Of the 443 INMSS placements, 64 are residential placements and 379 are day placements

3 IFA Parent & Child Placements (all within West Sussex)

264 of the 443 INMSS placements are within West Sussex, and 179 are placed out of county

Of the 148 IFA placements, 100 are within West Sussex and 48 are out of county

148 Independent Fostering Agency placements for CLA



What does it currently cost?



As of June 2018, this costs...

Of the £45.2 million total spend, £23.2 million on SEND placements and £22 million on Social Care placements

INMSS residential placements cost from £27,000 to £290,000 per year

Total spend of £45.2 million per year on SEND, IFA and Agency Residential placements

INMSS day placements cost from £9,450 to £84,000 per year

Average (median) cost of Agency Residential placements is £3,778 per week (£200k per year)

IFA placements cost from £331 to £1,925 per week (£17k - £100k per year)

Agency Residential placements cost from £2,131 to £7,900 per week (£110k - £410k per year)

Average (median) cost of IFA placements is £769 per week (£40k per year)

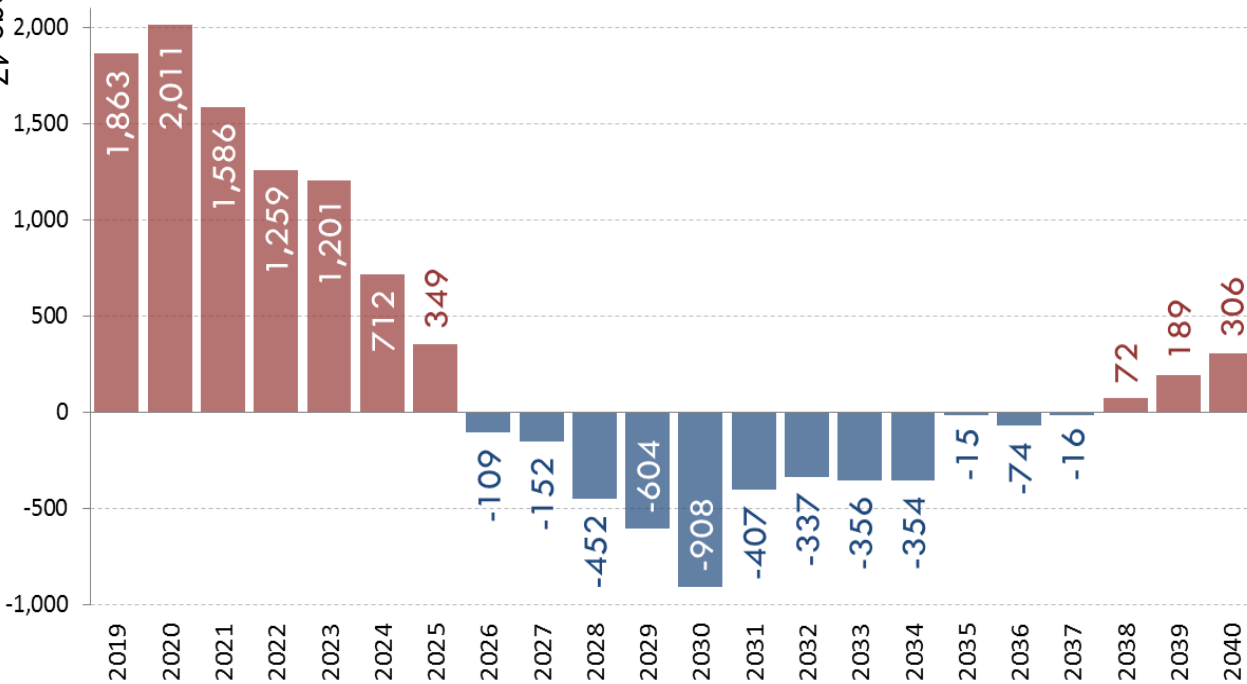


What will demand look like in future?

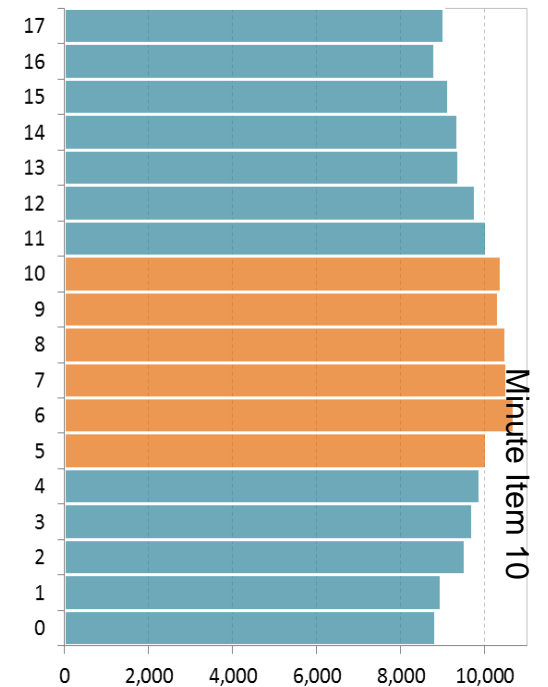


- The child (0-17) population is currently growing; latest projections released by the ONS predict an increase of almost 2,000 children from 2018 to 2019, more than 2,000 from 2019 to 2020 and then more than 1,000 per year for the next three years after that.
- West Sussex currently has a 'bulge' in the child population between the ages of 5 and 10 years. Over the next 5 years these children will reach the ages of 10-15; the majority of our agency residential placements are children aged 10-15.

Projected year-on-year change in 0-17 population of West Sussex, 2019 to 2040



Projected 0-17 population of West Sussex by age, 2018



Minute Item 10

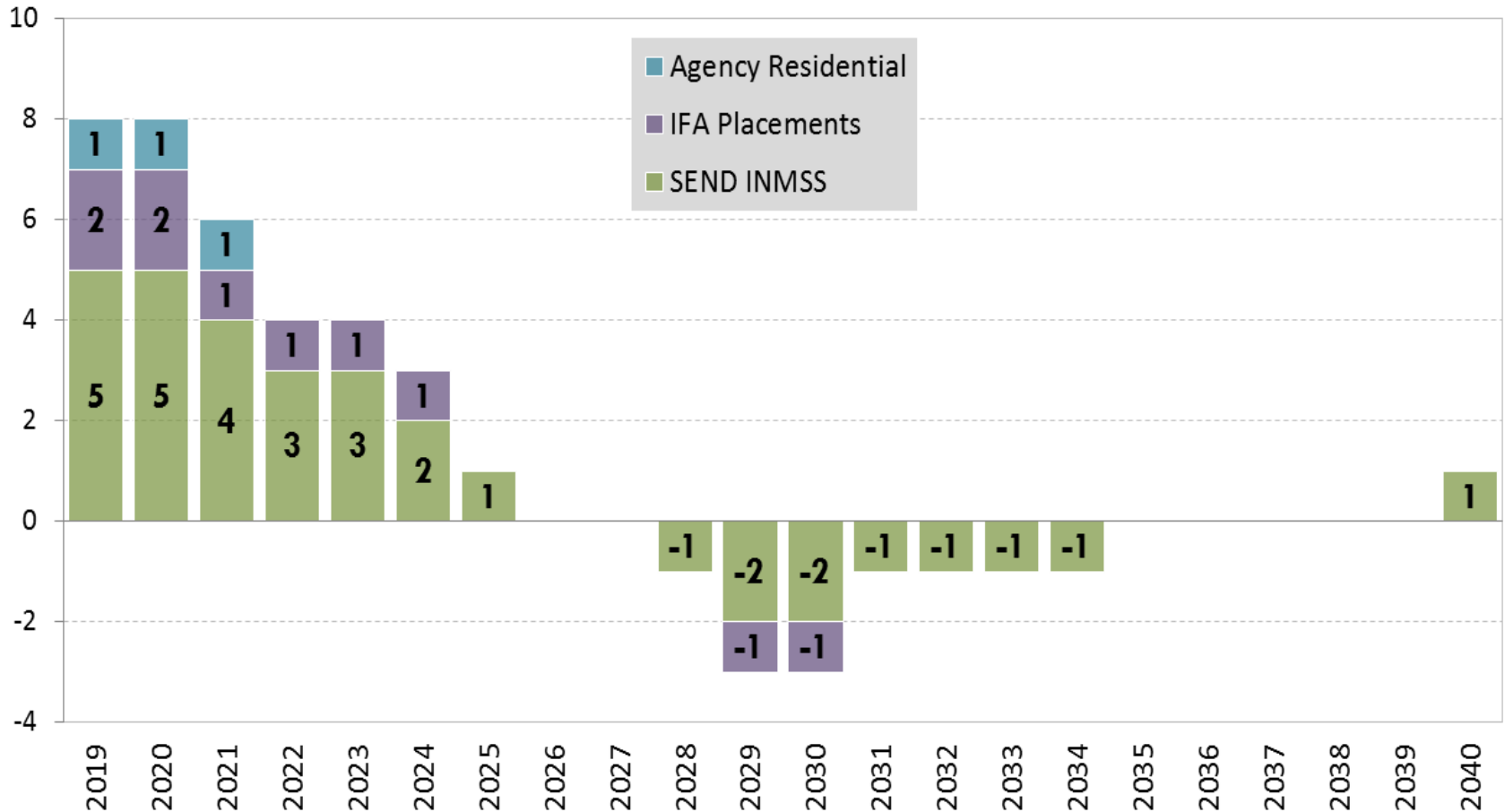
What will demand look like in future?



- The chart below shows the effects of population growth alone on potential placement numbers. If rates of children in INMSS, IFA and Agency Residential placements per 10,000 children in the population were to remain static, we would see an additional 8 placements in 2019 (of which 5 would be INMSS placements), another 8 in 2020, six in 2021 and four each in 2022 and 2023

Minute Item 10

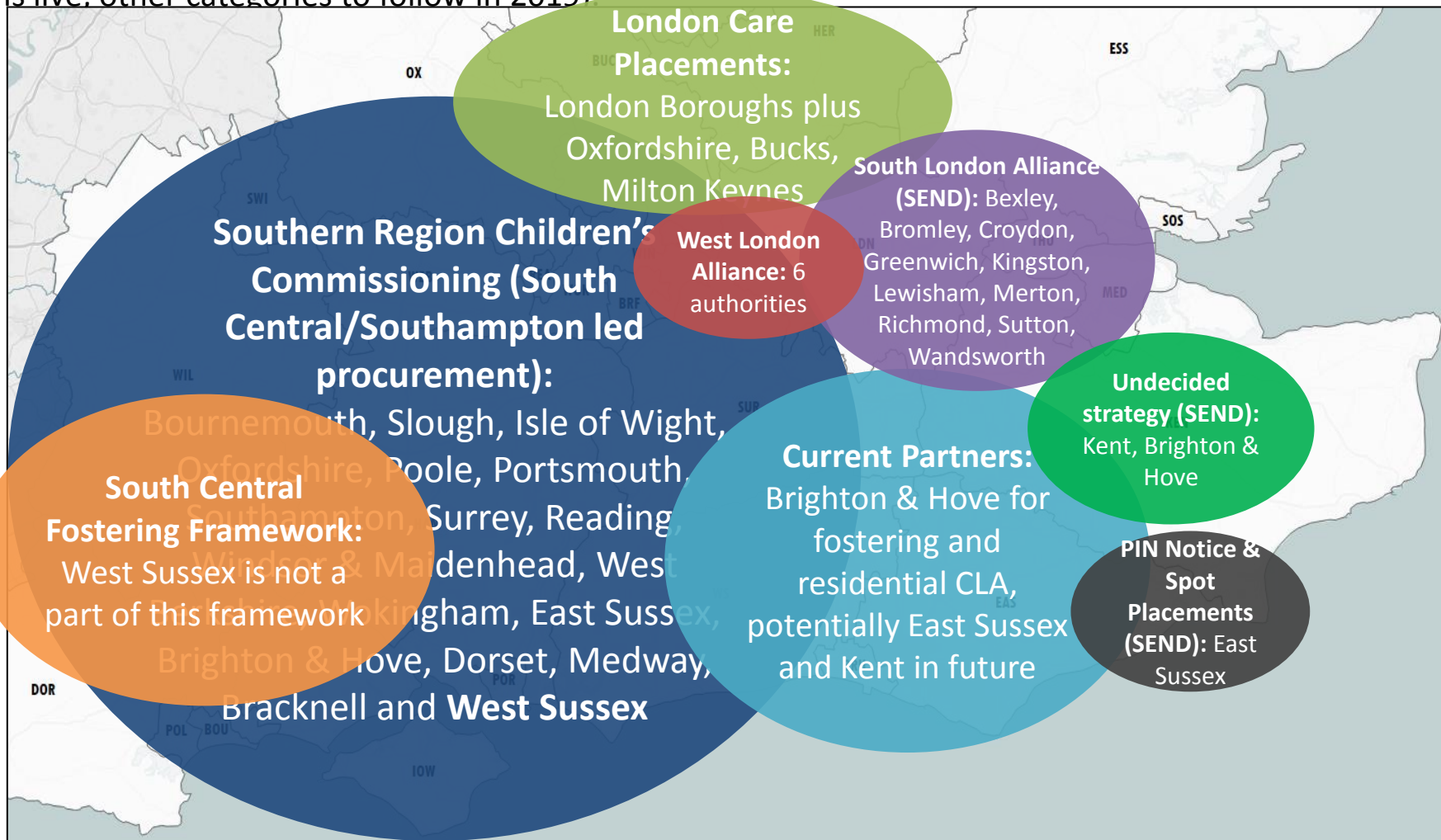
Projected year-on-year change in INMSS/IFA/Res placements if rates stay static



How do we currently buy?



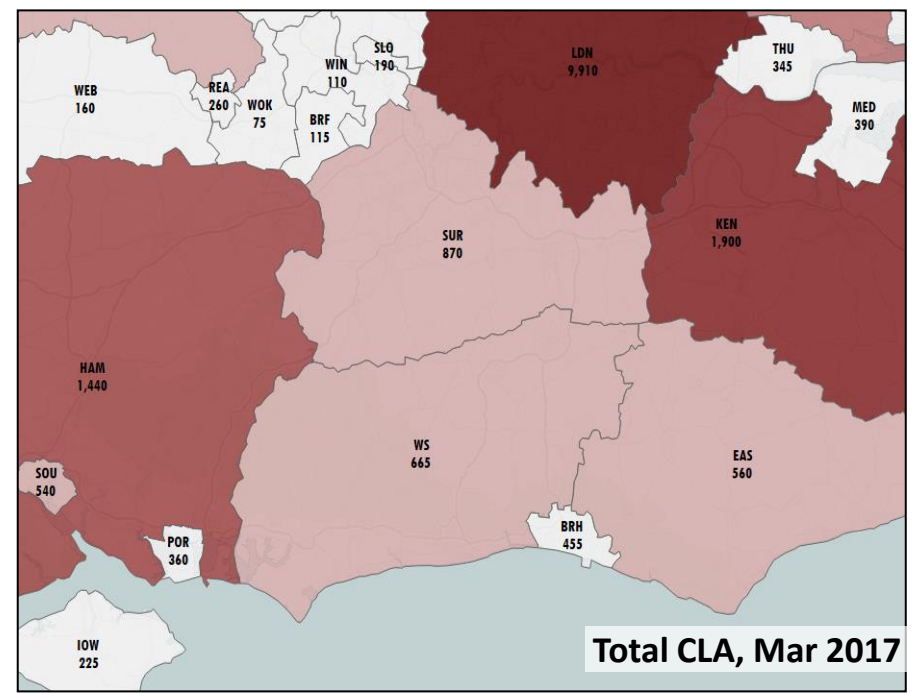
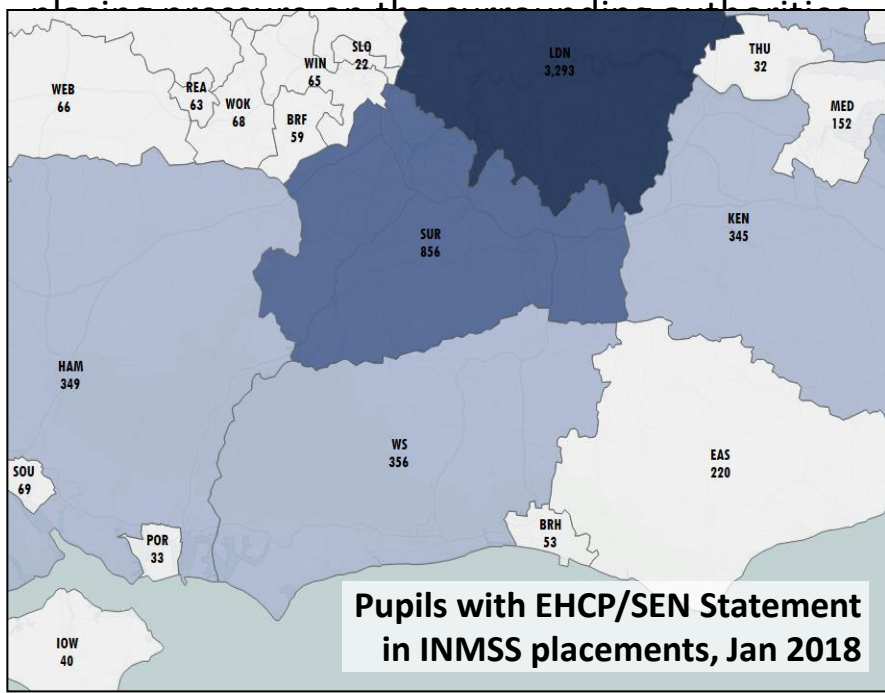
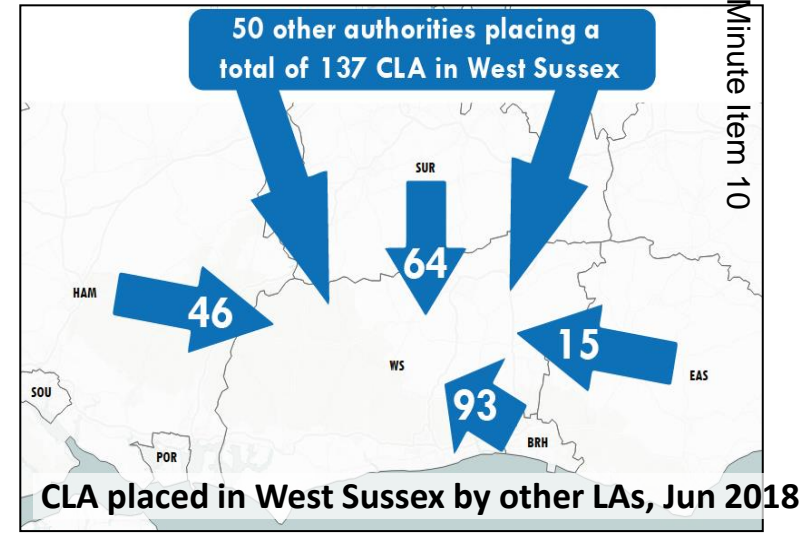
- We purchase via an assortment of frameworks, with spot purchases made outside of these frameworks also. The various frameworks cover different categories of placement, and all have different memberships. There are also some frameworks within the South East region that we are not part of. The South London Alliance is a multi-category DPS covering SEND, fostering and residential (only SEND is live, other categories to follow in 2019)



Risks – Availability of placements



- There are currently 355 children placed by other LAs in West Sussex, including 78 in residential placements. Brighton & Hove are the top authority placing in West Sussex (93), followed by Surrey (64) and Hampshire (46). The total of 9,910 CLA in London places significant pressure on residential placements across the whole of the South East.
- Similarly for INMSS placements, there are over 3,000 such placements made by London Authorities, far exceeding the capacity of INMSS schools in London and placing pressure on the surrounding authorities.





- West Sussex currently has predominantly maintained low unit costs for residential CLA placements; however there is a risk that they could increase.



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- For example; our current framework unit costs for residential CLA placements are lower than Hampshire, Surrey, East Sussex and London Borough's.

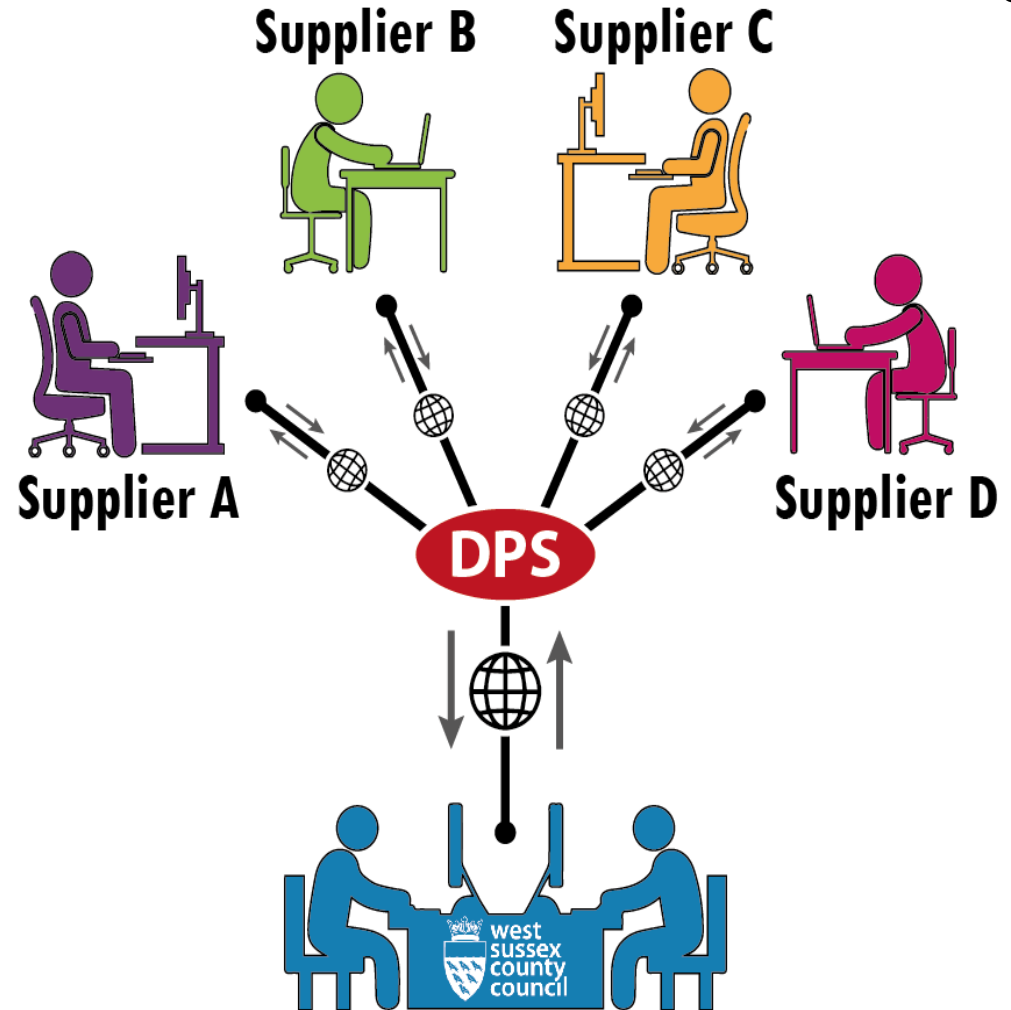
£1.5 million
per year additional costs
incurred if we paid
Hampshire's unit costs for
residential CLA placements

Minute Item 10

What is a Dynamic Purchasing System?



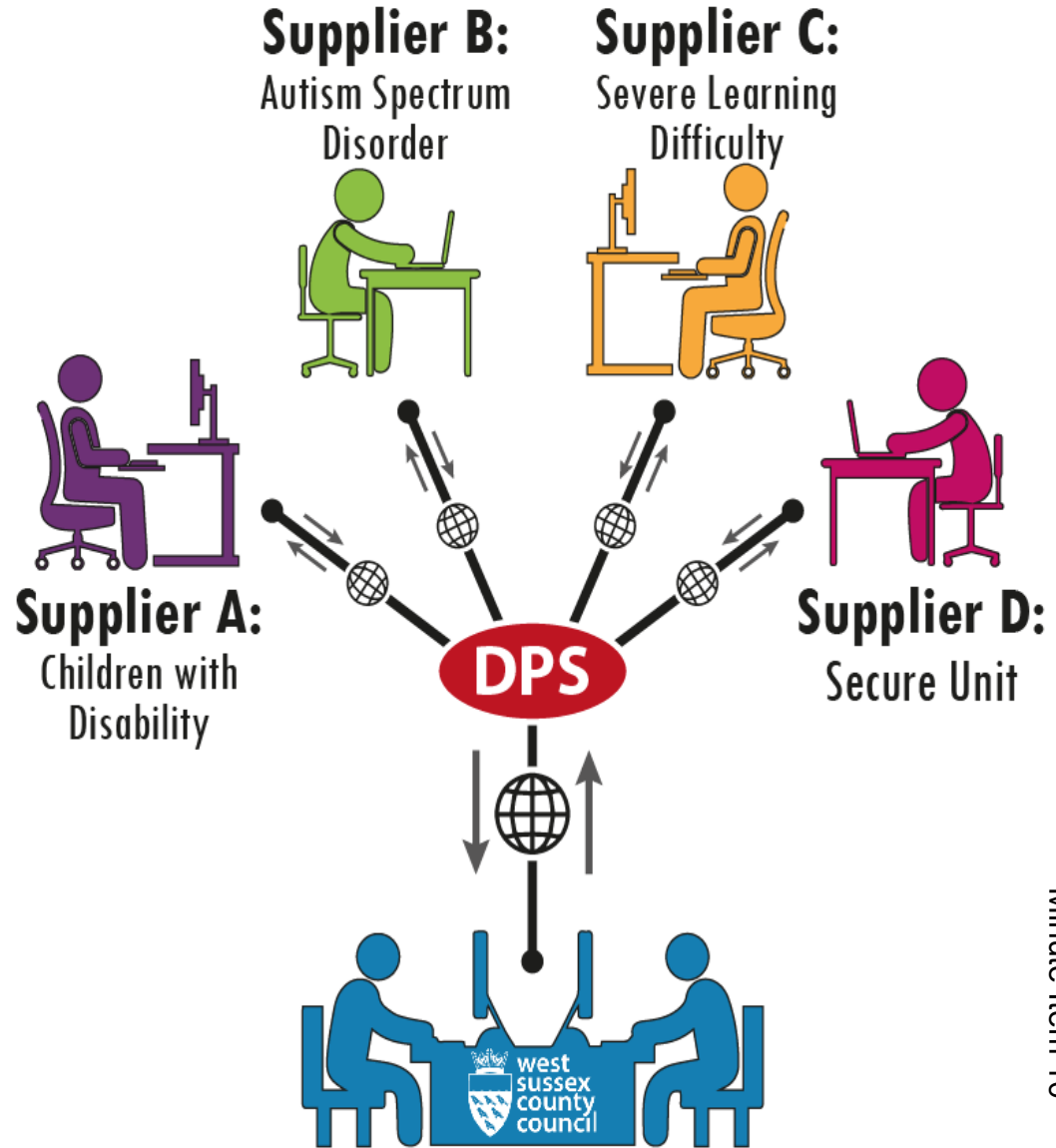
- An entirely electronic process for purchasing commonly used services, usually divided into categories; in this case, placements for Children Looked After or children with Special Educational Needs & Disability.
- Differs from existing electronic frameworks in that suppliers can join at **any time**.
- Joining is free, with no limit on the number of suppliers who may join. All suppliers meeting selection criteria must be allowed to join.
- WSCC sends out invitations to tender via the DPS. Any supplier may choose to submit a tender in response. Bids are then evaluated and the winning contract(s) are awarded.



What are the benefits of a DPS?



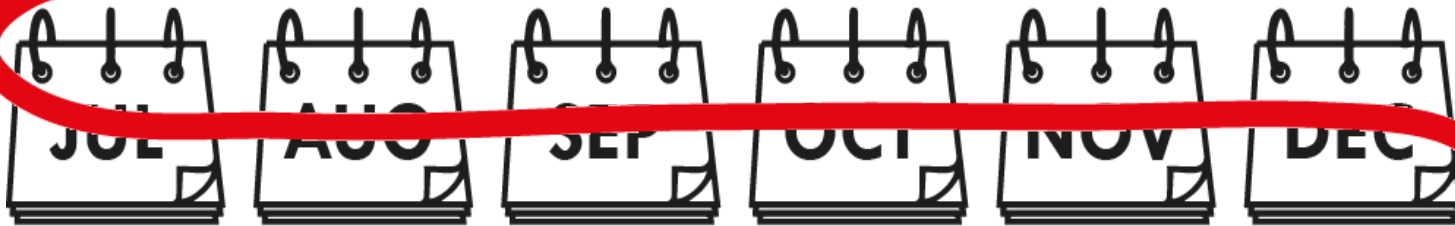
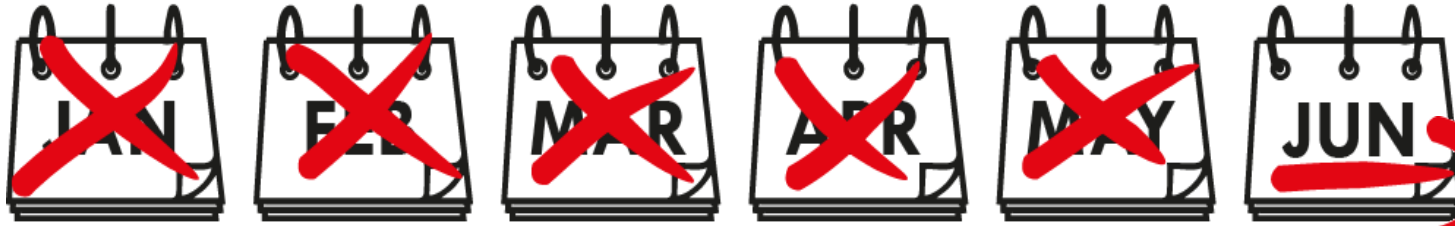
- Allows new suppliers to join at any time.
- Gives suppliers the ability to joint venture.
- Facilitates specialist provision.
- Allows greater influence over unit costs.
- Allows block purchasing.



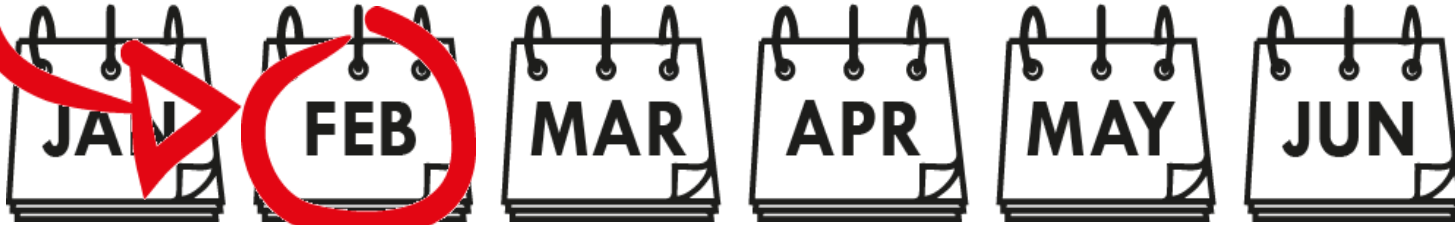
When will it happen?



2018



2019



• Mobilised by February 2019



Forward Plan of Key Decisions

Explanatory Note

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

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

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

Key decisions are those which:

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

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

Decision	The title of the decision, a brief summary and proposed recommendation(s)
Decision By	Who will take the decision
Date added to Forward Plan	The date the proposed decision was added to the Forward Plan
Decision Month	The decision will be taken on any working day in the month stated
Consultation	Names of consultees and/or dates of Select Committee meetings
Background Documents	What documents relating to the proposed decision are available
Background Documents from	Who you can contact to obtain background documents (if available)
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 0330 22 22533, helena.cox@westsussex.gov.uk

Published: 15 June 2018

Forward Plan – Summary of Key Decisions



BEST START IN LIFE

Children and Young People

- June** Procurement of an Integrated Child Psychology Service
June Procurement of a Dynamic Purchasing System for Children’s Placements and other Accommodation and Support Services

Education and Skills

- June** Proposal to extend the age range of Bishop Tufnell Infant School to become an age 4 -11 (YR – Y6) all through Primary School and to close Bishop Tufnell Junior School
June & Sept School Expansion Projects
June Partial revocation of a statutory notice and Cabinet Member Decision taken in July 2012 to relocate and expand Shelley Primary School, Broadbridge Heath
June Procurement of a Dynamic Purchasing System for Children’s Placements and other Accommodation and Support Services

Officer decision

- June & Sept** Award of Contracts for School Expansion Projects



A PROSPEROUS PLACE

Leader

- June** Coast to Capital Local Enterprise Partnership Strategic Economic Plan
July Proposals for the development of the former Novartis Site

Highways and Infrastructure

- June** Adoption of the West Sussex Joint Minerals Local Plan
June Review of On-Street Parking Charges and related policy
June Review of On-Street Pay and Display Charges
July A284 Lyminster Bypass – Funding and Full Planning Application

Officer decision

- June** A259 Dualing Site Preparation Acceleration



A STRONG, SAFE AND SUSTAINABLE PLACE

Environment

- June** Variation of the Materials Resource Management Contract (MRMC)
July Options for Improved Control and Management at Household Waste Recycling Sites

July Solar Power for Schools – additional funding

Safer, Stronger Communities

July Endorsement of the West Sussex Fire and Rescue Service Integrated Risk Management Plan 2018-2020

July Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18

December Procurement of Mortuary Services for West Sussex



INDEPENDENCE IN LATER LIFE

Adults and Health

July Short Break Services for Family and Friends Carers (Adults)

July Adults In-house Social Care services – Choices for the Future



A COUNCIL THAT WORKS FOR THE COMMUNITY

Adults and Health

July Procurement of Housing Support Services

Leader

Monthly Total Performance Monitor (Rolling Entry)

Finance and Resources

Monthly Total Performance Monitor (Rolling Entry)

Monthly Review of Property Holdings (Rolling Entry)

June Building Maintenance Services Contract



Children and Young People

Procurement of an Integrated Child Psychology Service

The Council procures, either individually or in partnership with local Clinical Commissioning Groups, a range of psychological support services which provide therapeutic interventions to vulnerable children and young people. Currently there are a number of contracts around provision of psychological support to various parts of Children's Services.

The aspiration of the Council is to have a more integrated model of service for these vulnerable children and their carers so the proposal is to bring together the current suite of contracts into one contract with a value of up to £1,000,000 for all services. The new service would also extend the therapeutic approach already being successfully undertaken in some areas of children's social care (the Child and Adolescent Mental Health Service for Children who are Looked After and Adopted Children – or CAMHS LAAC model) with the addition of new integrated psychology services to support other key areas of the service (for example the new Complex High Risk Adolescent Service and the Children and Family Interventions Service).

The Cabinet Member for Children and Young People will be asked to:

1. Approve the procurement of a new integrated child psychology service; and
2. Delegate authority to the Director of Children and Family Services to award the contract.

Decision By	Mr Hillier, Cabinet Member for Children and Young People
Date added to Forward Plan	3 May 2018
Decision Month	June 2018
Consultation	Ongoing with current service provider, potential service providers and users of the existing service.
Background Documents	None
Background Documents from	N/A
Author	Mary Blanchard - 0330 22 25895
Contact	Wendy Saunders - 0330 22 22553

Procurement of a Dynamic Purchasing System for Children's Placements and other Accommodation and Support Services

The Council has a statutory responsibility to ensure the sufficiency of a variety of accommodation based services for children, young people and young adults. This responsibility includes children who are looked after (CLA), those with special educational needs and disabilities (SEND), care leavers, those on the edge of care, unaccompanied asylum seekers (UASC) and those at risk of homelessness.

Whilst the Council provides some of these services, the demand is such that a significant number of placements have to be purchased from the external market and evaluation shows this is a trend expected to continue. To fulfil this requirement the Council currently has a number of contractual arrangements for purchasing external placements for children. Amongst the largest is a framework for purchasing fostering and residential care home social care placements for Children Looked After (CLA) and a Dynamic Purchasing System (DPS) for educational day and residential placements for children with SEND. Both are used by neighbouring and regional authorities.

As these two arrangements are both coming to the end of their permitted term the Council is seeking to commission one DPS to facilitate the purchase of any external accommodation based social care or educational placements for children and young people including those who are CLA or those assessed as children with SEND. The DPS will ensure a consistent yet flexible approach to purchasing the variety of accommodation based products and services required for children and young people and will help facilitate and manage the market to meet the anticipated demand both in terms of the volumes and complexity of children and young people requiring these services.

The Cabinet Members will be asked to :-

- (1) Approve the commencement of the procurement for the DPS; and
- (2) Delegate authority to the Director of Children and Family Services to enter into a contract to implement the Dynamic Purchasing System following completion of the tender process.

Decision By	Mr Hillier, Cabinet Member for Children and Young People and Mr Burrett, Cabinet Member for Education and Skills
Date added to Forward Plan	9 May 2018
Decision Month	June 2018
Consultation	Representative bodies for the independent and non-maintained schools (INMSS), independent children's homes and foster care agencies sectors; West Sussex Parent & Carer's Forum; young people; individual providers (through Provider Working Groups). Cabinet Member for Finance and Resources
Background Documents	None
Background Documents from	N/A
Author	Karen Wells – 0330 22 26480
Contact	Wendy Saunders – 0330 22 22553

Education and Skills

Proposal to extend the age range of Bishop Tufnell Infant School to become an age 4 -11 (YR – Y6) all through Primary School and to close Bishop Tufnell Junior School	
Following the federation of Bishop Tufnell Infant and Junior Schools in September 2017 the Governors of the Bishop Tufnell Schools Federation have held discussions with advisors from the Diocese of Chichester and the Local Education Authority to look at how best to secure the long term future of the schools.	
The Governors have decided to formally consult on a proposal to close the Junior School as a separate school with effect from 31 August 2018 and to extend the age range of the Infant School to become an age 4-11 (YR-Y6) all-through Primary School from 1 September 2018, using the buildings of both schools. The Governing Body believes that this will significantly improve outcomes for the children as well as providing greater opportunities for the staff.	
In consultation with the Governors of the Bishop Tufnell Schools Federation, the Cabinet Member for Education and Skills will be asked to approve the publication of statutory notices proposing an increase in the age range of Bishop Tufnell Infant School from age 4 -7 (YR – Y2) to become an age 4 -11 (YR – Y6) all through Primary School and approve the closure of Bishop Tufnell Junior School with effect from September 2018.	
Should representations provide significant new evidence, the Cabinet Member will consider the need to take a further decision, in consultation with the Diocese of Chichester, in respect of the proposals. It is anticipated that should such a decision become necessary, it would be taken by the end of July 2018.	
Decision By	Mr Burrett, Cabinet Member for Education and Skills (and Deputy Leader)
Date added to Forward Plan	20 March 2018
Decision Month	June 2018
Consultation	A public consultation exercise with parents, education stakeholders and the wider community will be carried out by the Governing Body between March and May 2018. This complies with statutory guidance published by the Department for Education. https://haveyoursay.westsussex.gov.uk/strategic-planning-and-place/bishop-tufnell/
Background Documents	The consultation document is available from the school office and the weblink above. Statutory guidance is published by the Department for Education at https://www.gov.uk/government/publications/school-organisation-maintained-schools
Background Documents from	The School Office, Bishop Tufnell Junior School, Pennyfields, Felpham, Bognor Regis, West Sussex, PO22 6BN.
Author	Tracey Dunn - 0330 22 23048
Contact	Wendy Saunders - 0330 22 22553

School Expansion Projects

Due to the increased demand for pupil places and/or to enable implementation of the aims of the SEND Strategy it is necessary to expand a number of schools across the county and a Special Support Centre.

The Cabinet Member for Education and Skills will be asked to:-

- 1) Approve the allocation of the funds required to enable expansion projects to be undertaken at the schools and Special Support Centre listed in the table below; and
- 2) Delegate authority to the Director Economy, Planning and Place to award the contracts for the works.

	Name of School	Proposal	Decision Month
1.	The Angmering School	Expansion to increase admission number from 252 to 270 in each year group	June 2018
2.	Bourne Community College	Expansion to increase admission number from 150 to 180 in each year group	September 2018
3.	Crawley Down Primary School	Expansion to increase admission number from 45 to 60 in each year group	September 2018
4.	Felpham Community College	Expansion to increase admission number from 240 to 300 in each year group	June 2018
5.	Maidenbower Junior School Special Support Centre	Expansion of the Special Support Centre from 8 to 16 planned places	June 2018
6.	St Mary's Catholic Primary School, Bognor Regis	Expansion to increase admission number from 45 to 60 in each year group	September 2018

Decision By	Mr Burrett, Cabinet Member for Education and Skills (and Deputy Leader)
Dates added to Forward Plan	Date range from 2 February – 24 April 2018
Decision Months	See details in list above
Consultation	School, parents and local residents, Parish, District and Borough Councils Cabinet Member for Finance and Resources Director of Education and Skills
Background Documents	Cabinet Member decision report - Fin09(16/17) – Projects 1 and 3 Cabinet Member decision report - ES10(17/18) – Projects 5 and 7 Cabinet Member decision report - ES12 (17/18) – Project 6 Cabinet Member decision report – CH05(16/17) – Project 6
Background Documents from	See above links
Authors	Tim Crabb, Leigh Hunnikin and Rob White
Contact	Wendy Saunders - 0330 22 22553

Partial revocation of a statutory notice and Cabinet Member Decision taken in July 2012 to relocate and expand Shelley Primary School, Broadbridge Heath

In July 2012 a decision was taken by the then Cabinet Member for Education and Schools to approve the publication of statutory notices to expand and relocate Shelley Primary School to a new development site to the south of Broadbridge Heath, now known as Wickhurst Green.

Since 2012 the Secretary of State for Education has appointed a sponsor, the Glyn Learning Foundation, to set up a Primary Free School on the new development site which is to be funded by the Free Schools Programme of the Department for Education. A date for opening is yet to be confirmed. In the meantime the expansion of Shelley Primary School on its existing site funded in part by West Sussex County Council and in part by the housing developer will be able to cater for the increased demand for school places.

The Cabinet Member for Education and Skills will be asked to :

- (1) Approve the partial revocation of the statutory notice to expand and relocate Shelley Primary School, in line with Department for Education statutory guidelines, after a four week representation period;
- (2) Agree the partial revocation of the Cabinet Member Decision ES14 (12/13).

Decision By	Mr Burrett, Cabinet Member for Education and Skills (and Deputy Leader)
Date added to Forward Plan	17 April 2018
Decision Month	June 2018
Consultation	A notice to be shared with statutory consultees and published in the local press for four weeks asking for comments. This complies with statutory guidance published by the Department for Education. A copy of the notice is available on the Council website and can be accessed via the consultation hub here . A summary of responses will be contained in the Cabinet Member Decision Report upon completion of the consultation exercise. Statutory guidance is published by the Department for Education at:- https://www.gov.uk/government/publications/school-organisation-maintained-schools
Background Documents	Cabinet Member Decision Report from July 2012:- http://www2.westsussex.gov.uk/ds/mis/250712es14.pdf
Background Documents from	Link above
Author	Vanessa Cummins - 0330 22 23046
Contact	Wendy Saunders - 0330 22 22553

Procurement of a Dynamic Purchasing System for Children's Placements and other Accommodation and Support Services

The Council has a statutory responsibility to ensure the sufficiency of a variety of accommodation based services for children, young people and young adults. This responsibility includes children who are looked after (CLA), those with special educational needs and disabilities (SEND), care leavers, those on the edge of care, unaccompanied asylum seekers (UASC) and those at risk of homelessness.

Whilst the Council provides some of these services, the demand is such that a significant number of placements have to be purchased from the external market and evaluation shows this is a trend expected to continue. To fulfil this requirement the Council currently has a number of contractual arrangements for purchasing external placements for children. Amongst the largest is a framework for purchasing fostering and residential care home social care placements for Children Looked After (CLA) and a Dynamic Purchasing System (DPS) for educational day and residential placements for children with SEND. Both are used by neighbouring and regional authorities.

As these two arrangements are both coming to the end of their permitted term the Council is seeking to commission one DPS to facilitate the purchase of any external accommodation based social care or educational placements for children and young people including those who are CLA or those assessed as children with SEND. The DPS will ensure a consistent yet flexible approach to purchasing the variety of accommodation based products and services required for children and young people and will help facilitate and manage the market to meet the anticipated demand both in terms of the volumes and complexity of children and young people requiring these services.

The Cabinet Members will be asked to :-

- (1) Approve the commencement of the procurement for the DPS; and
- (2) Delegate authority to the Director of Children and Family Services to enter into a contract to implement the Dynamic Purchasing System following completion of the tender process.

Decision By	Mr Hillier, Cabinet Member for Children and Young People and Mr Burrett, Cabinet Member for Education and Skills
Date added to Forward Plan	9 May 2018
Decision Month	June 2018
Consultation	Representative bodies for the non-maintained and independent schools (NMISS), independent children's homes and foster care agencies sectors; West Sussex Parent & Carer's Forum; Young People; individual Providers (through Provider Working Groups). Cabinet Member for Finance and Resources
Background Documents	None
Background Documents from	N/A
Author	Karen Wells – 0330 22 26480
Contact	Wendy Saunders – 0330 22 22553

Officer decision**Award of Contracts for School Expansion Projects**

Due to the increased demand for pupil places and/or to enable implementation of the aims of the SEND Strategy it is necessary to expand a number of schools across the county and a Special Support Centre.

The Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable expansion projects to be undertaken at the schools and Special Support Centre in the table below. The Cabinet Member will also be asked to delegate authority to the Director Economy, Planning and Place to award the contracts for the works.

Following receipt of this approval from the Cabinet Member, the Director of Economy, Planning and Place will be asked to award contracts for the expansion of schools and a Special Support Centre as listed in the table below.

	Name of School	Proposal	Decision Month
1.	The Angmering School	Expansion to increase admission number from 252 to 270 in each year group	June 2018
2.	Bourne Community College	Expansion to increase admission number from 150 to 180 in each year group	September 2018
3.	Crawley Down Primary School	Expansion to increase admission number from 45 to 60 in each year group	September 2018
4.	Felpham Community College	Expansion to increase admission number from 240 to 300 in each year group	June 2018
5.	Maidenbower Junior School Special Support Centre	Expansion of the Special Support Centre from 8 to 16 planned places	June 2018
6.	St Mary's Catholic Primary School, Bognor Regis	Expansion to increase admission number from 45 to 60 in each year group	September 2018

Decision By	Nick Smales, Director of Economy, Planning and Place
Date added to Forward Plan	Date range from 17 April – 24 April 2018
Decision Month	See details in list above
Consultation	Director of Education and Skills
Background Documents	N/A
Background Documents from	N/A
Author	Tim Crabb, Leigh Hunnikin and Rob White
Contact	Wendy Saunders - 0330 22 22553