

Public Document Pack

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4 September 2018

Children and Young People's Services Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 12 September 2018** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

- 10.30 am 1. **Declarations of Interests**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.30 am 2. **Minutes of the last meeting of the Committee** (Pages 5 - 14)
- The Committee is asked to agree the minutes of the meeting held on 20 June 2018 (cream paper).
- 10.30 am 3. **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.
- 10.45 am 4. **Responses to Recommendations** (Pages 15 - 18)
- The Committee is asked to note the responses to recommendations made at the 20 June 2018 meeting from The Cabinet Member for Education and Skills.
- 10.55 am 5. **Forward Plan of Key Decisions** (Pages 19 - 58)

Extract from the Forward Plan dated 29th August 2018 – attached.

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

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

11.00 am 6. **Children's Residential Homes (To Follow)**

Report by the Executive Director Children, Adults, Families, Health and Education.

The Committee is asked to consider the recommendations in the report in order to ensure members are fully briefed on recent activities concerning children's homes in West Sussex.

The Committee will break at 1.00pm for 30 minutes for lunch

1.30 pm 7. **Developing a Sustainable Workforce for West Sussex (Pages 59 - 72)**

Report by the Executive Director Children, Adults, Families, Health and Education, the Head of School Effectiveness, and the Director of Children and Family Services.

The report provides an overview to the challenges faced by West Sussex County Council in terms of recruitment and retention of experienced staff to teaching and social work roles.

The Committee is asked to note the nationally demanding environment within which West Sussex schools and the County Council recruits to education jobs, to consider how further West Sussex could be promoted as a good place to work in education and social care, and to consider how to maximise the opportunity the apprenticeship levy funding provides to develop professional skills, build capacity and secure workforce sustainability into schools and education roles in the local authority.

2.30 pm 8. **School Effectiveness Strategy 2018-2022 (Pages 73 - 86)**

Report by the Executive Director Children, Adults, Families, Health and Education.

In June the Committee previewed the Draft School Effectiveness Strategy and requested that the final strategy return to the Committee in September. The report updates the Committee on the progress made since June 2018, to develop and agree the new School Effectiveness Strategy 2018-2022.

This includes the public consultation feedback and the refinements that have been made as a result.

The Committee is asked to endorse the executive decision to approve the new School Effectiveness Strategy 2018-2022. The Committee is also asked to consider how it can actively support the Cabinet Member and officers in the Strategy's implementation. For example a Task and Finish Group that meets each term and undertakes a strategic monitoring role of progress against strategy objectives, and that yearly updates are provided to the Committee.

3.15 pm 9. **Business Planning Group Report** (Pages 87 - 94)

The report informs the Committee of the Business Planning Group meeting held on 6 June 2018, setting out the key issues discussed.

The Committee is asked to endorse the contents of this report, and particularly the Committee's Work Programme revised to reflect the Business Planning Group's discussions (attached at Appendix A).

3.30 pm 10. **Possible Items for Future Scrutiny**

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

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

3.30 pm 11. **Requests for Call-In**

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

3.30 pm 12. **Date of Next Meeting**

The next meeting of the Committee will be held on 31 October 2018 at 10.30 am at County Hall, Chichester.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 16 October 2018.

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

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.

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

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

Mr Richard Burrett
Cabinet Member for Education and Skills

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Agenda Item 4



**Michael Cloake,
Chairman,
Children and Young People's Services Select Committee**

21 August 2018

Dear Michael,

**Reviewing powers of the Local Authority in relation to Academies -
recommendation from the Children and Young People's Services Select
Committee – 20 June 2018**

I refer to the recommendation made by the Committee at the last meeting asking that I write to the Secretary of State for Education to request that the Government reviews the powers of Local Authorities in relation to Academies. Subsequent to that, at the meeting of the County Council on 20 July 2018, a Notice of Motion made a similar request asking that the Leader and I write to the Secretary of State to request that the Government reviews 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.

In response to both of these requests a joint letter from the Leader and myself has been sent to the Secretary of State. This highlights our concerns about the inability of the Local Authority to act in contributing to improving the performance of failing Academies.

A copy of this letter is enclosed; when I receive a response from the Minister I will ensure that it is shared with the Committee.

Yours sincerely

A handwritten signature in blue ink that reads 'Richard Burrett'.

Richard Burrett
Cabinet Member for Education and Skills

Enc – Letter to Secretary of State for Education

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The Rt Hon Damian Hinds MP
Secretary of State for Education
Department for Education
Sanctuary Buildings
Great Smith Street
London,
SW1P 3BT

20th August 2018

Dear Secretary of State

Converting Schools to Academies

West Sussex County Council recognises the improvements which have been made as a result of the Government's programme of school academisation. There are a number of successful academies in West Sussex, and we seek to work with them to ensure that our children have the best start in life.

There are, however, a number of areas where, in light of our practical experience of academisation over the last few years, we believe the system could be reformed to ensure that it provides value for money, and is transparent and focused on delivering the best outcomes for children. At our Full County Council meeting on 20 July a Notice of Motion on academisation was debated and agreed with cross-party support. The Motion called for an enhanced role for Local Authorities in improving the performance of failing academies.

West Sussex County Council welcomes the Public Accounts Committee's recent report on "Converting Schools to Academies", and the recommendations that the Committee makes for reform. We recognise the challenges the PAC highlights with regard to small, rural primary schools, that your Department should consider if it should provide a contribution to Local Authorities to cover the cost of conversion, and that all Academy Trusts, as part of their funding agreements, should be required to work with Local Authorities on school place planning and school admissions, including for vulnerable groups of children.

Poorly-performing Academies

In its report, the PAC also makes recommendations with regard to high profile Academy Trust failures that have been costly to the taxpayer and damaging to children's education. In particular the PAC calls on your Department to *"review academy trust failures to identify lessons for its scrutiny arrangements. It should write to us by October 2018 setting out the main reasons for the failures and how it proposes to strengthen its scrutiny of prospective academies and sponsors to ensure that risks are being well managed before and after conversion."*

The recently published Local Government Association report "Improving Schools" highlighted the impact Local Authority intervention can have when a school is

failing, with 91 per cent of council maintained schools now Good or Outstanding. Maintained schools outperform academies in every Regional Schools Commissioner region. By contrast, the most recent Department for Education (DfE) figures showed that in terms of GCSE results, over half of Multi Academy Trusts (MATs) had Progress 8 scores that were below the national average for state-funded mainstream schools and 45 percent of MATs were performing at significantly below national averages¹.

As well as improving standards in all schools, councils have an excellent track record in turning around failing schools. Before recent legislation to require all inadequate maintained schools to convert to academy status, some stayed with their council until their next Ofsted inspection. Comparison with previously maintained schools that became sponsored academies shows that since 2013 a larger proportion of council maintained schools (75.7 per cent) are now Good or Outstanding, compared to sponsor-led academies (59.4 per cent).²

Given the compelling evidence, it is hard to understand why Local Authorities do not have a more formal role in the improvement journey when academies are not performing as expected. We would ask that, in your response to the PAC's recommendation, you consider the role that Local Authorities can play when academy schools are failing. This could be by allowing Local Authorities to create MATs to take on failing academies, or by providing greater powers of intervention, challenge and support to Local Authorities, including the introduction of a mechanism to enable academies to be returned to Local Authority maintained status, where the Regional Schools Commissioner and the Local Authority agree this to be in the best interests of the individual school in question.

We are proud of the work that we are doing in West Sussex to improve the outcomes for our children, and of the improvement that has been delivered nationally as a result of our Government's reforms. We would welcome the chance to explore these issues with you, and would be happy to meet to discuss how minor reform of the school system could bring further benefits to our children.

We are copying this letter to all West Sussex MPs.

Yours sincerely



Louise Goldsmith
Leader
West Sussex County Council



Richard Burrett
Cabinet Member for Education
and Skills (and Deputy Leader)
West Sussex County Council

¹ 'Official Statistics: Multi-academy trust performance measures: England, 2016 to 2017, Department for Education, SFR 02/2018, 1 March 2018'

² www.local.gov.uk/academy-maintained-schools



Forward Plan of Key Decisions

Explanatory Note

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

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

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

Key decisions are those which:

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

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


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

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

Published: 29 August 2018

Forward Plan Summary

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

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
5	Cabinet Member for Education and Skills	Approval of a new School Effectiveness Strategy	August 2018
6	Cabinet Member for Education and Skills	Change to the Approved Capital Programme - Creation of a Schools Access Initiative Budget	September 2018
7	Cabinet Member for Education and Skills	Expansion of Crawley Down Primary School	September 2018
7	Cabinet Member for Education and Skills	Expansion of St Mary's Catholic Primary School, Bognor Regis	September 2018
8	Cabinet Member for Education and Skills	Expansion of Bourne Community College	November 2018
9	Executive Director Economy, Infrastructure and Environment	Award of Contract for expansion of The Angmering School	September 2018
9	Executive Director Economy, Infrastructure and Environment	Award of Contract for expansion of Crawley Down Primary School	September 2018
10	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of St Mary's Catholic Primary School, Bognor Regis	September 2018
11	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of Bourne Community College	November 2018
12	Leader	Chichester Southern Gateway Former High School Building	September 2018
13	Cabinet Member for Highways and Infrastructure	Street Works Prosecution Policy	September 2018
13	Cabinet Member for Highways and Infrastructure	Update of the Surface Water Management Policy	September 2018
14	Cabinet Member for Highways and Infrastructure	Traffic Signals Refurbishment Programme	September 2018

15	Cabinet Member for Highways and Infrastructure	Approval of Guidance on Parking in New Developments	October 2018
16	Cabinet Member for Highways and Infrastructure	Approval of the Strategic Transport Investment Programme (2018/2019)	September 2018
17	Cabinet Member for Highways and Infrastructure	Adoption of the updated policy on Commuted Sums for maintaining infrastructure in association with S278 and S38 Highway Agreements	November 2018
18	Cabinet Member for Highways and Infrastructure	Procurement of new Highways Contract	November 2018
19	Cabinet Member for Environment	Re-procurement for the provision of Clinical Waste Services	September 2018
19	Cabinet Member for Environment	Countryside Contractors Framework Agreement: re-procurement	September 2018
20	Cabinet Member for Environment	Approval of Halewick Lane Energy Storage Project	December 2018
21	Cabinet Member for Safer, Stronger Communities	Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18	September 2018
22	Cabinet Member for Adults and Health	Short Break Services for Family and Friends Carers (Adults)	August 2018
23	Cabinet Member for Adults and Health	Procurement of Integrated Advocacy Services	August 2018
24	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor (Rolling Entry)	Between April 2018 and April 2019
25	Cabinet Member for Finance and Resources	Review of Property Holdings (Rolling Entry)	Between January 2018 and December 2018
25	Cabinet Member for Finance and Resources	Procurement of Outdoor Media Services	September 2018
26	Cabinet Member for Finance and Resources	Park House Horsham - Renewal of Lease	September 2018
27	Cabinet Member for Environment	Adoption of the West Sussex Statement of Community Involvement (third review)	September 2018
28	Executive Director Children, Adults,	Pilot of Minor Adaptations and Deep Clean Services for eligible West Sussex residents	September 2018

Agenda Item 5

	Families, Health and Education	with disabilities	
29	Executive Director Children, Adults, Families, Health and Education	Endorsement of Future arrangements for District and Borough Wellbeing Hub Services	September 2018
29	Cabinet Member for Adults and Health	Procurement of Mortuary Services for West Sussex	December 2018
30	Cabinet Member for Children and Young People	Alterations to the Integrated Prevention and Earliest Help Service	December 2018
31	Cabinet Member for Children and Young People	Provision of accommodation for Care Leavers	November 2018
32	Cabinet Member for Education and Skills	Creation of additional Special Support Centres	November 2018
33	Cabinet Member for Highways and Infrastructure	On-street parking to support traffic management	November 2018
34	Cabinet Member for Highways and Infrastructure	Passenger Transport (Bus) Strategy and Supported Services Review	December 2018
35	Cabinet Member for Environment	Funding for Recycling Credits	September 2018
35	Cabinet Member for Adults and Health	Adults In-house Social Care services - Choices for the Future	October 2018
37	Cabinet Member for Adults and Health	Housing Related Support	September 2018
37	Cabinet Member for Adults and Health	Local Assistance Network (LAN) Funding	September 2018
38	Cabinet Member for Adults and Health	Minimum Income Guarantee for Working Age Adults	September 2018

Best Start in Life

Cabinet Member for Education and Skills

Approval of a new School Effectiveness Strategy	
<p>In April 2018 the Cabinet Member agreed to launch a public consultation regarding the development of a new School Effectiveness Strategy for West Sussex. This related to how the Council will work with education providers from 2018 to 2022 to underpin the West Sussex Plan priority to ensure that children and young people get the best start in life.</p> <p>The County Council is responsible for strategically organising school places, educational progress and outcomes, raising standards and making sure that schools work in the most sustainable and effective way. The Strategy will set out a vision, principles and values for education in West Sussex. It will outline how to build sustainable capacity and support improvement by targeting resources, broadening services that are traded, and encouraging school-to-school support. This refreshes the current Strategy for School Improvement 2016-2019.</p> <p>The consultation that ran from 18 May to 25 June invited comments and feedback from a range of stakeholders on the draft Strategy. Following the full assessment of the consultation responses, and the development of the final Strategy taking into account the views expressed, the Cabinet Member for Education and Skills will be asked to approve the full and final School Effectiveness Strategy 2018-2022 for implementation from September 2018.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	10 July 2018
Decision Month	August 2018
Consultation/ Representations	<p>Children and Young People's Services Select Committee - 20 June 2018</p> <p>Survey on the County Council's 'Have Your Say' website</p> <p>Discussions through the following:</p> <ul style="list-style-type: none"> • Primary, Secondary and Special Headteacher Executives • Youth Parliament • West Sussex Governors' Association • Schools Forum • West Sussex Parent Carer Forum • Directorate engagement with staff <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

Background Documents (via website)	Consultation Results
Author	Mark Jenner Tel: 033022 27854
Contact	Wendy Saunders Tel: 033022 22553

Cabinet Member for Education and Skills

Change to the Approved Capital Programme - Creation of a Schools Access Initiative Budget	
<p>The Council encourages the inclusion, where appropriate, of all pupils with disabilities in mainstream schools. To assist in enabling this it is proposed that a Schools Access Initiative budget is established to fund adaptations and improvements to school buildings to ensure their accessibility to pupils where reasonably practicable. This will improve the educational and social outcomes for children and their families and reduce the requirement for more costly specialist Special Educational Needs and Disabilities (SEND) provision. Works funded by the new budget could include installing hygiene facilities, ramps and making acoustic improvements.</p> <p>In December 2017 the Council approved an allocation of £30.2m for Schools Basic Need projects in 2018/19. The Cabinet Member for Education and Skills will be asked to approve the reallocation of £500,000 of the approved sum for Basic Need Funding to create a Schools Access Initiative budget.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	21 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>Headteacher Groups Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033022 23051
Contact	Wendy Saunders Tel: 033022 22553

Cabinet Member for Education and Skills

Expansion of Crawley Down Primary School	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to growing demand for school places in the Crawley Down area there is a need to expand the local Primary School to accommodate additional pupils. In March 2016 following a positive public consultation, the Governing Body approved an expansion of Crawley Down Primary School to increase its admission number from 45 pupils in each year group to 60 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the expansion project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	20 March 2018
Decision Month	September 2018
Consultation/ Representations	<p>School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

Cabinet Member for Education and Skills

Expansion of St Mary's Catholic Primary School, Bognor Regis	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to the growing demand for school places in the Bognor Regis area, in March 2018 proposals were endorsed to increase the pupil admission number at St Mary's Catholic Primary School from 45 pupils in each year group to 60 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan	Best Start in Life

priority	
Date added to Forward Plan	24 April 2018
Decision Month	September 2018
Consultation/ Representations	School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES10(17/18)
Author	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

Cabinet Member for Education and Skills

Expansion of Bourne Community College	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to the growing demand for school places, in March 2017 the Cabinet Member for Finance and Resources approved an expansion of Bourne Community College to increase the admission number from 150 pupils in each year group to 180 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	20 March 2018
Decision Month	November 2018
Consultation/ Representations	School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.

Background Documents (via website)	Cabinet Member Decision Report FIN09(16/17)
Author	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for expansion of The Angmering School	
<p>In July 2018 the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to undertake an expansion project to provide additional pupil places at The Angmering School (Decision ref ES07 (18/19)). As part of the decision the Cabinet Member delegated authority to the Executive Director Economy, Infrastructure and Environment to award the building contract to carry out the necessary works.</p> <p>The Executive Director Economy, Infrastructure and Environment will be asked to approve the award of the construction contract to expand the Angmering School.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	<p>Executive Director Children, Adults, Families, Health and Education</p> <p>Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, 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 - ES07(18/19)
Author	Leigh Hunnikin Tel: 033022 23051
Contact	Wendy Saunders Tel: 033022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for expansion of Crawley Down Primary School	
<p>Due to growing demand for school places in the Crawley Down area there is a need to expand the local Primary School to accommodate additional pupils. The Cabinet Member</p>	

Agenda Item 5

<p>for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.</p> <p>Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand Crawley Down Primary School.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	<p>Executive Director Children, Adults, Families, Health and Education</p> <p>Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, 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	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

Executive Director Economy, Infrastructure and Environment

<p>Award of Contract for the expansion of St Mary's Catholic Primary School, Bognor Regis</p>	
<p>Due to growing demand for school places in the Bognor Regis area there is a need to expand St Mary's Catholic Primary School to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.</p> <p>Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand St Mary's Catholic Primary School.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life

Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	Executive Director Children, Adults, Families, Health and Education Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, 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	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of Bourne Community College	
<p>Due to growing demand for school places there is a need to expand Bourne Community College to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.</p> <p>Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand Bourne Community College.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	November 2018
Consultation/ Representations	Executive Director Children, Adults, Families, Health and Education Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, 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	Rob White Tel: 033022 23045
Contact	Wendy Saunders Tel: 033022 22553

A Prosperous Place

Leader

Chichester Southern Gateway Former High School Building	
<p>The Chichester Growth Deal, agreed in April 2018 by the Leaders and Chief Executive Officers of West Sussex County Council (WSCC) and Chichester District Council (CDC) defines joint growth priorities for Chichester, including the Southern Gateway. The Southern Gateway comprises land parcels predominantly currently under the control of, or likely to be under the control of, CDC, WSCC and Homes England (HE) to be progressed in line with the development aspirations of the Adopted Southern Gateway MasterPlan to deliver housing, employment space and improved public realm on the key southern route into the City.</p> <p>WSCC land (the former Chichester High School Year 7 Block and current all-weather hockey pitch) comprise part of the MasterPlan with shared boundaries to Police land. WSCC officers are working in partnership with CDC and HE to consider the options for the delivery of development on the WSCC land. A valuation and options appraisal is under way to inform an Outline Business Case.</p> <p>The Leader will be asked to agree a preferred option for the delivery of development on the WSCC land.</p>	
Decision By	Ms Goldsmith - Leader
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	1 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>Environment, Communities and Fire Select Committee 31 January 2018 and 4 June 2018. Local Members Leader and Cabinet Member for Finance</p> <p>Representations concerning this proposed decision can be made to the Leader, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Chichester Growth Deal Southern Gateway MasterPlan
Author	Paul Jackson-Cole Tel: 033022 25445
Contact	Katherine De La Mora Tel: 033022 22535

Cabinet Member for Highways and Infrastructure**Street Works Prosecution Policy**

Utilities have a statutory obligation to apply for streetworks permits through the County Council's permit team. This is in accordance with relevant legislation such as the New Roads and Street Works Act, the Traffic Management Act, the West Sussex Permit Scheme and the associated regulations and Codes of Practice.

Utilities are required to use their best endeavours to co-operate with the County Council as the street authority, in the interests of safety, to minimise inconvenience to people using the street and to protect the structure of the street and the integrity of the apparatus in the street. Failure to do so is an offence under the relevant section of the legislation.

It is proposed that the County Council's street authority will prosecute if it considers that an offence has been committed and if the evidence shows that there is a realistic prospect of conviction, where the relevant offender has shown a previous poor history of compliance under its statutory obligations and/or the offender has failed to discharge its liability under The Street Works (Fixed Penalty) (England) Regulations 2007 or the Traffic Management Permit Scheme Regulations 2007.

It is recommended that Cabinet Member approves the adoption of The West Sussex Streetworks Prosecution Policy to empower the street authority in carrying out its statutory duty/s in accordance with the relevant Acts of Parliament.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	Internal and external stakeholders Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Jeff Elliot Tel: 033022 25973
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Highways and Infrastructure**Update of the Surface Water Management Policy**

The Surface Water Management Policy was adopted in August 2017 and is an important

regulatory tool against which planning applications can be challenged. At the request of engineering colleagues in the West Sussex Districts and Borough councils, the County Council as Lead Local Flood Authority (LLFA) was requested to write further guidance relating to non-major developments (notably householder extensions and housing developments of less than 10 properties). The Policy has been reviewed over the past 9 months and consulted upon internally and externally.

The Cabinet Member for Highways and Infrastructure will be asked to approve the adoption of the updated Surface Water Management Policy.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils, internal consultation with Director of Highways and Transport and Executive Director for Economy, Infrastructure and Environment Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	West Sussex (LLFA) Policy for the Management of Surface Water
Author	Ray Drabble Tel: 033022 24077
Contact	Judith Shore Tel: 0330 22 26052

Cabinet Member for Highways and Infrastructure

Traffic Signals Refurbishment Programme
<p>This decision concerns the implementation of a refurbishment programme for traffic signal sites across West Sussex. The Traffic Signals Team has developed a system that uses periodic inspections of the traffic signals to capture and categorise equipment and sites that need urgent attention. The number of such locations has been steadily increasing due to the age of the equipment.</p> <p>It is proposed that a programme of signal refurbishments is progressed, using the current traffic signals maintenance contract, to procure all the necessary elements of the work. Although it would be feasible to investigate the implementation of a full asset management plan the cost of this would be in excess of £2million. However the proposed Traffic Signals Refurbishment Programme will address the critical issues.</p> <p>The Capital Programme 2018/19 – 2022/23 approved by Full Council in December 2017 included £1m for the Traffic Signals Refurbishment Programme as a pipeline scheme, funded by corporate borrowing. The funding is split £250k per annum over 4</p>

years, commencing 2018/19.

The Cabinet Member will be asked to approve:

- (1) The decision to proceed with the refurbishment programme; and
- (2) The use of the associated funding of £250k per annum from 2018/19 to 2021/22.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	September 2018
Consultation/ Representations	Internal consultation with finance and legal teams Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Barry Edmunds Tel: 033022 25692
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Highways and Infrastructure

Approval of Guidance on Parking in New Developments

The Council provides guidance on parking in new residential and commercial developments to inform the determination of planning applications by Local Planning Authorities (LPA). It addresses the amount of car and cycle parking that is expected to be provided and includes advice to developers and the LPAs on the highway impacts of parking provision in new developments.

The current guidance was last reviewed in 2010 (residential), and 2003 (commercial). There is a need to review the current guidance to ensure it is fit for purpose, up to date and consistent with current national planning policy and guidance. A review of the current guidance has been undertaken in consultation with the LPAs to provide an updated evidence base and recommendations on which the new guidance will be based.

The Cabinet Member for Highways and Infrastructure will receive a report on the review of current guidance and be asked to approve the Council's updated Guidance on Parking in New Developments.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan	A Prosperous Place

Agenda Item 5

priority	
Date added to Forward Plan	7 August 2018
Decision Month	October 2018
Consultation/ Representations	Local Planning Authorities in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Paul Eagle Tel: 033022 25298
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Highways and Infrastructure

Approval of the Strategic Transport Investment Programme (2018/2019)	
<p>In July 2013, the Council established a Strategic Transport Investment Programme (STIP) to identify and develop strategic (i.e. larger than local) transport schemes that are needed to support sustainable economic growth in the county. A long list of potential schemes was identified at that time, largely building on technical work to prepare local plans and these schemes were prioritised.</p> <p>The STIP has been reviewed periodically since 2013 and consideration is again being given to adding new priorities for investment and also removing schemes that are no longer considered to be priorities. Consultation has taken place with elected members and other stakeholders who were invited to put forward suggestions to inform the review. As the majority of funding for strategic transport projects will be subject to scheme appraisal in line with Department for Transport guidance, any new potential priorities will be appraised using a similar standardised approach.</p> <p>The Cabinet Member for Highways and Infrastructure will be provided with an update on progress with current priorities and recommended to approve a revised Strategic Transport Investment Programme list of priorities, including the need for feasibility work on schemes in 2019/20.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	September 2018
Consultation/ Representations	Local Members, Local Planning Authorities and other key stakeholders were invited to put forward suggestions

	Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Paul Eagle Tel: 033022 25298
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Highways and Infrastructure

Adoption of the updated policy on Commuted Sums for maintaining infrastructure in association with S278 and S38 Highway Agreements	
<p>In association with development proposals, third parties enter into agreements with the Council under Section 278 and Section 38 of the Highways Act 1980. These agreements enable them to make modifications to the existing public maintainable highway and also to offer up new highways for adoption by the County Council. Where this infrastructure will create an additional maintenance burden on the authority, commuted sums are secured for the future maintenance of the asset that is being adopted.</p> <p>The policy on commuted sums provides clarity on the Council's approach and which assets will attract commuted sums. It is being updated to reflect current rates for maintenance of the various assets.</p> <p>The Cabinet Member for Highways and Infrastructure will be recommended to adopt the updated policy on commuted sums as the Council's approach to securing contributions for the future maintenance of assets adopted under S278 and S38 Highway Agreements.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>Internally with officers in the highways and transport, finance, and legal services teams</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Andrew Howick Tel: 033022 25704
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Highways and Infrastructure

Procurement of new Highways Contract	
<p>The Highways Maintenance Term Contract is used to deliver a range of statutory highways maintenance services and the existing contract expires on 31 March 2019. The length and scope of the contract and the detailed terms will be developed using a commissioning based approach.</p> <p>The Cabinet Member will be asked to:</p> <ol style="list-style-type: none"> (1) approve the commencement of a procurement process for a new Highways Maintenance Term Contract, to commence on expiry of the current contract; and (2) delegate authority to the Director of Highways and Transport to enter into the contract, and to extend if appropriate, in accordance with the Council’s Standing Orders on Procurement and Contracts 	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>Economy, Communities and Fire Select Committee All member briefing Executive Director of Economy, Infrastructure and Environment Director of Finance Director of Law and Assurance</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, 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	Chris Barrett Tel: 033022 26707
Contact	Judith Shore, Democratic Services Officer Tel: 0330 22 26052

A Strong, Safe and Sustainable Place

Cabinet Member for Environment**Re-procurement for the provision of Clinical Waste Services**

In January 2015, the Council entered into a 4-year Framework Agreement with Medisort Ltd for the provision of Clinical Waste Services. The Council utilised this agreement for treatment and disposal of clinical waste collected by the District and Borough Councils in West Sussex. The initial term of the call off contract was for three years and included an option to extend up to a maximum of an additional 2 years. It has currently been extended to 31 March 2019.

Since it commenced, the Framework Agreement has also been utilised by four of the West Sussex District and Borough Councils for their clinical collection and support service arrangements. This agreement has proved an efficient vehicle for procuring a joint service for collection and disposal of a waste service that requires specialist handling and treatment.

The County Council is considering the procurement options for the continuation of this service for the residents of West Sussex. A joint collection and disposal contract will continue to provide efficiencies in service delivery and operations as well as a single point of contact for those residents who require this service.

The Cabinet Member will be asked to agree to the commencement of a procurement exercise for the provision of Clinical Waste Services from 1 April 2019 and to delegate authority to the Director of Energy, Waste and Environment to award the contract to the most economically advantageous tender.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong and Sustainable Place
Date added to Forward Plan	30 July 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member Environment at, 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	Paul Sparshott Tel: 033022 27716
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Environment**Countryside Contractors Framework Agreement: re-procurement**

The Countryside Contractors Framework Agreement is used to deliver works on the

Agenda Item 5

Public Rights of Way network and at various countryside sites around West Sussex. It enables the Council to use a variety of qualified contractors to deliver works that fall outside of the Public Rights of Way maintenance contract.

The existing Framework Agreement ends on 31 May 2019 and the Cabinet Member will be asked to approve the commencement of a procurement process to renew the Agreement.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	21 August 2018
Decision Month	September 2018
Consultation/ Representations	Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member Environment, 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	Charlotte Weller Tel: 033022 26001
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Environment

Approval of Halewick Lane Energy Storage Project

The project forms part of the agreed objectives of the Your Energy Sussex (YES) partnership by increasing and enabling the expansion of renewable energy generation in the county as well as developing the low carbon economy and reducing CO₂ emissions. It also supports the outcomes identified in the approved [Energy Strategy](#). The project will also facilitate a much needed re-development of the site, with the existing buildings being demolished and the site fully secured. The site has in recent years suffered problems with safety, break-ins and vandalism.

Since 1 April 2014 the YES team has been working to develop a significant pipeline of energy related projects including:

- The imminent completion of Westhampnett solar farm with 4 mega-watts of energy storage on site,
- Development of Tangmere Solar farm, which is now complete,
- Installation of commercial scale PV (photovoltaic) systems on schools and third party roofs including at Goodwood Aerodrome,
- PV systems for 225 houses owned by Crawley Borough Council, and
- For Adur & Worthing councils, installation of gas central heating systems in houses served by a newly installed gas main.

Generation of income for all the energy schemes will be achieved through the Council's energy purchaser (N-Power) selling power on its behalf, maximising the income opportunities available as an energy generator. The dual expansion of solar generation and stand-alone battery storage is a key part of the YES energy project pipeline, with solar farms and battery storage continuing to represent a relatively low risk investment for capital.

The Cabinet Member will be asked to approve the development of the previous Sompting Waste Destructor site (Halewick Lane, Sompting) into a battery storage facility.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	14 August 2018
Decision Month	December 2018
Consultation/ Representations	Member for Sompting and North Lancing, Sompting Parish Council, District councillors, resident engagement session planned for North Lancing and surrounding area, South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Full planning documentation (when submitted - October 2018)
Author	Tom Coates Tel: 033022 26458
Contact	Judith Shore Tel: 033022 26052

Cabinet Member for Safer, Stronger Communities

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

Fire and Rescue Authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money. The National Fire and Rescue framework for England states:

'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance'.

The Cabinet Member will be asked to approve the West Sussex Fire and Rescue Service

Agenda Item 5

Statement of Assurance and the Annual Report for 2017-18.	
Decision By	Ms Kennard - Cabinet Member for Safer, Stronger Communities
West Sussex Plan priority	A Strong Safe Sustainable Place
Date added to Forward Plan	17 May 2018
Decision Month	September 2018
Consultation/ Representations	Environment, Communities and Fire Select Committee 13 June 2018 Representations concerning this proposed decision can be made to the Cabinet Member for Safer Stronger Communities, 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	Jon Lacey Tel: 033022 25057
Contact	Erica Keegan Tel: 033022 26050

Independence in Later Life

Cabinet Member for Adults and Health

Short Break Services for Family and Friends Carers (Adults)	
<p>The Cabinet Member for Adults and Health will be asked to consider the re-commissioning of a range of short break services for those providing care and support to an adult. The current configuration of services that provide short break services are in the final year of contractual agreement with the Council. The intention is that provision will focus on the different needs of these carers across the county.</p> <p>Short Break Services for Family and Friends Carers will be part of a range of options that carers will be able to choose from and refer themselves into so as to gain respite. The services will be aimed at the 'cared for person' and include:</p> <ul style="list-style-type: none"> • Regular activity based sessions away from the home environment e.g. outings or clubs that are based at a venue. Weekday, weekend or evening provision; • One to one support at home and trips out. <p>The procurement process will follow the principles of good outcomes, quality of service, value for money and additional social capital when evaluating tenders.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life

Date added to Forward Plan	27 March 2018
Decision Month	August 2018
Consultation/ Representations	<p>There has been extensive stakeholder consultation, including all partners on the Carers Strategic Partnership Group. Carer Support West Sussex is undertaking an extensive survey of carers regarding respite experiences/need to inform the re-commissioning process.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, 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	Mark Greening Tel: 033022 23758
Contact	Erica Keegan Tel: 033022 26050

Cabinet Member for Adults and Health

Procurement of Integrated Advocacy Services	
<p>This decision concerns the endorsement of the undertaking of a procurement exercise for integrated advocacy services to be delivered from April 2019, jointly with Brighton & Hove City Council and East Sussex County Council.</p> <p>The Council currently commissions a number of separate advocacy services; some jointly funded with West Sussex Clinical Commissioning Groups (CCGs). A decision was made in April 2018 to extend a number of these contracts until 31 March 2019, to allow for discussion and consideration of an integrated advocacy contract and procurement options with neighbouring Local Authorities.</p> <p>It is anticipated that a joint service will improve quality for service users and Council staff; give one point of access for service users and referrers, reduce duplication of services and reduce associated management costs.</p> <p>The Cabinet Member will be asked to agree to the commencement of a procurement exercise to run from July 2018 to January 2019 and to delegate authority to the Director of Adult's Services to award the contract from April 2019 for a period of four years with an option to extend for a further two years at a cost of not more than £870,000 per annum.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	2 July 2018
Decision Month	August 2018

Consultation/ Representations	WSCC Commissioners / CCG Colleagues / Provider Market Engagement Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, 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	Liz Merrick Tel: 033022 23733
Contact	Erica Keegan - Tel: 033022 26050

A Council that works for the Community

Cabinet Member for Finance and Resources, Leader

Total Performance Monitor (Rolling Entry)	
The Monitor details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance and Resources will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.	
Decision By	Ms Goldsmith, Mr Hunt - Cabinet Member for Finance and Resources, Leader
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	6 April 2018
Decision Month	Between April 2018 and April 2019 As required. The decision taken in May of each year will include the outturn for the previous financial year.
Consultation/ Representations	The TPM is reviewed by Cabinet Board and by the Performance and Finance Select Committee where possible. Representations concerning this proposed decision can be made to the Leader/Cabinet Member Finance and Resources, 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	Fiona Morris Tel: 033022 23811

Contact	Suzannah Hill Tel: 033022 22551
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Cabinet Member for Finance and Resources

Review of Property Holdings (Rolling Entry)	
<p>The Council continually reviews its property estate and those assets which are likely to become surplus to operational requirements, i.e. no longer needed for delivery of current County services. In addition the Council selectively acquires or develops assets for its wider purposes, including investment or to promote social and economic development opportunities. From time to time these activities give rise to decisions to purchase, dispose or to develop an asset. Following a recent review the Cabinet Member is making a number of decisions about property holdings.</p>	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	1 December 2017
Decision Month	Between January 2018 and December 2018 within these dates when required.
Consultation/ Representations	<p>Internal as required.</p> <p>Representations can be made to the Cabinet Member for Finance and Resources, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Some documents relating to Cabinet Member decisions will not be publicly available but general enquiries regarding property issues, ownerships, availabilities and current disposals can be made by contacting the officer contact below.
Author	Lee Harris Tel: 033022 24846
Contact	Suzannah Hill Tel: 033022 22551

Cabinet Member for Finance and Resources

Procurement of Outdoor Media Services
<p>The Council has a revenue generation target for outdoor media services. This involves utilising County Council land capacity for the purposes of offering outdoor media development opportunities, in line with local planning consent, to third party providers. In order to realise and maximise the revenue generation opportunity the Council has analysed the land it owns, adjacent to key highways and population areas where outdoor media would be viable.</p> <p>To maximise the use of this land and potential revenue, the Council intends to grant a lease/licence of specific sites to a Service Provider to facilitate advertising and/or sponsorship revenue through the use of outdoor media infrastructures, at appropriate sites in the county.</p>

Agenda Item 5

<p>The Cabinet Member for Finance and Resources will be asked to approve the commencement of a procurement process for the above outlined services and utilisation of specific sites.</p>	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	2 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>Local members, Cabinet Member for Highways and Infrastructure and West Sussex Estates Team.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Finance and Resources, 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	Angela Redman Tel: 033022 22404
Contact	Suzannah Hill Tel: 033022 22548

Cabinet Member for Finance and Resources

Park House Horsham - Renewal of Lease	
<p>A Cabinet Member decision is sought to approve the renewal of the lease for part of Park House, Horsham for provision of Registration services. The Registration Service delivers its services in the Horsham area from premises leased from Horsham District Council on the ground floor of Park House. The current 10 year lease is due to expire in October 2019. It is proposed to renew the lease for a further 10 year term. The new lease will be at a higher annual rent than the current lease due to a rent increase and inclusion of service charges. The Registration service is an income generating service and income derived from services at these premises exceeds costs including the rental for this lease.</p> <p>Notices of marriage and registration of births and deaths take place in the offices on a rota basis according to demand. The full range of ceremonies is offered seven days a week, and bookings for ceremonies are taken in advance. The Licensed ceremony rooms are the Drawing Room with capacity for up to 40 guests and the Parlour and Chairman's Room with capacity for up to 10.</p>	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to	17 July 2018

Forward Plan	
Decision Month	September 2018
Consultation/ Representations	Local Member, Cabinet Member for Safer Stronger Communities Representations concerning this proposed decision can be made to the Cabinet Member for Finance and Resources, via the officer contact, by the beginning of the month in which the decision is to be taken.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033022 25605
Contact	Suzannah Hill Tel: 033022 22551

Cabinet Member for Environment

Adoption of the West Sussex Statement of Community Involvement (third review)	
<p>The Statement of Community Involvement (SCI) is a formal statement of the Council's policy about how local communities and stakeholders can be actively, meaningfully and continuously involved in the preparation of local plans, and in the consideration of planning applications that the County Council is responsible for determining.</p> <p>Planning regulations require that SCIs are reviewed every five years. The SCI (second review) was adopted in June 2012 and therefore a review is taking place. Public consultation on the contents of the third review of the SCI will take place during July–August 2018 before it is amended as necessary and finalised. The updates to the SCI are light touch, and there are no substantive changes being proposed. The changes are largely due to recent regulation changes about a review of these documents every five years.</p> <p>The Cabinet Member for Environment will be asked to approve the adoption of the Statement of Community Involvement (third review) as the Council's most up-to-date statement on community involvement in planning matters.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	2 July 2018
Decision Month	September 2018
Consultation/ Representations	Public consultation on the contents of the third review of the SCI will take place during July and August 2018. Representations concerning this proposed decision can be made to the Cabinet Member Environment, 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	Rupy Sandhu Tel: 033022 26454
Contact	Judith Shore Tel: 033022 26052

Executive Director Children, Adults, Families, Health and Education

Pilot of Minor Adaptations and Deep Clean Services for eligible West Sussex residents with disabilities

West Sussex County Council, West Sussex District and Borough Councils and West Sussex Clinical Commissioning Groups have agreed proposals for a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities. The aim is to facilitate a simple and timely process for the provision of minor home adaptations costing under £1,000 and deep cleans costing under £1,500. It is intended that the scheme will enable these services to be delivered without the need for formal applications for Disabled Facilities Grant, providing a more efficient and effective service for both the service user and for the Councils.

The proposal is for the County Council to source and manage the contracts and funding for both these services. Existing contracts will be utilised where possible. Funding for the pilot will be through top slicing Disabled Facilities Grant, paid via the Better Care Fund, as agreed by the District and Boroughs.

The Cabinet Member for Adults and Health will be asked to delegate authority to the Executive Director Childrens Adults Families Health and Education, for the sourcing of service contracts and management of Disabled Facilities Grant funding by the Council, to enable a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities to an initial sum not exceeding £600,000.

Decision By	Kim Curry - Executive Director Children, Adults, Families, Health and Education
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	24 August 2018
Decision Month	September 2018
Consultation/ Representations	West Sussex Chief Executives Board, West Sussex Adaptations Group, Disabled Facilities Grant Transformation Board. Representations concerning this proposed decision can be made to the Cabinet Member Adults and Health, 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	Sue Tivey Tel: 033022 24145
Contact	Erica Keegan Tel: 033022 26050

Executive Director Children, Adults, Families, Health and Education

Endorsement of Future arrangements for District and Borough Wellbeing Hub Services

The West Sussex Wellbeing Programme is a partnership between West Sussex County Council and the seven district and borough councils to improve the health and wellbeing of the population and reduce health inequalities. The programmes are targeted based on local needs and include interventions to manage weight, increase levels of physical activity, reduce harmful levels of drinking, support individuals to learn to cook, give support with fuel poverty and help increase strength and balance. Services offer those living and working in the county one-to-one and group support, advice and referral and signposting to other services. Support can be accessed online, by phone and in person at the Hubs. The current partnership agreement (decision report [CW0715-16](#) refers) expires in March 2019.

Decision By	Kim Curry - Executive Director Children, Adults, Families, Health and Education
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	9 August 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Previous Decision Report CW07 (15/16)
Author	Tamsin Cornwall Tel: 033022 28709
Contact	Erica Keegan Tel: 033022 26050

Cabinet Member for Adults and Health

Procurement of Mortuary Services for West Sussex

The County Council provides mortuary services throughout the county for the bodies of those who die in West Sussex where the death is referred to the Coroner. Current arrangements for this service are due to expire in 2019.

An open procurement process to determine a future model for this provision has been undertaken by the County Council from May 2018. This process includes the option of a new mortuary built by a third party for use by the County Council to meet the service need.

The Cabinet Member will be asked to agree proposals for future mortuary services for West Sussex and if appropriate to delegate authority to the Director of Communities to award a contract to the successful bidder for a design and build project to run from October 2018, subject to the submission of a satisfactory bid.

The contract would need to overlap with the existing contracts to ensure the seamless provision of essential services during the design and any build phase. The existing contracts may be terminated on six months' notice once the progress of a design and build contract is clear and a date for the commencement of the new arrangement is established.

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	4 June 2018
Decision Month	December 2018
Consultation/ Representations	There has been market consultation with seven potential suppliers. Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision report SSC03 (18/19)
Author	Rachel North Tel: 033022 22681
Contact	Erica Keegan Tel: 033022 26050

Strategic Budget Options 2019/20

As part of the County Council's budget process 2019/20 and in light of current financial challenges, Cabinet Members will be asked to determine various portfolio budget proposals as set out below.

Cabinet Member for Children and Young People

Alterations to the Integrated Prevention and Earliest Help Service

One of the external sources of funding for the Integrated Prevention and Earliest Help (IPEH) service is grant arising from the national Troubled Families initiative, which has supported the turn-around of families struggling with multiple and complex problems. This national programme is due to close in March 2020, with a tailing-off of grant

receivable by the County Council starting in 2019/20.

At the present time, no national successor initiatives have been announced, although strong representations have been made to central government about the continued need for an equivalent programme, both from this County Council and other local government organisations across the country.

Due to this reduction in funding starting in 2019/20, it is proposed that a more targeted family support service is developed, aimed at supporting the most vulnerable and disadvantaged families within West Sussex. This will involve developing a revised service offer, and further work to ensure that the whole of IPEH's resource base is geared to the most efficient delivery of its objectives, so that the greatest number of families can continue to be helped.

The Cabinet Member for Children and Young People will be asked to approve proposals to achieve a more bespoke service for IPEH, deliverable within a smaller budget.

Decision By	Mr Marshall - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	29 August 2018
Decision Month	December 2018
Consultation/ Representations	Staff, Unions, District and Borough Councils, other delivery partners. Service users where affected. Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact below, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Hayley Connor Tel: 033022 23792
Contact	Wendy Saunders - 033022 22553

Cabinet Member for Children and Young People

Provision of accommodation for Care Leavers

The County Council has a statutory responsibility to provide a variety of accommodation based services for children, young people and young adults. This responsibility extends beyond children who are looked after (CLA) and includes care leavers.

Whilst the County Council provides some of these services for care leavers a significant volume of accommodation is obtained via the external market. Due to the rising unit costs and a lack of a suitable supply it is proposed that the County Council makes arrangements to acquire properties suitable for care leavers. This would enable care

Agenda Item 5

leavers to develop personal skills, resilience and life experience to help them to progress in to the wider housing market.

The Cabinet Member for Children and Young People will be asked to agree proposals for the acquisition of appropriate properties to accommodate care leavers.

Decision By	Mr Marshall - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	Internal advice Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact below, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Karen Wells Tel: 03302 226480
Contact	Wendy Saunders - 033022 22553

Cabinet Member for Education and Skills

Creation of additional Special Support Centres

The West Sussex County Council Special Educational Needs and Disability (SEND) Strategy 2016-19 includes as one of its objectives 'To build a model of educational provision and support in West Sussex which enables young people, wherever possible, to live and go to school/college locally'.

In order to assist in achieving this objective it is proposed to increase the number of Special Support Centres (SSCs); SSCs are units attached to mainstream schools which provide additional support for children with various types of SEND. Provision of up to 11 new SSCs across the county will enable more children and young people with SEND to be educated locally and in mainstream education. It will also reduce the number of more costly out of county placements for pupils in the independent and non-maintained special schools sector.

The Cabinet Member for Education and Skills will be asked to agree the proposal to create up to 11 additional Special Support Centres in various locations across the county.

Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life

Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	Schools Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contacts below, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	SEND Strategy 2016-19
Author	Graham Olway Tel: 033022 223029, Helen Johns Tel: 07715616560
Contact	Wendy Saunders - 033022 22553

Cabinet Member for Highways and Infrastructure

On-street parking to support traffic management	
<p>Providing parking in a well-managed way helps to support local businesses, residents and communities. Road Space Audits are being used to identify where there is a need to implement better settlement wide parking solutions that support the County Council's aspirations in terms of economic development, improved safety and sustainable transport.</p> <p>The Cabinet Member will be asked to agree a parking management programme to implement on-street parking controls in various locations across the county and to review the operation of the parking service county-wide, including charges. Specific proposals for each settlement will be put to the Cabinet Member as they arise from the programme of Road Space Audits which is already underway. Road Space Audits will be progressively rolled out to the majority of urban areas across the county.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>County Local Committees District and Borough Councils in West Sussex Economy, Communities and Fire Select Committee Local members, statutory public notices and website advertising proposed changes</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by</p>

Agenda Item 5

	the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Miles Davey Tel: 0330 22 26688
Contact	Judith Shore - Tel: 0330 22 26052

Cabinet Member for Highways and Infrastructure

Passenger Transport (Bus) Strategy and Supported Services Review	
<p>The Cabinet Member established an Executive Task and Finish Group (TFG) in November 2017 to consider:</p> <ul style="list-style-type: none"> • the county-wide passenger transport strategy relating to buses • the criteria by which the County Council intervenes in the bus market • the application of the revised policy to the County Council’s current level of investment into the bus market; and • a review of how funding is spent across the county to allow residents to have equitable access <p>The TFG is due to meet in November 2018 and make recommendations to the Cabinet Member for consideration in December 2018.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	December 2018
Consultation/ Representations	<p>Bus operators and key stakeholders Economy, Communities and Fire Select Committee Public consultation on the strategy and forthcoming impact consultation</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Documents arising from the Task and Finish Group process
Author	Bill Leath Tel: 0330 22 25438
Contact	Judith Shore - Tel: 0330 22 26052

Cabinet Member for Environment**Funding for Recycling Credits**

The County Council must increase recycling and reduce the amount of residual waste. In order to increase the recycling rate the Council needs, together with district and borough partners, to work differently to make sure as much as possible is removed from the waste stream. By changing the way recycling services are funded, the aim is to drive change in the amount and variety of material collected for recycling, in particular encouraging separate food waste collections. This can also help reduce the amount of food thrown away in the first place and save money for all residents. The County Council is working closely with district and borough partners to ensure this change has the desired effect and works towards a cleaner, greener, West Sussex.

The Cabinet Member will be asked to approve changes to the funding arrangement with district and borough councils whilst maintaining the requirements of the Recycling Credit Provisions under the Environmental Protection (Waste Recycling) Payments (England) Regulations 2006.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils in West Sussex Economy, Communities and Fire Select Committee Representations concerning this proposed decision can be made to the Cabinet Member Environment, 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	Bill Leath Tel: 0330 22 25438
Contact	Judith Shore - Tel: 0330 22 26052

Cabinet Member for Adults and Health**Adults In-house Social Care services - Choices for the Future**

Adults' in-house social care services are currently comprised of twenty one building based services, with 900 services users, 500+ staff, a county wide Shared Lives service with 90 paid carers, with a current budget of £11m. As part of the wider change programme currently underway within the Children's, Adults, Family, Health and Education directorate, work has been undertaken to consider how best to develop and deliver services and customer outcomes that:

- Reach people earlier and be at the heart of local communities;
- Help people access community solutions and improve their connections with others to reduce isolation and loneliness;
- Focus on need rather than customer “labels” and help people maximise their strengths to develop and maintain skills that will support independence and control;
- Emphasise the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible
- Contribute to sustainability in the social care market place
- Actively seek to build partnerships in the community to provide local solutions

Following extensive engagement, research and analysis and engagement with staff and service users, the Cabinet Member for Adults and Health will be asked to consider the evidence base collated (including demand predictions; external market provision; current in-house provision compared to need; cost; condition, location and current usage of buildings) and support the delivery of a proposed 5 year phased plan through three key activities:

- **Activity block 1** – Remodelling of Day Service provision and implementation of new Day Opportunity service. Years 1 to 3 – 2018-21;
- **Activity block 2** – Aligning decisions and Capital investment for residential/24hr service with strategic priorities in the Adults Commissioning plan. Year 1 – 2018-19; and
- **Activity block 3** – Commencement of implementation of a priority plan for reconfigured residential/24hr service provision. Years 2019-22.

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	29 March 2018
Decision Month	October 2018
Consultation/ Representations	<p>Extensive engagement on developing the service model has taken place during 2016/17, including staff engagement sessions, families and carers, people using the services.</p> <p>Further engagement on the detail of the service proposals will take place during July and August 2018.</p> <p>The Cabinet Members for Adult and Health and Finance and Resources have been consulted.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	In House Social Care Options Appraisal Available from Lead Officer
Author	Barry Poland Tel: 033022 28770

Contact	Erica Keegan Tel: 033022 26050
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Cabinet Member for Adults and Health

Housing Related Support	
<p>The County Council commissions a range of housing related support services through contracts with voluntary sector organisations. The services involved include specialist accommodation based schemes for residents who are at risk of homelessness as well as 'floating support' to residents living in community settings.</p> <p>Funding to support these services used to be provided to the County Council via a ring fenced grant government grant as part of the Supporting People programme. This was removed in 2011, since when the County Council has continued to fund services from its base budget. In view of the discretionary nature of the services involved it is proposed that consideration be given to whether the service is sustainable and so the Cabinet Member will be asked to approve a process which would lead to the termination of current housing support contracts with providers from April 2019 onwards.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Council, providers</p> <p>Representations should be made to the Cabinet Member for Adults and Health, via the officer contact below, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Martin Parker Tel: 033022 25883, Ivan Western Tel: 033022 23740
Contact	Erica Keegan - Tel: 033022 26050

Cabinet Member for Adults and Health

Local Assistance Network (LAN) Funding	
<p>The Local Assistance Network (LAN) was established in 2013 to replace a number of discretionary benefits for households in crisis situations which had previously been available through the benefits system. A ring fenced grant to support this spending was originally provided by Department of Work and Pensions but this was removed in 2015. Although the scale of the County Council's commitment has reduced since then,</p>	

Agenda Item 5

<p>the LAN budget remains £0.800m per annum.</p> <p>The Cabinet Member will be asked to agree to the further reduction of Local Assistance Network (LAN) funding to £200,000 per annum.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Councils and Voluntary Sector Partners</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Ivan Western Tel: 033022 23740
Contact	Erica Keegan - 0330 22 26050

Cabinet Member for Adults and Health

Minimum Income Guarantee for Working Age Adults	
<p>People receiving local authority-arranged care and support other than in a care home need to retain a certain level of income to cover their living costs. Under the Care Act 2014, charges for care must not reduce people's income below a certain amount but local authorities can allow people to keep more of their income if they wish. This amount is known as the Minimum Income Guarantee (MIG).</p> <p>Up until now, for working age adults West Sussex County Council has set its level <i>above</i> the statutory minimum set by the government. The Cabinet Member will be asked to consider a proposal to reduce the Minimum Income Guarantee in line with the statutory minimum from 1 April 2019.</p> <p>The Cabinet Member will be asked to agree that the financial assessment of customer contributions for working age adults receiving County Council arranged care and support other than in a care home will be based on the statutory Minimum Income Guarantee with effect from 1st April 2019</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	29 August 2018

Decision Month	September 2018
Consultation/ Representations	Internal and external stakeholders Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Dave Sargeant Tel: 03302 223908
Contact	Erica Keegan - 0330 22 26050

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Children and Young People's Services Select Committee
12 September 2018
Developing a Sustainable Workforce
Report by Executive Director Children, Adults, Families, Health & Education

Summary

At a previous meeting of the Committee, concerns had been raised over the recruitment and retention of particular occupations in West Sussex. The Committee asked for a report detailing how West Sussex County Council managed this.

There continues to be problems with recruitment into the social care and education profession in West Sussex. However, this reflects a national shortage of supply of teachers, social workers and educational psychologists.

The key to improving pupil outcomes is to have well qualified and high quality teachers and school leaders. The key to improving child welfare and accurately diagnosed educational needs is to also have sufficient and high quality educational psychologists and child social workers.

As a consequence of the high cost of living in much of West Sussex, recruiting tends to be from those already residing or having studied in the area. Many teachers do not remain teaching all their professional lives.

Considerable effort is needed to recruit high quality professionals. The Educational Psychology service has had a successful four year strategy that has resulted in full recruitment for September 2018 against a national trend.

Recruitment fairs appear to be well attended and worthwhile to promote West Sussex Education as a good place to work, but it is too early to track whether they have improved recruitment in the county.

There are several schools across the county who have individual strategies to attract people into education professions. Also, the apprenticeship levy is underused by schools to develop professional skills and attract new people to education jobs.

The focus for scrutiny

The Committee is asked to consider to what extent are all agencies maximising the opportunities to attract, recruit, retain and develop professionals into social care and education careers.

Recommendations

- (1) That the Committee takes note of the nationally demanding environment within which West Sussex schools and the County Council recruits to education and social care careers.
- (2) The Committee is asked to consider how further West Sussex could be

- promoted as a good place to work in education and social care.
- (3) The Committee is asked to consider how to maximise the opportunity the apprenticeship levy funding provides to develop professional skills, build capacity and secure workforce sustainability into schools and education roles in the local authority.

Proposal

1. Background and Context

Education

- 1.1. "Training a sufficient number of new teachers of the right quality is key to the success of all the money spent on England's schools. The Department, however, has missed its recruitment targets for the last four years and there are signs that teacher shortages are growing. Until the Department meets its targets and can show how its approach is improving trainee recruitment, quality and retention, we cannot conclude that the arrangements for training new teachers are value for money."

Amyas Morse, head of the National Audit Office, 10 February 2016

- 1.2. Currently, the demand for Education Psychologists is significantly in excess of the supply available.
- 1.3. The difficulties in recruitment in West Sussex reflect this national picture and there is therefore a high level of competition with regional and immediate neighbours for high quality staff for schools and into those services provided by the local authority. The relative high cost of living, especially from the housing market, means that the pool to recruit from has a tendency to be those people already living in the area.
- 1.4. The key to improving the quality of pupil outcomes in West Sussex is to improve the quality of teaching and school leadership. School leaders need to recruit from strong fields of applicants.

Teaching

- 1.5. For teaching posts, it is not the role of local authorities to undertake the recruitment, but individual school governing bodies or trusts. The Local Authority can only play a role in promoting the county and opportunities offered by our schools.
- 1.6. The National Audit Office report found that 53% of the 44,900 (full time equivalent) teachers entering the profession in 2014 were newly-qualified, with the remainder either returning to teaching after a break or moving into the state-funded sector from elsewhere. Teachers leaving state-funded schools significantly influences the number of new teachers required. Between 2011 and 2014 the number of teachers leaving the

profession increased by 11%, and the proportion of those who chose to leave the profession ahead of retirement increased from 64% to 75%.

- 1.7. In a survey undertaken by ASCL in January 2016, most secondary schools struggled to recruit to mathematics, English and science posts. This means that a number of subjects are taught by non-specialist teachers, for instance nationally the proportion of physics classes being taught by a teacher without such a post A level science qualification rose from 21% to 28% between 2010 and 2014.
- 1.8. There are a range of different routes for teachers to be trained either University led or through school centred initial teacher training (SCITT). In 2018, nationally 53% of entrants to the teaching profession came through the SCITT route. In West Sussex there are three local University led teacher training routes and one West Sussex based SCITT, South Downs. However, there are also several participating West Sussex schools in the University led programmes and who act as training centres within this SCITT.
- 1.9. West Sussex County Council acts as an appropriate body running the Newly Qualified Teacher (NQT) accreditation and support programme. 355 NQTs were registered with West Sussex in 2017/18. There is also Pound Hill Infant teaching school who also act as an appropriate body for a few NQTs.
- 1.10. A survey of NQTs commencing employment with West Sussex in September 2016 & September 2017 indicated 80% & 82% had trained in local universities and 69% & 70% were West Sussex based prior to their training. 68% of Primary NQTs in 2016 who followed an undergraduate training route did so after attending a West Sussex secondary school.

Educational Psychologists

- 1.11. Nationally there are a very high number of Educational Psychologists (EP) job vacancies across England. Some LAs have put into place 'golden hello' payments, retention payments and relocation monies in order to successfully recruit EPs.
- 1.12. There are 160 training places for EPs available from September 2018 in England per year. There were 1105 applications made for these in 2017/18. A career in educational psychology remains a popular choice for psychology graduates. There is no alternative training route in England to become an EP.

2. West Sussex's response

- 2.1. In 2016, Headteachers' Executive Groups requested that the local authority support school recruitment through advertising to promote teaching in West Sussex and in facilitating other local initiatives to attract locally trained/current residents.

- 2.2. Recruitment fairs, to attract professionals into West Sussex education posts, have been organised for the past two years. In 2018, the two fairs at Fontwell Park and Ifield Community College had 33 stands at each of the events, representing secondary schools, academies, SCITTs, Multi Academy Trusts, universities, colleges and allied organisations. Total attendance at the two fairs was approximately 600 people.
- 2.3. The attendance and feedback at the recruitment events indicated that they were successful. Feedback indicated motivation for attendance as follows: The majority of visitors were interested in teacher training and support roles in schools but many went away with additional information, advice and guidance from other groups present. Whilst it will be difficult to follow individuals through to whether they
- 2.4. As part of a sequence of Department for Education events to share effective recruitment and retention practice, Durrington High School hosted a well-attended meeting on the 10 July 2018.
- 2.5. A significant investment was made by West Sussex County Council in the Educational Psychology Service from 2014 to prioritise and focus upon recruitment activity. Recruitment activity between 2014 and 2018 has resulted in the appointment of 18 Education Psychologists (EPs) which reflects the level of commitment made by the service in order to recruit EPs. From September 2018 the EP service will be fully staffed.

3. The Apprenticeship Levy

- 3.1. The Apprenticeship Levy is a UK business levy which is used to fund apprenticeship training. It is charged at 0.5% of a businesses pay bill. This applies to schools and the local authority.
- 3.2. The schools target is to have 230 apprenticeships in place by April 2019. At the moment there are 24 for 2017/18.
- 3.3. The apprenticeship model provides a range of training available for new and existing staff at a variety of levels and is therefore a strong opportunity to engage the workforce in funded professional development.

4 Social Care

The National Picture – How do you become a Children’s Social Worker (CSW)?

- 4.1 The key requirement for becoming a social worker is to obtain a degree in social work approved by the Health and Care Professions Council (HCPC). Social Work programs prepare students for entry-level, professional, generalist social work practice and for graduate social work education.

- 4.2 As part of the degree, students are required to undertake a work based placement. West Sussex County Council offers placements for students studying for their degree to provide them with an insight into social work in practice and in order to begin to form a connection with students to enhance future employment potential.
- 4.3 Once a social worker obtains their degree they then have to register with HCPC and complete an Assessed and Supported Year in Employment (ASYE).
- 4.4 Since 2015 the FTE of Children's Social Workers nationally has seen a small increase from 26,500 to 28,500 (30,670 headcount). Nearly a third of the workforce are aged 30 to 39 and 85% are female. 56% of them have spent less than five years in post and 33% of CSWs leave their employer within the first two years of employment. These figures indicate that experienced social workers will be significantly more difficult to find and indicate the importance of the first few years of employment in the employment decisions of children's social workers.
- 4.5 In 2017 the national vacancy rate was 17% with 68.7% of vacancies being covered by agency staff. The Local Government Association (LGA) reported that some 5,000 qualified social workers have left the profession. The average working life for a social worker is under eight years which, for example, compares to 25 years for a doctor. The LGA has introduced a pilot programme aimed at encouraging and supporting social workers to return to employment and West Sussex has been actively involved in this.
- 4.6 The Government has also recently focussed on boosting the quality of social work graduates through the creation of the ASYE programme and also recently through programmes such as 'Step Up To Social Work', which seeks to encourage people into the profession. WSCC has developed and implemented a social worker Academy that provides a strong framework of support for trainees, newly qualified social workers and staff returning to practice.
- 4.7 In January 2016, West Sussex County Council Children's Social Care had an Ofsted rating of Requires Improvement and had identified workforce challenges including staff turnover, agency reliance and vacancy gap as areas needing to improve. The national shortage of children's social workers alongside fierce local competition for experienced social workers means that while WSCC has typically been successful in recruiting newly qualified social workers, recruiting experienced social workers can be more difficult.
- 4.8 Key data regarding the children's social worker workforce at WSCC in December 2016, is summarised in the following table:

Measure	WSCC	National Average
Social Worker Turnover	20.9%	16%
Agency Staffing	20.1% (82FTE)	16.0%
Vacancy Gap	18.09%	17.0%

4.9 A plan was developed to reduce reliance on agency staff Since December 2016, with a more proactive and multifaceted approach to recruitment being undertaken supported by a financial investment, and governance via the Children’s Quality and Development Board, to support the project.

4.10 In 2017, WSCC invested in a strategy that aimed to position WSCC more competitively in the market, increase social worker career progression, and implement a project to recruit a large number of experienced social workers into the County Council. The objective was to stabilise staff turnover and significantly reduce the number of agency social workers noting that an agency social worker costs WSCC significantly more than employed staff.

4.11 The strategy aimed to achieve the following:

- a) Increase rate of recruitment of experienced social workers
- b) Reduce the need to rely on more expensive, and less reliable agency staff
- c) Reduce staff turnover to increase the stability of the workforce

5 Improving the offer

5.1 A benchmarking and review exercise was carried out to compare WSCC pay with pay in the South East region. The review indicated that WSCC is below local competitors and therefore plans were developed to more closely align WSCC pay rates to comparable authorities in the local area. A pay increase for social workers was implemented on a phased basis over a 2 year period with increases being applied in 4 equal instalments.

5.2 In addition it was identified from research and exit data, that one of the reasons why experienced social workers leave is that there was little opportunity to develop their careers and be recognised for achieving levels of competence beyond becoming an effective social worker. Experienced Social Workers felt they had to leave the authority in order to progress beyond the Grade 10 level. As a result a career progression scheme was

implemented to enable progression, subject to specific criteria, for the most talented and capable Practice Managers and Social Workers.

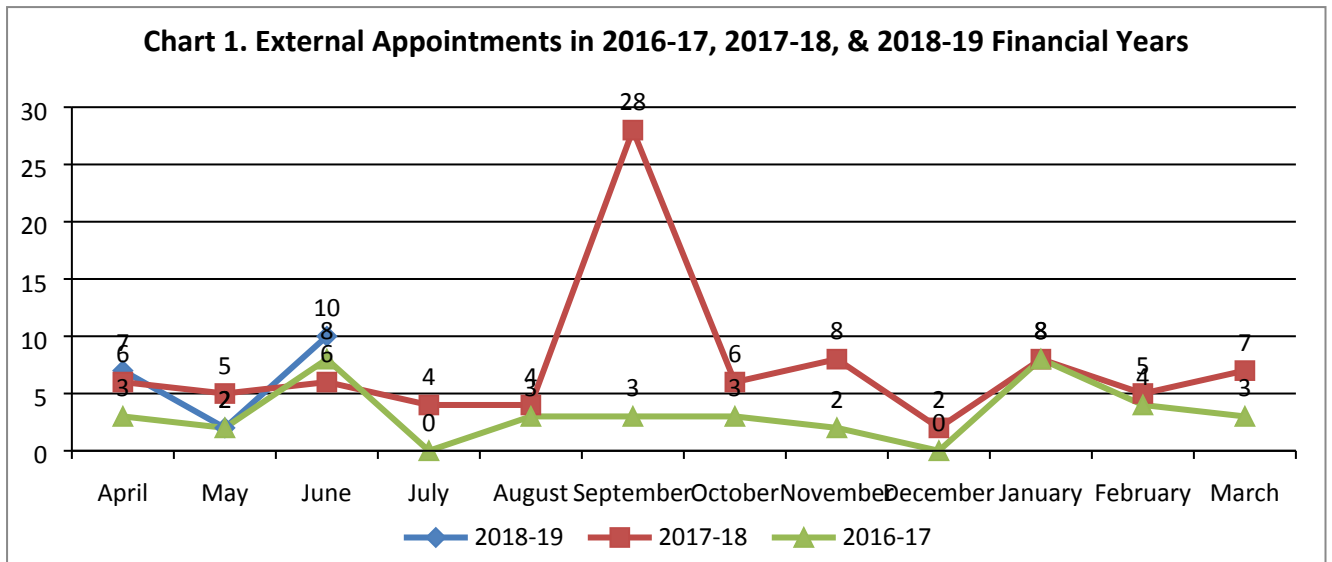
- 5.3 Social Worker pay will continue to be a challenge due to the competitive nature of social worker recruitment activity in the region. Other authorities in the region are taking steps to become more attractive to social workers, for example, by offering financial incentives upon appointment and retention payments. Social Worker pay is monitored regularly to inform further action that WSCC may need to consider in the future.

6 Recruitment

- 6.1 The WSCC approach to job adverts was reviewed and a more proactive approach to engaging with candidates was introduced including responding more quickly to applications. Recognising that only a small proportion (estimated at 15%) of Social Workers might be actively looking for a new role, a more creative, proactive approach to advertising was introduced focused around building awareness and reputation of WSCC Children's Social Care recognising that over the long term, this would increase the likelihood of social workers choosing WSCC, when they decided to seek a change of employer. The approach included the following:

- Bringing our web site in-house to enable us to update content on a regular and ongoing basis
- Involving our own workforce in developing website content including producing online articles promoting West Sussex social work activity and producing videos of Social Workers describing their work
- Developing advertising imagery based around WSCC employees reflecting the "with you, with the child, every step of the way" strapline.
- Trialling a range of different advertising media, jobs boards, and websites
- Developing a social media presence (e.g. Twitter, LinkedIn, Facebook)
- Staging and hosting our own recruitment events in local areas with our own staff involved and presenting
- Attending national recruitment and continuing professional development events and hosting CPD and discussion sessions (e.g. Community Care Live, Compass)
- Hosting our own CPD events supported by external speakers on subjects of importance to social workers. These events (for example a Social Worker Conference on World Social Work Day) were aimed at engaging with our existing staff as well as enabling a significant number of external social work professionals to attend.
- Developing a "Refer A Friend" scheme
- Contacting ex-employees to promote the improved WSCC offer and inviting them to consider returning to WSCC

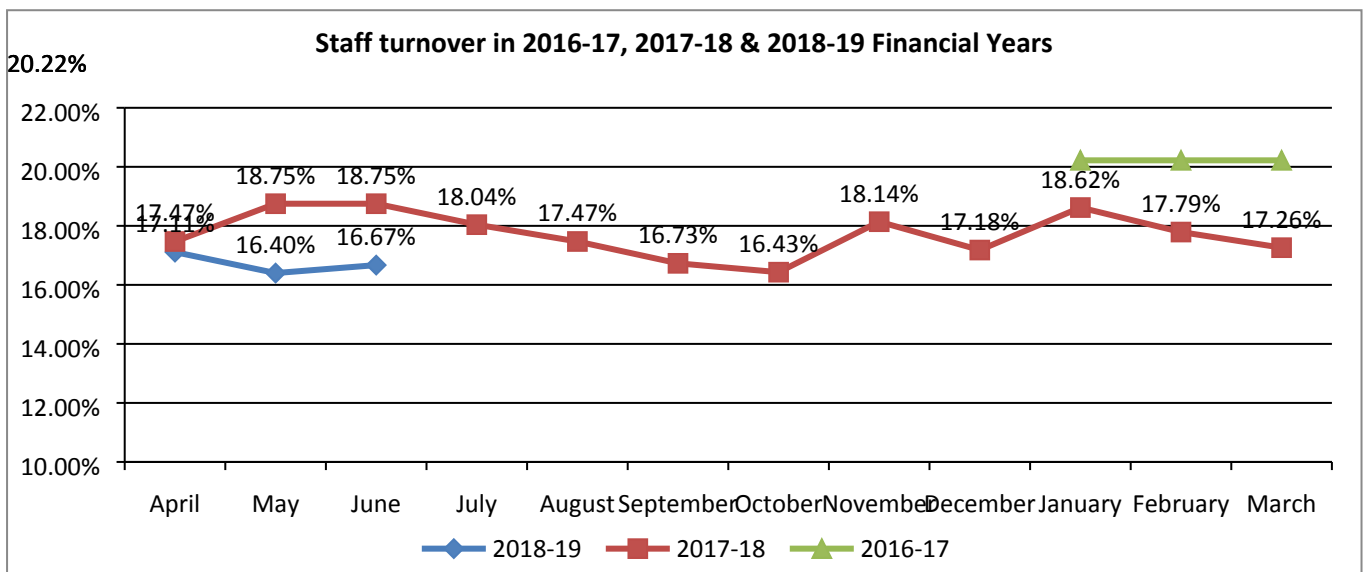
- Expanding the Newly Qualified Social Worker (NQS) Academy
 - Developing a Return To Social Work offering
- 6.2 In addition to this a range of other initiatives have been undertaken to directly increase the number of experienced social workers recruited including converting agency staff to permanent employment and recruiting experienced social workers from overseas.
- 6.3 In relation to converting agency staff to permanent employment, in order to make the most of the improved offer, and noting the IR35 regulation changes, group discussions and individual one to one meetings have been held with all agency social workers in order to convince as many to convert to permanent WSCC contracts as possible. To date 18 agency social workers have either converted to a permanent contract or are in the process of doing so, and a further 2 have expressed a strong interest in doing so.
- 6.4 A project is in progress to work in partnership with a specialist agency to recruit a number of experienced social workers from overseas. Since the project commenced in December 2017, 12 overseas social workers have commenced employment and a further 5 social workers are due to commence employment with WSCC in September 2018.
- 6.5 WSCC has recently also launched a Casual Bank Scheme for social worker staff via promotion at the Social Work Conference and publicised via an email from Community Care to c59k subscribers as well as more general advertisements and articles in One Voice encouraging internal staff to apply and join the scheme.
- 6.6 As a result of this approach, the rate of external recruitment has increased significantly compared to before the launch of the recruitment strategy. The recruitment rate is higher since January 2017 (double the amount of appointments were made in the first quarter of 2018-19 compared to the same quarter in 2016-17). Since January 2017, on average 5.58fte appointments per month have been made (excluding September 2017 due to the NQS recruitment), compared to 2.6 per month in the 9 months prior to commencing implementation of the recruitment strategy. The average number of appointments continues to show a trend towards an increase. This performance is summarised in the graph below.



7 Retention

7.1 Alongside the recruitment activity, a series of initiatives aimed at increasing retention are being implemented. HR and the Head of CSC speak directly with all potential leavers and this has proven to be effective in reducing numbers. The WSCC staff turnover rate has reduced since the strategy was implemented, but the number of leavers remains a challenge.

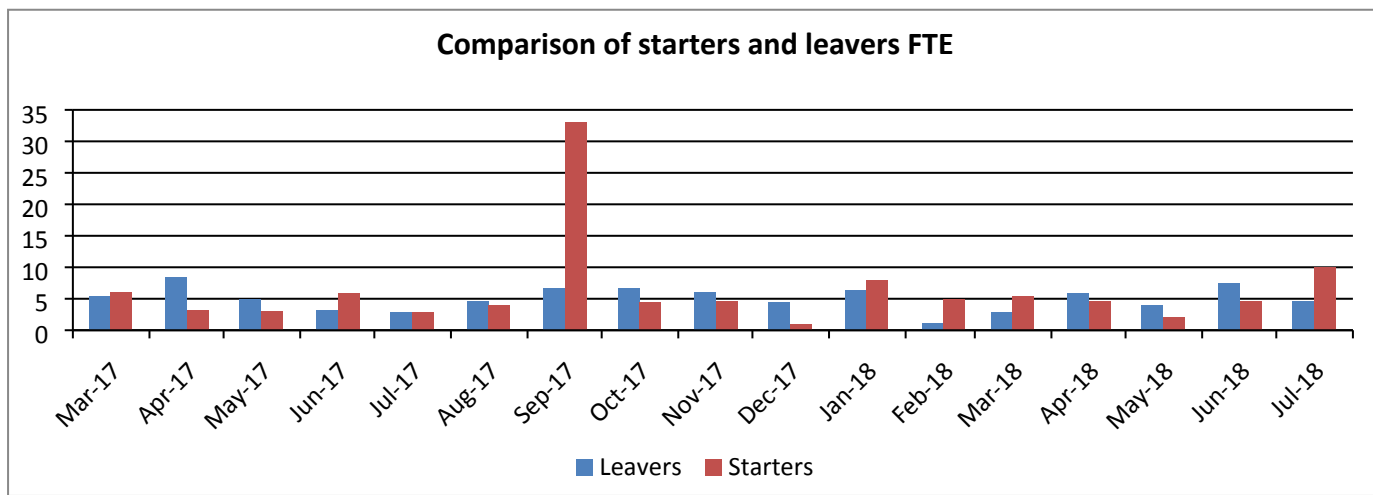
7.2 The graph below summarises staff turnover since the implementation of the strategy. The graph indicates that turnover rate has decreased since the Workforce Strategy implementation commenced. The rate of turnover is typically around 17-18% and the reasons and actions being taken are described later in this section.



7.3 The graph below compares the number of the starters and leavers in FTE and indicates that leavers exceeded the number of starters in 7 of the

past 12 months. However, the total number of new starters over the 12 month period exceeds the number of leavers, even if NQSWs are discounted.

- 7.4 The impact of the volume of leavers over time will reduce further as a result of the intake of Newly Qualified Social Workers in September and the recruitment of social workers from overseas. It is, however, important to note that the case holding capacity of NQSWs and overseas Social Workers is initially substantially less than experienced social workers. The data therefore indicates that challenges are still being experienced in the number of leavers and a number of actions taken to address this are described below.



- 7.5 Through undertaking focus groups (HR engaging directly with social workers in an informal setting) and a review of exit data, it was identified that there were a small number of key issues that were factors in staff turnover including workload, quality and consistency of line management and supervision, and flexible working.

- 7.6 **Workloads** – the issue of workload is a complex one, which will be influenced by both the stability of the workforce, the resilience of staff to manage complex and challenging workloads, the number of vacancies, and the actual capacity of the service compared to demands. An analysis of capacity within the service has recently been undertaken. The analysis compared WSCC resources and caseload, with other authorities. The output indicates that WSCC has lower capacity, and higher caseload, than some other comparable authorities. Work is therefore being undertaken to addressing this challenge as a priority for the service.

- 7.7 As part of a response to this, and in acknowledgement of the difficulties in recruiting experienced social workers, a pilot of a 'blended team' model has been undertaken in order to help to inform the development of options for managing capacity. The blended team approach has involved recruiting additional Co-ordinating and support roles, alongside additional Child and Family Workers. The aim was to enable qualified social workers to spend more of their time on the activity that must be undertaken by social workers, with non-statutory, support, and administrative work being undertaken by staff with the appropriate level of skill.

- 7.8 In July, a review of the impact of Blended Teams was undertaken and this indicated that Social Workers estimated that around 20-25% of their working day was being freed up as a result of the increase in support. Social Workers also reported feeling less pressure as they felt more able to go home at the end of the day without worrying about outstanding work. Feedback indicated that cases are being closed quicker and social workers have been able to concentrate on direct work rather than administration.
- 7.9 The impact of recruiting Co-ordinators and Children & Family Workers is therefore a key part of the plan for addressing capacity challenges and staff turnover within the service and therefore work is currently underway to increase build blended teams in more areas within the service.
- 7.10 **Flexible working** - flexible working is highly valued by social workers where it is operating effectively and this is therefore a key factor in supporting staff to maintain resilience. Feedback was received from some staff that there was inconsistent access to flexible working across the service. Actions were therefore taken to promote proactively the opportunities for flexible working across the service and to promote flexible working practices as part of our recruitment campaign activity. HR and the Head of Children's Social Care have jointly communicated to all social workers that they may apply for 9 day fortnights, compressed hours, increase flexible working arrangements, and career breaks. All staff have been invited to contact HR or the Head of CSC directly if they wish to raise any concerns with how flexible working is being considered by their line manager. This had the effect of a number of staff putting forward, and having approved, requests for flexible working arrangements.
- 7.11 Improving support provided by managers** - Exit data and focus groups indicate that in a few instances insufficient support from line managers has contributed to staff leaving. In order to address this, a management development intervention has been developed by the HR Team in partnership with the Children's Social Care Leadership Team.
- 7.12 Two priorities were identified in particular. The first priority is on implementing a high quality, consistent supervision model which nurtures and develops social workers. The second priority is around creating a safe environment where people are able to challenge poor practice in order to enable improvement.
- 7.13 A Practice Manager Development Programme was launched in June 2018 with around 90% attendance at half day workshops. The programme will take place over a number of months and will focus on developing skills and behaviours in 3 key areas; resilience, team effectiveness, and self as manager. Modules are organised to occur at 6-8 week intervals focussed around 3 hour workshops. This management and leadership focus will be supplemented by sessions on Management Oversight, Management of

Risk, Quality Assurance, and Performance Management. The next modules are planned for delivery in September 2018.

7.14 **Health Check and Feedback** - A health check survey was recently carried out and findings are currently being analysed. When compared to 2017, there are a number of areas where responses have improved in 2018. In particular:

- The number of staff that spend at least 6 hours doing routine admin tasks decreased by 12%
- There was a 10% increase in those who reported receiving emotional support in supervision
- There was a 9% increase in staff agreeing that their employer values and respects the work that social workers do
- There was a 13% increase in satisfaction with flexible working opportunities
- There was a 6% increase in feelings of enthusiasm about the job

7.15 Work is ongoing to analyse the results and develop an action plan in partnership with staff. However, the findings indicate that the service has increased its ability to use social workers effectively and is enabling social workers to do more direct work with children and families, which is likely to reflect to some extent the impact of the Blended Team approach.

7.16 Feedback also indicates that improvements to flexible working has increased satisfaction for social workers and is enabling staff to achieve a better work life balance. Management development is clearly helping to improve the culture as social workers feel more valued and respected. However, moving forward supervision time and quality must continue to improve and appraisals need to become more routinely part of developing practice and link with the supervision framework.

8 Summary of Impact - May 2018

8.1 The table below summarises some of impact that has been experienced as a result of the recruitment and retention strategy. It is clear that agency reliance has decreased and the vacancy gap has also decreased. Staff turnover has decreased since December 2016 but the number of leavers, as described above, remains a challenge for the service.

Measure	WSSC Dec 2016	WSSC May 2018	National Average
Social Worker turnover	20.9%	17.79%	16%
Agency Staffing	20.1% (82FTE)	13.13% (58FTE)	16.0%
Vacancy Gap	18.09%	16.78%	17.0%

4. Proposal

- 4.1. To seek to recruit even more from the local population through as wide a range of routes as is possible. This will include training routes.
- 4.2. The two recruitment fairs continue and are aimed at promoting West Sussex as a good place to work. They focus on professionals starting or returning to work in education. They continue to be both extensively publicised locally and regionally.
- 4.3. The local authority more actively seeks to influence leaders of school, trusts and teaching schools to generate even more activity that promotes West Sussex as a good place to work in education.
- 4.4. The apprenticeship levy is used more widely and effectively to recruit prospective teachers and care workers. It also is used to develop professional skills in those presently employed in schools and the local authority to higher levels of qualification.

5. Resources

- 5.1. To continue to fund the recruitment fairs.
- 5.2. To continue to support roles that develop partnership working with teaching schools so that teachers remain and further develop in West Sussex.
- 5.3. To continue to support the approach the Education Psychology service takes to recruitment as an ongoing drive to gain and retain the best quality staff.

Factors taken into account

6. Issues for consideration by the Select Committee

- 6.1. To what extent can West Sussex further attract high quality existing and newly qualified professionals into all roles within education and social care to improve outcomes for children?
- 6.2. How can the apprenticeship levy be used to more effectively in the West Sussex Education sector to recruit and retain staff?

7. Consultation

- 7.1 Not applicable for this report.

8. Risk Management Implications

- 8.1. If we do not continue to develop strategies for recruitment and sustainability of the education workforce, standards of pupil outcomes and care may well be not as high as the council expect.

9. Other Options Considered

- 9.1. Recruitment and retention of education staff will involve a continuous and increasingly active process from all partners, including the county council. The approach above is the essential minimum required.
- 9.2. The present national recruitment environment will require greater activity from all parties, sometimes for the same level of recruitment. Active closer working would support this. The emphasis on partnership working is essential.

10. Equality Duty

- 10.1. Equality of opportunity must be an important factor to recruit from the widest possible group: that are resident; in higher education; or from outside the county, with the skills and quality West Sussex education needs.
- 10.2. Recruitment requires equality to be considered.

11. Social Value

- 11.1. n/a

12. Crime and Disorder Implications

- 12.1. None

13. Human Rights Implications

- 13.1. None

Kim Curry

Executive Director Children, Adults, Families, Health & Education

Contact: Contact Officers: Mark Jenner Head of School Effectiveness and Jamie McGarry, Head of HR Business Partnering and Organisational Change

Children and Young People's Services Select Committee
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12 September 2018

School Effectiveness Strategy 2018-2022
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Report by Executive Director Children, Adults, Families, Health & Education
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Summary

West Sussex County Council is committed to giving all children and young people the best start in life and has undertaken a thorough review of current policy and practice relating to education. The new School Effectiveness Strategy 2018-2022 replaces the Strategy for School Improvement 2016-2019 and provides an update to the Policy Agreement for Education in West Sussex 2015-2019.

The implementation of new national arrangements for funding schools and centralised services (previously the responsibility of local authorities) has resulted in the need to significantly review how schools are organised and school improvement services are delivered. The new School Effectiveness Strategy 2018-2022 takes into account the diversity of schools in West Sussex and places the need of children and their learning at its heart.

To develop the new School Effectiveness Strategy 2018-2022 the council has conducted a widespread consultation to give all stakeholders an opportunity to actively participate in the development and refinement of the new strategy.

The aspiration is that by 2022, West Sussex will be one of the top 25% of local authorities nationally for the quality and provision of learning across all age groups and abilities. The School Effectiveness Strategy 2018-2022 sets out a county wide vision for education;

In West Sussex we have a relentless drive to champion all our children and young people to ensure they have the best start in life. We organise all our schools to ensure they are sustainable, provide high quality learning opportunities, continually raise standards to improve educational outcomes and meet the needs of diverse rural communities

We aim to achieve a strong and sustainable provision for all types of schools and key stages in the way that schools are organised. Establishing a preferred model of primary provision bringing infant and junior schools together when opportunities arise, working with our smaller schools to minimise the impact of funding changes and develop collaborative solutions. This may mean looking at different and new options or harnessing the expertise and capacity of Multi Academy Trusts in order to deliver sustainable models.

Working with schools leaders, governors, and academy sponsors, the County Council has a statutory responsibility to promote educational excellence for all children and young people and be ambitious in tackling under performance. Our new School Effectiveness Strategy 2018-2022 enables the council to discharge its statutory responsibility; take rapid and decisive action to challenge underperforming schools; deliver robust school improvement; promote high standards by supporting effective school-to-school collaboration.

The focus for scrutiny

To update Children and Young People's Service Select Committee on the progress made since June 2018 to develop and agree the new School Effectiveness Strategy
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2018-2022. This includes the public consultation feedback and the refinements that have been made as a result.

Recommendation(s)

- (1) That the Committee endorses the Executive Decision to approve the new School Effectiveness Strategy 2018-2022.
- (2) The Committee is asked to consider how it can actively support the Cabinet Member and officers in the strategy's implementation. For example a Task and Finish Group that meets each term and undertakes a strategic monitoring role of progress against strategy objectives.
- (3) That yearly updates are provided to the full Committee.

Proposal

1. Background and Context

- 1.1 The County Council is responsible for promoting high standards to enable good educational progress and outcomes, strategically organising sufficient pupil places for West Sussex children and to make sure that schools work in the most sustainable and effective way.
- 1.2 The County Council is committed to addressing the impact of significant change in educational policy and practice and its affect in the local context in West Sussex. There are four clear drivers:
 - The implementation of the revised National Funding Formula (NFF) presents challenges to all schools, regardless of whether they have experienced small gains or a significant reduction in funding. Smaller schools are likely to be particularly vulnerable to these changes which have greater emphasis on funding per pupil and as the current funding protection is reduced over time.
 - The curriculum demands under the new inspection regime from Ofsted will increase the range of leadership responsibilities. These will affect all schools, but are especially demanding for smaller schools as it is combined with changes in funding, and they are faced with doing more with less.
 - School leadership is demanding. School leaders have to respond to challenges to recruit high quality staff and governors. This has been a challenge across the county and is intensified in smaller schools.
 - Locally, there is a need to improve attainment and progress for West Sussex primary phase pupils and reduce dips in attainment arising from multiple transition points, where children move from one phase of education to another, such as infant and junior school. It has been a national drive to create all-through primary schools and West Sussex still have a number of separate infant and junior schools, and will encourage the move to this model where the opportunity arises.
- 1.3 The current Strategy for School Improvement 2016-2019 was written to reflect changes in national policy and guidance in 2015 and 2016. With further changes being announced, particularly on funding, the County Council needs to reset its own priorities for education; the new School Effectiveness Strategy will assist in addressing this aim.

- 1.4 In May and June 2018 stakeholders were invited to provide feedback on a draft School Effectiveness Strategy that outlined the County Council's Vision, Principle and Values for education and the areas of focus for the County Council over the next four years.
- 1.5 The consultation feedback has been fully considered and discussions with stakeholders have informed the development of a new School Effectiveness Strategy 2018-2022 for West Sussex.

2. Proposal

- 2.1 The School Effectiveness Strategy 2018-2022 sets out Principles and Values to underpin the following county wide Vision for education;

In West Sussex we have a relentless drive to champion all our children and young people to ensure they have the best start in life. We organise all our schools to ensure they are sustainable, provide high quality learning opportunities, continually raise standards to improve educational outcomes and meet the needs of diverse rural communities

- 2.2 The aspiration is that by 2022, West Sussex will be one of the top 25% of local authorities nationally for the quality and provision of learning across all age groups and abilities.

- 2.3 The Strategy seeks to deliver the following outcomes:-

- Improved attainment and progress for West Sussex primary phase pupils.
- Reduction in dips in attainment arising from multiple transition points when children change school phases.
- A collective commitment to enable all children and young people to experience an inclusive education.
- Standards raised for all pupils including those who are disadvantaged, those with Special Educational Needs and Disabilities (SEND) and those in the care of the local authority.
- Long-term financial sustainability for all schools, taking into account funding challenges and increasing pupil numbers.
- Partnership working with all stakeholders, such as academy trusts, the Dioceses, parent and carer forums and community groups who play a role in education provision and standards across West Sussex.

Progress to deliver these outcomes will be evaluated using the measures set out in the [West Sussex Plan 2018-2022](#).

- 2.4 The focus of the Strategy is on two key County Council responsibilities that provide the framework for the education system locally. These are developing a strong model of education in West Sussex and a refreshed School Improvement Policy to enable the County Council to challenge and support schools to raise standards. The changes will allow us to prepare for and mitigate against forthcoming challenges and the local impact set out in paragraph 1.2.

School Organisation

- 2.5 The aim for School Organisation is that by 2022 West Sussex will have a *model of strong and sustainable education for all types of schools and key stages*. This will be achieved through the following five objectives
- i. Establishing a preferred model of all-through primary provision for children from 4-11 years old, thereby limiting the number of transitions between schools a pupil would be required to undertake during their primary education.
 - ii. Securing sufficient places for children in all phases and types of school.
 - iii. Maximising the proportion of children being offered a place at one of their three school preferences.
 - iv. Ensuring that primary schools will be of a sufficient size to be viable in the future, offer a high quality and broad curriculum, and attract pupils from the local community and provide strong outcomes for children.
 - v. Ensuring that primary schools will be readily accessible¹ to pupils; for the majority of children within walking distance in urban areas with transport to school in rural areas. . For the majority of children within walking distance in urban areas with transport to school in rural areas, where applicable and in accordance with the County Council's [Home to School and College Transport Policy](#).
- 2.6 The objectives will be delivered by ensuring that there is a sufficient supply of suitable school places in our rural and urban areas for early years, primary, secondary and sixth form education provision. Places should be located appropriately to meet the current and projected demand in the future. This will maximise the opportunity for parental preference across the whole county whether in urban or rural areas.
- 2.7 In recognition of the number of rural villages in our county, and that we are in the South Downs National Park, the Strategy commits to developing an area-based plan with schools. These will be developed in collaboration with the Church of England Dioceses and the local community to provide the best supply of school places and to sustain the community benefits a school can offer some of our villages. Through the work on planning primary school places and budget forecasting a school may be identified as being at risk in terms of its viability. The future viability of a school is a judgement based on a number of factors including the projected number of pupils, the funding settlement under the NFF, the standard of the school and the rate of progress and attainment among its pupils. Where risks are identified; schools will need to start considering options to improve their viability, which could include consulting to merge schools, expanding the age range, federating two or more schools and finally consulting on closure. There are 55 schools in the county with 100 pupils or less, and there are 40 separate infant and junior schools. The Council's guiding principles for school organisation is given in the [2018 Planning Schools Places Document](#).

¹ Pupils under eight may receive transport if they live more than 2 miles away from their catchment school, or nearest suitable school and 3 miles for children over eight

School Improvement

- 2.8 The aim for 'School Improvement' is to create an effective process to *'challenge and support all schools to increase the quality and standards of education'*; this will be driven by the implementation of five objectives.
- i. Monitoring all schools and categorising local authority maintained schools annually to ensure the council resources are targeted where they are most needed to make the biggest difference.
 - ii. Enhancing the support provided to schools that are deemed not yet 'good' by Ofsted or the County Council.
 - iii. Making additional services available to all schools and settings through a comprehensive traded portfolio of services.
 - iv. Working in partnership with Ofsted and the Regional Schools Commissioner where schools are judged 'inadequate' to support them to improve.
 - v. Brokering and commissioning strong leadership in West Sussex and beyond to provide school-to-school support.
- 2.9 A number of proposed changes to existing practice will be implemented to deliver the objectives. Local Authority maintained schools will be categorised annually. This will allow the team to focus their time on working with schools that are most in need of improvement but will mean those schools in less need would receive fewer officer visits. Greater school-to-school support will be encouraged and initially facilitated through the existing Area Inclusion and Improvement Boards (AIIB), moving to a model of external peer review and support model during the life of the strategy.
- 2.10 The number of services that are available for schools to purchase will grow with a view to generating income to sustain provision of an effective School Improvement Service. This and facilitating peer-to-peer support will enable the County Council to continue to deliver the statutory expectations and provide leadership and consistency across the education system in West Sussex despite reducing budgets.

3. Resources

- 3.1 Implementation of the Strategy proposals for organisational changes to schools is over and above the operational business of the Education & Skills Directorate. At the meeting of the Children and Young People's Services Select Committee (CYPSSC) on 20 June 2018. The Select Committee recommended that sufficient resources are made available for the Education and Skills directorate to achieve the outcomes as proposed by the draft Strategy. However, decisions concerning the financial position of the local authority mean reconsideration as to where the funding comes from.
- 3.2 To progress work in two school planning areas in parallel plus the changes in the School Improvement Team, the resource cost is initially accommodated within present staffing budgets. This covers any additional HR, financial and legal support, and staff to embed business and behavioural change. Officers will endeavour to offset resource costs by developing services that are available to buy to schools making changes, so that the cost is shared.
- 3.3 The School Effectiveness Service is fully funded in 2018/19 through the Dedicated Schools Grant (£0.85m), the School Improvement Monitoring and Brokerage Grant (£0.75m) and an annual £9 charge per pupil to all West Sussex maintained schools

(£0.6m). The School Improvement Monitoring and Brokerage Grant is a discretionary grant and confirmation of its continuation will not be known until the winter 2018. Similarly the £9 charge per pupil will need to be agreed by Schools Forum in December 2018 for 2019/2020. Any increased costs will be off-set by some of the planned savings within the school effectiveness service and the development of a greater traded offer to schools.

- 3.4 Capital investment is also required for building costs as schools begin to organise themselves in to new groups and partnerships. This is expected to be required progressively from 2020/21, in order to allow sufficient time for feasibility design and planning consent beforehand. However, funding constraints would only allow for capital projects to go ahead if projects involved release of capital funds, such as the sale of a site. It would be a condition to projects that no additional funds are available beyond that already planned and are generated by the projects.
- 3.5 It is estimated that 80% of the capital investment would be required for building work to create all-through primaries², and is associated with;
- Adapting schools on existing sites e.g. toilet facilities, playgrounds
 - Merging infant and junior schools where they are adjacent e.g. single access and joined up reception areas
 - New schools or expansions on existing sites where current school buildings would not meet building requirement for an all through primary to cater for children aged 4 to 11 years.
- 3.6 In the first instance, costs from schools own combined resources would be sought to cover the process of federation with a view to long term savings. If this was not available, only capital funds generated from savings through other projects within this strategy would be considered. The remaining 20% capital building costs would be required for small schools who are looking to work together more collaboratively. For example, an option for small schools is to federate, and this may require capital investment to set up a joined back office environment which facilities staff to work across sites.
- 3.7 The overall capital funding requirement is not yet known, but will required to be developed over 4 to 8 years starting from 2020/21, depending on the number of school projects that are progressed. No provision for these costs are yet included within the current Capital Programme.
- 3.8 The Corporate Transformation Board has been made aware of the funding requirement to deliver the strategy. Officers will follow the corporate decision making process to release funding through appropriate and full Business Cases.

Factors taken into account

4. Issues for consideration by the Select Committee

- 4.1 The consultation results provide members of the CYPSSC insight into the views of stakeholders. Scrutiny of the subsequent changes to strategy provide reassurance that officers are listening and acting upon feedback and working in collaboration with

² [DfE advice on Standards for School Premises](#) and [Building Bulletin 103: area guidelines for mainstream schools](#)

all those that play part in education across the county. The Committee is asked to consider the recommendations as listed above.

5. Consultation

- 5.1 The consultation invited comments on a four page draft strategy document that outlined the County Council's Vision, Principles and Values for Education in West Sussex. The consultation was primarily targeted at schools, educational settings and academy trusts; however as this was a public consultation response were received from a wide range of stakeholders and their contribution has been welcomed.
- 5.2 The public consultation was undertaken via an online survey on the County Council's 'Have your Say' Consultation Portal. This opened on Friday 18th May and closed on Monday 25th June 2018.
- 5.3 To enable direct engagement with interested partners, discussions were held at over a dozen stakeholder forums including the Youth Cabinet, Parent and Carer Forum and the Primary, Secondary and Special Schools Briefings. School leaders and governors were also invited to one of three sessions to discuss the proposed strategy with officers. In addition, letters or emails expressing views were accepted and have been taken into account.
- 5.4 413 responses were received to the online survey, plus 50 letters or emails of representation.
- 5.5 The underpinning Vision, Principles and Values were broadly supported, as were the aims and objectives on 'School Improvement'. There were some concerns about the number of visits reducing for those schools who were performing well and the move to a model that solely relied on school-to-school support. As a consequence, the minimum number of visits has been increased from one to two in the final strategy, and there is a fuller account of how a school-to-school support system will work over time.
- 5.6 The aims and objectives relating to 'School Organisation' caused significant concern; people felt there was an implication that all small schools were under threat. This was due to a reference to Department of Education guidance of 210 places being a typical size for a small school. Many consultation responses focused on this point with requests for great clarity. There is no nationally agreed definition of what is classed as a small school, in practice the County Council perceives that schools with less than 100 pupils are potentially at risk to the changes (outlined above) and therefore require additional efforts by the council to work with them. This was not clear enough in the consultation document.
- 5.7 As a consequence the new Strategy provides greater clarity and the criteria (including the size threshold) that the Council will use to work with schools to identify those that are at risk of becoming vulnerable to future funding regime. The steps that the Council will take to work with schools, especially those in rural parts of the county are set out. It is hoped that this will ensure that education provision is

sustained in those communities through the options that are available to them. A final draft of the full Strategy document was shared with schools for final comments in advance of the Cabinet Member's approval.

- 5.8 The full report responding to the consultation and presenting the results is attached as Appendix B. This is publically available on the '[Have your Say](#)' Consultation Hub.

6. Risk Management Implications

- 6.1 The School Effectiveness Strategy provides the framework for discussions with schools potentially at risk to consider long term sustainable solutions in communities. If the strategy is not approved there is the risk of solutions being delayed and less support for schools looking at their options. This could place some schools at greater risk when the full impact of the NFF and the new curriculum come into force.
- 6.2 If the new School Effectiveness Strategy is not approved, the County Council will be in a position where it continues operating under the current School Improvement Policy which is no longer considered fit for purpose. In the face of funding pressures the current way of working will not continue to be affordable. The service needs to reset its focus to create a sustainable service that supports educational outcomes.
- 6.3 There is a risk that that capital or revenue funding is not generated from each project, unavailable in the future or is diverted for other council priorities. To mitigate this the full implementation of the strategy could be slowed down or reduced e.g. the creation of all through primaries by merging infant and junior could be less ambitious or removed to allow other elements of the strategy to progress at a lower cost.
- 6.4 The Strategy sets out a clear direction, however some difficult decisions are required which could present a reputational risk to the council. To minimise this efforts will be made to collaborate with partners at all opportunities to ensure that they are listened to and concerns heard.
- 6.5 All of the proposals will be implemented using a project management approach that includes appropriate risk management tools and escalation.

7. Other Options Considered

- 7.1 There was an alternative option to wait until the current Strategy for School Improvement ends in 2019. This option was rejected to allow the maximum amount of time to make sufficient impact. Replacing the strategy in 2018 ensures its alignment with the West Sussex Plan from 2018–2022. Embedding a new approach within the Directorate from September 2018 will ensure sufficient time to prepare for forthcoming changes and allow benefits in school improvement and educational outcomes to emerge as soon as possible.
- 7.2 The consultation feedback demonstrated the passion held by stakeholders for West Sussex schools. Given the strong disagreement on the School Organisation

objectives an alternative option could have been to proceed only with the School Improvement Policy. However, the County Council has a responsibility to organise education provision across the whole county and a framework needs to be in place to support schools to implement changes in advance of the full effect of the NFF being felt. As cited elsewhere some of the county's small schools could be at risk of facing particular challenges and the Strategy enables the council to instigate and facilitate the necessary work with schools to mitigate the risks. In response to the feedback the Council's approach will now focus on area based solutions, with schools forming groups either by clusters or federations to ensure their sustainability.

8. Equality Duty

- 8.1 The School Effectiveness Strategy promotes sustainable education provision that successfully works for all children and young people in West Sussex. It recognises that progress for disadvantaged pupils is below the national average and in some areas there is a lack of appropriate provision for children with Special Educational Needs and Disabilities (SEND). The Strategy complements the County Council's existing SEND Strategy and reflects the County Council's responsibility to be a corporate parent. As the Strategy is implemented officers will always ask *"would this be good enough for my child?"*
- 8.2 The values include the creation of inclusive culture in West Sussex Schools, which is underpinned with a principle to promote the interest of all children. This will be monitored through pupil performance data, to track the progress and attainment of disadvantaged groups and so interventions can be instigated to improve outcomes.
- 8.3 Any change being made as a result of the strategy will have regard to groups with protected characteristics and seek to mitigate any detriment to those groups through the use of Impact Assessments. This will include consulting with all affected groups when needed, to fulfil the public sector equality duty to:
- Eliminate unlawful discrimination, harassment and victimisation
 - Advance equality of opportunity between people who share protected characteristic and people who do not share it; and
 - Foster good relations between people who share a protected characteristic and people who do not share it.
- 8.4 The consultation demographics reflected a good representation of parent and professional groups, and included representation from people sharing a protected characteristic. 55% of participants were of the working age and between 35-54 years, with a smaller percentage (23%) from the dominant age-group in West Sussex of between 55 and 74 years. 56% of respondents were female resulting in a slightly higher ratio of female to male than in the county's population. The majority were from a white ethnic group, and identified as Christian but some responses were received from minority ethnic groups and other religious backgrounds.

9. Social Value

- 9.1 None

10. Crime and Disorder Implications

10.1 None

11. Human Rights Implications

11.1 None

Kim Curry

Executive Director Children, Adults, Families, Health & Education

Contact: Contact Officer: Mark Jenner Head of School Effectiveness 03302227854

Appendices (documents which are critical to the decision)

Appendix A- School Effectiveness Strategy 2018-2022, to follow

Appendix B –Summary of Consultation Views and Feedback

Background papers (documents which are referred to in the report)

[Draft School Effectiveness Strategy 2018-2022 Consultation Response paper](#)

[SEND Strategy 2016-2019](#)

[Policy Agreement for Education in West Sussex 2015-2019](#)

[West Sussex Strategy for School Improvement 2015-2019](#)

Summary of Consultation Views and Feedback

A full report responding to the consultation and presenting the results is available on the '[Have your Say](#)' Consultation Hub.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	totl
	Vision	122	146	35	20	90	413
	Principles	68	143	46	29	127	413
	Values	90	157	54	21	91	413
School Organisation	There will be one model of strong and sustainable education for all types of schools and key stages	42	80	55	94	142	413
	Establishing a model of primary provision for children from 4-11 years	37	133	99	50	94	413
	Securing sufficient places in all phases and types of schools	120	183	52	9	49	413
	Maximising the proportion of children being offered a place at one of their three school preferences	122	176	62	17	36	413
	Building capacity at Specialist Support Centres to improve local provision for children with SEND being taught in mainstream schools	117	155	83	24	34	413
	Ensuring the Alternative Provision offer is flexible and meets the needs of all pupils using it	116	157	98	12	30	413
	Primary schools will be viable and of a sufficient size to support outcomes of children	39	42	22	44	266	413
	Primary schools will be readily accessible to its pupils	149	137	31	23	73	413
School Improvement	There will be effective challenge and support to all schools and settings	111	170	69	15	48	413
	Monitoring all schools and categorising LA schools annually to ensure council resources are targeted where they are most needed to make the biggest difference	71	173	89	18	62	413
	Enhancing the support provided to schools who are deemed 'not yet good' by Ofsted or the County Council	104	210	64	8	27	413
	Making additional services available to all schools and settings through a comprehensive traded portfolio of services	75	173	106	20	39	413
	Working in partnership with Ofsted and the RSC where schools are judged 'inadequate' to support them to improve	107	196	65	11	34	413
	Strong leadership will be brokered and commissioned in West Sussex and beyond to provide school-to-school support	85	166	80	30	52	413

School Organisation

The majority of comments on School Organisation showed a real concern about the statements made in relation to small schools, including many observations about the impact on community, travel to different schools and parental choice. These comments were repeated throughout the survey and in the letters of representation.

Many parents choose small schools for their children due to the needs, personality, emotional capacity or previous experiences of their children. Outcomes can be good with the right leadership, teaching and learning capacity and support.

The statements suggest a rigidity that does not allow for local adaptation to suit the needs of the location, creative teachers or the children. It is not clear what is meant by "one model" in questions 1 and 2. I agree that there should be general guidelines and achievement expectations but there should be flexibility to allow for innovative, inspirational teaching beyond the minimum "3Rs".

I understand that to be financially viable schools need to look at becoming 1FE but feel County should support schools such as us who wish to do that. I also feel there is a need for small village schools such as [REDACTED] should support these schools if parents want these schools to remain open.

It is unclear from the documents how the "typical" minimum of 210 pupils has been arrived at. Why is a smaller school not viable? There are many ways to ensure the viability of smaller schools, for example federations, whilst retaining their character and high level education which parents often prefer. Approximately 26% of WSCC primary schools have a capacity of less than 200 pupils. The strategy would imply 26% of schools are not viable, where will these children go?

It is that by implication the small rural schools that are integral to the county's rural communities would be under threat. This would be bad for the pupils, bad for families and bad for communities. For example, the proposed travel arrangements are simply unworkable for average families.

I do however feel that having separate infant and junior schools is effective and allows the infant phase to create a strong foundation through good early years provision. The Junior schools can also present a clear vision around growing up and moving on. I feel this suggested move is all about end of key stage results in infant settings and how junior schools perceive them.

The collaboration stage with schools and stakeholders is critical and time should be spent in each setting observing how things are done and with what resources, discussing funding and most importantly gaining a measure of children's overall wellbeing and engagement in learning, before decisions are made about viability based on pupil numbers. My concern is that the outcome of this collaboration will have no bearing on final decisions about the future of small schools.

As far as the evidence I have examined shows. Bigger schools can produce good outcomes and bad. Small schools can produce the same. Performance depends on leadership and management not size.

Strong partnerships in clusters of schools can provide the efficiencies needed to face the current financial and educational challenges.

I agree that there needs to be a basic framework for schools but I don't agree that one model works for all schools. What works for one school does not necessarily work for another school.

School Improvement

Particular points on School Improvement were that one visit was not considered sufficient; the targeting of resources should be more flexible so that some schools don't lose out. School-to-school support was considered positively, however, there were concerns about the capacity in the school providing the support. It was emphasised how school leadership is key to making a difference. Finally there was uncertainty about the level of traded services and the cost.

Local Authority should have sufficient expertise, knowledge and skills to undertake a role to give proper professional support to all of its schools. If "school-to-school" support means leadership of one school giving help to another, there is the potential danger of the school delivering support to suffer and decline in its own standards because of the loss of effective leadership. It is extremely difficult for one person to lead two schools effectively as responsibilities double and the leader has half the time perhaps to spend in each place.

If the LA wishes to be in top 25% then frequent scrutiny and support is key. So much can happen in a single academic year, ranging from a change in the SLT to pupil mobility for various reasons. Really good support from the LA is always appreciated and will help promote a "working together" approach.

With overall reduction in real terms education finance, it makes sense to utilise peer support, to share good practice and ideas. However the cost to the individual schools can be high when supply teachers have to be bought-in to cover teachers visiting other schools.

If we lose this termly visit, I believe that more schools will be vulnerable, as the advisor brings skills of knowing a wide range of OFSTED information across the county and are vital to our development and school improvement. They also have a professional relationship with colleagues in schools and it is this that ensures recruitment and retention of school leaders.

This will work as long as the services are comparable with those which can be purchased outside the LA, offering the best quality for the best value for money.

I am not convinced that the LA dictating the size and organisational structure of schools will improve school performance. What matters in schools is effective leadership and sufficient funding. School leaders are in the best place to determine what works in a school. A more proactive leadership programme of support and challenge to school leaders would probably have a greater impact on the vision outlined at the start of the consultation.

this will depend on how much support is taken from good schools in order to free up resources to support weaker schools. We could support the idea in theory but the devil is in the detail: if the balance is not right, the strategy could result in the loss of "effectiveness" by good schools matching the gain by weak schools

This could be a high negative impact if it fails to identify schools that have begun a slow decline in either performance or numbers. This is not always immediately obvious. The LA will need to have very good on the ground intelligence about what is happening in each school.

Partnership working has to be brokered carefully to ensure compatibility and can be counterproductive if both parties do not share a similar ethos.

Would school to school support be funded by the local authority? If not, it is unreasonable to expect schools that are already financially stretched to be in a position to support other schools in place of the local authority.

Agenda Item 8
Appendix B

This is a positive model, that could help to support the smaller village schools by allowing them to benefit from the resources available while still sustaining the quality in a smaller setting.

Children and Young People's Services Select Committee

12 September 2018

Children and Young People's Services Select Committee Business Planning Group

Report by the Chairman of the Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee. This report provides an update of the last meeting of the outgoing BPG held on 6th June 2018, setting out the key issues discussed.

Recommendations

1. The Committee is asked to endorse the contents of the report.

1. Declarations of Interest

- 1.1 None.

2. Background/Context

- 2.1 The BPG met on 6 June 2018, members in attendance were Mr Cloake, Mr High, Ms Lord and Mrs Mullins. Mrs Hall gave apologies.

3. Developing a Sustainable Workforce

- 3.1 Deborah Myers, Director of Education and Skills gave the following update on the recruitment and retention of teachers:

- Recruiting to teaching posts has been challenged by media attention, which has made the profession appear undesirable. Particular subjects are harder to recruit to than others.
- This is a national problem. The Education and Skills directorate is working to reposition teaching as an attractive profession in West Sussex, this has included recruitment fa

- 3.1.1 Annie MacIver, Director of Children and Family Services, echoed that the recruitment and retention of experienced social workers and Heath Visitors had been equally challenging.

4. Education and Skills Update

- 4.1 The BPG heard the following updates from the Education and Skills directorate:

- Interim data from the Early Years Foundation Stage and Key Stages 1 and 2 will be available in September.

- In the academic year 2019/20, every child *nationally* will have gone through the newest national curriculum.
- The draft School Effectiveness Strategy had gone out for consultation. The new strategy will be ready in time for the Autumn term, and the outcomes will be considered at the September Children and Young People's Services Select Committee.
- An Ofsted inspection of the Special Educational Needs and Disabilities (SEND) service had taken place. The report was issued in the form of a letter to the County Council which highlighted both strengths and areas for consideration. Deborah confirmed that the Education and Skills directorate was cognisant of these areas and that they were working to continue to improve standards.

5. Children and Family Services Updates

5.1 The BPG heard the following updates from the Children and Family Service:

- Ofsted inspected the Multi-Agency Safeguarding Hub (MASH) in the Spring. The overall conclusion was positive in that no children were found to be unsafe. This is good considering the volume of referrals.
- There were some areas of capacity difficulty within the MASH. The demand had come from expected areas as outlined in a social mobility report. The MASH would be permanently staffed from July 2018, holding no vacancies or agency provision.
- Annie explained the good outcome from the Ofsted inspection could also be attributed to the correct and well-functioning relationships with partners.
- A priority for the service is what happens to those after the engagement with the MASH, such as children found to be in need of protection.
- Annie was confident that quality assurance was being correctly applied in terms of reviewing cases of children in need, particularly those that had been open for in excess of 12 months. She also added that a fundamental element for the service relied on information coming back from families that care for children to ensure the correct level of support and stability.
- IPEH has acted as a very successful bridging mechanism, however the service understand that the volume and demand of children in need continues to grow. Volume and demand will be watched carefully, as will the impact of welfare reform.

6. West Sussex County Council Member Survey on Scrutiny

6.1 The BPG considered the Member Survey on Scrutiny. The following comments were made:

- The figures are largely similar to last year
- The Member Day for Start of Life was both well attended and well received.
- Lower attendance of members at Member Days and training sessions is a little disappointing.
- Members noted that a good, clear presentation was much more accessible and easier to understand than a dense and complicated report.

- Perhaps officers could be approached for their feedback about the scrutiny at Select Committee – would they like more focussed questions to ensure the best possible use of the Committee’s time?

7. Work Programme Planning

7.1 Forward Plan

7.1.1 The BPG did not identify any decisions in the Forward Plan for preview by the Committee. It was however noted that an item on Integrated Child Psychology had been delayed and therefore removed from the Forward Plan, but that it would be revisited.

7.2 Plan the September Committee meetings

7.2.1 Future Meetings:

- Developing a Sustainable Workforce for West Sussex
- The Committee requested that the School Effectiveness Strategy outcomes and final document be considered at the September meeting of the Committee.

7.3 Consider the latest Corporate Risk Register:

7.3.1 The BPG did not identify any priority areas for scrutiny or review.

7.4 Consider potential suggestions for the work programme:

- The BPG to consider how the County Council can support maintained schools who receive a double 'Requires Improvement' judgement from Ofsted, following the recommendation from June’s Committee meeting.
- Better Change.
- The BPG agreed the Committee’s work programme as at appendix A, with the additions above.

8. Implications

8.1 There are no resource, risk management, Crime and Disorder Act or Human Rights Act implications arising directly from this report. However, many of the substantive reports to the Committee will have some implications and a Equality Impact Report will be included in appropriate substantive reports to the Committee.

Michael Cloake

Chairman

Children and Young People’s Services Select Committee Business Planning Group

Contact: Natalie Jones-Punch - Assistant Democratic Services Officer – 0330 222 5098

Background Papers: None

Appendix – Work Programme for Children and Young People’s Services Select Committee.

Children and Young People's Services Select Committee Work Programme – December 2019

Select Committee Meeting Date	Subject/Theme	Objectives/Comments	Key Contacts
<p align="center">31st October 2018</p> <p align="center">10.30am</p>	Budget Update	Savings proposals to go to each service select Committee in Oct/Nov, culminating in PFSC on 07/12.	Chris Salt, Andy Thorne
	WSSCB Annual Report 2017/18	Annual report of the Safeguarding Children Board.	Jon Brydon, Annie MacIver, Independent Chair

Children and Young People’s Services Select Committee Work Programme – December 2019

<p align="center">10th January 2019</p> <p align="center">10.30am</p>	<p>Review of SEND (TFG)</p>	<p>The recommendation from the 09/03/17 committee asks the Cabinet Member for Education and Skills to ensure that delivery of the Strategy will continue to be a high priority, and that there continues to be strong emphasis on inclusion for children with SEND in mainstream schools, if this is the most appropriate setting.</p>	<p>Education and Skills directorate</p>
	<p>School Funding Update</p>	<p>Revisit the school funding situation</p>	<p>Education and Skills directorate.</p>
<p align="center">Future Items to be timetabled</p>	<ul style="list-style-type: none"> • Monitoring the financial challenges for Children’s services • Domestic Violence • The 1001 Critical Days Principle • CLA Team structure update <p>Possible Joint items</p> <ul style="list-style-type: none"> • Integrated Transport System • Mental Health (Member Day November) 		<p>TBC</p>

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