

# Public Document Pack

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12 June 2018

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

A meeting of the committee will be held at **12.30 pm** on **Wednesday, 20 June 2018** at **County Hall, Chichester**.

**Tony Kershaw**  
Director of Law and Assurance

### **Agenda**

- 12.30 pm    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.
- 12.30 pm    2.    **Minutes of the last meeting of the Committee** (Pages 7 - 12)
- The Committee is asked to agree the minutes of the meeting held on 14 March 2018 (cream paper).
- 12.30 pm    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.
- 12.45 pm    4.    **School Effectiveness Strategy** (Pages 13 - 22)
- Report by the Director of Education and Skills.
- A new School Effectiveness Strategy (attached at Appendix A) will outline how the County Council will work with education providers over the next four years to ensure that all West Sussex children and young people really do get the best start in

life. It will replace the current strategy for School Improvement 2016-19. A consultation was launched to invite stakeholders to comment on the draft strategy that outlined the County Council's vision, principles and values for education in West Sussex.

The Committee is asked to consider the results of the consultation and make comments before the strategy is finalised and approved by the Cabinet Member for Education and Skills.

The Committee is also asked to endorse 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.

1.45 pm 5. **Business Planning Group**

The following item will cover the Business Planning Group report, and the appointment of members to the group.

(a) **Business Planning Group Report** (Pages 23 - 30)

Report by the Chairman of the Business Planning Group.

The report informs the Committee of the Business Planning Group meeting held virtually on 4 May 2018, setting out the key issues.

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

(b) **Business Planning Group Appointments**

The Committee is asked to appoint five members to the Business Planning Group (BPG), including the Chairman of the Committee and two minority members.

The previous members of the BPG who are still on the committee are Mr Cloake (Chairman), Mr High (Vice-Chairman), Mrs Mullins, Mrs Hall and Ms Lord.

2.00 pm 6. **West Sussex Safeguarding Children Board Annual Report** (Pages 31 - 76)

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

The annual report (attached at Appendix A) provides an overview of the work of the West Sussex Safeguarding Children

Board (WSSCB), and demonstrates the progress and challenges in the delivery of services to safeguard children. The report provides insight into the progress made with regards to Child Exploitation, the Integrated Prevention and Earliest Help (IPEH) model, and improvements within the Multi Agency Safeguarding Hub (MASH).

The Committee is asked to consider the report and appendix, and to comment on whether any further scrutiny into these areas is required.

It is recommended that the Committee:

Considers the successes and areas for improvement for the West Sussex Safeguarding Children Board (WSSCB) in 2016/17.

Consider the WSSCB's key messages for partner agencies and West Sussex County Council.

- 2.20 pm      7.      **Integrated Prevention and Earliest Help Update** (Pages 77 - 100)

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

Following consideration of proposals for Early Help at the meeting in December 2016, the Committee agreed to review the implementation of the new service model, with a report to the full Committee after it had been in place for 12 months. This report therefore provides the Committee with an analysis of progress made, the impact of the new service, perspectives of staff and stakeholders, strengths and challenges, and future development plans.

The Committee is asked to note the achievements of IPEH during its first year, together with further proposed actions, and to comment on and endorse the progress made.

### **2.50 - 3.00pm - Break**

The Committee will take a short break from 2.50 until 3.00pm.

- 3.00 pm      8.      **Private Fostering** (Pages 101 - 110)

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

The report provides an overview for the Committee of activities in relation to privately fostered children in West Sussex. The report details how the authority has complied with its duties

and functions in relation to private fostering and includes how the welfare of these children has been safeguarded and promoted.

The Committee is invited to note the processes undertaken in West Sussex in relation to Private Fostering and be informed of the successes and challenges.

The Committee is asked to support the approach undertaken in West Sussex to identify, assess and support Private Fostering arrangements.

The Committee to consider how the Council may be able to influence awareness raising of Private Fostering arrangements.

3.30 pm

9. **Procurement of a Dynamic Purchasing System for Children's Placements and other Accommodation and Support Services** (Pages 111 - 122)

Report by the Executive Director Children, Adults, Families, Health & Education, Director of Children and Family Services and Director of Education & Skills.

The report details proposals for the procurement of a Dynamic Purchasing System (DPS) to facilitate the purchase of any external accommodation based social care or educational placements for children and young people, including those who are Children Looked After (CLA), or those assessed as children with Special Educational Needs and Disabilities (SEND).

It is recommended that the Committee supports the agreement of the Cabinet Member for Children and Young People and Cabinet Member for Education and Skills against the following:

To procure a dynamic purchasing system (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 and non-maintained special schools, as and when they are required. The term of the DPS to be 7 years in total, starting on 1 February 2019 and concluding on 31st January 2026 (ref. 2.6).

To delegate authority to the Director 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.

10. **Outturn Total Performance Monitor 2017/18** (Pages 123 - 158)

Report by the Director of Finance, Performance and Procurement.

This report concerns the end of year Total Performance Monitor outturn position for 2017/18 (attached at Appendix A)

for the Children & Young People and Education and Skills portfolios.

The Committee is invited to:

Examine the data and supporting commentary for the Outturn 2017/18 and make any relevant recommendations for action to the Cabinet Members.

Identify any issues for further scrutiny by this Committee.

Identify any strategic issues for referral to Performance and Finance Select Committee.

4.15 pm 11. **Forward Plan of Key Decisions** (Pages 159 - 170)

Extract from the Forward Plan dated 4 June 2018.

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.

4.20 pm 12. **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.

4.20 pm 13. **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.

4.20 pm 14. **Date of Next Meeting**

The next meeting of the Committee will be held on 12 September 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 29 August 2018.

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

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

14 March 2018 – At a meeting of the Committee held at 10.30am at County Hall, Chichester.

<b>Present:</b>	Mr Cloake (Chairman)	
Mr Baldwin	Mrs Hall	Mrs Mullins
Mrs Bennett	Mr High	Mrs Pendleton
Mr Blunden	Mrs Le Rossignol	Mr Wickremaratchi
Mrs Dennis	Mr Marshall	

**In attendance by invitation:** Mr Burrett (Cabinet Member for Education and Skills [and Deputy Leader]), Mr Hillier (Cabinet Member for Children and Young People), Mrs Sparkes (Adviser to Mr Hillier), and Mrs Cumming (Church of England Diocesan Representative).

**Apologies for absence:** Mrs Jones, Ms Lord, Dr Holt, and Mrs Ryan.

### **Declaration of Interests**

73. No interests were declared.

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

74. The Committee considered the unconfirmed minutes of the last meeting and agreed that the word 'suggested' be replaced by 'requested' in minute 60.

75. Resolved – subject to the amendment as agreed above, the minutes of the meeting held on 11 January 2018, be approved as a correct record and that they be signed by the Chairman.

### **Responses to Recommendations**

76. The Cabinet Member for Education and Skills thanked the Task and Finish Group (TFG) for their deliberation and support of the Proposed Changes to School Funding as detailed in the letter (copy appended to the signed minutes).

78. Resolved – that the response be noted.

### **Forward Plan of Key Decisions**

79. The Committee considered a tabled paper which was a new version of the Forward Plan, April – July 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.

80. Resolved – that the Forward Plan be noted.

## **Review of Education and Skills Annual Report Summary 2016/17 – Report from the Task and Finish Group**

81. The Committee considered the report summary from the TFG which was introduced by the Vice-Chairman (copy appended to the signed minutes). He explained the TFG was very informative, and that the group were pleased with the improvements shown in the report. Deborah Myers, Director of Education and Skills, provided the Committee with a brief summary of the report. Some key points included:

- There has been relative progress in relation to national averages. This has been particularly good at Key Stage 4, and in the Early Year Foundation Stage (EYFS).
- Although good progress has been made for Key Stages 1 and 2 from last year, improving in line with national averages continues to be a priority. West Sussex has potential to make improvements.
- A new grading system for English and Mathematics in Key Stage 4 has been introduced rather than the former A\* to G grading system. The new grades span from 1 – 9, 9 is the top grade, 4 is a pass, and 5 is a strong pass.
- Securing improved outcomes for vulnerable children and young people in West Sussex remain a key priority.
- The 2017 outcomes are a good indicator of the determination to raise standards; this remains the primary focus for the service.

82. The Committee raised questions which were addressed by the Director of Education and Skills. The main points of discussion include those that follow:

- Members noted the persistent absence figures were surprising, particularly in the Primary phase. Members heard that part-weeks occurring at the beginning or end of terms could be accountable for some of these absences. The term dates for 2019 have been set to include only full weeks where possible.
- Members noted the 91% increase in the last 4 years of Elective Home Education and welcomed more information as to why parents were choosing to home educate. It was pointed out that home educating parents are under no obligation to inform the local authority why they make this choice, therefore providing further insight in this area is difficult.
- The Committee questioned whether the issues identified in the Annual Report were solely down to inadequate funding. The Director of Education and Skills advised there were other contributing factors, such as significant areas of deprivation across the County, and historical changes to the education service which were also attributable.
- It was also considered that the full effect of the new National Curriculum, introduced in 2014, will only be known in July 2019. This will be the first

assessment year that all pupils nationally will have been taught the 2014 new curriculum for the entire period of their Key Stage 2 career. West Sussex applied the interim assessment frameworks rigorously, whereas other Local Authorities may not have done. This means that West Sussex moderation was based on children meeting the criteria as laid down by the Standards and Testing Agency. Previously, assessment was based on a 'best fit' model. This makes it difficult to accurately judge where West Sussex sits nationally until this time.

- Reducing the number of pupils at risk of permanent exclusion was considered as a priority. Members heard that in Years 9 and 10, numbers of excluded students had spiked. The service is working actively to mitigate this problem by developing ideas for sustained activities that engage young people.
- Members asked whether building aspirations for children could be achieved by accessing parent groups. The Director of Education and Skills confirmed that a social mobility report was being addressed through the set-up of Education and Skills Strategic boards in Crawley, Chichester and Adur. These strategic boards should explore ways to raise aspirations, and therefore attainment, in focussed areas across the County.

83. Resolved –

- i. That the Committee agree the recommendation that the scrutiny of education data should happen in advance of the published national deadline to enable clear direction for forward planning for West Sussex County Council's goals.
- ii. That the Director of Education and Skills provide the Committee with Ofsted data in terms of the number and details of schools that have dropped from 'Good' or 'Outstanding' and into 'Requires Improvement' (RI).

### **West Sussex Partnership Families Strategic Plan 2020**

84. Annie MacIver, Director of Children and Family Services introduced the report (copy appended to the signed minutes). She explained the purpose of the original plan was to improve the outcomes of the most vulnerable and marginalised children, young people and families within the County. In 2015, a disparate range of plans designed to address the above were brought together to form the West Sussex Partnership Families Strategic Plan (The Families Plan). The Families Plan is no longer an active document, and the policies contained within it will now be undertaken through the West Sussex Plan under the 'best start in life' priority. The key points arising from discussion include:

- The Director of Children and Family Services explained that The Families Plan had served as a useful function, particularly in developing the Integrated Prevention and Earliest Help (IPEH) service, for example. The new West Sussex Plan however has clearer improvement strategies for the best start in life.
- Members questioned whether the departure from The Families Plan would run the risk of a loss of detail in terms of priorities and outcomes. The Director of Children and Family Services advised the West Sussex Plan offered a robust set of over-arching strands, under which individual matters could be clearly categorised. This system will be easier to manage than the pre-existing plan, and allows the service to build on outcomes and achievements. She added that Quality and Development Boards offered a space for the focussed scrutiny of matters.
- The new West Sussex Plan avoids any ambiguity, is easier to review, and has much clearer measures for success than The Families Plan. The West Sussex Plan also eliminates any duplication through its 5 key priorities, reflecting the ambitions of the service.
- Members were pleased to know the outreach activities in community settings were popular, and in some cases oversubscribed. The Director of Children and Family Services advised she hoped more libraries and Children and Family Centres (CFC) would be made available for these young family sessions.

85. Resolved -

- i. That the Committee endorses the West Sussex Plan as a replacement for the Partnership Families Strategic Plan, and noted the outcomes as listed in Appendix A.
- ii. That the 1,001 Days principle is considered as a future item for scrutiny.

### **Business Planning Group Report**

86. Members asked if the item on Mental Health Services and Young People could be brought to the June meeting. Members were advised that this item would require significant planning as there are a number of potential topics for inclusion and that therefore September may be more realistic.

87. Members asked when the item on future provision for Small Schools was likely to come to the Committee. The Director of Education and Skills advised a sensible time for the item would be the September meeting.

88. The Cabinet Member for Education and Skills asked if the work programme could revert to the landscape version as he found this clearer to navigate.

89. Resolved -

- i. That the report and proposed work programme be endorsed.

- ii. Democratic Services to locate the previous format for the work programme.

**Date of next meeting**

The Committee noted that the next scheduled meeting will be held on 20 June 2018 at 10.30am at County Hall, Chichester.

The Chairman thanked Mr Blunden and Mrs Le Rossignol for their contributions as co-opted members of the Committee. This meeting signalled the end of their membership to the Children and Young People's Services Select Committee.

The meeting ended at 12.20pm.

Chairman

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<b>Children and Young People's Services Select Committee</b>
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<b>20 June 2018</b>
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<b>Draft School Effectiveness Strategy 2018-2022 Consultation Feedback</b>
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<b>Report by Director of Education and Skills</b>
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<b>Summary</b>
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The Cabinet Member for Education and Skills took a decision to consult with stakeholders on the creation of a new school Effectiveness Strategy on 27 April 2018.

The new School Effectiveness Strategy will outline how the County Council will work with education providers over the next four years to ensure that all West Sussex children and young people really do get the best start in life. The County Council is responsible for strategically organising schools and for school improvement across the county to ensure that the school systems works in the most sustainable and effective way to support pupil outcomes.

The consultation invited comments on a Draft Strategy that outlined the County Council's vision, principles and values for education in West Sussex. It proposed aims and objectives for School Organisation and School Improvement which the Directorate will focus on over the next four years. It sets out an approach to build sustainable capacity for school places and incorporates the policy to challenge and support schools to improve by targeting resources, broadening the services that are traded and enabling school-to-school support. This refreshes the current Strategy for School Improvement 2016-2019.

The Consultation opened on Friday 18<sup>th</sup> May and will close on Monday 25<sup>th</sup> June 2018. Stakeholders have been able to complete a survey on the County Council's 'Have Your Say' website and discussions have been conducted with stakeholders through the following bodies;

- Primary, Secondary and Special Headteacher Executives – May 2018
- Youth Parliament – 17<sup>th</sup> May 2018
- West Sussex County Council Governors Association Meeting – 5<sup>th</sup> June 2018
- Schools Forum - 12<sup>th</sup> June 2018
- West Sussex Parent Carer Forum
- Directorate engagement with staff

As part of the consultation the Draft School Effectiveness Strategy 2018-2022 will be discussed at the Children & Young People's Services Select Committee in to listen to feedback and views.

**The focus for scrutiny**

The Children and Young People's Services Select Committee is asked to consider and provide feedback on the Draft School Effectiveness Strategy 2018-22 and make comments before the strategy is finalised and approved by the Cabinet Member.

## Recommendation(s)

- (1) The Committee is asked to endorse 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.

## Proposal

### 1. Background and Context

- 1.1 The new School Effectiveness Strategy will underpin the aims in the West Sussex Plan 2017-2022 to *"Give our children and young people the best start in life"* and *"Ensure West Sussex is a prosperous place"*. The new strategy will set out how the County Council will do this in partnership with stakeholders to meet the vision of *"Improving educational outcomes in West Sussex by championing all our children and young people"*.
- 1.2 The County Council is committed to resetting its own priorities to address the impact of significant change in educational policy and practice and the local context in West Sussex. There are four clear drivers for changing how the County Council provides leadership; we need to:
  - Improve attainment and progress for West Sussex primary phase pupils
  - Reduce dips in attainment arising from unnecessary multiple transition points
  - Develop our collective commitment to enable all children and young people to experience an inclusive education
  - Secure long-term financial sustainability for all schools taking account the funding challenges that schools and settings face, in the West Sussex context of increasing pupil numbers.
- 1.3 The County Council is responsible for two areas of work that provide the framework for the education system in West Sussex. These are School Organisation and School Improvement; changes are needed in these areas to prepare for and mitigate against forthcoming funding challenges and the local impact.

### 2. Proposal

- 2.1 The Draft School Effectiveness Strategy sets out the priority areas that the County Council wishes to focus on. It summarises what the County Council needs to do in its approach to School Organisation and its policy for School Improvement. The consultation has tested these approaches.
- 2.2 **School Organisation: to create one model of strong and sustainable education for all types of schools and key stages.**

Officers will collaborate with School Leaders and the Dioceses so we can move to a strong and sustainable system for West Sussex under the guiding principles in the [2018 Planning Schools Places Document](#). Discussions will be held to ensure that schools are cost effective and in a viable position to support outcomes for pupils now and in the future. Where there are potential

risks to this, alternative arrangements will be jointly considered. This may include closer working with other schools in local areas. It is anticipated that through this approach opportunities to move towards the objective of all through primary schools can also be pursued.

### 2.3 **Improve schools through effective challenge and support to all schools and settings**

To continue to provide effective school improvement in the face of financial challenges, the Directorate will take steps to target its resources more effectively. By categorising LA maintained schools once a year, the team will focus their time on working with schools that are most in need of improvement. To sustain the service, the intention is to grow the number of services that are available for all schools to purchase to generate income. It is anticipated that 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.

- 2.4 The consultation also invited feedback from stakeholders on the two aspects of the strategy and to assess the impact of the approaches (see 2.3 and 2.4) that the Directorate will take to meet the aims and objectives.

## 3. **Resources**

- 3.1 The School Effectiveness Strategy is being developed within existing resources as part of the Directorate of Education & Skills budget. Additional investment and resources will be required to enable and implement aspects of the strategy. This funding will be sought through appropriate business cases.
- 3.2 The School Effectiveness Service is currently fully funded through the Dedicated Schools Grant (£0.8m), the School Improvement Monitoring and Brokerage Grant (£0.7m) and an annual £9 charge per pupil to all West Sussex maintained schools (£0.6m).
- 3.3 The consultation and future strategy is taking account of the changing landscape of education provision, the increasing number of academies, funding for schools and the financial position of the County Council in its ability to continue to deliver fully funded services.

## **Factors taken into account**

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

- 4.1 Scrutiny of the summary of the consultation results provides members of the Children's and Young People's Services Select Committee insight into the views of stakeholders on the Draft School Effectiveness Strategy. The Committee is asked to consider the recommendations as listed above.

## 5. **Consultation**

- 5.1 The Draft Strategy has been consulted on between 18 May and 25 June 2018. Interim results and emerging themes of the consultation will be presented at the meeting.
- 5.2 Results will be made available to the public on the council's 'Have your Say' portal.

## **6. Risk Management Implications**

- 6.1 There is a risk that if we do not progress the development of a new School Effectiveness Strategy, the 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 and challenges 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.
- 6.2 The School Effectiveness Strategy will be accompanied by an action plan to ensure that progress is made against the Aims and Objectives. A number of initiatives will arise that will require capital investment and resources; they will have to be prioritised against other council projects and there is a risk that it won't be secured. The Directorate will seek funding through appropriate processes and with a Business Case when appropriate.
- 6.3 The Draft Strategy sets out a clear direction, and feedback from stakeholders shows that this can divide opinion. In its aspiration to achieve the aims and objectives there may be reputational risk to the council. To minimise the risks, efforts will be made to collaborate with partners at all opportunities to ensure that they are listened to and concerns heard.
- 6.4 All of the initiatives will be managed by the Directorate using a project management approach that includes appropriate risk management tools and escalation.

## **7. Other Options Considered**

- 7.1 There was one alternative option to wait until the current Strategy for School Improvement ends in 2019.
- 7.2 In light of the new West Sussex Plan, this option was rejected to allow the optimum time to make sufficient impact in school improvement and educational outcomes. It is proposed that a new approach will be embedded within the Directorate from September 2018 to prepare for forthcoming changes and allow benefits to emerge as soon as possible.
- 7.3 Replacing the strategy in 2018 ensures its alignment with the West Sussex Plan from 2018–2022.
- 7.4 The Draft School Effectiveness Strategy proposes a direction of travel for the Education and Skills Directorate. The feedback received will inform the final Strategy that will be approved by the Cabinet Member.

**8. Equality Duty**

- 8.1 The consultation exercise has been structured to ensure people with protected characteristics have had the opportunity to respond accordingly so their views are known and any impacts fully understood.
- 8.2 Feedback is being considered and will inform an Equality Impact Assessment and the final strategy will be amended in line with this and consideration of the council's equality duty.

**9. Social Value**

- 9.1 Not applicable

**10. Crime and Disorder Implications**

- 10.1 Not applicable

**11. Human Rights Implications**

- 11.1 Not applicable

**Deborah Myers**

Director of Education & Skills

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**Appendices**

**Background Papers (documents which are referred to in the report)**

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## 1. Overview

West Sussex County Council is developing a new School Effectiveness Strategy. It will set out how the Local Authority will work in partnership with all education settings; including schools, colleges and academy trusts in the drive to raise standards and develop sustainability. The new School Effectiveness Strategy will enable the County Council to respond to national changes and deliver the ambitions to **'give children the best start in life'** and ensure **'West Sussex is a prosperous place'** ([West Sussex Plan 2017-22](#))

### Vision

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

### Principles

1. To secure the highest quality education provision for all our West Sussex children and young people to ensure standards are the best they can be in order to ensure they have the best start in life.
2. To ensure that school organisation is centred on the needs of children as learners.
3. To ensure all West Sussex schools have high educational standards, are able to withstand external scrutiny and are financially sustainable.
4. To ensure West Sussex has an offer of primary education providing a consistent education provision for all children aged 4-11.
5. To ensure sufficiency of high quality local places that support parental preference whilst avoiding costly surplus capacity.
6. To ensure all schools are able to provide high quality teaching, learning and leadership, challenging schools to improve and fulfil their responsibilities as corporate parents.
7. The local authority system will enable schools to form sustainable partnerships which will secure long term structures of leadership and organisation within a given locality.

### Values

1. The local authority acts as the champion for all West Sussex children and young people.
2. Effective leadership is essential in all aspects of managing and improving a school.
3. High quality teaching improves children and young people's life chances as a result of improving learning experience and key stage outcomes.
4. The local authority scrutinises the quality of education provision, promotes high standards of care and education and challenges and supports when outcomes for children are not at least 'good'.
5. Early help for children and families through the Integrated Prevention and Earliest Help Service (IPEH) improves pupil care and outcomes.
6. Strong school-based practice should be used to strengthen other schools by enabling high quality school-to-school support.
7. Children have the right to participate in learning experience where they feel valued, inspired and safe, in an environment which has a well-developed inclusive culture.

### Reasons to Change

Never before, have we seen such rapid and significant change in educational policy and practice at a national level. West Sussex County Council is committed to resetting its own priorities to address the impact of this, we need to:

- Improve attainment and progress for West Sussex primary phase pupils
- Reduce dips in attainment arising from unnecessary multiple transition points
- Develop our collective commitment to enable all children and young people to experience an inclusive education
- Secure long-term financial sustainability for all schools taking account the funding challenges that schools and settings face, in the West Sussex context of increasing pupil numbers.

## 2. Agenda Item 4 – Aims and Objectives Appendix A

The draft School Effectiveness Strategy intends to provide a framework to enable the County Council to address priorities on raising standards, securing sufficiency of places, and meet the needs of all children and young people with Special Educational Needs and Disability (SEND).

It sets out aims for the two aspects of the County Council's work – School Organisation and School Improvement. These aims complement the [SEND Strategy 2017](#).

The aims will support West Sussex to be in the **top 25% of Local Authorities nationally for education outcomes by 2022**.



### School Organisation: One model of strong and sustainable education for all types of schools and key stages

#### Objectives

1. Establishing a model of primary provision for children from 4-11 years old
2. Securing sufficient places for children in all phases and types of school
3. Maximising the proportion of children being offered a place at one of their three school preferences
4. Building capacity at Specialist Support Centres to improve local provision for children with SEND being taught in mainstream schools
5. Ensuring the needs of all pupils are met by addressing the flexibility of provision for individual pupils and the Alternative Provision offer
6. Primary schools will be viable and of a sufficient size\* to provide strong outcomes for children
7. Primary schools will be readily accessible\*\* to its pupils; for the majority of children within walking distance in urban areas with transport to school in rural areas

\*typically this is a minimum of one form entry providing 210 places or 7 classes of 30 children

\*\*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 Organisation: Measures		Baseline 2017/18	Target 2021/22
Infrastructure that supports a successful economy	Additional school places delivered	-0.5%	5% buffer
A skilled workforce for West Sussex	16-17 year olds who are not in education, employment or training	2.7%	Upper quartile

### School Improvement: There will be effective challenge and support to all schools and settings

#### Objectives

1. Monitoring all schools and categorising LA maintained schools annually to ensure the council resources are targeted where they are most needed to make the biggest difference
2. Enhancing the support provided to schools who are deemed not yet 'good' by Ofsted or the County Council
3. Making additional services available to all schools and settings through a comprehensive traded portfolio of services
4. Working in partnership with Ofsted and the Regional Schools Commissioner where schools are judged 'inadequate' to support them to improve
5. Strong leadership will be brokered and commissioned in West Sussex and beyond to provide school-to-school support

#### School Improvement: Measures

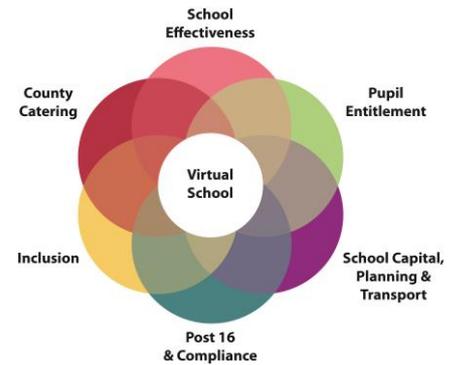
School Improvement: Measures		Baseline 2017/18		
All children and young people are ready for school and work	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	70.6%	Upper quartile	
	West Sussex schools that are judged good or outstanding by Ofsted	83.6%		
	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	84.1%		
	Attendance of West Sussex Children Looked After at their school	92.7%		
Access to education that meets the needs of our community	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	56.2%	In line with national average	
	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	55%		
	Key Stage 4 Progress 8 score	0.03		
Children and young people are able to thrive	Children Looked After achieving educational outcomes in line with their peers	KS1	15.8%	In line with national average
		KS2	n/a	
		KS4 P8	-0.74	
	Attainment of disadvantaged pupils is in line with their peers	KS1	36.7%	Gap is less than national average

West Sussex County Council will focus on four geographical areas and change the way it has been working with schools and settings to develop strong partnerships based on trust and challenge

#### 1. Organise services to raise standards

The Directorate of Education & Skills will:

- Provide leadership in all aspects of education to improve outcomes for children and young people
- Deliver the statutory functions of the local authority and provide enhanced support and challenge
- Work in partnership with all internal and external stakeholders to improve educational outcomes in West Sussex



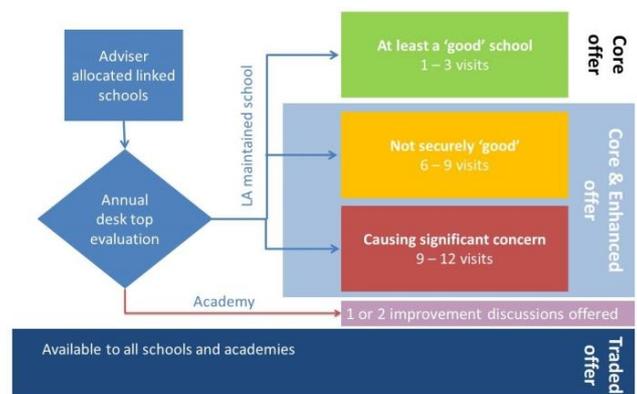
#### 2. Organise high quality schools and build capacity

- Working with school leaders to ensure schools are cost effective and provide the breadth of curriculum and teaching expertise to meet the standards set out in education policy
- Consider new specialist places, more effective school clustering or alternatives through collaboration with schools
- Policies, principles and information on the current schools organisation with forecasts of future pupil numbers can be found in the [2018 Planning Schools Places Document](#) (*the Planning Schools Places Document is updated annually*)



#### 3. Improve schools by targeting resources and trading services

- School improvement is prioritised according to the quality of pupil outcomes (categorisation overleaf)
- The core offer for LA maintained schools will be 1 to 3 days onsite visits (Autumn, Spring and Summer)
- For schools that are not good or better an enhanced offer will focus on areas that need to improve
- We will monitor and offer to keep in contact with academies
- Additional services will be available through a traded offer which will be expanded and strengthened



#### 4. Develop greater partnership working with strong school leadership so that they provide peer-to-peer support

- Collaborate with dioceses, academy trusts, teaching schools, research schools, other local authorities, the Regional Schools Commissioner and Ofsted
- Develop school-to-school support mechanisms with Teaching Schools and strong leaders
- Work in partnership with providers that can deliver high quality school improvement packages
- Enable schools to be fully inclusive through the implementation of the SEND Strategy.



## 4. Agenda Item 4 Appendix A Schools Categorisation

Category	Typical criteria	Visits*
<b>1</b> Outstanding	<ul style="list-style-type: none"> <li>Recent inspection graded the school 'outstanding'</li> <li>Evidence from recent self-evaluation and agreed with by the link adviser is of 'outstanding' provision throughout the school</li> <li>As a consequence, school leadership will be able to provide support for other schools</li> </ul>	1
<b>2a</b> Strong or improving good	<ul style="list-style-type: none"> <li>Recent inspection is 'good' with one or more 'outstanding' grades</li> <li>The school has been given a letter from a section 8 inspection that indicates that the school might be outstanding at the next section 5 inspection</li> <li>The school's own self-evaluation or the link adviser indicates that the school is 'good' but with several very strong areas</li> <li>The link adviser evaluates the school as 'good' and it is continuing to improve</li> <li>School leadership may well be able to provide support for other schools</li> </ul>	1
<b>2b</b> Securely good	<ul style="list-style-type: none"> <li>A recent inspection judges the school as being 'good'</li> <li>Self-evaluation demonstrates that the school has no significant areas that aren't elements of 'good' and this is agreed by the link adviser</li> <li>School leadership may well be able to provide support for other schools</li> </ul>	2
<b>2c</b> Good, but some indications of a weakness	<ul style="list-style-type: none"> <li>Whilst the school is judged by Ofsted as 'good' there is one or two significant areas of weakness that need to rapidly improve</li> <li>A recent section 8 inspection has indicated that the school remains 'good', but there are significant areas that need to be improved before the next inspection</li> <li>The link adviser judges that there are signs of declining outcomes for children or weaknesses in leaders or governance</li> </ul>	3
<b>3a</b> Improving from requires improvement	<ul style="list-style-type: none"> <li>School self-evaluation, agreed by the link adviser, demonstrates that the school is rapidly improving the areas that required improvement and will soon be 'good'</li> <li>The school is using external support effectively to improve</li> </ul>	6
<b>3b</b> There are several areas that require improvement	<ul style="list-style-type: none"> <li>The school has recently been inspected and there are several areas that aren't good</li> <li>The link adviser indicates that the school has several significant areas that aren't good</li> <li>The school may have been identified as coasting</li> </ul>	7
<b>3c</b> With some intervention, school leadership can improve the school	<ul style="list-style-type: none"> <li>The school has been inspected and has gained a second or third judgement that it requires improvement</li> <li>The link adviser judges that the school is not improving rapidly enough towards good or increasingly more areas need to be improved</li> <li>There are signs that school leadership or governance is unable to improve the school to good without some external intervention</li> <li>The school may not be using external support effectively to improve</li> <li>The school have been given a warning notice to improve or are identified as coasting</li> </ul>	9
<b>4</b> Needs high levels of intervention	<ul style="list-style-type: none"> <li>Evidence from external evaluation or self-evaluation shows that safeguarding is ineffective or there are significant concerns about the culture of health and safety</li> <li>Leadership, governance or teaching is unable to improve without significant external intervention or support</li> <li>The school have been given a warning notice to improve and needs intervention to do so</li> <li>The school has been inspected and requires special measures or has serious weaknesses</li> </ul>	12

\*for LA maintained schools

## 5. Feedback

West Sussex County Council would like to hear your views on the proposals for the Draft School Effectiveness Strategy and if there is anything else you think we should include.

Online questionnaire: [www.westsussex.gov.uk/schooleffectiveness2018](http://www.westsussex.gov.uk/schooleffectiveness2018)  
Email [SchoolConsultations@westsussex.gov.uk](mailto:SchoolConsultations@westsussex.gov.uk) to request a paper copy.

**The closing date for this consultation has been extended to 25 June 2018**

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

**20 June 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 virtually on 2 May 2018, setting out the key issues discussed.

##### **Recommendations**

1. The Committee is asked to endorse the contents of the report.
2. The Business Planning Group recommend 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 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.

#### **1. Declarations of Interest**

- 1.1 None.

#### **2. Background/Context**

- 2.1 The BPG met virtually on 4 May 2018.

#### **3. Education and Skills Update**

##### **3.1 Thomas Bennett Community College (Crawley)**

- 3.1.1 The BPG heard that: -

- Thomas Bennett Community College is an academy run by The Kemnal Academies Trust (TKAT). TKAT have proposed to cut £987k from the school’s budget which would see implications such as loss of jobs, a reduction in SEND support, and no provision for post-16 education after 2020.
- TKAT have advised the cuts are necessary due to a growing deficit the school is facing. The National Education Union (NEU) has called upon TKAT to properly fund the school, and the BPG received 7 requests, from both members and the public, for the Children and Young People’s Services Select Committee to consider formal scrutiny into this issue. However, as Thomas Bennett Community College is an academy, all decisions regarding the

school's future are to be made by the Academy Trust in agreement with the Regional Schools Commissioner.

- The County Council's lack of jurisdiction in this situation means there is little that can be done by way of intervention. There is no mechanism for an academy to be returned to local authority control, as is amongst the requests from parents and the public. Academies that are considered as failing may be transferred to another Multi Academy Trust (MAT), or subject to other mediation from the Regional Schools Commissioner.
- The Business Planning Group therefore recommend 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 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.

#### **4. Total Performance Monitor Update**

- 4.1 The BPG was updated on the current financial position for the Education and Skills and Children and Young People portfolios.

#### **5. Work Programme Planning**

##### **5.1 Forward Plan**

- 5.1.1 The BPG identified the following for decision preview by the Committee:

- i. Procurement of a new Dynamic Purchasing System (DPS) for Children's Placement and other Accommodation and Support Services.

##### **5.2 Agree the work programme for the coming year and plan the June meeting**

- 5.2.1 The BPG agreed the Committee's work programme as at appendix A.

#### **6. Implications**

- 6.1 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 A** – Work Programme for Children and Young People’s Services Select Committee.

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

<b>Select Committee Meeting Date</b>	<b>Subject/Theme</b>	<b>Objectives/Comments</b>	<b>Key Contacts</b>
<b>20 June 2018</b>  <b>12.30pm</b>	Private Fostering	The BPG requested that the full Committee examine private fostering.	Sarah Foster
	IPEH update	Following consideration of proposals for Early Help at the meeting in December 2016, the Committee agreed to review the implementation of the new service model, with a report to the full Committee after it had been in place for 12 months (new service model started 1 April 17).	Lance John, Hayley Connor, Jackie Lincoln
	School Effectiveness Strategy	To achieve the ambition of giving children and young people the best start in life (West Sussex Plan 2018-2022). To work in partnership with schools, educational settings and Academy Trusts. In order to define how this partnership will operate the development of a new School Improvement Strategy is proposed, to replace the current Strategy for School Improvement 2017-2019.	Deborah Myers, Rachel Conway, Mark Jenner

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

<p><b>20 June 2018</b></p> <p><b>12.30pm ctd.</b></p>	<p>West Sussex Safeguarding Children's Board (WSSCB) Annual Report</p>	<p>Opportunity for the Committee to consider performance of the LSCB and the Board's key messages in consultation with the Cabinet Member and Independent Chairman.</p>	<p>Jon Brydon</p>
	<p>Outturn Total Performance Monitor (TPM)</p>	<p>To enable the Committee to examine the end of year financial position and performance data and to identify any issues of ongoing concern</p>	<p>Chris Salt, Andy Thorne</p>
	<p>Procurement of a Dynamic Purchasing System for Children's Placements and other Accommodation and Support Services</p>	<p>Preview CM decision</p>	<p>Karen Wells</p>

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

<p align="center"><b>12 September 2018</b> <b>10.30am</b></p>	Developing a Sustainable for West Sussex	To consider whether the system is providing a workforce which is required for the local area- what work with businesses is undertaken - including education and apprentices. This item could be focussed on recruitment and retention for social workers and teachers.	Deborah Myers, Annie MacIver, Jamie McGarry
	Youth Service		Annie MacIver
	Provision of Early Years		Annie MacIver
<p align="center"><b>31<sup>st</sup> October 2018</b> <b>10.30am</b></p>	Review of SEND (TFG)	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.	Education and Skills directorate

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

<b>Future items to be timetabled</b>	<ul style="list-style-type: none"> <li>• Monitoring the financial challenges for Children’s services</li> <li>• Domestic Violence</li> <li>• The 1001 Critical Days Principle</li> <li>• CLA Team structureupdate</li> </ul>		TBC
	<p>Possible Joint items</p> <ul style="list-style-type: none"> <li>• Integrated Transport System</li> <li>• Mental Health</li> </ul>		TBC

<b>Children and Young People's Services Select Committee</b>
<b>20 June 2018</b>
<b>West Sussex Safeguarding Children Board Annual Report 2016/17</b>
<b>Report by Executive Director Children, Adults, Families, Health &amp; Education and Director of Children and Family Services</b>

### Summary

The West Sussex Safeguarding Childrens Board (WSSCB) Annual Report is presented as a means of highlighting the work of the Local Safeguarding Children Board. The report provides an overview of the progress made with regards to Child Sexual Exploitation, changes within the Integrated Prevention and Earliest Help model and the improvements within the Multi Agency Safeguarding Hub during 2016/17.

### The focus for scrutiny

The Committee is asked to consider the Report, and to comment on whether any further scrutiny into these areas is required.

### Recommendations:

- (1) That the Committee considers the successes and areas for improvement for the West Sussex Safeguarding Children Board (WSSCB) in 2016/17
- (2) That the Committee consider the WSSCB's Key Messages for partner agencies and West Sussex County Council

### Proposal

#### 1. Background and Context

- 1.1. The WSSCB Annual Report is presented to the Children and Young People's Services Select Committee as a means of highlighting the work of the Local Safeguarding Children Board. This affords an opportunity for the Committee to understand the progress and challenges in the delivery of services to safeguard children and promote their well-being, and how we can ensure a joined up approach to the delivery of safeguarding priorities across the whole West Sussex community.
- 1.2 The Annual Report provides a reflective approach through 2016/17 which follows the journey of the child through the multi-agency safeguarding system, highlighting the partnership's strengths and the challenges it faces. The recent significant changes and successes in 2017/18 such as the development of the 'Pause Project' and the implementation of 'Mind of My Own', with the recruitment of a new independent chair and board manager will be captured within this year's report, due for publication in the autumn 2018.

## **2. Proposal**

2.1. 2016/17 saw the successful instigation and delivery of a number of key strands of work across children's safeguarding, including:

- The introduction of the Integrated Prevention and Earliest Help (IPEH) model throughout the county.
- The development and improvement of the Multi Agency Safeguarding Hub (MASH).
- The development of robust services to effectively manage Child Sexual Exploitation.

2.2. The WSSCB acknowledges that there are still improvements to be made in 2017/18, including:

- The continuing development of additional partner agency resources within the MASH.
- Improving the community awareness and development of responses to child exploitation and wider criminalisation.
- Developing and implementing our learning throughout the partnership from our Serious Case Reviews.

## **3. Child Exploitation and Missing**

3.1 In 2016/17 the partnership made improvements to our work to address Child Sexual Exploitation and Missing Children across West Sussex. This has now been developed to ensure all Child Exploitation (CE), Criminalisation and Missing continue to be priorities in 2017/18. In particular we will be continuing to develop our improvements in identifying and responding to CE. The specific focus will be upon our most vulnerable children, and engaging with our partners across the Service Industry and Night Time Economy to increase exploitation awareness.

## **4. Improving the effectiveness of the Board**

4.1 The Children and Social Work Act 2017 and the Wood Review were published during the year. These documents amend the overarching 'Working Together to Safeguard Children' guidance and in turn require the WSSCB to review, reflect and create a new structure to ensure it underpins its formal requirements.

4.2 Significant changes have also been made to Chapters 3, 4 and 5 of Working Together to Safeguard Children, which deal with the arrangements for Serious Case Reviews and Child Death Overview Panels. These require the Board to amend their processes to reflect these changes, for example the development to National Serious Case Reviews and Local Child Safeguarding Practice Reviews or the transferring of 'Child Death Overview' from Department for Education to the Department of Health.

- 4.3 This emerging landscape allows the WSSCB an opportunity to develop innovative structures and processes to ensure the newly developed partnership is effective and accountable.

## **5. Our priority areas for Multi-Agency action 2016-19**

- 5.1 The WSSCB Business Plan focuses on four priority areas:
- Prevention and protection of children at risk of or experiencing neglect.
  - Provision of Early Help to children.
  - Prevention and protection of children from exploitation and abuse.
  - Children’s emotional well-being and mental health.

## **6. Key messages for Partner Agencies**

- 6.1 The WSSCB annual report includes our messages for partner agencies to take forward in their work in 2017/18.
- 6.2 To improve our services we will develop a culture of listening to children, young people and their families about their experiences and how we can best support them in the future.
- 6.3 We recognise and value the strength of partner engagement with the WSSCB. We will maximise the delivery of our partnership of services to improve our ability to work together, particularly in relation to the neglect, exploitation and mental health of the children we serve.
- 6.4 We will develop a robust and effective structure to enable the WSSCB to comply with the new Working Together to Safeguard Children guidance, providing a clear accountable framework to ensure the safety and well-being of children and young people in West Sussex.

## **7. Key messages for Local Politicians**

- 7.1 The WSSCB asks the Children and Young People’s Services Select Committee to consider the following key messages:
- Your role is fundamental in advocating for children and families and ensuring that everyone is prioritising keeping children safe.
  - To continue to support the WSSCB by ensuring that the partnership provides the most effective level of service to safeguard our children.

## **8. Resources**

- 8.1 There are no resource implications arising from this retrospective review.

## **Factors taken into account**

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

- 9.1 The Committee considers the WSSCB Annual Report on an annual basis. Members are asked to consider the report, and whether there are any areas for further scrutiny.

### **10. Consultation**

- 10.1 The original report received full consultation, and there is no further requirement for consultation as part of this retrospective scrutiny exercise.

### **11. Risk Management Implications**

- 11.1 The original report was fully risk-assessed, and no further consideration is necessary as part of this retrospective scrutiny exercise.

### **12. Other Options Considered**

- 12.1 Not required, as this report is providing an update on outcomes.

### **13. Equality Duty**

- 13.1 The original report was fully appraised under the Equality Duty, and no further consideration is necessary as part of this retrospective scrutiny exercise.

### **14. Social Value**

- 14.1 The report describes and evidences the Social Value of partner's activity throughout the county.

### **15. Crime and Disorder Implications**

- 15.1 None

### **16. Human Rights Implications**

- 16.1 None

**Kim Curry**  
Executive Director Children,  
Adults, Families, Health & Education

**Annie MacIver**  
Director of Children and  
Family Services

**Contact:** Jonathan Brydon, Head of Safeguarding.

**Appendix A: WSSCB Annual Report 2016/17**

**Background Papers - None**

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<b>Children and Young People’s Services Select Committee</b>
<b>20 June 2018</b>
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**Kim Curry**

Executive Director Children,  
Adults, Families, Health & Education

**Annie MacIver**

Director of Children and  
Family Services

**Contact:** Jonathan Brydon, Head of Safeguarding.

**Appendix A: WSSCB Annual Report 2016/17**

**Background Papers - None**

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# West Sussex Safeguarding Children Board

Annual Report **2016/17**

[www.westsussexscb.org.uk](http://www.westsussexscb.org.uk)





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# Introduction by the Independent Chair

Elaine Coleridge Smith



## I am pleased to present the West Sussex Safeguarding Children Board (WSSCB) 2016 – 2017 annual report.

This report is underpinned by the OfSTED inspection of services for children in need of help and protection; children looked after and care leavers (January 2016) in which both the West Sussex Children's Services and West Sussex Safeguarding Children Board (WSSCB) were judged to require improvement.

During the period of this report the West Sussex Safeguarding Children Board (WSSCB) has continued to carry out its statutory functions under Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 to enable it to achieve its objectives under section 14 of the Children Act 2004 to:

- a) co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b) ensure the effectiveness of what is done by each such person or body for those purposes.

WSSCB and Partners have shown commitment to ensuring that the most vulnerable children and their families are supported. The engagement and quality of work across the partnership continues to develop, although links with schools needs to be strengthened in order to support the improvement journey being undertaken in West Sussex.

I would like to highlight three specific areas of work where partners have worked together to drive positive improvements and changes for children in West Sussex:

- **Child Sexual Exploitation** is now nationally recognised as a significant risk to the safety of children. West Sussex partners have worked well together and have developed robust services to better manage exploitation in its widest sense.
- **Integrated Prevention and Earliest Help (IPEH)** – The West Sussex Partnership Families Strategic Plan 2020 sets out detailed actions to redesign services into a model of prevention and earliest help which more effectively promotes and supports positive outcomes for children, young people and their families. West Sussex partners are all in agreement that Early Help is essential in protecting and safeguarding children.
- **The West Sussex Multi-Agency Safeguarding Hub (MASH)** is a multi-agency partnership established to significantly improve the sharing of information between agencies. MASH went live in April 2016.

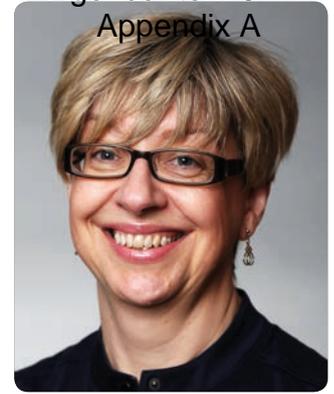
This year's annual report provides you with insights into the journey of the child through the safeguarding system as well as an overview of activity against the WSSCB Business Plan priorities.

I hope you enjoy reading the report and find it an informative picture of Safeguarding across West Sussex. My thanks go to all the Chairs and members of the WSSCB groups and to all partners and practitioners within the children's workforce who work tirelessly to improve practice and protect children in West Sussex.

**Elaine Coleridge Smith**  
Independent Chair, West Sussex  
Safeguarding Children Board

# Foreword

## Introduction from Kim Curry Executive Director and Annie MacIver Director of Children and Families



**As a new leadership team, having recently taken on oversight of the WSSCB, we join Elaine Coleridge Smith our former chair of the Board in welcoming the publication of the WSSCB 2016/17 annual report.**

The content of this report provides an overview of the work of the Board and the safeguarding partnership in West Sussex. We are pleased to note that we are making good progress on the areas identified in the report that require improvement. These will be evidenced in the next Board report due for publication in November 2018.

The report outlines the achievements of and challenges for the West Sussex Safeguarding Partnership over the period. An ambitious approach to delivering early help through an integrated prevention and earliest help service (IPEH) has been implemented. The new service helps families to access advice, guidance and support at six "hubs" aligned to our district and borough areas. The West Sussex Healthy Child programme is also delivered through this new service.

West Sussex Safeguarding Partnership's arrangements to address the safety and wellbeing of children and young people who are being exploited or at risk of being exploited, have been significantly strengthened. The report outlines the range of improvements made in order to identify and intervene with this vulnerable group of children and young people.

The launch of the Multi-agency Safeguarding Hub (MASH) also took place in the period covered by this report. As outlined, there have been some challenges in the first year of operation and specifically the permanent resourcing of key posts by safeguarding partner agencies.

We are pleased to say that these issues have largely been resolved with all partners committed to the MASH; domestic abuse services, the Local Authority Designated Officer (LADO) and housing officers are all now operating within the MASH.

In the coming year we are actively supporting the board in preparing for the implementation of the recommendations of the Wood Review and the new Working Together to Safeguard Children 2018 guidance. This will radically change the structure of the board, rationalising the membership so that the key safeguarding agencies are collaborating to achieve the best possible outcomes for children and families. The board priorities have been re-shaped and we are seeing early positive indications from new innovations. These include the 'Pause Practice' and the launch of the 'Mind of My Own' app both of which aim to make sure the voices of young people are at the heart of how we design services going forward.

Elaine Coleridge Smith Chair of the Board has left us as has Helen Donelan Board manager. We are pleased to welcome our new chair Lesley Walker and Board Manager Sally Kendal. We look forward to working together to continue to improve outcomes for our Children and Families in West Sussex



**Kim Curry**  
Executive Director  
Childrens, Adults, Families, Heath and Education



**Annie MacIver**  
Director of Children and Family Services  
Childrens, Adults, Families, Heath and Education

# Introduction

The county of West Sussex sits on the south coast of England, bordering Hampshire, Surrey and East Sussex. The county covers an area of 768 square miles and is predominantly rural in character but with some large towns. West Sussex is made up of seven districts and operates under a two-tier system of local government.

The majority of the population lives in the four largest towns, Bognor Regis, Crawley, Horsham and Worthing, yet 42% of the county's resident population, and over half of its businesses are located in rural areas. 87% of the rural population live in small towns and villages, with 13% living in hamlets and dispersed farms and houses.

The population is estimated to be 836,250, with a child population of 170,439, accounting for 20.4% of the total population.

Further statistics and information on West Sussex can be found at [West Sussex Life](#) and [West Sussex JSNA](#).

'Future West Sussex' sets out the commitments and ambitions for the County, and the WSSCB is committed to support these plans.

## One of the three priority outcomes concerns giving children the best start in life by:

- Improving physical and emotional wellbeing of children and their parents;
- Ensuring that families receive the support they need as early as possible with the aim of becoming resilient and self-sufficient;
- Keeping children safe and secure; and
- Making sure that children and young people are ready for school and work with good transitional support and are able to reach their potential, become active members of the community and contribute to the local economy.



# About the West Sussex Safeguarding Children Board

The WSSCB is the partnership body responsible for co-ordinating and ensuring the effectiveness of the work of services in West Sussex to protect and promote the welfare of children.

The Board is made up of senior representatives from organisations in West Sussex with responsibility for keeping children safe.

## We co-ordinate local work by:

- Delivering a multi-agency Business Plan, which outlines how we intend to tackle priority safeguarding issues together
- Developing robust policies and procedures
- Participating in the planning and commissioning of services for children in West Sussex
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done.

## We ensure the effectiveness of local work by:

- Monitoring, scrutinising and challenging what is done by partner agencies to safeguard and promote the welfare of children
- Undertaking serious case reviews and other multi-agency case reviews, audits and qualitative reviews and sharing learning opportunities
- Collecting and analysing information about child deaths and putting in place procedures for ensuring that there is a co-ordinated response by the authority, Board partners and other relevant persons to an unexpected death
- Publishing an Annual Report on the effectiveness of local arrangements to safeguard and promote the welfare of children in West Sussex.



Following the 2016 Ofsted inspection findings WSSCB agreed an improvement plan introducing a number of significant changes. These include:

- A refreshed sub-group structure providing clarity of decision-making and accountability across the Board and its sub-groups
- A new Quality Assurance Framework to improve the Board's understanding of progress and impact, and ensure this informs the Board's priorities
- A new Learning and Development Framework to increase the level to which the voice of the child, their families, and those that work directly with them are heard across the Board
- A reconfigured WSSCB support team structure to provide targeted support to key areas of Board improvement, which are currently underway

Further information can be found on the [WSSCB website](http://www.westsussexscb.org.uk)

# The journey of the child through the safeguarding system in West Sussex

## Universal and Early Help

The West Sussex Partnership Families Strategic Plan 2020 sets out detailed actions to redesign services into a model of prevention and earliest help which more effectively promotes and supports positive outcomes for children, young people and their families.

During the period of this report considerable work has taken place to establish an **Integrated Prevention and Earliest Help (IPEH)** service.

IPEH is designed to provide preventative support to potentially vulnerable families and young people, as well as offering early interventions to support children and families in West Sussex. It combines a number of existing services - Early Childhood, Youth Services and Think Family, together with Worth Services (Domestic Abuse), Young Carers and the Healthy Child Programme which reflects the ambition of West Sussex to make access to early intervention easier, reducing escalation of need to the point where social care services are needed. The new service went live on the 1st April 2017.

## What is working well?

- IPEH provision has been developed using the Healthy Child Programme (HCP) commissioned services<sup>1</sup> and IPEH Service commitments<sup>2</sup>. The joining of these two key services provides a strong base for effective partnership work.
- Whilst IPEH is led by West Sussex County Council it is resourced and delivered by agencies from across the WSSCB partnership. More information on early help arrangements can be found on the [WSSC website](#).
- IPEH provides a progressive universal offer, open to all children and families, with elements of the offer that are more targeted and specialist.
- IPEH supports partners in the proactive identification of families who may need more intensive help for a period of time.
- The "Distance Travelled" Tool (DTT) is used to measure impact of interventions. For those families where two assessments have been completed, 82% of cases recorded in 2016-17 demonstrated measurable improvement in distance travelled scores.
- West Sussex schools continue to take the 'Lead worker' role for most Early Help plans, showing an 85% increase in 2016/17 from 634 to 1170. There has been a welcomed increase of 25% in the number of schools now involved in delivering these plans, with 232 schools leading on plans in 2016-17.
- During this period there was a positive increase in the number of Early Help Plans led by Health Visiting reflecting the early identification of issues that may otherwise have required a greater level of intervention.

<sup>1</sup> Service Specification for the provision of Healthy Child Programme (0-19/25 years) Services in West Sussex.

<sup>2</sup> Integrated Prevention and Earliest Help System - Towards transformation. A safe, connected and affordable offer that makes sense to children, young people and their families from 0-25 years.

## What are we worried about?

- Governance arrangements in the local authority have been subject to review and scrutiny. This has led to the Start of Life Board not meeting as frequently as required to drive this multi-agency agenda.
- West Sussex partners face the ongoing pressure of increasing demand, high cost of statutory provision and reduction in government funding. This places financial strain on the system and can impact on early help services.

## What do we want to see in 2017 – 2018?

- The establishment of one Integrated Prevention and Earliest Help Service including service redesign across the partnership and appropriate governance.
- WSSCB would like assurance that this work has led to an improvement in our ability to safeguard

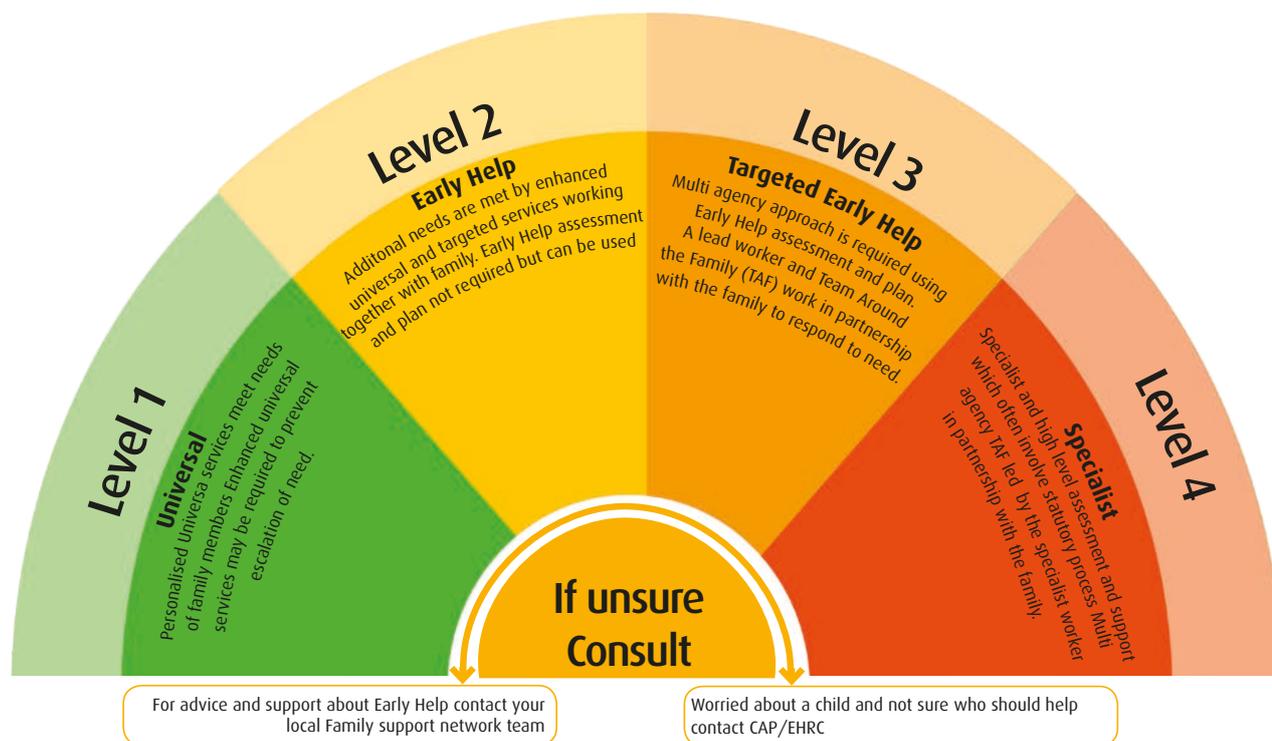
- children through the early identification of key areas of concern such as neglect, child sexual abuse and exploitation, mental health problems and living with domestic abuse.
- In particular WSSCB would like to see evidence emerging of increased coherence in relationships and lines of communication across agencies and services, for example Adults Services, the Education Service, schools, districts and boroughs and voluntary organisations.
  - WSSCB would like to receive robust assurance that the commissioning plans for
    - The extended 0-19 Public Health Community Nursing Service
    - The Family Nurse Partnership (FNP) as part of the Health Child Programme (HCP) and
    - the focus on the young parents' pathway beyond the immediate post-natal period are effective in achieving agreed outcomes, and that new structures, service changes and personnel changes are embedded in practice.





## The West Sussex Multi-Agency Safeguarding Hub (MASH)

The West Sussex Multi-Agency Safeguarding Hub (MASH) is a multi-agency partnership established to significantly improve the sharing of information between agencies. The MASH is supported by the WSSCB partnership and staffed by representatives from West Sussex County Council, Sussex Police and Health. It acts as the 'front door' for safeguarding concerns about children. It represents a significant change to the way in which partners collectively manage and respond to concerns about children.



### What is working well?

- The MASH is appropriately supporting vulnerable children using the WSSCB Continuum of Need document. The Continuum of Need document enables the MASH to make the most appropriate decision at the earliest opportunity and avoids a child/children being referred for more intensive intervention when it is unnecessary.
- During the period of this report MASH has received approximately 30,000 contacts, showing an increase on previous years.
- The number of children referred to Children's Social Care has also increased since the establishment of MASH to 478 per 10,000 child population bringing numbers above similar authorities at an average of 445 per 10,000.
- A review of MASH has been completed and demonstrated that thresholds are appropriately applied and effectively support timely decision making.
- Multi-Agency MASH audit findings show decision making on thresholds is appropriate and strategy meetings are timely and appropriate.
- During the last quarter of 2016-17, Sussex Community NHS Foundation Trust (SCFT) agreed to host-manage a specialist safeguarding nurse in the West Sussex MASH, along with 1 WTE admin support. This has further strengthened relationships between the WSSCB, SCFT and the CCGs and the local authority. By the end of the last quarter, both posts in West Sussex MASH had been recruited to and will be closely supported by the SCFT safeguarding team in the first quarter of 2017-18 and beyond.

## What are we worried about?

- At the time of this report effective multi-agency performance management reports from the MASH have commenced. It is too early to assess the effectiveness of this model in safeguarding and protecting West Sussex children.
- The Health input into the MASH is currently delivered as a pilot provision. It is initially a 12 month pilot with additional funding from the CCGs. The pilot is being closely monitored by the Named Nurses from SCFT and the Designated Nurse from West Sussex, with the aim of securing further funding from the CCGs once the 12 month period is complete. The pilot will continue until the end of March 2018 and ongoing health resource has yet to be agreed by the CCGs.
- It continues to prove problematic to agree an appropriate Education representative in the MASH – this is seen as necessary to ensure relevant expertise and information from schools is shared.
- Access to a common IT system remains a challenge. The dedicated MASH individual's data (Mosaic) recording system, used by the local authority does not provide a common platform for all partners to use. This requires on-going exploration.
- A scoping activity found that in a significant number of cases, the family were not informed of the intention to contact MASH and their consent was not sought. In response WSSCB and early help training has been amended to provide increased focus on referral quality and consent.

## What do we want to see in 2017 – 2018?

- The governance arrangements between the MASH operational and MASH strategic group need to be further developed.
- A robust performance data set needs to be in place, and used effectively by the strategic partnership.
- Currently WSSCB oversees the arrangements for effective delivery of MASH. This needs to be considered in line with other leadership decisions being considered in West Sussex.
- The review of business processes in MASH needs to be further enhanced by refining information sharing processes with partners.
- The investment into staffing and in the development of a dedicated MASH Mosaic recording system should effectively support efficient performance management across the partnership.
- Changes in administrative arrangements with CAPITA are due to be implemented in October. The anticipated improvement in practice should be shared with partners and WSSCB.
- The lack of involvement of teaching staff in the MASH must be addressed in 2017-18.
- The permanent health input into the MASH needs to be agreed by the CCGs.



# Child Protection Services in West Sussex

Children in need and children suffering,  
or likely to suffer, significant harm

Under the 1989 and 2004 Children Acts, local authorities are responsible for safeguarding and promoting the welfare of all children and young people in their area. Their statutory functions include specific duties in relation to children in need and children suffering, or likely to suffer, significant harm. The Director of Children's Services and Lead Member for Children's Services in West Sussex hold professional and political accountability, with responsibility for the effective delivery of these functions.

Whilst West Sussex Children's Services are required to provide services for children in need for the purposes of safeguarding and promoting their welfare, local agencies, including the Police and Health services, also have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. All schools, including independent schools, academies and free schools, have duties in relation to safeguarding and promoting the welfare of pupils, consistent with Keeping Children Safe in Education.

The number of children receiving services from social care teams at a Child in Need level has gradually risen during the last year. The rate per 10,000 child population has risen from 274 to 292; in actual terms a rise of 315 children. This is now above average when compared to similar authorities matched for need. The number of children with a disability receiving services in 2016-17 was 496.



## Child Protection

The number of children subject of a Child Protection Plan in West Sussex rose in the last year from **25 to 34 per 10,000** child population. This brings West Sussex in line with similar authorities matched for need.

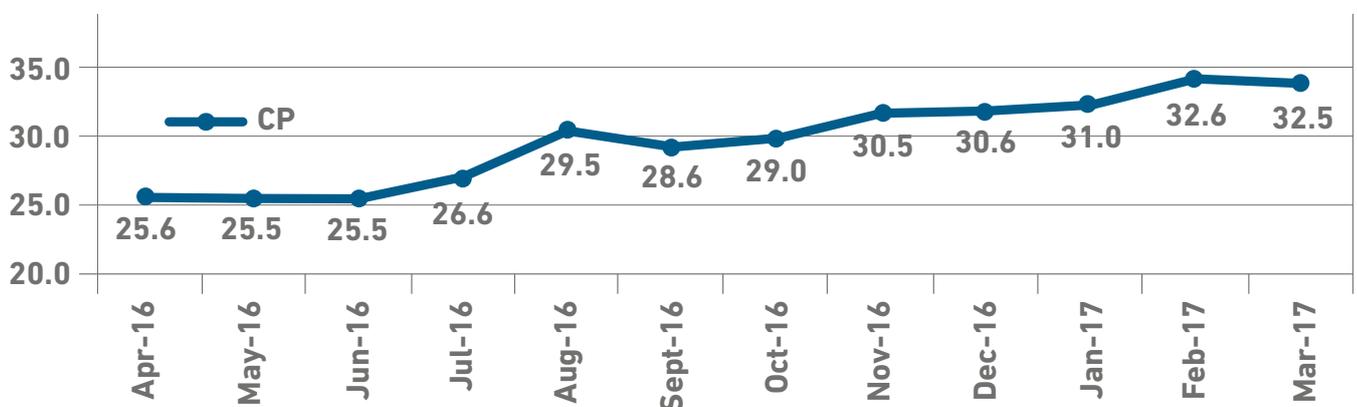
In West Sussex the dominant category for children becoming subject of a Child Protection Plan remains **neglect (318 children in May 2017)**. This is closely followed by **emotional harm (243 children in May 2017)**. Boys represent the greater cohort of children subject to Child Protection Plans in West Sussex, with 320 in May 2017; this is reflected nationally. The majority of children fall between the ages of 1-15 years, with the greatest cohort being the 1-9 year age group.

### What is working well?

- Throughout the year focused effort to reduce the duration of Child in Need open cases has been successful.
- Generally Child Protection Plans last on average 18 months. There has been an increase from a very low level of plans lasting more than 2 years to the current number of 12. These children are robustly reviewed to identify if action is needed to escalate intervention.
- The majority (95% in May 2017) of Initial Child Protection Conferences (ICPC) were quorate, with at least three statutory agencies represented in each conference, allowing for a greater assessment and analysis of risk to children.
- Timeliness of Initial Child Protection Conferences has begun to improve, due to increased capacity and greater oversight and scrutiny by managers.
- Increased audit activity has focused on:
  - performance around action planning from conferences,
  - the involvement of GPs in conferences and
  - children becoming subject to a Child Protection Plan for a second or subsequent time.
  - The findings from these audits have been fed into learning and development forums such as WSSCB sub-groups and local authority manager and practitioner meetings.
- Sussex Community Foundation Trust has extended their computerised record system (SystemOne) to all their urgent care settings. Staff in these settings are now able to access information regarding children subject to a Child Protection Plan, and of the involvement of other services around the child.



### Rate of Children on Child Protection Plan (per 10k 0-17 population)



CONTINUED >>

## What are we worried about?

### Appendix A

- Increase in activity levels has created significant workload pressures in social care teams. Partners ability to keep pace with rising demands at the same time as managing financial pressures will be seriously tested over the next year placing increased pressure on both statutory and universal services.
- The impact of changing pressures such as the continued increase in the number of Care Proceedings and the rise in Unaccompanied Asylum Seeking Children continues to be a challenge across the partnership.
- Completion of initial conferences in line with statutory timescales has been a significant problem in the last year due to capacity in the conferencing team and increased activity levels. Timescales are met in 52% of initial conferences and continues to improve.
- Sharing information with GPs remains a challenge. There are times when the notification of children being on a Child in Need plan are not being received expeditiously. This can result in GP's being unable to flag systems appropriately.

## What do we want to see in 2017 – 2018?

- WSSCB would expect to see an increase in the use of the graded care tool where neglect is an issue to ensure core groups have an accurate picture of progress.
- WSSCB would expect to see an increase in the use of the DASH risk assessment tool where domestic abuse is an issue to assist ongoing risk assessment.
- The use of identification tools has been inconsistent, and WSSCB suggests that Child Protection Advisers (Chairs of Child Protection Conferences) monitor these supports and reports on improved use of tools by professionals.
- **2014 – 17 Children Looked After & Care Leavers strategy.** The partnership needs to improve communication regarding children on CPP and CIN plans to support appropriate information sharing. In particular a system needs to be in place to ensure that GP's are able to easily access this information.

## Children Looked After

The **2014 –17 Children Looked After and Care Leavers strategy** describes how West Sussex will develop current arrangements for children looked after and care leavers at all stages of their care journey. Whenever safe and possible to achieve, West Sussex aim to keep families together and to minimise the number of children who need to be looked after. Partners want to ensure that the right support at the right time is in place for every child.

A 'Child Looked After' is a child or young person under the age of 18 who is being looked after by their local authority. They might be living:

- with foster parents;
- at home with their parents under the supervision of Children's Services;
- in residential children's homes; or
- other residential settings like schools or secure units.

The responsibility for meeting the needs of Children Looked After and Care Leavers or children at risk of coming into care rests with all areas of Children's Services, and partner agencies. All Members of West Sussex County Council have responsibility as corporate parents to ensure the wellbeing of our children in care, supported by all partners with statutory responsibility for services for children.

The numbers of children looked after in West Sussex have remained relatively stable in the last year showing an overall rise of 4%, from **640 at the end of 2015-16 to 666 at the end of 2016-17**. This increase has been driven in part by a rise in the number of Unaccompanied Asylum Seeking Children. The percentage of Children Looked after who are unaccompanied asylum seeking children has risen from 10% to 11.6%. At the end of 2015-16 there were 64 unaccompanied asylum seeking children, looked after in West Sussex, which rose to 77 at the end of 2016-17.



## What are we worried about?

- There have been some improvements in the delivery of health care services and review health assessments have risen by 3.8% since the last reporting period, but further actions are required, including ensuring care leavers have easier access to their full health histories.
- Due to a new partnership resource over 95% of 'Strengths and Difficulties Questionnaires' (SDQs) are being completed. However, from a therapeutic viewpoint the scores provided for 'borderline cause for concern' and 'cause for concern' cases are above the national average and this needs to be explored to ensure that the right level of service is being provided.

## What is working well?

- WSSCB welcomes the focus on making timely decisions - particularly for younger children - so that they have the security of knowing where they will live safe from harm. This approach is reflected in the marked increase in numbers of children subject to child care proceedings.
- Reporting in the school self-assessment audit indicates that 75% of schools have a dedicated teacher to promote the educational achievement of Children Looked After.
- Children Looked After often require therapy for issues related to attachment or trauma. Changes to the way assessments are delivered mean that waiting time is minimal. Assessments are now available for a wider range of children and are carried out by a multidisciplinary panel that is better able to recommend the correct course of action from the outset.
- Work between statutory services and Barnardo's Charity ensures all unaccompanied asylum seeking children have a multi-agency plan at the earliest stage.
- Children Looked After are one of the key vulnerable groups likely to be affected by Child Sexual Exploitation (CSE). Partners have worked well together to improve procedures for responding to CSE cases and provide support and training for front line workers. Multi-agency arrangements have been put in place to oversee CSE planning including disruption activity against perpetrators. In September 2015, the 'Children Looked After and Care Leavers Strategy 2014-2017' was updated to reflect the need to fully address CSE and Female Genital Mutilation (FGM).

## What do we want to see in 2017 – 2018?

- Clinical Commissioning Groups (CCG's) should continue to work towards ensuring that statutory health requirements for Children Looked After are met and that each Child Looked After and Care Leaver has an up to date statutory health assessment and a plan that outlines how their physical and emotional health needs are to be met.
- Further development of the planning around long term placements is welcomed by WSSCB.
- Consideration should be given to inviting the Designated for Nurse for Children Looked After on the Corporate Parenting Panel to ensure a necessary 'Health' voice for this group of children.

## Children Leaving Care

- The number of young people being offered support as care leavers has remained stable at 133 at the end of 2015-16, and 134 at the end of 2016-17. However the percentage of young people leaving care who are unaccompanied asylum seeking children has risen from 26% to 37%. At the end of 2015-16 there were 34 unaccompanied asylum seeking children leaving care, which rose to 49 at the end of 2016-17.
- For the period of this report there is currently no commissioned health service for care leavers in West Sussex meaning that Care Leavers do not receive advice and support from health services to enable the transition into adulthood.
- Health commissioners and WSCC should investigate how to develop a service for care leavers and ensure this service is provided.

# Addressing our priorities through the WSSCB Business Plan 2016-19

The WSSCB 2016-19 Business Plan sets out the aspirations and plans to improve both the outcomes for children and young people in West Sussex and the quality of our support.

The priority areas identified in the 2016-19 Business plan for additional scrutiny and activity are:

## Strategic priority 1:

The WSSCB improves the prevention and protection of children at risk of or experiencing **neglect**

## Strategic priority 2:

The WSSCB improves the provision of **early help** to children

## Strategic priority 3:

The WSSCB is effective in the prevention and protection of children from **exploitation and abuse**, including Child Sexual Exploitation, Missing Children, Trafficking, Digital Safeguarding, Female Genital Mutilation, Forced Marriage and Honour Based Abuse, Modern Slavery and radicalisation.

## Strategic Priority 4:

The WSSCB ensures improvements in children's **emotional wellbeing and mental health** in West Sussex

## Neglect

### Working Together to Safeguard Children 2015

defines neglect as: 'The persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.'

For most children and young people West Sussex is a good place to grow up – children and young people are safe, well educated, experience good health and have good leisure and employment opportunities. However, there are groups of West Sussex children and young people who experience poorer outcomes because of abuse or neglect. The Department for Education 2015–16 Child in Need census showed that nationally abuse or neglect are the most common primary needs at assessment for children in need. **At any one time, an estimated 1,175 under 5's in West Sussex are in need of support from social services. West Sussex JSNA.**

In the 2016-19 Business Plan the WSSCB committed to tackling the roots and causes of neglect as well as the instances of neglect arising in individual families. This is a considerable challenge and requires us to honestly reflect on the effectiveness of our work and commit to those changes and improvements that need to be made.

## What is working well?

- This year has seen strong partnership involvement in the efforts to tackle neglect across West Sussex. Work was led by a task and finish group chaired by a representative from Sussex Community NHS Foundation Trust.
- In 2016-17 the WSSCB produced the West Sussex **Neglect Strategy** which outlined our aims in tackling neglect:
  - The WSSCB actively monitors, promotes, co-ordinates and evaluates the work of its statutory partners and stakeholders that help and protect children at risk of neglect
  - Children experiencing neglect are identified, supported and have improved outcomes
  - Partnership Leaders understand the experiences of children living with neglect who live in West Sussex and take effective action to ensure help and support is available to them
- Throughout 2016-17 actions were put in place in support of the strategy, including:
  - Promoting the use of **Howe's four definitions of neglect** in order to build a common language across the workforce.
  - Consultation has taken place across the multi-agency workforce to inform understanding of professionals' training and support needs. This has led to a new approach to WSSCB multi-agency neglect training, which is now delivered by representatives from local health organisations.
  - Single agency neglect training has been prioritised by organisations across the partnership including WSCC, Health organisations (including GPs), Kent Surrey and Sussex CRC and voluntary providers such as Care Grow Live.

## What are we worried about?

- There is a lack of consistency in the use of 'assessment tools' across the partnership. Both the Graded Care Profile for social care teams and the early help neglect assessment tool (NIMT) are endorsed by the WSSCB.
- The WSSCB is concerned to better understand how thresholds for neglect are applied to children with disabilities in West Sussex.
- The WSSCB is concerned to better understand how our partner organisations in the adult sector respond to the needs of children whose parents are struggling with issues such as offending, domestic abuse, substance misuse and mental health issues.

## What do we want to see in 2017 – 2018?

- Work is underway to better understand the prevalence of neglect in West Sussex, and build a more robust picture of our effectiveness in tackling it. This includes improving the recording of neglect across case management systems and making better use of the Joint Strategic Needs Assessment (JSNA) data.
- The WSSCB will scrutinise and audit the effectiveness of the new IPEH service in delivering a positive impact on the outcomes of children experiencing neglect.
- The WSSCB will scrutinise and audit the effectiveness of the updated version of the NIMT - due to be agreed in Autumn 2017.

The West Sussex Safeguarding Children's Board recognises that children are vulnerable to exploitation in a number of ways and in order to work effectively together we need to ensure that we coordinate the multiagency activity focused on the various ways that vulnerable children may be being exploited in West Sussex.

The WSSCB Exploitation Strategy draws together shared partnership objectives and priorities to address the following forms of exploitation:

- Child Sexual Exploitation (CSE)
- Missing and absent children.
- Children in or at risk of Harmful Practices including Female Genital Mutilation (FGM), a Mandatory reporting duty was placed on regulated health and social care professionals and teachers in England and Wales to ensure that 'known' cases of FGM in under 18s were reported, Forced Marriage and Honour Based Abuse.
- Modern Slavery (including domestic servitude and labour exploitation).
- Trafficked Children.
- Radicalisation (both in terms of general religious, political or ideological extremism and those at risk of being drawn into terrorism).

In 2016-17 the WSSCB established the Exploitation sub-group to develop and lead on a strategy to tackle CSE and Children Missing, Harmful Practices (including FGM, Forced Marriage and Honour Based Abuse) and trafficking / Modern Slavery.

### What is working well?

- Local profiles of children missing and those at risk of child sexual exploitation and female genital mutilation have been developed and are better understood by partners.
- ImKaan, an organisation dedicated to addressing violence against Black and Minority Ethnic (BME) women and girls engage with over 100 professionals from a broad range of organisations and provided WSSCB with a better understanding of prevalence, community resources and service responses to FGM across West Sussex.
- In August 2016 a Pan Sussex Harmful Practices Strategic Assessment was undertaken by Sussex Police. This aimed to determine the current nature and extent of harmful practices with Sussex. Learning from the strategic assessment has informed the strategic work of the WSSCB Exploitation group.

### What are we worried about?

- The report highlighted the need for increased community awareness and for the development of responses in partnership with local community and voluntary sector groups.
- Whilst National NHS reporting indicates a low prevalence of FGM in West Sussex we remain concerned by our abilities to identify children at risk of being subjected to, or who have been subjected to, FGM.

### What do we want to see in 2017 – 2018?

- The FGM work stream should progress this work as part of the broader West Sussex Community Safety work, with scrutiny from the WSSCB Exploitation group.
- Police, Health and local authority services should continue to work together to improve our identification of children at risk of being subjected to, or who have been subjected to, FGM.

### Child Sexual Exploitation and Children missing

Child Sexual Exploitation (CSE) is a form of Child Sexual Abuse (CSA). It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim wants or needs, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. CSE does not always involve physical contact; it can also occur through the use of technology.

**In April 2017, 96 West Sussex children were identified as at high, medium or low risk of CSE. 22% of these were boys.**

### What is working well?

- The WSSCB Exploitation sub-group has led the work to develop, and monitor the effectiveness of a new multi-agency exploitation strategy.
- Alongside this updated policies and procedures have been put in place to ensure the workforce understand how to deliver best practice in tackling CSE.
- A multi-agency Missing and Exploitation operational group leads on the effectiveness of operational activity, with a governance structure surrounding it to strengthen the work to ensure a robust response to any exploitation of children and young people in West Sussex.

- An updated CSE screening tool and risk assessment has been developed and disseminated to partner agencies.
- A participation group to inform future service planning has been established. This group is made up of young people aged 14-16 who have been identified at risk of CSE and have completed the “Real Love Rocks” programme.
- A programme of quarterly multi-agency auditing is in place to identify progress made and any ongoing or new themes for improvement. Audits have identified some improvements for recording and sharing of information that are being taken forward in practice improvement work.
- CSE leads have been identified in all CCG commissioned Health organisations in West Sussex and work closely with the specialist CSE Nurse who has been in post since August 2016. The Healthy Child Programme includes a newly established Healthy Futures team which will work with the most vulnerable children and young people, including those at risk of or experiencing CSE.
- Training and practice improvement programmes have been put in place across partner agencies, including Early Help, Children’s Social Care, Police, and Health organisations. The WSSCB multi-agency CSE training has been expanded to ensure it reaches more frontline staff.
- Targeted activities have included:
  - a drama performance delivered throughout 2015-17 to more than 21,000 West Sussex pupils to explore the realities of sexual exploitation called ‘Chelsea’s Choice’;
  - the development and sharing of a range of information for parents and carers about CSE (including information leaflets, spotting the signs posters and online safety guides);
  - video blogs with young people about healthy relationships and consent;
  - a County Council pledge to tackle CSE with partners by developing innovative pilots such as training licensed taxi drivers and hotel owners in the signs of sexual exploitation, and
  - delivering community based activity for staff who don’t work directly with children and young people, including those within the night time economy.
- Staff involved in the Police investigation and conviction of the perpetrators in SCR Key were awarded a certificate of merit by Sussex Police services in recognition of their partnership working.
- The West Sussex Foundation Hospitals Trust Sexual Health team developed an innovative pathway for those children identified as being in need of sexual health support during the police investigation alongside SCR Key.

- **Serious Case Review Key** looked into a case of child sexual exploitation which culminated in prosecutions against two men for charges including rape, sexual assault and sexual activity with a child, carried out against twelve girls aged between 13 and 15 at the time of the offences. The review sought to understand the strengths and weaknesses of the professional response and activity following the identification of children potentially at risk of, or being exposed to, sexual exploitation.
- The review reinforced the need for ongoing vigilance, education and support for both the public and staff. See the **WSSCB response** for more information.
- Monitoring of return home interviews for children who go missing, provided by Missing People Charity presents continued challenge in achieving engagement with all children. Children who go missing from home or care have a follow up meeting with their social worker.
- The CSE Specialist nurse is currently funded until the end of March 2018. The funding for a substantive post has yet to be agreed by the CCGs.

## What do we want to see in 2017 – 2018?

- There will be a statutory requirement for schools to introduce Relationships and Sex Education into the curriculum and will focus on building resilience. Work is underway in advance of this in West Sussex to develop a robust RSE offer that will support children and young people to be resilient and to have healthy relationships.
- The multi-agency work focused on children who go missing must continue to explore ways of increasing engagement in Return to Home interviews and evidencing the work that is undertaken to decrease risk during missing episodes. This will be monitored through the WSSCB scrutiny process.

Agenda Item 6  
Appendix A

## Emotional wellbeing and mental health

In 2016-17 the children and young people's mental health and emotional wellbeing commissioners worked jointly across West Sussex CC and the three NHS clinical commissioning groups (CCGs) to plan, agree and quality assure mental health and emotional and wellbeing services for children up to the age of 18.



The work we have been doing in the group has really started to improve services. We feel listened to and that our opinions are always heard.

FREE YOUR MIND MEMBER, 17



### What is working well?

- A transformation plan was developed, with direct input from young people through the "Free Your Mind" action group. In 2016 a "Free Your Mind" convention was attended by over 50 young people and commissioning and service leads in order to identify improvements to services for users. "Free Your Mind" action group members also received training to enable them to play a formal role in procurement of support services.
- The "Think Family Key Worker Service" (IPEH) have an embedded CAMHS professional within the team.
- Specialist mental health workers based in Accident and Emergency departments in Chichester and Worthing gave immediate support to over 200 children in crisis over 2016-17. Children attending the emergency departments as the result of suicide attempts, self-harm or with other underlying mental health issues, receive prompt and appropriate support from the CAMHS liaison staff provided by Sussex Partnership Foundation Trust.
- A network of named emotional wellbeing leads has been established, with leads in every secondary school in the county. For schools it means that there is a single point of expertise, knowledge and resources to help inform the curriculum and support colleagues to identify issues and access other services as appropriate.
- The Youth Emotional Support (YES) service helps young people aged 11-18 with a wide range of emotional wellbeing issues, from low mood and anxiety to anger, confidence and relationship difficulties. It helps young people to make positive choices and build resilience.

### What are we worried about?

- In 2017 the WSSCB Quality Assurance (QA) group reviewed the data available to us from the local authority and Health agencies in relation to self-harm. The QA group identified that available data did not provide us with sufficient understanding of the nature and prevalence of self-harm in West Sussex, or of the effectiveness of agency response. In 2017-18 we will begin our improvement work with an audit to examine the multi-agency recognition, response and organisational efficacy in relation to adolescent self-harm.

- Attendance to hospital by children with mental health issues has increased over the last year with a similar number of attendances of young people with deliberate self-harm (DSH) being seen at Western Sussex Hospital Foundation Trust (WSHFT) sites. This increase in demand has challenged the quality of the service delivered for young people who present to WSHFT with mental health issues.
- There is limited support available for children and young people out of hours at the weekends.

### What do we want to see in 2017 – 2018?

- As part of integrated Healthy Child Programme delivery for the school age population, public health nursing teams will lead the development and delivery of universal (tier 1) and more targeted (up to tier 2) approaches to developing resilience and emotional wellbeing. This will include the use of data profiles to identify young people at risk of poor emotional health, a differentiated support offer to schools and out of school settings, universal health questionnaires in years 5, 7 and 10 to identify those young people requiring support, and support for schools to develop whole school approaches to emotional health and wellbeing.
- Capacity of the CAMHS Accident and Emergency liaison service and community youth emotional support and therapeutic services in the community are the subject of discussion between Sussex Partnership Foundation Trust and their commissioners, and will be the subject of scrutiny the WSSCB in 2017-18.
- Consideration of provision of services for children and young people out of hours at the weekends.

“ Previously there was a gap in what GPs could offer young people who had difficulties around their emotional well-being if they were not of a level that needed CAMHS. YES has made a real difference, providing an accessible service to meet young people’s needs and coordinate across other services and agencies”

WEST SUSSEX GP

“ YES has changed the way I think and feel about things and helped me control my anxieties.”

MALE, 17



## Agenda Item 6 Domestic Abuse

The Domestic Abuse (DA) service is a partnership service that is delivered through the Multi Agency Safeguarding Hub and the 6 IPEH Hubs. The team identifies, assesses and shares professional advice, information and support to victims of domestic and/or sexual abuse and their families. The DA hub in MASH provides advice around thresholds and required action on DA cases.

### What is working well?

- The specialist Young Peoples team work directly with young people who have experienced DA, and also offer consultation, tools and training to other professionals enabling them to provide that support.
- The team in the IPEH hubs work directly with clients and their families who have experienced domestic abuse/sexual assault to ensure they receive the service, information and support that they require including the provision of practical intervention where appropriate, remembering that each family will have individual needs.
- Sussex Community Foundation Trust Safeguarding Children team now undertake the triaging of Police SCARFs (Single Combined Assessment of Risk Form), completed by Sussex Police officers where there are concerns regarding vulnerable adults or children. This is a significant step forward in enabling professionals to work more safely and effectively for the welfare of children, their families and in keeping staff safe.
- SCARFs are shared with both Health Visiting and School Nursing colleagues who are then able to reassess their ongoing care plans and make changes where necessary to ensure the voice of the child continues to be heard.
- Over 1768 SCARFs were triaged since implementation in September 2016.
- Questions about domestic abuse are included as part of the 5 mandated Health Care Professional (HCP) reviews (antenatal, post-natal, 6-8 weeks, 1 year and 2 year). Uptake of these reviews varies and is monitored as part of the performance of the HCP contract.

### What do we want to see in 2017 – 2018?

- Relationships and sex education will become a statutory requirement in schools in September 2018 and will have a focus on building resilience and identifying factors in healthy relationships. WSSCB would like to see this work prioritised.

## Safeguarding in Education

With over 300 schools and colleges in West Sussex, education providers hold a significant role in supporting children and their families at all stages of the journey of the child. School staff may be the professionals who see the child the most and know them best, and are integral to keeping children safe.

In July 2016 the Safeguarding in Education (SIE) function moved to WSSCC Education and Skills. This allowed for increased capacity across the Safeguarding in Education (SiE) work stream.

266 schools and further education settings submitted the self-assessment return, including maintained schools, academies, independent and free schools. The survey enables schools to self-assess their provision against Safeguarding in Education national guidance and statutory expectations. Returns showed a good level of adherence across schools, with 95% of responding schools reporting that staff are regularly updated with new safeguarding developments and guidance, and 86% reporting that staff have access to the latest guidance on thresholds of need and referral criteria and procedures.

The SiE team supply training to all school designated safeguarding leads (DSLs) in line with the statutory requirement that all school DSL's should be trained once every two years. During this period over 400 school DSLs have been trained.

Approximately 200 school governors have been trained in their role of holding the school to account in respect of safeguarding. Additionally the SiE team have produced a booklet to assist governors in this area.

### What do we want to see in 2017 – 2018?

- Completion of West Sussex schools safeguarding self-assessment audit by the SiE team. This is due to be carried out again 2017-18.
- A stronger relationship between WSSCB, schools and school leaders to further strengthen the safeguarding agenda across West Sussex.

## Designated Doctor Arrangements

The Designated Doctor for Safeguarding children is a statutory post employed to provide advice to the CCGs as a clinical expert and to take a strategic, professional lead on all aspects of the health service contribution to safeguarding children across the area. The role provides support to the Named Doctors in each provider Trust. The previous gap in provision for this post in West Sussex has now been addressed and under new arrangements there is a shared agreement of 3 days per week across West Sussex and Brighton and Hove.

## Learning from Serious Case Reviews

A statutory function of Local Safeguarding Children Boards is to undertake reviews where:

- (a) abuse or neglect of a child is known or suspected; and
- (b) either — (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

During the period of this report five Serious Case Reviews (SCRs) were undertaken in West Sussex. This represents an increase on previous years. It is anticipated that all five SCRs will be published in 2017-18.

The SCR process is one of continuous learning and improvement overseen by an independent reviewer. All agencies involved in the care of the child identify learning and implement actions plans. These are monitored by the WSSCB sub-groups. SCRs are published and can be viewed on the [WSSCB website](#).

A number of themes and areas for learning have emerged from previous and current SCRs. These include:

### Strategy meetings:

- The WSSCB undertook an audit to measure improvements in **partner involvement and attendance at strategy meetings**, following the recommendations from SCR John in 2014. The findings highlighted that there is a need to ensure the systems in place across agencies actively promote attendance by all key partners.
- A WSSCB action plan is in place to take these changes forward and a further audit is planned in autumn 2017 to measure improvement.

- Good **multi-agency participation at strategy meetings in the MASH** is supported by technology enabling workers to dial-in. The challenge is now to extend this capability to strategy meetings taking place outside of the MASH.
- Identifying and facilitating the attendance of the most **appropriate health professional** remains a challenge. In 2017-18 NHS safeguarding professionals across health organisations will continue to work in partnership with WSCC Children's Social Care to achieve a solution.

### Escalation:

- SCR and audit activity, as well as practice feedback have highlighted that many professionals do not feel confident or know how to escalate concerns in situations where they feel a decision made around a child is not in that child's best interest. The WSSCB undertook to develop and promote a local **escalation policy**. This was disseminated across agencies, and the WSSCB are monitoring its use. Ensuring capacity to manage the significant workload generated by SCRs in a timely way has been a challenge for agencies.

### Responding to underage sexual activity:

- Learning has indicated that professionals are not always clear on the correct response, outlined in the **Pan-Sussex procedures**, to underage sexual activity. Professionals working with children are expected to consider, in every case of sexual activity involving a child aged 13 to 15, whether there should be a discussion with other agencies and whether a referral should be made to Children's Social Care. A referral to Children's Social Care or the Police should always be made in cases involving children aged less than 13.
- In response, partner agencies including the Police, the local authority and Health organisations have now reinforced practice expectations across their workforce, and included relevant messaging in their single agency training. Relevant messaging is also now included in WSSCB multi-agency training.
- Additionally the WSSCB is overseeing an active area of work regarding the issue of consent in relation to children aged 16 and over, with the aim of improving our understanding and work with children in this age group who are being exploited by others.

## Agenda Item 6 Appendix A **Reflecting on professional pre-conceptions:**

- Learning identified that pre-conceived attitudes from professionals around deprivation and affluence can act as barriers to building positive, professional relationships with young people and their families. For example, professionals' attitudes to and expectations for, young people, can vary according to where young people live.
- In response to this the WSSCB has updated all training to support practitioners to reflect on their pre-conceived attitudes.

### **Peer on Peer abuse:**

- In 2016 the WSSCB Quality Assurance (QA) group tested learning from [SCR John](#) and delivered a staff consultation to identify knowledge and understanding of the procedures in relation to **children who harm other children**, including **children who present with sexually harmful behaviours**. The results showed that work to promote the procedures had been effective, with 85% of those surveyed knowing where to find the relevant procedures online and 87% knowing what action to take if faced with a situation where a child was abusing another child.

## **Child Death Overview Panel (CDOP)**

The purpose of the **child death review** process is to learn lessons from child deaths in order to understand why some children die and, wherever possible, put in place interventions to prevent future deaths and to make a wider contribution to the wellbeing of children and young people.

### **Child death notifications in 2016-2017**

Between 1st April 2016 and 31st March 2017 there were 28 deaths of children aged under 18 years notified to the West Sussex Child Death Overview Panel (CDOP). This is a 61% drop in numbers compared to the previous year. Of the 28 deaths notified to the CDOP:

- There were 9 male deaths and 19 female deaths. This differs from the overall gender distribution of young people in West Sussex where there is estimated to be just under 6000 more males than females in the 0-17 age group.
- There were 9 neonates (infants who die before reaching 28 days of age).
- A further 10 deaths occurred between a month and a year of age.

- There were 16 deaths classified as expected and 12 classified as unexpected (deaths that were not anticipated as a significant possibility 24 hours before death or where there was an unexpected collapse leading to or precipitating the events that led to the death).

### **The work of CDOP in 2016-2017**

This year Panel members have been working closely with the West Sussex Coroner to help raise awareness of the following:

- Risks associated with the design of a particular crib, following the death of a West Sussex child. This has contributed to the crib being redesigned and modifications being made to existing second-hand cribs in circulation. Practitioners working closely with families in the community have been briefed on the risks and what to look out for and what to advise parents if one of these cribs is found in use.
- The potential risks of nappy sacks to babies were highlighted following deaths of children in other areas of the UK. A national stakeholder project was established, including manufacturers and retailers of these products, to change the way nappy sacks are packaged and to tighten quality controls so that future deaths may be prevented. The West Sussex CDOP Coordinator and West Sussex Trading Standards are also participating in this project.
- Safer Sleeping training is now delivered as part of the LSCB training and development calendar.
- Following the allergy related death of a West Sussex child whilst on holiday abroad, the WSSCB has promoted the use of allergy cards. These cards, available in a variety of languages, are intended to be used by families when travelling abroad to explain the allergy in the language of the country they are travelling in, in order to reduce the risk of accidental exposure to substances that their children are allergic to.

The specialist nurse supporting CDOP continues to provide support to bereaved families, mainly those who have had children who died unexpectedly. The specialist nurse has established a strong working relationship with Chestnut Tree Hospice and worked with them on a bereaved parents' support day in July 2016.

We are very pleased to report that the Specialist Nurse supporting CDOP, Annette Lawrence-Owen was awarded the prestigious title of Queen's Nurse in 2016, which recognises "continuing commitment to improving standards of care in the community and to learning and leadership".



## Local Authority Designated Officer (LADO)

In West Sussex the Allegations Management Team and LADO function is made up of one full time LADO and one full time Assistant LADO. The Local Authority Designated Officer (LADO) oversees the allegations management process, providing consultation and advice to ensure that the response is consistent, reasonable, proportionate and in line with statutory requirements.

**Allegations Management** procedures are applied when an allegation or concern regarding a person working or volunteering with a child is reported and meets one of the below criteria:

- Behaved in a way that has harmed a child, or may have harmed a child
- Possibly committed a criminal offence against or related to a child; or
- Behaved towards a child or children in a way that indicates they may pose a risk to children.

Between April 2016 and March 2017 there were 131 allegations recorded against the children's workforce in West Sussex. The team has additionally managed 191 consultations during this period. Consultations, in the main, relate to employee conduct and practice issues that fall below the threshold for recording an allegation.

The largest proportion of referrals, consistent with previous years come from education and the largest proportion of allegations relate to physical harm (51%). This is not surprising given the size of the education workforce with nearly 300 schools in West Sussex. The second highest referrer group, again in line with the size of the sector, is residential providers. Of this group 72% of referrals come from independent residential providers.

Co-location within the MASH has enabled LADO participation at Strategy Meetings and this continues to have a positive impact on the quality of discussions as well as the development of professional relationships with partners.

Non-reporting of which incidents continue to be a concern and the WSSCB will work to raise further awareness of the LADO function in 2017-18.

WSSCB believes that there should be a culture of continuous learning and improvement across the West Sussex organisations that work together to safeguard and promote the welfare of children.

Professionals and organisations protecting children need to reflect on the quality of their services, learn from their own practice and that of others and identify opportunities to draw on what works and promote good practice.

## What is working well?

- WSSCB offer online **training courses** which provide a basic introduction to a range of safeguarding topics.
- WSSCB also provide face to face training which is more detailed, building on the learner's existing knowledge and enabling a multi-agency learning environment. These range from general safeguarding through to specialist topics.
- Courses are run in a range of venues across the county to enable accessibility for all.
- 2016-17 saw significant improvements in the WSSCB training offer as a result of the recruitment of a permanent training lead in June 2016.
- This year saw the phasing out of the use of external training consultants in training delivery. Their use was replaced by the development and implementation of a pool of subject experts supported by health organisations, Police and the Health and local authority. The LSCB business team continue to deliver the majority of the courses on offer. This approach has significantly reduced costs.
- The WSSCB evaluates the impact of training on practice through conversations with practitioners three months after they have attended targeted training courses. In 2016-17 89% of attendees told us that WSSCB training had increased their knowledge and skills. 70%

- reported increased levels of confidence in relation to the relevant area of safeguarding
- The WSSCB training manager has been testing alternative approaches to evaluation which require significantly less input and provide improved results – such as staff surveys.
  - Following previous challenge, Sussex Community NHS Foundation Trust confirmed that the Level 1 and 2 safeguarding training is now included on their statutory and mandatory training programme. This move has had a positive effect in terms of greatly increasing compliance across the Trust compared to last year and also decreasing the number of separate training days staff need to attend.
  - Since May 2016 over 750 professionals working with children, including GPs, Social workers, teacher and police officers have received training to increase their skills and confidence to identify and support children experiencing mental health and emotional wellbeing issues. The training is funded by commissioners and led by Coastal West Sussex Mind, in partnership with Grassroots Suicide prevention, YMCA Downlink groups and other subject experts. Over 75 open and in-house courses have already been offered covering 20 different topics including developing resilience, suicide intervention, bereavement and loss and self-harm. The new programme is funded until May 2018 and new courses are continually added in response to need.

“ The trainer was intelligent and practical and had a high level of knowledge and enthusiasm about her subject. The best safeguarding training I have ever been on. ”

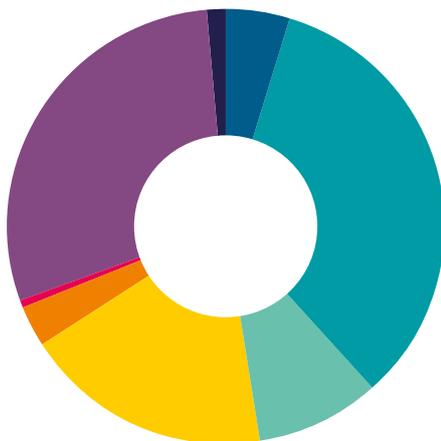
**FEEDBACK ON WORKING TOGETHER  
TO SAFEGUARD CHILDREN**



Neglect is a difficult subject to identify and evidence, this was recognised within the training. It was helpful to focus on the impact on children of all ages



## Course attendance by agency in 2016-17



## What are we worried about?

- The reliance on other providers may impact on the consistency of important key messages given across West Sussex.
- It is difficult to find capacity to carry out robust evaluation of the effectiveness of learning however the WSSCB manager is looking at mechanisms for quality assuring the training delivery.
- WSSCB is concerned that some key training courses including Child Protection Conferences and Core Group Training continue to have low attendance from across the partnership.
- In July 2016 a Training Needs Analysis (TNA) was sent to all key WSSCB partner agencies. Gaps in agency responses meant that we lacked a complete picture of training needs across the workforce. This was addressed in preparation for developing our training offer in 2017-18.
- Single agency training is difficult to scrutinise for effectiveness and WSSCB relies on reporting from partner agencies. Sussex Community NHS Foundation Trust has shared valuable information through their annual report.



Involvement with learners... structured well, allowing input and opinions of others. I felt the approach and structure used worked very well to keep learners intrigued and interested.

**FEEDBACK ON WORKING TOGETHER TO SAFEGUARD CHILDREN**



I feel more knowledgeable about escalation.

I have refreshed confidence



Throughout the period of this report, partners across West Sussex have continued to develop services designed to improve outcomes for children and young people. Quite often this has been difficult with leadership impacted by vacancies, changing staff, interim posts and reorganisation.

At the beginning of this period the Start of Life Partnership Board provided direction for the statutory children's services, the 'Think Family' programme, MASH and the cross-partnership early help offer.

The understandable need to rationalise the number of Boards operating across West Sussex resulted in key meetings being cancelled with the inevitable impact on the 'systems partnerships' that had begun to develop. The Start of Life Partnership Board encouraged clear partnership oversight across the entire spectrum of children's and irregular meetings had an effect on information sharing and leadership.

The sharing of information continues to be problematic for all professionals. This report has particularly highlighted the difficulties associated with keeping GPs informed about the children under their care. 2017 – 18 will see an increased focus on Information sharing, including the use of systems such as Mosaic.

For the Board to improve its understanding of the impact of partnership work there is a real need to receive relevant performance data and reports. Progress against priority areas were considered earlier in the report where it was noted that some partners, (in particular Children's Social Care), have found it difficult to provide evidence to support the outcomes described. WSSCB has been concerned by both this and the slow pace of performance data

improvement across key areas of work including MASH, IPEH and CSE. During 2016, despite regular requests, audit information was not received from Children's Social Care or IPEH. There is a need for some partners to gain confidence in sharing information on issues that may be problematical and in so doing contribute to the further development of a culture of learning. WSSCB has raised these concerns in a number of forums and is pleased to see this being actively addressed by partners.

More recently there is an increasing clarity about what actions need to be taken to continuously improve. In particular attention is being given to the development of stronger governance and a clearer sense of direction across the partnership. This is to be welcomed and encouraged. Significantly there is a growing sense of cohesion and integration across the partnership, and increased evidence of a shared drive to improve practice across all services.

The development of the Local Health System Sustainability and Transformation Plans (STPs) across Sussex and East Surrey requires a radical rethink of systems delivery. It will remain a priority for the WSSCB to continue to monitor and scrutinise the impact of this large scale change on the safety and wellbeing of West Sussex children and young people.

Importantly, the 2017 **Children and Social Work Bill** and the **Wood Review** of the role and functions of Local Safeguarding Children Boards will demand considerable attention by the partnership. At the time of writing this report changes have been made to the statutory safeguarding guidance Working Together to Safeguard Children and on draft regulations which will underpin legislation introduced by the Children and Social Work Act, 2017. Working Together to Safeguard Children is the statutory guidance which sets out what is expected of organisations, individually and jointly, in safeguarding and promoting the welfare of children. Significant

revisions have been made to Chapter 3, 4 and 5 of "Working Together", which deal with reforming the arrangements for multi-agency safeguarding, serious case reviews and child death reviews.

These changes offer both opportunities and risks in developing the new arrangements and there will need to be a great deal of detailed partnership work locally if they are to work well. This is an opportunity for West Sussex to be ambitious and get it right for children. WSSCB intends to be influential in developing the new arrangements - ensuring that the potential disruption is justified by a robust systems approach to safeguarding West Sussex children.

The coming year will continue to demand a high level of drive and commitment. Demand for services is unlikely to lessen and financial constraint will continue across the partnership. So once again, I would like to thank everyone involved in safeguarding the children and young people in West Sussex. Your professionalism, commitment and skill is highly valued and greatly appreciated by all those who work with you or receive your care.



**Elaine Coleridge Smith**  
Independent Chair, West Sussex  
Safeguarding Children Board



## WSSCB Structure

The purpose of the child death review process is to learn lessons from child deaths in order to understand why some children die and, wherever possible, put in place interventions to prevent future deaths and to make a wider contribution to the wellbeing of children and young people.

### Main Board

This is made up of representatives of the member agencies. Board members must be sufficiently senior so as to ensure they are able to speak confidently and sign up to agreements on behalf of their agency, and make sure that their agency abides by the policies, procedures and recommendations of the WSSCB. A list of [participating agencies](#) can be found on the WSSCB website.

### Executive and Chairs

The Executive Committee manages the business and operations of the WSSCB, ensuring there are clear governance arrangements in place and drives forward the strategic priorities as outlined in the Business Plan.

The Chairs group is comprised of the chairs of each of the sub-groups and ensures the smooth running of the business plan, escalating issues from the sub-groups to the Executive.

### Sub-groups

Membership of the sub-groups is made up of staff from bodies or agencies represented at the WSSCB who are co-opted to ensure each group has the relevant expertise and knowledge to deliver the WSSCB Business Plan. Membership of sub-groups can include Board Members themselves.

## Pan-Sussex Arrangement

West Sussex, East Sussex and Brighton and Hove each has its own LSCB, but come together under the Pan-Sussex umbrella in order to share procedures and policies, skills, knowledge, resources and learning.

## WSSCB Business Plan 2017-19

The WSSCB Business Plan sets out the scrutiny and coordination activity the partnership intends to undertake in order to improve children's outcomes across its three priority areas:

- Neglect
- Child Sexual Abuse and Children Missing
- Emotional Wellbeing and Mental Health

In addition the WSSCB will support the transitional arrangements required to develop the new model of three way leadership as outlined in Local safeguarding - transitional arrangements - Statutory guidance for local authorities, LSCBs, safeguarding partners, child death review partners, and the Child Safeguarding Practice Review Panel.

## WSSCB Funding

Board partners continue to contribute to the WSSCB budget in addition to providing a variety of resources in kind. Contributions from partners for 2016-17 totalled £252,561.

An underspend of £36,111 was carried forward from the previous financial year, making the total income available to the Board £288,672 This has ensured that the overall cost of running the WSSCB has been met.

Staffing vacancies within the WSSCB Business team led to a considerable underspend in the 2016-17 budget. The Board has agreed to carry forward this underspend to the 2017-18 budget.

### WSSCB spending in 2016-17

Staffing costs	£198,082
Serious Case Reviews	£45,844
Training and development activity	£1,199
Websites and IT resources	£3,020
General provisions	£2,176
<b>Total:</b>	<b>£250,321</b>
Underspend:	£38,351



### **Independent Chair**

The WSSCB is led by an Independent Chair. Elaine Coleridge-Smith has led the Board since January 2016. The Chair is subject to an annual appraisal to ensure the role is undertaken competently and that the post holder retains the confidence of the WSSCB members. The Chief Operating Officer of West Sussex County Council appoints the Chair and holds the Chair to account for the effective working of the WSSCB.

### **West Sussex County Council**

West Sussex County Council is responsible for establishing and maintaining the WSSCB. The Director of Children's Services is required to sit on the full Board of the WSSCB as this is a pivotal role in the provision of adult's and children's social care within the local authority. This post is held by Annie Maclver and she has the responsibility to make sure that the WSSCB functions effectively and liaises closely with the Independent Chair, who keeps her updated on progress.

### **Partner Agencies**

All partner agencies in West Sussex are committed to ensuring the effective operation of the WSSCB. This is supported by our **Constitution**, which sets out the governance and accountability arrangements.

### **Leader of West Sussex County Council**

The Lead Member for Children's Services should be a participating observer of the WSSCB. In practice this means routinely attending meetings as an observer and receiving all its written reports. The Leader of West Sussex County Council during the period of this report is Ms Louise Goldsmith.

### **Lead Member for Children's Services**

Throughout 2016-17 this role was held by Stephen Hillier, a locally elected Councillor with responsibility for making sure that the local authority fulfils its legal responsibilities to safeguard children and young people. The Lead Member contributes to the WSSCB as a participating observer and is not part of the decision-making process.

### **West Sussex Youth Cabinet**

The Youth Cabinet is responsible for representing the children and young people of West Sussex in holding the County Council to account. The West Sussex Youth Cabinet informs the priorities of the Board and holds them to account for their effectiveness in hearing the voice of children and young people.

### **Designated Professionals**

Health commissioners should have a designated doctor and nurse to take a strategic, professional lead on all aspects of the health service contribution to safeguarding children across the local area. Designated professionals are a vital source of professional advice on safeguarding children matters to partner agencies and the WSSCB.

### **Lay Members**

WSSCB has appointed local residents as Lay Members to support stronger public engagement in local child protection and safeguarding issues and contribute to an improved understanding of the WSSCB's work in the community. The WSSCB would like to thank John Thompson for his continued contribution to our work.

## Key Relationships

### The Start of Life Partnership Board and the Families Plan

The West Sussex Start of Life Partnership is a partnership of agencies committed to working together to improve outcomes for children. The Trust is governed by a Board with formal responsibility for strategic planning, commissioning services and promoting effective integrated working. The Start of Life Partnership is responsible for producing the Families Plan, which outlines how improvements in service delivery and design will be made.

During the period of this report the local authority has been reviewing its Board and governance arrangements. As a result the Start of Life Partnership has not been meeting with sufficient regularity. This is of concern because this meeting provides a valuable forum for partners to agree on the delivery of the Families plan, and other initiatives such as MASH and IPEH.

This has been discussed with the lead member and the WSSCB is assured that new arrangements will be in place for 2018.

### Local Safeguarding Adult Board (SAB)

The SAB leads adult safeguarding arrangements across its locality and oversees and coordinates the effectiveness of the safeguarding work of its member and partner agencies. The Board is made up of local and national agencies involved in providing care and support to adults.

### Health and Wellbeing Board

This Board brings together leaders from the County Council, NHS and partner agencies to develop a shared understanding of local needs, priorities and service developments. The WSSCB reports annually to the Health and Wellbeing Board and will hold it to account to ensure that it tackles the key safeguarding issues for children in West Sussex. The WSSCB and the Health and Wellbeing Board have established a Memorandum of Agreement outlining the working relationship between the two Boards

WSSCB Board members are senior officers within their own agencies providing a direct link between the WSSCB and their agencies' boards.

### Safer West Sussex Partnership

The Safer West Sussex Partnership brings together Community Safety Partnerships along with other key agencies, providing a coordinated approach to reducing crime and anti-social behaviour in West Sussex.

### Clinical Commissioning Groups

The Clinical Commissioning Group, NHS England and Health Services across West Sussex have been important contributors to the WSSCB throughout 2016-17.

### Police and Crime Commissioner

The Police and Crime Commissioner (PCC), Katy Bourne is elected by residents of Sussex and charged with securing efficient and effective policing across the county. On behalf of the public she sets policing priorities for Sussex Police and holds the Chief Constable to account for the quality of policing service offered to the community. The PCC is committed to enabling good community cohesion and effective multi-agency relationships wherever policing and crime prevention have a role to play.

### West Sussex Voluntary and Community Sector Safeguarding Forum

This forum represents the safeguarding leads of 24 voluntary and community sector groups working in West Sussex. It seeks to work with and influence the WSSCB, disseminating information to its members and ensuring links are both meaningful and relevant.



[www.westsussexscb.org.uk](http://www.westsussexscb.org.uk)

<b>Children and Young People's Services Select Committee</b>
<b>20 June 2018</b>
<b>Review of Integrated Prevention and Earliest Help Service (IPEH): 2017/18</b>
<b>Report by Executive Director Children, Adults, Families, Health &amp; Education and Director of Children and Family Services</b>

**Summary**

**During 2016, a number of decisions were taken by the Cabinet Member for Start of Life, paving the way for a new integrated early help and intervention service. The new Integrated Prevention and Earliest Help Service (IPEH) was launched in April 2017 along with a refreshed contract for delivery of the West Sussex Healthy Child Programme (HCP).**

**The Select Committee played a key role in scrutinising and shaping the integrated model of delivery, and an opportunity to review one year on was requested. This report presents evidence of successful activity during 2017/18, which has significantly reduced demand for expensive Social Care interventions, while achieving an integrated, sustainable service. The analysis covers the following:**

- **Progress made**
- **Impact of the new service**
- **Perspectives of staff and stakeholders**
- **Strengths and weaknesses**
- **Next steps towards further development**

**The focus for scrutiny**

Has the intention to deliver a more effective and integrated approach to Prevention and Earliest Help been realised, together with efficiencies for the County Council?

**Recommendation**

The Committee is requested to note 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 to comment on and endorse the progress made so far.

**1. Background and Context**

- 1.1 The purpose of this report is to review the first operating year of the County Council's Integrated Prevention and Earliest Help service (including HCP). Following scrutiny by select Committees during in 2016, the Cabinet Member

for Children and Young People made the decision to create IPEH. IPEH commenced operation on 01 April 2017 along with a revised HCP contract with the incumbent provider, Sussex Community NHS Foundation Trust (SCFT). IPEH was inaugurated with the stated aim of supporting the County Council's ambition for children to make the best start to their lives, and to be able to fulfil their potential, in accordance with strategic objectives set out in the West Sussex Plan 2017-22. Specifically this means doing even more to ensure that all children and families have the 'best start in life' by focussing on:

- Healthy development from conception to birth;
- Supporting adults to be confident and equipped for parenthood;
- Children being in education and ready to learn and play;
- Children growing up in safe, loving and nurturing homes;
- Encouraging resilience, ensuring children have the opportunities to fulfil their aspirations;
- Children and adults making a positive contribution to society.

1.2 An interim progress report was presented to this Committee's Business Planning Group in September 2017. This report explained that a 'Safe and Stable' service was operational and provided evidence for this conclusion. The current report now explains the methodology for the full-year review, the achievements and proposed future direction of IPEH.

1.3 The IPEH Review has focussed on assessing evidence, performance data and outcomes in six key domains; these are: Outcomes achieved, System benefits, Budget, Customer Experience, Voice and Future sustainability. The plan for the review of IPEH has been enacted throughout the year, using a range of different mechanisms to establish the answers to the questions we set ourselves in each domain. The review has involved: a rigorous new performance management regime; staff engagement events; an anonymised on-line staff survey; in-depth interviews with customers; stakeholder events in Hub areas; tracking customer journeys. Further information about this is presented at 5.3-11 and at Appendix 2.

1.4 In addition to the review work undertaken locally, a number of external evaluations from outside bodies and/or political organisations have taken place this year, examining IPEH through a range of different lenses. In all of these the IPEH model of integrating services was endorsed. One published Ofsted inspection letter stated that IPEH is 'providing a strong model for providing tailored care and support to families.' A short summary of each of these reviews, including the Inspectors' assessments of IPEH, is set out in Appendix 4.

## **2. Characteristics of the IPEH Service**

2.1 The key characteristics of the IPEH service model are:

- Local footprint with staff operating from/in integrated hub teams who respond holistically to the needs of whole families, children and young people pre-birth to 25 years, avoiding the need for families to be signposted around to get advice, guidance and support;
- Creating more interventions, for more families with more impact;

- Reducing demand on higher cost services such as Children's Social Care;
- Being at the heart of a system of coordinated universal support that prevents children and their family's needs escalating;
- Delivering savings.

### **3. Summary of Outcomes achieved in 2017/18**

- 3.1 At the start of IPEH's first year of operation, a set of 20 indicators were agreed, reflecting the ambition and range of services IPEH is responsible for. Of these 20 measures, set out as a 'Dashboard' with accompanying narrative in Appendix 1, 8 have achieved or surpassed their annual target; 7 have shown improvement; and 5 have programmes in place to address performance issues.
- 3.2 From 2018/19, individual performance dashboards are available for all Hubs and services in IPEH, and performance is being driven via an Integrated Leadership Team, and the Children's Quality and Development Board, chaired by the Chief Executive.

A summary of evidence relating to **Outcomes** against expectations of IPEH is set out below.

- 3.3 **IPEH's local footprint with staff operating from/in integrated hub teams, who respond holistically to the needs of whole families and children and young people pre-birth to 25 years, avoiding the need for families to be signposted around to get advice, guidance and support:**
- All Hub Systems leads and teams are in place to coordinate the delivery of the local Early Help offer;
  - In June 2017 85% of Hub posts were filled; in April 2018 this had improved to 90%;
  - 78% of IPEH staff tell us they have a more integrated working relationship within IPEH than the previous year;
  - Workforce Development to enhance staff specialisms, whole-family working and adherence to best practice standards has been a focus for the year. 134 training sessions have been delivered with 1,289 attendees, 70% of which were WSCC staff and 30% partners. Results from Skills Audits carried out at the beginning of the year and again in December 2017 demonstrate a workforce competent to carry out their role – typically with 80-90% of staff in-role feeling 'fully competent.'
  - Advisory Boards, chaired by parents and voluntary organisation representatives have been established in all Hub areas. These boards are critical to creating a coherent local multi-agency Early Help offer, where everyone plays their part;
- 3.4 **IPEH has created more interventions, for more families, with more impact:**
- First Time Entrants (FTE) to the Youth Justice System have fallen to 129 (actual number) this year compared to 164 last year - a 21% drop; this also significantly surpasses equivalent national and regional standards;

- Local rates of reoffending have fallen - only 22% of those offending in 2016/17 went on to reoffend in the next 12 months (excluding post 18 offending); full comparative data is still being developed, but again the West Sussex position compares favourably with our South East and national comparators;
- An extension of the support offered to Young Parents means that we now collect data on teenage parents, and an Early Help Plan will be in place for all of these potentially vulnerable young parents;
- A reinvigorated digital IPEH offer is in place so that rapid and up to date information and guidance is accessed by children, families and young people. There is significant uplift in figures over the past year:
  - i. **Facebook:** Family Information Service Facebook now has 2,845 followers and Hub Facebook followers total 8,670; combined posts 969,735;
  - ii. **Twitter:** 224,700 people have seen our tweets;
  - iii. **Your Space:** 144,650 page views in 11 months;
  - iv. **FIS Web pages:** 60,488 page views in 2017.

### 3.5 **IPEH Reduces demand on higher cost services such as Children's Social Care:**

- A new service to swiftly connect families who have a statutory intervention from CSC to IPEH is in place now. This aims to sustain change in families so they do not rebound back into a CSC intervention. IPEH has supported 805 additional children/families in this way during the year;
- New children's assessment launched in 2017 for families where there is domestic abuse; 95% of the 201 children affected now have the strong assurance of separate safety plans;
- The intensive work of the Think Family Programme with our most vulnerable families has sustained its rate of success, with a further 658 families being turned around against audited national criteria; West Sussex is the highest-achieving county nationally in terms of completion of its government targets to date - 1,939 out of its 2015-20 whole programme target of 3,940; a further 541 families displayed significant measurable improvements in circumstance;
- The Pause Project successfully launched in West Sussex. 22 women are currently on the programme, and 20 have received Long-Acting Reversible Contraception (LARC) as part of their support programme: this should avoid 20 babies otherwise predicted to come into care from doing so - resulting in a saving of £1-2m over 3 years;
- Youth Specialist staff have been seconded to support the Complex High Risk Adolescence Project led by CSC. We are currently engaging with 31 of the highest-risk and highest-cost young people in the county.
- IPEH has taken on challenging new service demands and created rapid success, e.g. with the Supervised Contact service. Here, we have delivered circa 10,000 contacts on behalf of social workers, an increase of 28% compared to the year before. This has not only improved the experience for families it has also improved the quality of legal information supplied to Courts and relieved a significant burden from Social Workers; one stated: 'This has had an impact on staff retention

because social workers are feeling less stressed'; this was achieved while making the in-year savings noted in Section 4;

- Responsibility for supporting the Children in Care Council and the Care Leavers Executive has moved to IPEH, releasing social workers from a range of associated tasks. Both services have been redesigned with children and young people. MOMO ('Mind Of My Own'), an App that provides an easy way for children and young people to get their voice heard has been promoted widely and the County Council has won two award certificates for the way we are using it;
- The Youth Emotional Support (YES) has developed an NHS-funded programme to work preventatively with young people to ensure the demands on the intensive CAMHS (Children & Adolescent Mental Health service) is minimised. For those children and young people referred to YES, less than 2% come to need a CAMHS service – demonstrating the power and cost-avoidance of this preventative approach.

### 3.6 **IPEH creates a system of universal support that prevents children and their family's needs escalating**

- We have increased the number of our most disadvantaged 2 year olds taking up their free entitlement to attend Early Years setting by 5% (above the national average), giving more children a better foundation for educational success in later life;
- At the end of 2017/18 we were working with more families (3,014) than the year before (2,890), thereby continuing to sustain the impact of IPEH;
- Early Help Plans (EHPs) and the Holistix case management system that supports them are valued by partner agencies. Just under 50% of EHPs are now opened by IPEH partners in the community. Schools opened a record 817 – strong evidence of a partnership motivated and organised to deliver outcomes, where identifying problems from an educational perspective can impact favourably on the whole family situation and the children's life prospects;
- HCP gained full accreditation with the UNICEF Baby Friendly Initiative during 2017/18 – confirmation that families benefit from the latest advice and techniques to promote healthy parenting, attachment and nutrition for all babies born in the county;
- Early Help Plans are bringing about change in families: this is measured using a 'Distance Travelled Tool'. 83% of families who completed two Distance Travelled Tools (DTT) showed significant improvement in circumstances across a wide range of vulnerability factors, reducing the likelihood of further higher cost interventions being required and increasing family resilience.
- A new 'termly conversation' has been introduced as an incisive, pre-emptive tool to discuss in schools, concerns that teachers have about children; 170 termly conversations took place in Spring term 2018 (55% of schools visited); this will increase to cover all schools during 2018/19;
- *Family Assist* – an award-winning digital App has been launched to improve support, advice and guidance on a range of health issues, with an initial focus on healthy, happy pregnancy. Since August 2017 there have been 3,925 Bookings made via Family Assist, with the maternity services, resulting in 2,169 Registrations: this means that expectant mothers and their families, in increasing numbers, are receiving sound,

timely messages about their care, the services available and public health information;

- A 12% increase in the number of young people involved in the Duke of Edinburgh’s Award Scheme in the first year of IPEH, with 2,651 young people signed up.

### 3.7 IPEH delivers savings

The savings expected through the review have been successfully delivered by IPEH and HCP, and IPEH has managed resources within its budget in the last financial year. Further details appear at Section 4, below.

## 4. Resources

This section summarises the resources deployed within IPEH and explains the achievement of financial savings targets agreed as part of its establishment.

### Staffing and Physical Assets

- 4.1 The IPEH service employs 764 staff (including 152 Supervisory Contact casuals) across 67 service delivery points, namely Children and Family Centres, Youth Find-it-Out Shops and Youth Centres. These delivery points are amalgamated into Hubs aligned to district area boundaries for organisational and management purposes.

Excluding Staff on casual contracts, 507 posts were recruited to, compared with 494 at the start, demonstrating a vacancy rate improving from 12.4% to 10.0%.

Additionally the budgeted FTE for HCP staff is 231 staff.

### Budget Information 2017/18

- 4.2 The net budget for IPEH in 2017/18 was £16,006,000. The budget for the HCP was £11,949,000. The following table sets out the savings targets over two years:

Savings Targets	2017/18	2018/19
IPEH	£ 1,102,000	£ 750,000
HCP	£ 1,300,000	£ 930,000

The targets for 2016/17 and 2017/18 have been achieved. IPEH was able to achieve an underspend against its net budget in 2017/18 of just over £1m, largely as a consequence of the vacancy rate detailed above.

The achievements described in this report have been made with a maximum of only 90% of the established staff in post: we recognise that the full consolidation of IPEH and the rewards of preventative Early Help, for both customers and the County Council, depend on this staffing gap being closed. Accordingly, strenuous efforts are being made to ensure that in 2018/19 a full staffing complement can be achieved, one that will help to address the under-performance noted in 3.1, Section 6 and Appendix 1.

The target savings in 2018/19 of £750,000 for IPEH and £930,000 for HCP have plans in place to be met.

Value is added to the base budget for IPEH by securing additional grant income which is a strong attribute of the service. Additional grants achieved in 2017/18 include:

Better Change/Pause project (support for vulnerable women)	£300,000
Connect (Safe Lives) project interventions and support for families suffering Domestic Abuse	£800,000
CAMHS funding for additional YES and Youth Justice funding of	£150,000
Homelessness team secured Housing Benefit	£900,000

## 5. Consultation & Engagement

### Elected Members

- 5.1 The Cabinet Member for Children and Young People has been fully involved in the progress of IPEH during the past year. As noted above, an interim report was taken to the Business Planning Group of this Select Committee in September 2017.

As discussed in Appendix 4 (5.), the principle of preventative early help was subject to a Notice of Motion debate at Full Council on 20 April 2018, and received comprehensive endorsement.

### Stakeholders

- 5.2 Regular liaison with stakeholders takes place via a range of governance mechanisms including:

- Regular meeting with District and Borough councils
- Annual report to LSCB
- Hub stakeholder Events
- Advisory Board Meetings
- Attendance at Health Forums

Hub stakeholders are being asked to give feedback on their experience of the IPEH services. The event in Worthing and Adur Hub has already taken place, and the very positive results are shown at Appendix 3.

### Staff and Unison Engagement

- 5.3 IPEH staff were heavily involved in the design of the new integrated service. This has continued throughout our first year and has been enhanced by the engagement of HCP staff. In 2017/18 bi-monthly leadership events were held; 4 whole service events and a series of Hub inset days took place; and weekly newsletters were circulated. Managers maintain regular dialogue with staff teams in Hubs.

- 5.4 For the purposes of this review a staff feedback survey, endorsed by Unison, and two focus groups were held in 2018. The survey received a response rate of 45% (449 people). Detailed results of the survey are at Appendix 2.
- 5.5 A full analysis of the survey results is scheduled to be completed by the end of June and presented to IPEH senior management team, with recommendations for actions in response to opportunities and issues raised. This in-depth analysis will help to direct where we put our energy in the year ahead. We will publish results to staff and involve them in finding solutions and developing the IPEH model further. We outline proposals for action to address issues raised by staff in **Focus for the future** (section 5.12, below of this report).
- 5.6 The main headline from the Survey is that the large majority of IPEH staff feel positive about the first year of IPEH: this is indicated by scores of '5-and-above' across all five sections of the survey. A very large majority of staff (87%) feel they are having an impact and making a difference to the lives of families and young people.
- 5.7 The survey encouraged staff to give free-text suggestions identifying one thing that would improve their experience at work and for IPEH as a whole. The proposals made cluster together in the following themes:-
1. Managing workload;
  2. Managing capacity and expectations (including resources, feeling valued/recognised);
  3. Refining the service delivery model in light of experience;
  4. Increasing integrated working;
  5. More and quicker access to training.
- 5.8 Staff raising issues about managing workload and capacity is a theme we would expect, given the large scale transformation, and vacancy levels during the year.
- 5.9 In the survey, 90% of staff scored 5-and-above in relation to their confidence in the tools and the training available to do their job. However the free-text responses show that some people need time to adjust to new roles, teams and management as a result of the transformation. Given the context of many legacy services coming together within IPEH, each with a local custom and culture, this too is a natural state of development at this stage.
- 5.10 Most staff (94%), say that they communicate openly with colleagues, and 78% tell us they have a more integrated working relationship within IPEH than during the previous year. The free-text section tells us that staff desire even greater integration and it expresses views about how the IPEH model could be refined and improved. This very constructive feedback will assist management in setting agendas for the coming year.
- 5.11 In the first year of IPEH, we have invested significant time on staff training - particularly for different customer age ranges - and, with our HCP colleagues will continue to do so next year.

## 6. Focus for the future

6.1 The richness of information we have from the Review, together with performance data and our lived experience of the first year, provide a sound foundation upon which further development can be achieved. A Business Plan for IPEH has been produced, addressing the activity required across the combined services to fully realise the stated ambitions. In particular, there are three areas for development that we propose to focus our attention on in 2018/19; these are:

- Improving Healthy Child Programme performance and integration;
- Improving the focus on 'place' and consistency of performance across Hub areas;
- Engaging staff in finding solutions to the barriers they identified in the staff survey

### **Healthy Child Programme**

6.2 Progress to integrate the County Council IPEH offer with the Healthy Child Programme has progressed more slowly than expected and performance is weaker than predicted. We understand that HCP performance has been an issue for some time prior to integration into the new service arrangements. The mobilisation of two large services, and challenges in recruiting staff have meant that the focus on integration as a driver for better performance did not progress at pace in the first year. A plan is being formulated with SCFT to both quicken the momentum of integration and improve performance. This plan will be monitored by the Children's Quality and Development Board each quarter during 2018/19.

### **Improving the consistency of performance across Hub areas**

6.3 Whilst a number of performance improvements have been evidenced already, the advent of IPEH provides an opportunity to fully demonstrate the impact of early help on local needs in geographic areas that communities and partners identify with. HUB profiles are used in each area already. However actions to further nuance delivery to the range of local priorities in Hub areas, and to ensure a consistency of delivery across the county, with the ambition of ensuring all HUBs are aligned to the best performance in the County, will take place during the coming year.

### **Engaging staff in finding solutions to the barriers they identified in the staff survey**

6.4 The results of the survey show positive attitudes to IPEH, but also present some important areas for focus next year. The challenges raised are not unusual, considering the scale of change that has taken place: they are already familiar to us, since we have been consulting with staff across the year. We are committed to continuing to engage staff and co-designing solutions with them through the following programme:

- Process the findings in a full analysis report and share/test results with the IPEH Senior Management Team (SMT);

- Hold a series of staff events to develop positive solutions for areas for improvement;
- Creatively address the issues of vacancies and recruitment especially in the hot spots at Grades 4 & 5, to ensure consistent staff resources;
- Further improve staff engagement and communication;
- Deliver an updated Workforce Training Strategy.

## **7. Risk Management Implications**

- 7.1 A series of risks has been identified for the near future. Key risks relate to managing budget within the revised budgets available, loss of national grant funding planned by Government for the future, HCP integration/performance and issues raised by staff and stakeholders, as discussed in the previous section. Risk registers are kept and updated to ensure the ongoing and dynamic management of these.

## **8. Other Options Considered**

- 8.1 Not applicable - this report is reviewing the implementation of a previous decision endorsed by this Committee.

## **9. Equality Duty**

- 9.1 Not applicable - this report is reviewing the implementation of a previous decision endorsed by this Committee.

## **10. Social Value**

- 10.1 The redesign of services under IPEH supports delivery of the West Sussex Plan vision to Give Every Child the Best Start in Life. The work of IPEH and its partners aims to build family and neighbourhood resilience and social capital, and contribute towards stronger and more effective communities and improved quality of life for their residents.

## **11. Crime and Disorder Implications**

- 11.1 The work of IPEH has implications in regard to Sections 17, 37 and 39 of the Crime and Disorder Act in the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people: these all receive a strong positive impact in West Sussex through the work of IPEH and its partners.

## **12. Human Rights Implications**

- 12.1 The County Council is mindful of Article 8 of the European Convention on Human Rights – The Right to Respect for Family and Private Life - and has taken relevant factors into consideration in preparing this report. In those cases where personal information about individuals or families is shared without subject consent, this is fully justified by existing legislation, and for the purpose of discharging the Council's and its partners' legitimate Social Care responsibilities.

**Kim Curry**  
Executive Director  
Children, Adults, Families,  
Health & Education

**Annie MacIver**  
Director of Children &  
Family Services

**Contact:** Lance John, 03302 223456

## **Appendices**

1. Performance Bellwether Measures & Dashboards at 31 March 2018
2. Staff Survey Results
3. Stakeholder Engagement model – example from Adur & Worthing Hub
4. External Reviews

## **Background Papers**

- Children & Young People's Services Business Planning Group: Report to 13 September 2017 meeting (Item 4a): Integrated Prevention and Earliest Help Service (IPEH): Interim Six-month Review of Implementation.

## **Documents discussed in Appendix 4**

- SEND Inspection conducted by Ofsted and Care Quality Commission in February/March 2018: HM Inspector's formal letter to Annie MacIver, 11 April 2018;
- MASH Inspection by Ofsted in April 2018 – Inspector's letter dated 09 May 2018;
- Harvard Kennedy School Government Performance Lab publication: 'UK Troubled Families Programme: Lessons from Local Authorities' (October 2017);
- Ministry of Housing & Local Government (MHCLG) publication of Troubled Families Programme Annual Report, March 2018, including performance outcomes from all local authorities in England;
- Notice of Motion debate at Full Council, 20 April 2018 on Troubled Families funding, strongly endorsing the case for preventative early help to continue.

## Appendix 1 IPEH Dashboard Performance Summary for 2017/18

### IPEH Outcomes Framework Monthly Dashboard April 2018

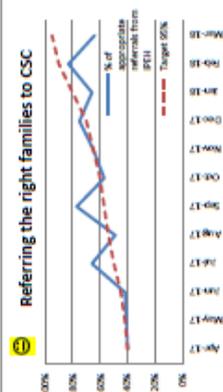
<b>Child Development</b>	<p><b>WSSCC EYFSP GLD and gap data</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>GLD</th> <th>gap (between all GLD and FSM GLD)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>20.0%</td> <td>18.2%</td> </tr> <tr> <td>2016</td> <td>68.3%</td> <td>70.7%</td> </tr> <tr> <td>2017</td> <td>73.5%</td> <td>78.8%</td> </tr> </tbody> </table> <p><b>Target: 78.8%</b></p>	Year	GLD	gap (between all GLD and FSM GLD)	2015	20.0%	18.2%	2016	68.3%	70.7%	2017	73.5%	78.8%	<b>Reduce toxic stress in communities</b>	<p><b>Domestic Violence - reducing the risk of harm (county)</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Apr-17</td><td>~10%</td></tr> <tr><td>May-17</td><td>~20%</td></tr> <tr><td>Jun-17</td><td>~30%</td></tr> <tr><td>Jul-17</td><td>~40%</td></tr> <tr><td>Aug-17</td><td>~50%</td></tr> <tr><td>Sep-17</td><td>~60%</td></tr> <tr><td>Oct-17</td><td>~70%</td></tr> <tr><td>Nov-17</td><td>~80%</td></tr> <tr><td>Dec-17</td><td>~90%</td></tr> <tr><td>Jan-18</td><td>~100%</td></tr> <tr><td>Feb-18</td><td>~100%</td></tr> <tr><td>Mar-18</td><td>~100%</td></tr> </tbody> </table> <p><b>Target: 100%</b></p>	Month	Percentage	Apr-17	~10%	May-17	~20%	Jun-17	~30%	Jul-17	~40%	Aug-17	~50%	Sep-17	~60%	Oct-17	~70%	Nov-17	~80%	Dec-17	~90%	Jan-18	~100%	Feb-18	~100%	Mar-18	~100%																																																																																		
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Appendix 1 - Continued

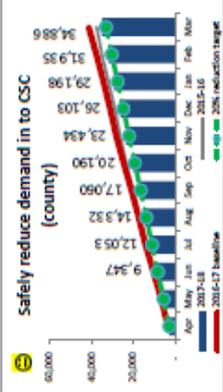
System

Cost and budget savings delivered  
*Reporting to be developed*

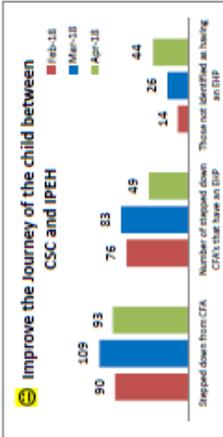
Successfully achieve



This target was reset to 50% of referrals by end of March 2018 against the previous target of 50%. Whilst there has been a dip in performance this month, at its peak, 83% of referrals were deemed appropriate which demonstrates the significant progress that has been made.

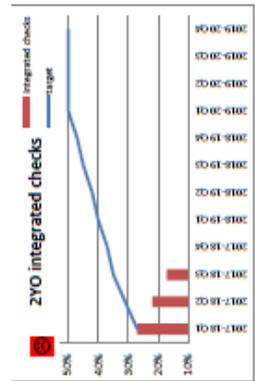


The number of contacts into MASH continues to rise however we are consistently below the number of contacts made last year and on track to meet the annual target.

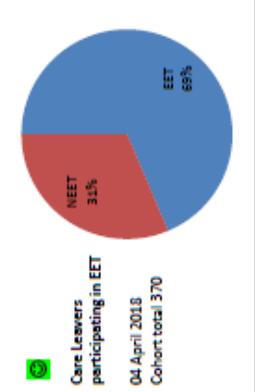


We will continue to monitor this over a longer period to determine impact.

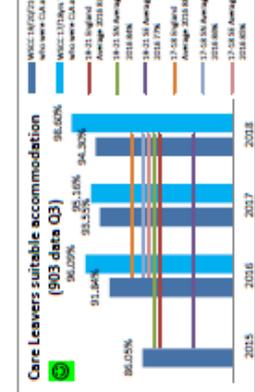
Other from IPEH / FOP business plan



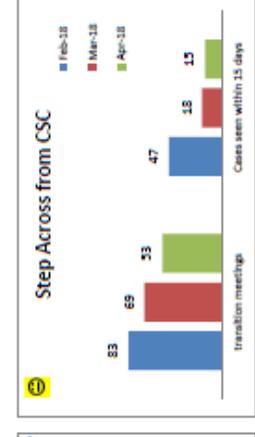
There has been a further 8% decrease in the number of integrated checks this quarter and the target has not been met.



Significant progress has been made with this measure which is now 69% against a 3 year target of 73% from a baseline of 56%.



Performance continues to improve year on year and is considerably better than comparator.



We will continue to monitor this over a longer period to determine impact.

## Appendix 1 Continued – Narrative to Accompany Dashboards

### Green – achieved or surpassed target:

- Take-up of 2 Year old Free Entitlement to Childcare: Take-up for 2 year old Free Entitlement has exceeded the target of 78% by 5%.
- Children having Excess Weight: West Sussex compares favourably with the South East and National levels for excess weight. In the specific areas within the county that are slightly higher (Adur & Worthing, Arun and Crawley) there are discussions with Health colleagues on actions needed.
- Domestic Violence – Reducing the Risk of Harm: 95% of children who are part of a Domestic Abuse support plan now have an individual safety plan.
- Maternal Smoking: The number of mothers smoking at the point of delivery over the last three years has consistently reduced. Data for 2017-18 has not yet been published.
- Success claimable through Think Family Programme: We are successfully meeting our targets on claims made against the government's 'Troubled Families' criteria on families turned around through the programme.
- Budget Savings delivered: All cost saving targets have been met.
- Care Leavers participating in Education, Employment or Training (EET): 69% of Care Leavers aged 18+ are participating in EET. The baseline was 56% and there is a three-year target of 75%; we have therefore already made significant progress.
- Care Leavers in Suitable Accommodation: Performance continues to improve for Care Leavers living in suitable accommodation and is significantly higher than National, South East and statistical neighbours.

### Amber – Improvement shown during year, but not yet met target

- **Social Mobility:** IPEH's contribution to this county target was to support schools to initiate more Early Help Plans. This sustains work with the family and wider professionals to improve children's life chances by gaining a more consistent education attendance and attainment. The number of cases initiated by schools has increased but has not yet reached our target.
- **Reduce the Time that High Risk Children are on a CIN (Child in Need) Plan:** We are closely working with CSC to explore opportunities for children on a CIN plans to move across to IPEH (Early Help) support at the earliest appropriate opportunity. We are currently focusing on those aged under 2 years old and those who have been on CIN plans for more than two years.
- **NEETS and Unknowns:** This measure focused on reducing the number of young people with an 'Unknown' status against accessing education, employment or training. Whilst our Unknowns reduced this year from 8.8% to 7.2% it did not meet the target of being within 50% or the national figure (2.7%). The work on tracking EET, NEET and Unknown in future has now transferred to Education and Skills.
- **Referring the right families to Children's Social Care:** Careful monitoring has taken place each month on IPEH referrals to MASH. Significant improvement has been made against this measure with a peak of

83% of referrals being *appropriate*. Work was undertaken in the year with both IPEH staff and partners to promote the thresholds for making referrals. The IPEH MASH manager makes contact with all referrers making *inappropriate* referrals each month, to ensure better understanding of the thresholds.

- **Safely reduce demand in to Children’s Social Care:** Reporting is carried out to review Contacts made to MASH and the services of origin. This shows us the reasons Contact is made and by whom, in order for us to measure volume and type of work undertaken. Whilst Contacts have reduced in the last year through communication and threshold training, we have not quite met our targets.
- **Improve the Journey of the Child between Children’s Social Care and IPEH:** We have worked hard to ensure a smooth and effective transition for families between IPEH and CSC. The aim is to reduce the need for further CSC intervention and sustain positive change within the families who need support. Through transition meetings and regular reporting on those stepped across following a Children and Family Assessment, this process is progressing and developing.
- **Step Across from Children’s Social Care:** *same narrative as above applies.*

### **Red – target not yet achieved – further improvement required**

- **Good Level of Development:** Children’s development is measured against the Early Years Foundation Stage curriculum at the end of reception year at school. In West Sussex those achieving a Good Level of Development (GLD) has increased; however the gap between all children (universal level) and those children who meet the criteria for Free School Meals (FSMs being a measure of deprivation) has increased to 21.1%. This shows the attainment gap for this cohort is widening between all children and those in deprivation (the national gap is 15%). Hubs have specific actions for this measure based on detailed reports showing the specific areas of development under the curriculum needed for their localities.
- **School Attendance:** The reporting for IPEH’s contribution to this county measure was developed at the beginning of 2018. It is based on Early Help Plans where school attendance concerns were recorded, and the work carried out with the family has shown an increase in school attendance as a result. This is a new report for this measure and so we have not yet tested this approach and contribution to the county targets. A review of this method will take place in July 2018 to consider its effectiveness for reporting.
- **Families Reached:** this measure has two elements: the number of families accessing Children and Family Centre services in a year; and families living in the 0-30% most deprived areas (LSOAs) accessing Children and Family Centre services 3 times in a year. Both figures have fallen over the last year. A deep-dive analysis of the data and possible reasons for this is being undertaken in order to take appropriate action (results of the analysis should be available shortly, which will support decisions on what action may be needed).
- **Think Family Successful Outcomes by Hub:** Each month we monitor Early Help Plans to ensure when closed they have 2 distance-travelled tools completed and have increased scores by more than 2 points. Data shows this has fallen over the year and so analysis was undertaken, which identified the issue to be related to the quality of plan completion, rather than the quality

of work carried out. As a result training has been put in place and Quality Assurance measures initiated, with management oversight of each case closed.

- 2-Year Old Integrated Health Checks: These are checks undertaken by Health colleagues with childcare professionals (usually in a childcare setting). Health data on these shows a decline since Quarter 1 at 27.1% to Quarter 3 at 17.2%; the target is 50%. Work is underway with Health colleagues on how to improve recorded performance, including meeting with the Health data team, and a workshop with managers booked in July 2018.

## Appendix 2

**IPEH Staff Survey Results (March-April 2018)****Results - What people told us****1. Work and making a difference***Table 1: Survey results: Thinking about your work and making a difference (where 0=extremely high and 10= extremely high)*

<b>1. Thinking about your work and making a difference (where 0=extremely high and 10= extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you feel empowered to solve problems?	16% 71 people	84% 378 people	0
B. To what degree would you say you have experienced or observed people working in a more integrated way?	18% 81 people	81% 365 people	1% 3 people
C. To what degree do you feel you are having an impact and making a difference to the lives of families and young people?	13% 57 people	87% 391 people	0
D. At this time last year, to what degree did you feel you were having an impact and making a difference to the lives of families and young people?	14% 65 people	83% 372 people	3% 12 people

*Table 2: Survey results: Thinking about your teams and IPEH more widely, these questions focus on culture leadership and vision (where 0=extremely low and 10=extremely high)*

<b>2. Thinking about your teams and IPEH more widely, these questions focus on culture, leadership and vision (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree are we making progress on our overall vision and aspirations?	21% 92 people	78% 352 people	1% 5 people
B. How clear are you on how your role contributes to the wider purpose of IPEH?	16% 73 people	84% 376 people	0
C. How clear are you on how your role contributes to your local team?	12% 52 people	88% 397 people	0
D. How openly do you communicate with colleagues?	6% 29 people	94% 419 people	0
E. At this time last year, how openly did you communicate with colleagues?	9% 41 people	88% 397 people	3% 12 people

	41 people	395 people	13 people
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Table 3: Survey results: Thinking about your wellbeing (where 0=extremely low and 10=extremely high)

<b>3. Thinking about your wellbeing (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you have a good work-life balance?	25% 113 people	75% 336 people	0
B. To what degree do you feel you have good personal resilience?	12% 52 people	88% 397 people	0
C. To what degree do you feel recognised and valued?	29% 128 people	71% 320 people	0
D. To what degree do you have positive energy at work?	21% 93 people	79% 356 people	0
E. At this time last year, to what degree did you have positive energy at work?	15% 66 people	82% 371 people	3% 12 people

Table 4: Survey results: Thinking about your resilience at work (where 0=extremely low and 10=extremely high)

<b>4. Thinking about your resilience at work (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you feel supported by your manager?	13% 58 people	87% 391 people	0
B. To what degree do you feel supported by your colleagues?	5% 23 people	95% 426 people	0
C. To what degree do you feel confident about conflicting demands?	18% 83 people	92% 364 people	0
D. To what degree do you feel confident about time pressures?	22% 100 people	78% 347 people	0
E. To what degree do you feel confident about processes in place at work, that provide a safe working environment (eg lone working)	14% 65 people	85% 381 people	1% 3 people
F. To what degree do you feel your workload is manageable?	30% 134 people	70% 313 people	0
G. At this time last year, to what degree do you feel your workload was manageable?	12% 52 people	85% 384 people	3% 13 people

Table 5: Survey results: Thinking about your skills and knowledge at work (where 0=extremely low and 10=extremely high)

<b>5. Thinking about your skills and knowledge at work (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree are you learning and developing?	17% 78 people	83% 370 people	0
B. How confident are you that you will have the tools and training to enable you to do your job in the next 6 months?	10% 44 people	90% 404 people	0
C. How confident are you that processes will be embedded that enable you to do your job in the next 6 months?	21% 94 people	79% 353 people	0
D. To what degree do you have more integrated working relationships at the moment?	21% 95 people	78% 351 people	1% 3 people
E. At this time last year, to what degree did you have integrated working relationships?	23% 102 people	74% 333 people	3% 14 people

Table 6: Survey respondents by location

<b>Location Area</b>	<b>% of respondents</b>
Arun	11%
Central	13%
Chichester	10%
Countywide	8%
Crawley	13%
HCP	4%
Horsham	11%
Mid-Sussex	10%
Worthing and Adur	20%

**Stakeholder Engagement: Adur & Worthing Hub Stakeholder Event**

**Event Date: 18 May 2018**

Please can you tell us how confident you feel about your understanding of the IPEH model (scale 0-10). 0 being not at all confident - 10 being I fully understand the IPEH model. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5	6 (8)	7 (16)	8 (20)	9 (4)	10 (4)
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How confident do you feel about accessing IPEH support (scale 0-10) 0 being I don't know how to access support -10 being I know how to access support and am confident in doing so. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5	6 (5)	7 (10)	8 (14)	9 (16)	10 (7)
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From your experience of the IPEH hub and working together, please rate your overall experience (scale 0-10) 0 not at all positive -10 positive and working well. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5 (1)	6 (4)	7 (13)	8 (23)	9 (7)	10 (4)
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**Analysis of Event**

74 people attended the Adur and Worthing Stakeholder event of which 52 completed feedback forms. Of those completing a feedback questionnaire 84.6% scaled themselves 7/10 or above for understanding the IPEH model; 90.3% scaled themselves 7 or above in confidence to access IPEH support; and 86.5 % scaled themselves 7 or above for having a positive experience of IPEH.

The event felt very positive and was complemented by a presentation on termly conversations, delivered by Bohunt School and their allocated Family Support Worker.

**We also asked if stakeholders had any additional comments or feedback from today's event or suggestions for future events. Below are 5 examples of the comments received:**

*Good event, keep them coming, termly conversations are a great step forward and build trust. It was very useful getting together and seeing the impact of IPEH- Head independent school*

*I am the manager of a charity that covers East and West Sussex, I came for an overview of IPEH hub. It was an excellent event.*

*As a first timer it was very clear and well presented. Thank you, friendly, approachable, professional staff.*

*Interesting and informative-good balance of being given information and interactive activities- District and Borough*

*The events are very helpful, thank you. It can be a bit isolating working independently and it is vital that I know how, who and when to contact IPEH. Safeguarding advice and support has been invaluable.*

## Summary of External Reviews

### 1. SEND Inspection conducted by Ofsted and Care Quality Commission in February/March 2018

The broadly positive outcomes of the recent Ofsted inspection of services to children and young people with Special Educational Needs and/or Disabilities (SEND), includes consistent praise of the IPEH and allied HCP services which contribute to the SEND offer in West Sussex. The inspectors comment:

- 'The new Integrated Prevention and Earliest Help Service (IPEH) is highly effective and delivering improved outcomes for many children and young people who have SEND. The implementation of IPEH has brought together separate services previously provided through the Early Childhood Service. This includes the Healthy Child Programme, delivered by the health visiting and school nursing services. This model of working is successfully promoting a single point of access for families and joined-up working across partner agencies with a streamlined approach to identification of need, assessment and referral pathways. Several front-line professionals describe the service as highly effective and improving the timeliness of support for families and vulnerable children and young people. Many families who have used the service share this view.'
- 'Children and young people who have SEND have their care needs identified effectively. For example, the collaborative approach by the IPEH service ensures that health and care services work together to identify the support that is needed for families that meet their thresholds. This is providing a strong model for providing tailored care and support to families.'
- 'Local area leaders have a clear oversight of vulnerable groups across West Sussex. There are useful services offered to support these groups. In particular, the work of the IPEH has been successful. There is access to other services, which are well received. For example, children electively home educated, including the small number who also have SEND, are offered a universal health offer through the Healthy Futures Team delivery of the Healthy Child Programme.'
- 'Children and young people who have SEND receive a good service from the Youth Interventions team, which is part of the IPEH.'
- However, 'Not all children in West Sussex are benefiting from an integrated two-and-a-half-year check, despite the establishment of the IPEH. Staff capacity and administrative organisation across services are taking time to resolve. Consequently, some families do not benefit from a coordinated approach to checking children's progress at this important milestone'. Addressing this issue will be a priority with partners in the coming year.

### 2. MASH Inspection conducted by Ofsted in April 2018

The recent Ofsted inspection produced the following conclusions:

- A good range of partners, including early help, housing, domestic abuse services, police, health and the designated officer, are co-located in the MASH. This supports information sharing, but there is more to do to ensure that referrals are of consistent good quality and include parental consent.
- There is extensive support offered to children and families experiencing domestic abuse. The domestic abuse initial triage process is effective, though this part of the system is also under pressure.
- Timeliness of childrens journey through MASH and to early help should be improved and the processes simplified

### **3. Harvard Kennedy School Government Performance Lab report: 'UK Troubled Families Programme: Lessons from Local Authorities'**

West Sussex was recommended to the Harvard research programme by government as an exemplar of best practice in preventative early help, under the national 'Troubled Families' Initiative. In February 2017 the Harvard delegation met the WSCC Leader and Cabinet Member for Children & Families, together with IPEH staff, and most significantly received direct testimony from families who had benefited from IPEH services. The resulting report (October 2017) endorsed the County Council as a leading provider nationally of early help interventions to vulnerable families and children, and highlighting the usefulness of these techniques in the USA. Particular themes singled out for praise in West Sussex included sound processes, a thorough understanding of the customer journey, innovative data management and the overall benefits for families.

### **4. Ministry of Housing & Local Government (MHCLG) publication of Troubled Families programme Outcomes, March 2018**

In March 2018 the government published 'Supporting disadvantaged families: Annual report of the Troubled Families Programme 2017-18'. This report summarised the national picture of achievement since 2015, included the each English local authority's success within the programme to date in turning the lives of vulnerable families around against the exacting national criteria. West Sussex, with 1,939 audited successes out of its total programme target to 2020 of 3,940 (49%), is the leading county in terms of proportion of target achieved, and the second authority overall.

### **5. Notice of Motion debate at Full Council, 20 April 2018**

At Full Council on 20 April 2018, the Council unanimously carried a motion noting with regret the demise of central government funding in 2020. The Leader and Cabinet Member for Children and Young People were accordingly urged to:

- (1) Lobby national government to continue funding this kind of focused preventative work around vulnerable families for at least another five years, and;

- (2) Also ask the Government to ensure that any scheme retains the aspect of payment by results, in order to ensure the quality of the work and the ring-fencing of the funding in local authority budgets.

It is clear from this motion and the accompanying [debate](#) that the entire County Council endorses the case for preventative early help to continue, and recognises both its benefits for residents and communities in West Sussex, and its vital role in reducing demand for the most expensive types of social care.

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<b>Children and Young People Services Select Committee</b>
<b>20 June 2018</b>
<b>Private Fostering</b>
<b>Report by Executive Director Children, Adults, Families, Health &amp; Education and Director of Children and Family Services</b>

**Executive Summary**

West Sussex County Council has a legal duty to satisfy itself that the welfare of children who are privately fostered within their area is being satisfactorily safeguarded and promoted to include children who are proposed to be, but not yet, privately fostered.

In addition there is also a legal duty to provide advice, where appropriate, to those with parental responsibility, private foster carers or those proposed to be private foster carers and/or any other person concerned with the child.

Ofsted monitors Private Fostering as part of the Inspection of Local Authority Children's Services (ILACS).

**The focus for scrutiny**

- To be aware of the processes undertaken in West Sussex in relation to Private Fostering and be informed of the challenges faced.

**Recommendations**

- (1) The Committee is asked to support the approach undertaken in West Sussex to identify, assess and support Private Fostering arrangements.
- (2) The Committee to consider how the Council may be able to influence awareness raising of Private Fostering arrangements.

**1. Context/ Background**

1.1 The Private Fostering Regulations apply when children or young people, aged under 16 years (18 if they have a disability) live with a person who is not a close relative for 28 days or more. The term 'close relative' has a specific definition within the legislation, it includes grandparents, brothers, sisters, uncles and aunts (whether of the full or half blood or by marriage) and step-parents. Children living with people who are not close relatives, such as a cousin, great aunt or family friend need to be assessed and reviewed under the Private Fostering Regulations to ensure the placement is able to safeguard and promote his/her welfare.

1.2 The private foster carer becomes responsible for providing the day to day care of the child in a way which will promote and safeguard his/her welfare. Overarching responsibility for safeguarding and promoting the welfare of the

privately fostered child remains with the parent or other person with parental responsibility.

- 1.3 Local authorities do not formally approve or register private foster carers. However, it is the duty of local authorities to satisfy themselves that the welfare of children who are, or will be, privately fostered within their area is being, or will be, satisfactorily safeguarded and promoted. It is the local authority in whose area the privately fostered child resides which has legal duties in respect of that child.
- 1.4 Local authorities will need to distinguish between private arrangements made between parents and carers, and arrangements in which they, with the consent of the parents, have been involved where the child concerned is legally defined as 'accommodated' under section 20 of the Children Act 1989, thus being a looked after child.
- 1.5 A person who proposes to privately foster a child must notify the appropriate local authority of the proposal at least 6 weeks before the date on which the private fostering arrangement is to begin or immediately where the arrangement is to begin within 6 weeks.
- 1.6 Any person, including a parent or other person with parental responsibility for a child, who is involved (whether or not directly) in arranging for the child to be privately fostered (such as a language school arranging for a student to be privately fostered by a host family) must notify the appropriate local authority of the arrangement as soon as possible after the arrangement has been made. This is the same requirement for proposed arrangements.
- 1.7 There is a prescribed list of information that must be provided to the local authority when notifying of a private fostering arrangement.
- 1.8 Upon receipt of the notification the local authority must, within 7 days of the notification, commence a written assessment of whether the arrangement is suitable. This must be concluded within 42 working days from the notification. Wherever possible the child should be seen alone to inform the conclusion of the assessment.
- 1.9 Each local authority must arrange for an officer of the authority to visit every privately fostered child in their area in the first year after the arrangement has become known to the local authority, at intervals of not more than six weeks; and in any second or subsequent year, at intervals of not more than 12 weeks. The child should be seen alone on these visits and a written report of the visit made.

## **2. Proposal**

- 2.1 This report to Select Committee gives an overview of activities in relation to privately fostered children in West Sussex from April 2017 to end of March 2018. The report details how West Sussex County Council has complied with its duties and functions in relation to private fostering and includes how the welfare of privately fostered children has been safeguarded and promoted over the past 12 months. The report also outlines the activities which have

been undertaken to promote awareness of the notification requirements regarding children who are living in private fostering arrangements.

- 2.2 The Private Fostering Service comprises of a Private Fostering Social Worker who works 4 days a week. This post holder has previous experience within both Children Looked After Services and the Fostering Service. This Social Worker has a caseload of open private fostering cases. They also undertake assessments of new referrals coming in and alongside the practice manager, undertake awareness raising of private fostering activities.
- 2.3 Given that the post is 4 days a week, it sometimes is necessary for other workers within the fostering service to undertake Private Fostering assessments and support carers if the numbers rise.
- 2.4 Quarterly Private Fostering Meetings take place between the Practice Manager, Group Manager and Service Lead. The remit of these meetings is to monitor and review the performance of the Private Fostering Service and the efficacy of the Awareness Raising regarding Private Fostering.
- 2.5 During the year 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018 the Private Fostering Service was responsible for **30** children in Private Fostering arrangements. This compares with **48** children for the preceding year.
- 2.6 The overview of the activity for the year 2017/18 is as below:

<b>2017 - 2018</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
<b>Total Children</b>	16	16	18	18	18	18	23	23	21	19	17	16
<b>Total Carers</b>	14	14	16	16	16	16	21	21	19	17	15	14
<b>Total No of Actual PF Notifications</b>	1	4	0	2	1	5	1	0	0	1	0	2
<b>Total Cases Closed</b>	1	2	0	2	1	0	1	2	2	3	1	2

This compares to the same data set for the previous year:

<b>2016 - 2017</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
<b>Total Children</b>	13	11	11	26	25	26	24	26	25	11	12	18
<b>Total Carers</b>	12	10	10	23	22	23	21	23	22	9	10	16
<b>Total No of Actual PF Notifications</b>	0	0	2	16	2	2	0	2	1	1	1	6
<b>Total Cases Closed</b>	2	2	2	1	3	1	2	0	2	15	0	0

The main reason for the difference in numbers is that during the 2016/17 year there was a cohort of 13 Chinese children who were Privately Fostered during their time at a language school in Worthing.

2.7 In the period for 2017/18 17 arrangements came to an end for the following reasons:

- 8 children returned to family
- 5 children turned 16
- 1 child was made subject to a Special Guardianship Order
- 1 child was moved to another team within WS due to Sec 17 intervention
- 2 children moved to another Local Authority

This compares with the same period in 2016/17 when 30 arrangements came to an end for the following reasons:

- 21 children returned to family
- 5 children turned 16
- 1 child was accommodated
- 1 child moved to a new private fostering arrangement out of county
- 2 children were made subject of a Special Guardianship Order

As can be seen far fewer children returned home in 2017/18. This would in the main be due to a lower number of children in general in Private Fostering Arrangements, but also fewer children in Private Fostering arrangements through language schools. A mailing to all language schools took place in April 2018. A further mailing will take place if the numbers of notifications is low by end of June.

2.8 The ethnicity of the children in Private Fostering arrangements for the year 2017/18 was as follows:

<b>Ethnicity of Children:</b>
White British - 5
White European - 16
Black / African / Caribbean / Black British - 4
Mixed/multiple ethnic groups - 2
Indian - 1
Not stated - 1

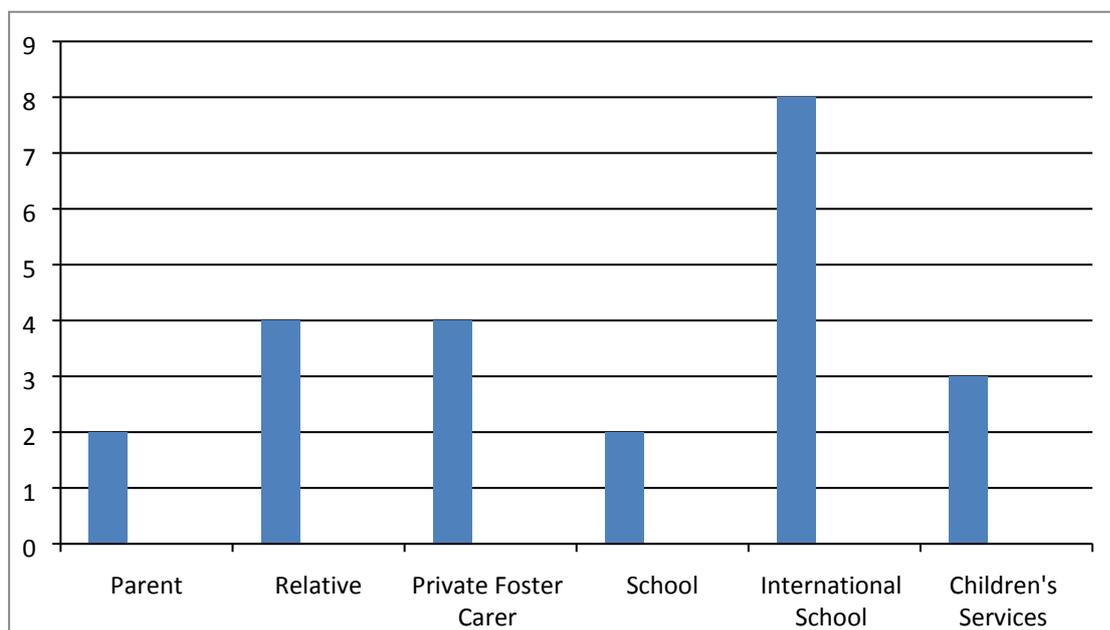
This compares to the previous year as follows:

<b>Ethnicity of Children:</b>
White British - 13
White European - 9
Black / African / Caribbean / Black British - 4
Mixed/multiple ethnic groups - 3
Chinese - 16
Australian - 2
Brazilian - 1

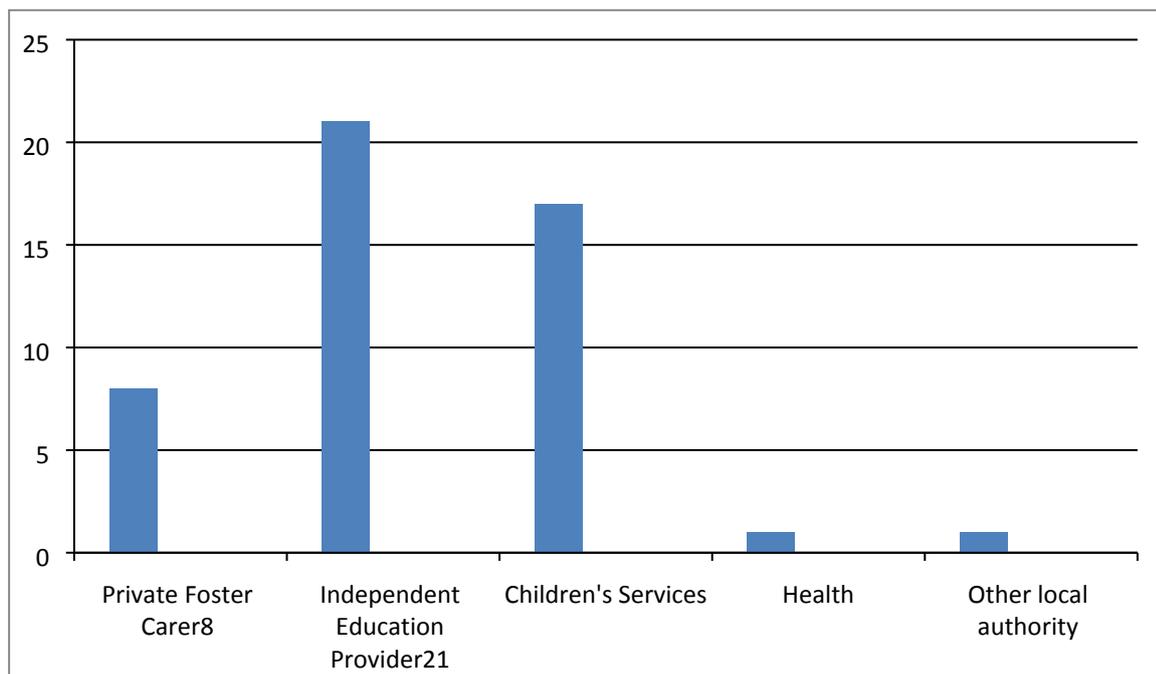
The biggest difference between the two periods is in relation to the number of Chinese children which is accounted for by the cohort of children entering into a Private Fostering arrangement as a result of coming to study English through one particular language school.

2.9 Sources of Referrals:

For the period 2017/18 the sources of referrals was as below:



For the preceding year the sources were as follows:



There is a similarity in that the highest number of notifications have come from education providers, but a marked drop in the number of referrals from social care colleagues. A meeting was held with the MASH (multi-agency safeguarding hub) Group Manager on 4 May 2018. At this meeting it was agreed that the Private Fostering Service would attend one of their managers' meetings (to also include managers from the Child Assessment and Intervention Service) to raise awareness of Private Fostering. A request was made for a presentation regarding Private Fostering to be on the agenda for the next Children and Family Services Staff Conference on 26th July 2018 to provide a presentation regarding Private Fostering and a request to be part of the ASYE (first year post qualification) training programme. Both of these requests have been agreed to.

2.10 With regard to the planned/unplanned nature of the arrangements for the period 2017/17 of the 27 private fostering arrangements in place:

- 1 was unplanned (family breakdown)
- 26 were planned

Of these 1 child was subject to a Child in Need plan and held in Family Support and Protection Team (on going).

This compares to the preceding year as below:

- 14 were unplanned
- 34 were planned

15 children were subject to a Child in Need or Child Protection plan

Again, the highest number of arrangements were planned, but of significance is the reduction in children on a Child in Need or Child Protection Plan. As mentioned above the awareness raising within Children and Family Services will support with ensuring that notifications are made appropriately.

- 2.11 The Practice Manager and Group Manager monitor arrangements and are confident that assessments and visits are being undertaken in a timely way. The Private Fostering Quarterly meeting looks at the quality of assessments and arrangements in finer detail. Work has been undertaken on improving the assessment process and information gathering in order to ensure that the assessment is SMART – this work has resulted in a more streamlined assessment both for the worker and the carer whilst ensuring that the information gathered ensures that children are living in safe arrangements with their carers.

### 3. Resources

- 3.1 Given the often informal nature of private fostering arrangements it is crucial that promoting awareness and understanding continues to be prioritised.
- 3.2 An awareness strategy is prepared on an annual basis (see background papers for copy of the 2018/19 strategy). The aim of the strategy is:
- To create and maintain awareness of what Private Fostering is - and the associated statutory responsibilities and support available - in order to safeguard the welfare of children within private fostering arrangements in West Sussex and provide support to their carers.
  - To build and maintain links with internal and external stakeholders to educate them on their legal duties and enable them to make timely referrals.
  - To support national campaigns around Private Fostering.
- 3.3 Achieving the aims of the awareness strategy is done by:
- Raising awareness among the residents and professionals in West Sussex of statutory responsibility with regards to Private Fostering. This includes professionals working with children in schools, social care, public health and the voluntary sector; Birth parents or person(s) with 'parental responsibility' who wish to place their child in a Private Fostering arrangement and members of the public, in particular those within ethnic groups where there is less awareness, and fewer notifications, of Private Fostering arrangements.
  - Aligning the strategy and promotional activities with key national initiatives and campaigns provided by organisations such as The British Association for Adoption and Fostering (CoramBAAF) and the Department for Education. This includes utilising any promotional material or information provided by these organisations and increased activity to tie in with National Private Fostering Week, if relevant.
  - Engaging with professional audiences to further their understanding of (and involvement with) Private Fostering. This includes face to face meeting, presentations and sharing relevant promotional material on a regular basis.
  - Providing information online about Private Fostering that is accessible and easy to understand. All content should be correct and up to date.
- 3.4 Recent awareness raising activity has included re-designing the poster to advertise Private Fostering (a copy of this is in the background papers). This

poster has been displayed in the County Hall North and Centenary House. Posters have also been sent to GP and dentist surgeries and schools. The poster was on the employees' computer desk top in May. A piece was written for a May Family Operations Newsletters to remind staff about their responsibilities in relation to Private Fostering. Letters were sent to Clinical Commissioning Groups, Headteachers, Language Schools and Dentists informing of their responsibilities with regard to Private Fostering.

- 3.5 A Statement of Purpose has been in place in West Sussex since April 2005. The aim of the Statement of Purpose is to ensure awareness of West Sussex County Council's duties and functions in relation to private fostering and the ways in which they will be carried out. The document aims to provide a clear guide in relation to private fostering for professionals, wider agencies and members of the public. The Statement of Purpose was reviewed in June 2014 and will be reviewed again this year.

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

- 4.1 This report has been produced to outline for Members the processes that are undertaken in West Sussex to monitor compliance with all the duties and functions in relation to private fostering and give reassurance of the checks that there are and the awareness raising activity that is in place.
- 4.2 The Committee is asked to support the approach undertaken in West Sussex to identify, assess and support Private Fostering arrangements and to consider how the Council may be able to influence awareness raising of Private Fostering arrangements.

#### **5. Consultation**

- 5.1 Over the past year, the Private Fostering Service has continued to have an active involvement in the Coram/BAAF Special Interest Group regarding Private Fostering and attended the quarterly meetings in London. This group provides a helpful forum for discussion, information exchange and peer support around this specialist social work intervention.

#### **6. Risk Management Implications**

- 6.1 The West Sussex County Council Local Children's Safeguarding Board (LSCB) plays a vital role in helping protect children who are privately fostered, exercising leadership and raising awareness of the requirements and issues around private fostering. The annual report for 2016/17 was presented to the LSCB in January 2018. A date is to be set for the presentation of the annual report for 2017/18.
- 6.2 To ensure the compliance of the Private Fostering Team with regard to the satisfactory operations of all of its procedures and the effectiveness of its actions a thematic audit is planned for this year by the Children and Family Services Quality and Assurance Team. This audit will review a sample of individual child and private foster carer records to check such matters as compliance with required timescales for action to be taken on receipt of a notification, decisions about the overall suitability of arrangements and subsequent visits; that additional visits are made when reasonably

requested; that children are seen alone, unless it is considered inappropriate (and with an independent interpreter where the child's preferred language is not English); that written reports are made in accordance with the regulation and that decisions about the suitability of arrangements are signed-off at managerial level.

- 6.3 Whilst anecdotally numbers in West Sussex are broadly comparable with other local authorities who we meet at the Coram/BAAF Special Interest Group, there is general and widespread concern that there remains a significant number of children in these arrangements who are not known to the local authority in which they are living. The 2014 Ofsted report on Private Fostering concludes the same, stating "there must be extensive 'unknown' private fostering in many areas." The awareness raising strategy is essential to raising the profile of Private Fostering.

**7. Other Options Considered**

- 7.1 No applicable

**8. Equality Duty**

- 8.1 An Equality Impact Report is not required for this decision for the following reason: It is a report dealing with internal or procedural matters only.

**9. Social Value**

- 9.1 Not applicable

**10. Crime and Disorder Implications**

- 10.1 Not applicable

**11. Human Rights Implications**

- 11.1 Not applicable

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**Background Papers:**

- Private Fostering Awareness Strategy 2018-19
- New Private Fostering poster/flyer

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<b>Children and Young People Services Select Committee</b>
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<b>20 June 2018</b>
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<b>Procurement of a Dynamic Purchasing System (DPS) for Children's Placements and Other Accommodation and Support Services (SEND and Children's Social Care)</b>
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<b>Report by Director of Children and Families and Director of Education and Skills</b>
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<b>Summary</b>
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The County Council has a statutory responsibility to ensure the sufficiency of a variety of accommodation based services for children, young people and young adults. This responsibility extends beyond children who are looked after (CLA) and those with special educational needs and disabilities (SEND) and includes care leavers, those on the edge of care, unaccompanied asylum seekers (UASC) and those at risk of homelessness. Whilst the County Council provides some of these services, the demand is such that a significant number of placements are purchased from the external market and evaluation shows this trend is expected to continue.

The County Council is required to follow EU/UK procurement law regulation and Council's Standing Orders on Procurement and Contracts when purchasing services from the external market. This legal framework establishes the procurement processes that must be followed to provide a consistent and legally compliant approach to purchasing placements.

To fulfil this requirement the County Council currently has a number of contractual arrangements for purchasing external placements for children. Amongst the largest is a framework for purchasing fostering and residential care home, social care placements for Children Looked After (CLA) and a Dynamic Purchasing System (DPS) for educational day and residential placements for children with SEND.

Both frameworks are used by local and neighbouring authorities. Brighton and Hove City Council, purchase their fostering and residential care home placements under the County Council arrangements and Kent County Council and six other regional authorities known as the South West Consortium; purchase SEND placements from within the DPS.

As these two arrangements are coming to the end of their permitted term the County Council is seeking to commission one DPS to facilitate the purchase of all external accommodation based placements including those for children who are CLA or SEND. The DPS will ensure a consistent yet flexible approach to purchasing the variety of accommodation based products and services required for children and young people and will help facilitate and manage the market to meet the anticipated demand, both in terms of the volumes and complexity of children and young people requiring support. It will also maximise the potential to encourage competitive pricing.

Whilst the County Council ambition is to reduce dependence on the external market, it is recognised that there is a residual need for placements which are either highly specialist, low incidence or responsive to changing need and demography. The procurement of the DPS will mean that the provider market is shaped to meet need at best value and with the ability to clearly demonstrate the outcomes for children and young people in placements.

The DPS itself has no actual contract value as it makes no guarantee of business for any Provider. However the potential spend by the County Council through the combined framework is £45.2m per annum (SEND £23.2m and Social Care £22m).

### **The focus for scrutiny**

The Committee is asked to preview the decision prior to the Cabinet Member for Children and Young People and Cabinet Member for Education and Skills making a decision.

### **Recommendation(s)**

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

- (1) To procure a dynamic purchasing system (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 and non-maintained special schools, as and when they are required. The term of the DPS to be 7 years in total, starting on 1 February 2019 and concluding on 31st January 2026 (ref. 2.6).
- (2) To delegate authority to the Director 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

## **Proposal**

### **1. Background and Context**

The County Council has a current dynamic purchasing system (SEND DPS) which facilitates the identification and securing of placements within independent and non-maintained special schools for children with special educational needs. The County Council uses the DPS when all other options have been exhausted and/or where parents take their preference for their child to be educated in a particular school to Tribunal and there is agreement that a highly specialist placement is required.

- 1.2 A DPS is essentially a list of providers who meet pre-set criteria and standards defined by the County Council; the DPS remains continually open to new joiners throughout the term of operation thus making it agile and able to respond to changing demand.

All providers listed on the DPS have sight of all the business opportunities (relevant to the customer group it is aimed at and is within scope) that the Authority has available. The providers have an opportunity to express an interest for this business and be considered through the prescribed contractual process, termed "call-off". The call-off process is described in more detail in paragraph 3.4

- 1.3 The existing SEND DPS has a potential 7 year term; however the maximum permitted term expires on 28<sup>th</sup> February 2019. There are 5 local authority partners, subject to a partnership agreement, who also use the DPS at a local level.
- 1.4 The County Council has a shared Framework with Brighton and Hove City Council which similarly facilitates the identification and securing of placements with independent children's homes' providers and independent fostering agencies for Children Looked After (CLA). As with the SEND DPS, all in-house options will have previously been explored before any decision to seek a placement in the independent sector is sought. The framework has a potential 7 year term; however the maximum permitted term expires in October 2019.
- 1.5 Approval to extend the SEND DPS and CLA Framework was sought, and given, on the basis that the extension period provided sufficient time to undertake a new procurement that would bring both arrangements under the one new DPS. This is considered the most efficient and effective use of resources whilst introducing the likelihood to secure good and better outcomes for children and identify opportunities to improve value for money spent.

## **2. Proposal**

- 2.1 The County Council is proposing to procure a DPS that will enable the efficient identification of potential educational placements for children with SEND and social care placements for CLA.
- 2.2 This DPS will ensure that the County Council purchases these placement services in compliance with EU/UK procurement law (The Public Contract Regulations 2015) and Council's Standing Orders on Procurement and Contracts (which states that contracting authorities shall undertake competitive tendering of services contracts and treat economic operators equally and without discrimination and shall act in a transparent and proportionate manner), to provide a consistent approach to purchasing placements.
- 2.3 The DPS itself has no actual contract value; it makes no guarantee of business for any Provider. The potential spend by the County Council through the DPS is anticipated to be £45.2m per annum; with a 7 year term the total potential value of spend by the County Council through the DPS will be £316.4m
- 2.5 Due to the fact that all placements will be procured through the DPS, this will help shape the market to meet the needs and demands of the County Council and maximise the potential to encourage competitive pricing. It will also

enable the council to introduce a range of purchasing options not currently utilised including the use of block contract purchasing and agreed volume discount purchasing.

- 2.6 The DPS will be procured for a potential 7 year term:
- Substantive period of 3 years, 1 February 2019 – 31 January 2022
  - Option to extend for a further 2 years, 1 February 2022 – 31 January 2024
  - Option for final extension period of 2 years, 1 February 2024 – 31 January 2026.
- 2.7 Delegation to award contracts to successful applicants to join the DPS will be given to the Head of Market Development (CAFHE).
- 2.8 Delegation to award contracts for individual placements made by calling-off from the DPS will be given to the respective budget holders for SEND and Children's Social Care.
- 2.9 Use of the DPS at a local level by other local authority partners will continue to be allowed and be subject to a Partnership Agreement drawn up by Legal Services.
- 2.10 The formal notice that is published to advertise this contract opportunity to interested parties (OJEU notice) will make it explicit that other local authority partners will be able to use the DPS and the value of potential business noted accordingly.
- 2.11 The DPS will use an outcomes-based approach. This means that the service specification that any successful contractor would have to work to sets out the underpinning principles for how the service should be delivered and confirms that the safety of the child/young person is paramount and takes precedence in all circumstances. In using an outcomes-based commissioning approach the County Council will focus on the long-term changes that the services provided will contribute towards.
- 2.12 The Department for Education provided funding for the County Council to commission and work in partnership with the New Economics Foundation to develop a common outcomes framework and monitoring approach which can be applied to placements procured through the DPS to ensure they are meeting need and planned outcomes. This will enable more robust monitoring of individual placements and the expectation is that this common outcomes framework will be applied more widely to the development of education health and care plans (EHCPs) for children with SEND.

### **3. Resources**

Staff resource to undertake the procurement exercise and manage the DPS has been identified and secured from within business-as-usual functions and includes Legal Services, Procurement, Finance and Contracts and Commissioning Officers. Therefore no additional staff resource is sought.

- 3.2 Value for money is demonstrated through:

- The emphasis on high quality provision for service users which will be delivered by the outcomes-based approach and a clear focus on the long-term changes that the Services provided will contribute towards.
- The improvement in the ability to introduce effective contract management and quality assurance activity by introducing a new contract that is fit for and enables this purpose.
- Identifying opportunities to optimise the benefits of a combined working relationship through sharing data and intelligence with other Local Authority Partners.
- An improved specification that enables more robust setting and monitoring of outcomes achieved in the placement.
- Building a sound, robust and effective provider base, and therefore identifying opportunities to reshape the market to respond to local need and to ensure agility, availability and affordability of provision.
- Maintaining and building on the competitive element of responsible pricing that the existing SEND DPS and CLA framework have benefited from.
- Combining SEND and social care (for CLA) under the one umbrella DPS will lead to more efficient use of staff resources involved with the procurement activity. In addition one DPS will reduce time spent on seeking potential placements as all options can be explored through the same route at the same time.

3.3 Whilst no cashable savings have been attributed to the mobilisation of the DPS, it is expected that it will be the vehicle to manage unit cost prices of placements, retain value for money and identify potential savings where available. The DPS is one of a package of delivery models that will be introduced following the development and implementation of the commissioning strategy for children and young people with complex needs 2017-2021 which is intended to improve outcomes, manage placements more effectively, and engage with the market more effectively to secure improved value for money in the future.

3.4 Through the DPS call-off process providers must respond to the referral with an expression of interest (EoI) clearly setting out how they can meet the needs of the child, deliver the intended outcomes and propose a price (which cannot exceed the price stated in the application to join the DPS). Robust evaluation of EoI's and subsequent award will ensure that a best price-v-quality ratio is applied.

The new contract places a high priority and importance on effective monitoring and management arrangements; these enable early identification of opportunities to reduce high levels of support to the child when appropriate to do so, thus reducing fees accordingly.

An additional feature of the contract is that any extra support or service that a child is to receive will be recorded with a start, review and end date for payment thus providing a timely prompt to officers to reconsider the necessity and continued value of that support or service.

It is intended that the robust application of these arrangements by those with operational responsibility will enable a contribution to be made towards

planned savings for the Local Authority budget and within the Dedicated Schools Grant.

## **Factors taken into account**

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

- 4.1 The Committee is asked to consider the proposed decision to procure the DPS before the Cabinet Member makes a decision, which will take effect from February 2019.

### **5. Consultation**

- 5.1 Consultation with service users, the market and wider internal and external stakeholders will be ongoing throughout the procurement process; to date the following consultation has taken place.

#### **5.2 Members**

The Cabinet Member for Children and Young People and Cabinet Member for Education and Skills, has been consulted and given full support for the recommendations.

#### **5.3 External**

Consultation with the market sectors' representative bodies, National Association of Non-maintained and Independent Special Schools (NASS), Nationwide Association of Foster Providers (NAFP) and the Independent Children's Homes Association (ICHA) has been undertaken. This has included involvement in workshops, task and finish groups and round-table discussions and has led to a more collaborative approach in developing the new DPS that has taken account of the knowledge and views of Providers. Additionally, Ofsted and the Department for Education have contributed to discussions and provided a steer to the project team.

#### **5.4 Public**

Using a co-production method Parent representatives from the West Sussex Parent Carer Forum have been consulted and involved in workshop events to develop the outcomes-based approach the new DPS incorporates.

Young people (representatives from the Children in Care Council) took part in a consultative exercise with regards to the development of a Common Outcomes Framework, focusing in particular on what matters most to them. Involvement of both groups directly influenced the Common Outcomes Framework and the drafting of the new contract documents.

#### **5.5 Internal**

Representatives from Procurement, Finance and Legal Services are part of the project team and have been closely involved in the development of this proposal. Colleagues in IT have also confirmed that the existing eSourcing portal currently used by the County Council will meet the requirements to support a DPS.

Other WSCC colleagues who have made significant contribution include the Head of Children's Social Care and Head of Inclusion (SEND).

## 5.6 **The existing and potential supplier market**

The County Council continues to engage with existing and emerging suppliers across all the accommodation based sectors through market engagement events, supplier monitoring visits and individual placement negotiations. This ongoing consultation will inform the specifications for the service and signal our intentions of cost and quality to the individual sectors.

## 6. **Risk Management Implications**

- 6.1 Supplier disengagement: For the DPS to work effectively suppliers must be engaged to participate. If only a handful opt to join (or are accepted onto) the system, its ability to reduce spend and improve quality standards is diminished. A critical mass of accredited suppliers is therefore required.

*Market engagement indicates that all Providers currently enrolled on the SEND DPS and CLA Frameworks will expect to join the new DPS. In addition extensive market engagement will take place throughout the procurement period to ensure proactive engagement of existing and additional suppliers.*

- 6.2 The unit costs for each type of placement increase from the currently agreed framework prices and purchasing rates set in 2012. These unit costs are reflective of the intensity of the package of support agreed for the individual child.

- 6.2.1 *SEND Placements – The County Council currently purchases at agreed rates and negotiates annually an increase in fees which usually takes the form of an inflationary uplift. In order to manage budgetary pressures no inflationary uplifts have been agreed for existing placements during the financial year 2018/19. Whilst we would wish to continue this approach within the new framework there remains the risk that new placement prices could be significantly higher than at present. To mitigate this risk, the procurement exercise will include a number of budgetary management measures, including discretionary but not compulsory uplifts specified within the terms and conditions of the contract in relation to the retention of existing placements from existing service providers who successfully apply to transfer onto the new DPS. In addition the County Council will be actively seeking favourable block contract unit cost prices and volume discounts.*

6.2.2 *IFA and RESIDENTIAL Placements – The current unit costs of placements, although set by the County Council in 2012, reflect unit costs originally set in 2008. No inflationary uplifts have been applied throughout the duration of the framework. As such there is a significant risk that suppliers will take the opportunity to increase unit costs for each type of placement. This inflation of prices will also be influenced by wider market forces. The market is aware that there remains undiminished demand for residential placements. Many neighbouring authorities, faced with a supply deficit place significant numbers of children within West Sussex and to discharge their statutory duty are willing to pay higher unit costs than currently paid by the County Council. To mitigate this the County Council continues to engage with existing and emerging suppliers*

*and intend to explore the use of capital and assets to offset the revenue budgetary pressures this may pose. Current market intelligence suggests that this is of interest to suppliers and this approach will continue to be tested as part of the ongoing market engagement and procurement process.*

- 6.3 The DPS needs to be electronic to meet requirements set out in the Public Contracts Regulations 2015 and commissioners will therefore need to engage effectively with their market and operational teams to ensure readiness to use the eSourcing portal.  
*Providers and operational teams currently working through a variety of paper and electronic methods will see efficiencies in using one single point of referral and response. Training will be provided to suppliers to familiarise them with the eSourcing portal.*
- 6.4 Cultural change: The transition away from a continued reliance on spot purchase of placements that have not been procured via the existing contract arrangements (despite the current SEND DPS and CLA Framework) will require a culture shift driven County Council senior management. Adequate training and engagement would also need to be provided to operational teams using the DPS to promote consistent evaluation of outcome based referral responses.  
*Lead by the Head of Market Engagement, potential suppliers will be actively encouraged to consider the alternative arrangements and opportunities the DPS will provide, for example block purchasing arrangements or volume discounts. In addition workshops will be arranged to deliver training to all staff using the DP to familiarise them with these principles.*
- 6.5 Challenge from providers if spot purchasing is identified.  
*Renewed and robust drive to ensure that operational staff are compliant with the published purchasing protocols and that adherence to these is maintained, alongside confirmation of exceptional circumstances can be evidenced.*
- 6.6 On its own the DPS will not revolutionise the local market and guarantee improvement.  
*It will provide a transparent and equitable method for accredited providers to express their interest in business opportunities and allow both parties a platform upon which to introduce alternative delivery models which are responsive to the increasing complexity of children placed. The County Council intends to utilise the DPS to embed a more proactive, supportive and proportionate relationship with suppliers to assure the market's capacity and capability.*
- 6.7 External factors: new legislation which the government may introduce and market activity around consolidation or acquisition of Services (by existing or new providers) will not be addressed by a DPS.  
*The partnership approach (with providers) combined with a procurement tool open to the entire market makes it easier for us to manage these impacts, and in some instances may allow us to influence them.*

## **7. Other Options Considered**

- 7.1 The following options were considered in developing the proposal:-
- 7.1.2 Jointly procure a South East region DPS with neighbouring Authorities with the County Council hosting a central management team.  
This option was fully explored with other Authorities over an 18 month period; the conclusion was that each Authority wished to retain tighter control at a local level and it would not prove possible to harness and extract maximum financial benefits unless a centralised team was established; there was little appetite from partner Authorities to contribute to a central team. This option was therefore discounted.
- 7.1.3 Extend the existing arrangements for the maximum term to 31 March 2019 (SEND DPS) and 31 October 2019 (CLA Framework).  
Both arrangements currently use historical versions of a national contract that do not fully protect the County Council from identified risks nor afford the ability to monitor and manage the contract effectively. In conjunction with Legal Services a revised contract will be developed which can be introduced in a timelier manner by February 2019.
- 7.1.4 Procure separate DPS arrangements for SEND and CLA.  
This is not the best use of staff resource and cannot demonstrate value for money; two procurement exercises would be undertaken with each requiring the same staff resource and cost implications. Additionally, by bringing the requirements for SEND and CLA children under the same purchasing umbrella, it provides greater opportunity to secure innovative solutions for individual children as a wider market can be approached at the same time.
- 7.1.5 Join an alternative framework lead by a neighbouring authority.  
Several 'placement' frameworks exist across the country led by host authorities on behalf of a number of other authorities. A number of these frameworks have been explored and primarily discounted based on their product and service specifications or approach to cost or quality. Developing our own DPS, allows us to embed the outcomes based model, introduce a range of alternative purchasing approaches and widen our ability to source alternative accommodation based services. It does not preclude the County Council from joining additional frameworks should it wish to do so.

## **8. Equality Duty**

- 8.1 The children placed through the DPS will have a wide range of needs, and therefore any proposal needs to consider the potential impact on them in terms of their gender, age, disability, race, religion, cultural identity, or sexual orientation.
- 8.2 The services to be provided are education and care, using an outcomes based approach to the identification of the placement most able to meet the individual child's needs. This will ensure that the proposed arrangements meet all the equality obligations of the County Council. It is therefore not envisaged that there will be any negative impact for the children. Rather, the proposed arrangements will enable a greater focus on their individual needs.

8.3 Services to be delivered through this DPS are to be child centred and outcome focused. The key outcomes for the individual child will relate to

- Safety
- Health
- Resilience
- Self-esteem
- Control
- Relationships
- Achievement
- Participation
- Independence
- Inclusion
- Well-being

Through the sharing of referral information during the call-off process, the proposal will help to develop the market, so that it is responsive to the identified needs children. Improved relationships between the County Council and Providers will assist in ensuring that the appropriate services are being developed.

8.4 The service specifications will require all providers to deliver in relation to the equality agenda of the County Council. They will be required to respect and value difference, and ensure that the social, cultural and religious needs of the children are acknowledged and supported.

In addition to the outcomes sought for individual children, there will also be community level outcomes which will further enhance the children's lives.

- Strong local economy – e.g. providing employment opportunities
- An inclusive and supportive community
- A safe and healthy environment

8.5 Service providers are required through the qualification process to demonstrate that they can work within the community, forming positive links with local groups and facilities in order to encourage social inclusion.

Through the individual placement process, which involves matching of the child to the placement which is best able to meet their needs, including those which related to their characteristics the impact of discrimination, harassment and victimisation will be minimised.

The combination of seeking positive outcomes for the individual child and the development of positive community engagement will minimise the impact of discrimination that these children experience.

If it is compatible with the Care Plan of the child, the Provider will be expected to ensure that a child is able to fully engage with their local community, particularly if they have been placed away from it for a period of time, and that the skills and services required for reintegration are provided in partnership with the County Council.

- 8.6 The Providers will be required to work in partnership with the County Council in developing their services. Providers will be required to take positive action to address any discrimination which affects a child, and develop their own practice, including provision of adequate training for their staff, to ensure that equality is always a primary concern.

This will mean that providers and their staff who may be meeting the needs of children in relation to some specific characteristics are also learning to recognise that children are not defined by a single characteristic.

- 8.7 The service specification for all the provision within this proposal has been developed with a view to the equalities impact. This has included the engagement of children and parents. In particular, the outcomes framework has been developed to reflect the views of children and families.
- 8.8 Service providers will be required to implement effective quality assurance processes which will be subject to contract monitoring and compliance checking on a regular basis. This will ensure the impact of service delivery is measured and evaluated. The outcomes for individual children will be monitored through the care planning process, and/or annual reviews of the Education, Health and Care Plan.

## **9. Social Value**

- 9.1 Embedded within the new contract is a requirement for the provider to consider social value in all aspects of the business and provide evidence that it has considered and/or implemented actions flowing from the Public Services (Social Value) Act 2012. This may include, but will not be limited to:

- supporting local economic development;
- providing training and employment opportunities, including supporting local colleges and schools with work placements or traineeships, internships and apprenticeship schemes;
- supporting and working with the local community; and
- reducing environmental impact.

This requirement will be subject to monitoring as part of the contract management arrangements and Providers will need to include detailed information in their annual monitoring report.

## **10. Crime and Disorder Implications**

- 10.1 None

## **11. Human Rights Implications**

- 11.1 None

**Annie McIver**  
Director of Children and Families

**Deborah Myers**  
Director of Education and Skills

**Contact:** Karen Wells, Head of Market Development, 0330 222 6480

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<b>Children and Young People’s Services Select Committee</b>
<b>20 June 2018</b>
<b>Outturn Total Performance Monitor 2017/2018</b>
<b>Report by Director of Finance, Performance and Procurement</b>

### **Executive Summary**

The finance performance (revenue and capital), savings delivery and business performance are currently monitored through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of West Sussex County Council’s operation in a way of reporting all aspects to stakeholders. The report is intended for the public, senior officers, all Members, Select Committee Members and Cabinet.

The attached TPM reflects the position as at the end of financial year 2017/2018 and has been reviewed by Cabinet Members and senior officers within the authority.

### **Recommendations**

The Committee is asked to:

1. Examine the data and supporting commentary for the Outturn TPM and make any relevant recommendations for action to the Cabinet Member;
2. Identify any issues for further scrutiny by this Committee;
3. Identify any strategic issues for referral to Performance and Finance Select Committee.

### **1. Equality Impact Review**

- 1.1 An Equality Impact Review is not required as it is a report dealing with internal or procedural matters only.

### **Katharine Eberhart**

Director of Finance, Performance and Procurement

**Contact:** Jonathan Ware, ext 28234

### **Annex Document**

Outturn Total Performance Monitor 2017/18

### **Background papers**

None

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## OUTTURN TOTAL PERFORMANCE MONITOR 2017/18

1. Financial performance (revenue and capital), savings delivery and business performance is monitored on a monthly basis through the Total Performance Monitor (TPM). The report is intended for the public, senior officers, all members including select committee members and Cabinet.

### Revenue Outlook

2. This section sets out the outturn financial position for 2017/18. The formal financial statements are still in preparation for the external audit after which, they will be submitted for approval by the Regulation, Audit and Accounts Committee. The position within this report is therefore provisional, although no material changes are anticipated.
3. The revenue spending for 2017/18 is £526.360m for portfolio and non-portfolio budgets as detailed in Appendix 1(a) and 1(b).
4. Appendix 1(c) and 1(d) detail the final agreed carry forward requests from the February TPM and additional transfers to reserves.

**Table - Summary of 2017/18 Pressures and Mitigations**

Portfolio	Pressures and Underspends	(£000)	Mitigation	(£000)	Variation To Budget (£000)
Adults & Health	Learning Disability customer growth and market price pressure	3,100	Use of Improved Better Care Fund (iBCF) to support demand pressures	(2,457)	
	Delay in delivery of savings for Life Pathways and Parity in Disability-related expenditure	500	Better than expected recovery of surpluses in direct payment accounts	(400)	
	Working Age Mental Health forecast overspend	139	Forecast reduction in spending due to winter related factors/ other one-off opportunities	(519)	
	Physical and Sensory Impairment customer volume growth	149			
<b>Adults &amp; Health</b>		<b>3,888</b>		<b>(3,376)</b>	<b>512</b>
Children & Young People	Net additional costs for CLA cases; particularly Children with Disabilities	312	Staff savings and project underspends in Integrated Prevention Earliest Help service	(1,396)	
			Reduced costs for Unaccompanied Asylum Seeking children resulting from additional grant funding	(205)	
<b>Children &amp; Young People</b>		<b>312</b>		<b>(1,601)</b>	<b>(1,289)</b>
Education & Skills	Home to School SEND Transport costs; predominantly for solo taxis	1,476	Net underspends in staff costs	(763)	
	Net additional costs for funding school redundancies and supporting EHCP assessments	404			
<b>Education &amp; Skills</b>		<b>1,880</b>		<b>(763)</b>	<b>1,117</b>
Environment	Net additional costs in Waste Disposal predominantly from delay to implementing new RDF arrangements	906	Reduced waste tonnages and costs during the year. This includes £0.5m transfer to new waste volatility reserve.	(634)	
	Additional consultancy costs to support development of Waste Strategy	42	Increased recovery of income owed from third parties and small underspend on Countryside Services	(188)	
	Additional costs from reversal of charges at Household Waste Recycling Centres	700			
<b>Environment</b>		<b>1,648</b>		<b>(822)</b>	<b>826</b>

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Portfolio	Pressures and Underspends	(£000)	Mitigation	(£000)	Variation To Budget (£000)
Finance & Resources	Accounting adjustment to increase the provision of bad debt	819	Reduction of expenditure on running contract costs including postage and stationary	(807)	
	Net additional costs for revised business rates offset by underspending on feasibility works and other small underspends	(153)			
	Net additional costs for reactive Facilities Management maintenance	343			
	Increased staffing costs	118			
<b>Finance &amp; Resources</b>		<b>1,127</b>		<b>(807)</b>	<b>320</b>
Highways & Infrastructure	Additional energy inflation cost relating to Street Lighting PFI	128	Costs offset from use of Streetworks Permit scheme	(456)	
	Reduced demand on National Concessionary Fare Scheme	(601)	Capitalisation of Operation Watershed revenue costs	(404)	
	Additional costs to support Highways Maintenance contract procurement and other small overspends	308			
	Net additional costs for planning issues (e.g. legal costs for range of planning appeals) and increased costs for transport provision	274			
<b>Highways &amp; Infrastructure</b>		<b>109</b>		<b>(860)</b>	<b>(751)</b>
Leader (including Economy)			Underspend on feasibility for Horsham Business Park and Bognor Digital hub	(266)	
			Staffing vacancies within the Communications team and small underspend on Broadband and Gigabit projects	(224)	
<b>Leader (including Economy)</b>		<b>0</b>		<b>(490)</b>	<b>(490)</b>
<b>Safer, Stronger Communities</b>	Additional costs for Firefighter induction course, delayed implementation of new control centre and a small overspend on Worth Domestic Abuse Services.	356	Underspend on Gypsy Roma & Traveller sites, staffing within management and other small underspends	(200)	
<b>Safer, Stronger Communities</b>		<b>356</b>		<b>(200)</b>	<b>156</b>
<b>Total Portfolio Budget</b>		<b>9,320</b>		<b>(8,919)</b>	<b>401</b>
<b>Non Portfolio</b>				<b>(4,450)</b>	<b>(4,450)</b>
<b>Projected Total Variance</b>					<b>(4,049)</b>
<b>Contingency – Original budget</b>					<b>(3,204)</b>
Contingency items, including Gypsy & Traveller maintenance costs, Insurance Provision, Sussex Healthcare & Shoreham					1,302
<b>Contingency – Remaining budget</b>					<b>(1,902)</b>
<b>Total Outturn Variation</b>					<b>(5,951)</b>
<b>Transfers to Reserve</b>					<b>4,000</b>
<b>Transfer to General Fund</b>					<b>1,951</b>
<b>Balance Remaining</b>					<b>0</b>

## Adults and Health

- As reported in the February TPM, the portfolio has incurred £4m of pressure during the financial year (which equates to 2.1% of base budget) due to two issues:
  - Demand pressures within Learning Disabilities. During the year, the size of the cohort increased by 1.5% which was due to the transition of younger people into the service and increasing life expectancy for the customer group as a whole. The LD budget has also seen above inflation price rises throughout the year from external providers;

- Delayed delivery of savings in relation to disability-related expenditure (DRE) and Lifelong Services. Both savings targets have been affected by delays on the projects; nevertheless, it is still expected that these savings will be delivered in future years.

6. However, the Improved Better Care Fund (iBCF) has enabled the portfolio to maintain an outturn variation of £0.5m overspending this year due to £2.5m of the grant being utilised to support Adult Social Care demand pressures. Other financial relief has also been generated from a minor underspend within expenditure for Older People, notably from better than expected recovery of surplus payments in customer accounts.
7. For the iBCF overall, £1.9m will carry forward into 2018/19 as uncommitted funding from the County Council's allocation of £11.4m. Although this will continue to need to be used in line with the grant conditions, it will provide a means to spend additionally on adult social care on a one-off basis.

### **Children and Young People**

8. The Children and Young People portfolio has underspent by £1.3m (which equates to 1.4% underspend compared to budget). Whilst there has been pressure associated with elements of children's social care, including Children Looked After placements (£0.7m); the portfolio has mitigated pressures using in year savings from staffing underspends, both agency staffing and permanent employees. A further £0.2m of relief has come from increased grant from the Home Office to support the services provided to Unaccompanied Asylum Seeking children.
9. Spending within Children's Social Care has largely been on budget for both Children with and without disabilities which is a significant improvement from the previous financial year. The impact of the Quality and Development Board and the robust budget planning for 2017/18 has had a significant impact to the delivery of service and financial planning.

### **Education and Skills**

10. The Education and Skills portfolio has overspent by £1.1m primarily due to £1.3m of cost pressures in the SEND Home to School Transport service. This is as a consequence of significant increases in children with Education Health Care Plans (EHCP) needs who require specialist transport to enable them to continue their education. The position has been exacerbated by a limited supply-chain to absorb this extra demand, thereby increasing the market price for these services. An action plan is being implemented led by the Director of Education & Skills; examining how alternative transport solutions can be provided, market-place engagement and also examining existing transport plans; to enable this cost pressure to be mitigated in the 2018/19 financial year.
11. The portfolio has also incurred additional costs to support redundancy schemes in West Sussex schools, which has totalled £0.3m over budget. This total pressure has been mitigated by in-year staff savings of £0.5m largely generated by holding staff vacancies.

### **Environment**

12. Overall, the Environment Portfolio has overspent by £0.8m. This is a significant improvement on previous forecasts. A number of factors have caused the overspending in year; the key element being delays in implementing new

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### Appendix A

arrangements to dispose of waste in the form of Refuse Derived Fuel (RDF) resulting from delays to the procurement and subsequent issues in respect of the successful contractor obtaining the necessary licences to move the waste abroad and also finalising contract terms with the Mechanical Biological Treatment (MBT) operator to move the RDF to the appropriate part of the site.

13. Financial pressure of £0.7m has also been generated following the decision not to charge residents for disposing of certain types of waste at Household Waste Recycling Centres (HWRC's).
14. Significant benefit has been generated in February and March from a drop in tonnages through the HWRC's due to the inclement weather. Given this volatility, a £0.5m reserve in case of significant increases in tonnages in early 2018/19 has been created and this is included within the outturn variation for the portfolio.

### **Finance and Resources**

15. The Finance and Resources portfolio has overspent by £0.3m. The portfolio has had a number of pressures in year including additional facilities maintenance requirements, revised business rate charges for West Sussex properties and an adjustment to how we account for the recovery of income due to the council. These pressures have been partly mitigated by underspending on variable costs such as running costs on contracts including printing and postage.

### **Highways and Infrastructure**

16. The Highways and Infrastructure portfolio has underspent by £0.8m. A number of factors have generated this underspend including; capitalisation of costs to support Operation Watershed activity £0.4m, reduced demand for the National Concessionary Fare Scheme £0.6m; and higher than expected income from the Streetworks Permit scheme which has been used to offset relevant costs £0.5m.
17. These underspends have been able to absorb some minor pressures incurred during the year which includes; additional consultancy support for the procurement of a new Highways Maintenance contract £0.3m, additional legal costs to support planning appeals £0.1m, small overspend on our street lighting PFI £0.1m and additional transport costs £0.1m.

### **Leader (including Economy)**

18. The portfolio has underspent by £0.5m in 2017/18. This is due to delays in revenue feasibility works at the Horsham Business Park, delays in the procurement of the lease for the Bognor Digital Hub, underspending within the newly created Communications Team and other minor reductions in spend within the Economic Development Service.

### **Safer, Stronger Communities**

19. The portfolio has overspent in 2017/18 by £0.2m. This is as a result of additional costs relating to the dual running of the IT system at the Sussex Control Centre and increased spending on retained firefighters during February and March due to additional pressure on the service during the inclement weather conditions.

## Other Budgetary Matters

### Non-Portfolio Budget

20. There is an outturn underspending within the contingency budget of £1.9m. The main draw downs from the contingency during the year included £0.7m for insurance provision negating the need for the planned draw down from the Insurance reserve, £0.3m of costs associated with Sussex Healthcare and £0.2m to enable maintenance works at our Gypsy, Roma and Traveller sites.

**Decision Request:** The Cabinet Member for Finance and Resources will be asked to approve the draw downs from the contingency budget as detailed in paragraph 20 and Appendix 1(b).

21. The forecast underspend for non-portfolio budgets has increased from £0.990m to £4.450m. This is due to the budget of £3.354m earmarked for additional LGPS Lump Sum contributions and funding of £0.150m allocated for the increased Employer's National Insurance contribution being no longer required in 2017/18 or in future years. This amendment was reflected in the 2018/19 budget, agreed by Full County Council in February 2018.

### Carry forward requests

22. The carry forward of grants and specific requests were approved as part of the February TPM to enable the closedown of the accounts. These totalled £2.647m (full details listed in Appendix 1c) and are included in the table below:

<b>List of Carry Forwards</b>	<b>Amount £000</b>
<b><u>Children and Young People</u></b>	
Three late grant allocations	414
Funding for MASH Education Workers, Adoption Fees and Youth Offending Service	467
<b><u>Education</u></b>	
Two late SEND grant allocations	494
<b><u>Finance &amp; Resources</u></b>	
Late grant allocations for One Public Estate	415
HR and Facilities Management Project	410
<b><u>Safer, Stronger Communities</u></b>	
Late grant allocation for Fire Operations	97
<b><u>Non-Portfolio</u></b>	350
<b>Total Carry Forward Request</b>	<b>2,647</b>

23. As detailed in the February TPM, there are a number of outstanding issues which we are currently investigating and it is likely that there will be associated financial implications. New reserves allocating the following amounts are detailed in Appendix 1(d):

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- Statutory Duties Reserve £2.0m – To fund potential payroll issues including any financial liability following a HRMC review of payments made outside of payroll, potential Teachers Pensions liabilities, Health and Safety funding and costs associated with the implementation of General Data Protection Regulation (GDPR).
- Deprivation of Liberty Safeguarding Reserve (DOLS) £1.0m - To include potential costs relating to the backlog of applications in respect of DOLS.
- Business Rates Appeals Reserve £0.460m – To cover the council's share of any potential liability following successful business rates appeals.
- Waste Volatility Reserve £0.5m – To fund a potential increase in tonnage volumes which may appear during the early part of 2018/19 financial year as a result of the reduced tonnages at the Household Waste Recycling sites in February and March due to inclement weather conditions.
- Pothole Action Bonus Reserve £0.540m – To focus on longer term repairs across the county's highways network.
- General Fund £1.951m – Using the remaining underspending in year; increase the balance held in the General Fund.

### **Balances and Reserves**

24. As at the end of March 2018, and assuming all recommendations within this report are approved, the County Council's reserves will be £208.6m as detailed in Appendix 1(b). This is an increase of £9.9m from £198.7m at 1<sup>st</sup> April 2017. The majority of this amount (£174.7m) is held within earmarked reserves to fund future commitments that the County Council has entered into. These relate to large programmes of work which include the Service Transformation Reserve or for specific long term contracts (e.g. Waste Management MRMC Reserve, Street Lighting PFI Reserve and Waste Management PFI Reserve).
25. Given the continuing uncertainty and volatility of public funding in the coming years, it is more important than ever that the County Council is holding adequate reserves. This will enable us to smooth out unexpected funding shortfalls and therefore minimalising any impact on services enabling them to plan effectively against their allocated budget.
26. Taking into account the agreed carry forward requests totalling £2.647m which are set out in paragraph 22 and Appendix 1(c) and all the transfers to reserves detailed in paragraph 23 and Appendix 1 (d), it is proposed that the balance of underspending in non-portfolio budgets of £1.951m is transferred to the General Fund. This will provide additional means for the County Council to protect itself from future demand pressures that could adversely impact on our financial position and strengthen the council's financial resilience. The General Fund balance would increase to £20.3m, representing 3.8% of 2018/19 net expenditure.
27. Following a review of the council's reserves, there are two reserves which are no longer required. The balance of £0.643m is proposed to be allocated to the Service Transformation Reserve.

<b>Reserve Name</b>	<b>Reserve Balance To Be Removed (£'000)</b>
Tangmere Solar Farm	300
Infrastructure Reserve	343
<b>Total</b>	<b>643</b>

### **Savings Programme**

28. The 2017/18 savings target across the portfolio budgets was £16.8m. Of this amount £15.4m (or 92%) was delivered as originally envisaged or the saving has been achieved via a different mechanism. £1.4m was judged as having no expectation of delivery by the end of the financial year; of which £0.5m for waste charges has been addressed in the 2018/19 budget and the remaining £0.9m relating to Lifelong Services and Disability Related Expenditure is planned to be delivered during future financial years.

### **Capital Programme**

29. The overall capital monitor, as set out in Appendix 3, shows the revised budget for 2017/18 totalling £114.6m, with £101.0m on Core Services and £13.6m on Income Generating Initiatives. The actual spend for 2017/18 is £98.0m, representing a variance of £16.6m (or 14% of £114m) from the revised budget as reported in previous TPM's. There has been no material variation to the profiled estimate reported in the January 2018 TPM. The capital monitor is attached in Appendix 3 and further detailed analysis will be provided in the capital programme report which is to be discussed at the Performance and Finance Select Committee in July 2018.

### **Performance**

30. This report provides an update to the year-end position against the Future West Sussex Plan (2015-19) reported in the February TPM report. This is the final report on the 2015-2019 plan which will be replaced with the West Sussex Plan 2017-2022.

The West Sussex Performance Dashboard enables services to provide details of the aims for each goal and the activities and actions being undertaken to meet the targets set.

<https://performance.westsussex.gov.uk/>



## 31. Giving children the best start in life



### **Achievements GREEN**

#### **Children's healthy weight (2) – Year-end outturn Green**

The latest results (2016/17) show that 70.34% of year 6 children in West Sussex are a healthy weight. Our results are better than the previous three years and higher than the averages for both the South East (68.2%) and England (64.4%).

Our target is 70.4% and to achieve 70.34% against a national prevalence of increasing obesity is a considerable success. This is the result of joined up working by the healthy weight network, and the wide reaching initiatives, such as Why Weight, the Sugar Reduction programme, and the Eat Right, Stay Bright programme.

#### **Keeping families together (3) – Year-end outturn Green**

The Council's Think Family programme has helped many families to tackle challenges such as unemployment, school absence and involvement in crime. There have been a total of 1,939 cases claimed this year and there are further claims ready to submit. The year-end target is only an indication of expected progress, and the service remains very confident that they are on track to meet the nationally set target of 3,940 by the year 2020. This is a long running project and there are inevitable fluctuations between periods. The overall strategy for bringing a successful conclusion in terms of this measure remains unaffected by occasional fluctuations.

West Sussex is regarded as a leading authority for this national programme (highest ranking compared to statistical neighbours) and these figures are in line with current and projected success targets. So far there have been 6,394 attachments of qualifying families – i.e. those we have actively worked with or are currently working with since September 2014. This suggests that the need for preventative, early intervention services remains high.

### **Challenges RED/AMBER**

#### **Young people's mental health (1) – Year-end outturn expected Amber**

The CAMHS (Children and Adolescent Mental Health Service) and emotional wellbeing services are commissioned by both WSCC and local Clinical Commissioning Groups (CCGs) to provide services for young people in emotional distress who require support for their emotional wellbeing. This measure only relates to referrals to the Sussex Partnership Foundation Trust (SPFT) and performance is impacted on by volume of monthly referrals and staffing levels which can fluctuate month by month.

During February 85% of young people were seen within 4 weeks. Although there has been a slight increase in the number of breaches against the 4-week target, the numbers are low (averages 3-6 breaches a month). So far this year (11 months to February 2018) averages of 91% of assessments were seen within the four-week timescale, compared to 96% the previous year and against a target of 95%. Results for March 2018 will be available in May 2018.

Services across Sussex continue to experience challenges in meeting the 4-week target, as a result of increased clinical and service re-design demands and complexity of referrals. Workforce recruitment and vacancies also remains an ongoing issue. The service continues to work with SPFT to discuss ongoing performance on a case by case basis, looking at reasons for delays, actions and lessons learnt. In terms of mitigation examples include:-

- Appointments are planned 3 months in advance.
- Resource planning to ensure adequate staffing.
- Creative solutions explored to reduce the impact of vacant posts.
- Actively recruiting to Consultant Psychiatry vacancies (the current national recruitment challenges are well publicised in the media).
- Development of a Workforce strategy to support the availability of clinical staff.
- Weekly meetings to discuss capacity and issues relating to those not yet assessed and waiting lists, and agree any actions that need to be taken to address these.
- Additional hours for staff to offer extra assessment clinics.
- Prioritise capacity in job plans to undertake first assessments where appropriate.

Where SPFT are unable to see a young person within 28 days the following steps are made to ensure safety and minimise impact:

- All referrals are triaged on a daily basis.
- If the triage clinician is concerned for the young person's safety or potential risks, telephone contact will be made to provide immediate safety planning advice and information including details on what to do should their situation or level or risk increase.
- Clear communication is given regarding the assessment process and appointment date.
- In the unfortunate event an appointment is cancelled due to staff sickness, following clinical review, all efforts are made to see the young person as quickly as possible.
- Telephone calls or enquiries from families are responded to by the duty clinician or Locality Manager on a daily basis.

#### **Children looked after population (4) – Year-end outturn Amber**

Our focus is on providing children in care with a permanent and stable environment. The number of days between children entering care and being placed for adoption has decreased from 483.3 to 476 days over the last quarter. This compares to 471.53 days the previous year. These figures are influenced by a small number of hard to place children; therefore it is worth noting that the overall performance for the majority is good.

The West Sussex adoption team is dedicated to placing children with adoption care plans with the right families as soon as possible. There is a nationwide challenge with adopter sufficiency which is particularly acute in the South East of England. West Sussex Adoption Service is planning an investment bid to attract more adopters to meet the needs of the children who need adoptive families, from recruitment through to post adoption support. This is an integral part in ensuring that West Sussex will be in a strong position as a member of the regional adoption agency, Adoption South East, from April 2020.

#### **Quality of children services (5) - Year-end outturn Amber**

The last Ofsted inspection was in January 2016 and WSCC was judged as 'Requires Improvement'. No further inspection has been made so we remain amber. A Quality Improvement Plan has been developed with staff and partners that covers 9 priority areas. It is our ambition to achieve "good" or better by the next Ofsted Inspection.

### **Progress check of children development (6) - Year-end outturn Amber**

This target measures the percentage of children assessed at a good level of development (GLD) at the end of reception year.

There has been an increase compared to last year to 70.6% and continues our year-on-year improvement trend, although it falls short of the target to be in the top quartile of counties in the South East (estimated 75% by 2019). However West Sussex continues to rise in the national rankings for GLD, up two places to 7<sup>th</sup> of 11 statistical neighbours.

School Improvement Advisers continue to work with schools on action plans, and offering support to schools where GLD is low, in particular, areas on children's readiness for school, and schools' readiness for children.

### **Primary children achievement (7) - Year-end outturn Red**

Our aim is to be in the top 25% highest performing counties in England by 2019 which means achieving at least 65% by 2019.

For 2017, 55% of pupils in West Sussex achieved the expected standard compared to 45% last year. West Sussex improved across all 4 subjects in reading, writing, maths and GPS (Grammar, Punctuation and spelling), and closed the gap against the national average. Compared to our statistical neighbours, West Sussex achieved one of the biggest improvements compared to last year, a 10% increase. However, 2017 overall results across England also improved to 61% average, and the South East average currently stands at 63%.

### **Pupil achievement at key stage 4 (8) - Year-end outturn Amber**

Our aim is to be one of the top 25% highest performing counties in England by 2019 which currently means achieving a score over 0.07.

In 2017/18, WSCC scored 0.03 compared to 0.1 last year, although we remain in the upper half of all English county councils and remain better than the South East average at -0.02 and the statistical neighbours average at -0.09.

West Sussex schools will implement and embed new GCSE grading and curriculum in more subjects, seeking to maintain and improve its performance in attainment 8 and progress 8 against that achieved nationally.

### **Pupils in schools judged good or outstanding (9) - Year-end outturn Amber**

Our aim is to be one of the top 25% highest performing counties in England by 2019, currently estimated at 91%.

This year we achieved 84.2%, an improvement from last year at 81%.

For March a total of 14 schools were inspected and reported on. Ten schools remain unchanged, 1 school (Amberley Primary school) has improved to 'good' impacting 63 pupils, and 2 schools (Compton and Up Marden C of E Primary School, Chichester and Hawthorns Primary School, Worthing) have moved from 'good' to 'requires improvement' which has impacted 279 pupils.

The school leadership teams continue to work pro-actively with schools, challenging and supporting leadership, governance and underperformance. The West Sussex Strategy for School Improvement, introduced in 2016, includes more visits by advisers to all schools, which has contributed to improved performance over the year and will continue to deliver improvements over the coming years.

## 32. **Championing the local economy**



### **Gross Value Added (GVA) per head of population (10) – Year-end outturn Green**

GVA indicates the level of economic activity within an area by measuring its production of goods and services. It is a measure that allows comparison of areas, and highlights variations in performance with a region, and trends over time. The GVA figure is used to indicate the economic well-being of an area.

For 2017, GVA in West Sussex was estimated at £25,978, and meets the target to achieve £21,180 per annum. Although we have exceeded our target, we remain lower than the England average (£27,060), and the South East average (£28,506).

### **Average earnings in West Sussex (11) – Year-end outturn Green**

This measures the earnings levels for residents in West Sussex wherever they might be working.

For 2017, average earnings in West Sussex were £554.1 per week, exceeding the target of £552.70. However, this is a 0.5% drop from the previous year when regionally earnings levels increased by 2.5% and increased by 2% across England.

### **Business support and grants (13) - Year-end outturn Green**

We aim to support at least 300 businesses during the year. Activity and support remains strong and this year we have supported over 320 businesses. We also have many businesses that are kept in touch with newsletters. Examples of support include:-

- The current LEADER programme has supported 44 businesses providing grants to the value of £4.16m (with match funding) and created over 51 new jobs in our rural areas.
- The Experience West Sussex tourism website now features around 245 businesses. A follow-up survey, publicised on the website and social media, was undertaken in early 2018 and showed that the economic impact of the 2017 campaign was around £2million to the local economy.
- Bognor Regis Creative Digital Hub has a contact database of around 200 businesses receiving regular information about the Hub community and events.
- WSCC's commitment to science, technology, engineering & mathematics (STEM) has continued through sponsorship and officer time. Preparation is in full swing for 2018's STEM events.

### **Unemployment rate for people aged 50-64 (16) – Year-end outturn Green**

We aim to keep the percentage rate below 0.9%. From April to January 2018 we maintained 0.8% or better and for February and March the figure stands at 0.9%. This compares to the South East average of 0.8% and the England average of 1.2%.

This measure shows the number of 50-64 year olds claiming Jobseeker Allowance and in future will not provide an accurate reflection of unemployment because of the introduction of Universal Credit.

### **Broadband roll out (17) – Year-end outturn Green**

Last year, an additional £2.5 million was invested by WSCC and central government to ensure that an extra 3,000 homes and businesses in West Sussex will have access to 'superfast' fibre broadband by December 2017. A new phase has since been added

for a further 4,000 premises by December 2018, giving a new total of 7,000 additional premises.

The project is progressing well with detailed network design, planning and engineering surveys continuing and so far has delivered access to 'superfast' fibre broadband to an extra 3,307 premises in West Sussex (exceeding the original target of 3,000 by December 2017). The service will be meeting BT shortly for an 'end of financial year' review to discuss progress this year.

### **Challenges** RED/AMBER

#### **Payment to small and micro businesses (12) - Year-end outturn Amber**

We aim to pay all invoices within 20 days, and although we have improved performance since the start of the year to 93%, we have not met our year-end target.

#### **16-17 year olds in education, employment or training (14) - Year-end outturn Amber**

The annual outturn result for this measure is based on the average figure for December, January and February, as determined by the DfE. The 3-month average for West Sussex is 88.9% of young people in Education, Employment or Training, against the target of 95%. The results are lower than last year (90.1%) and remain lower than the national and regional figures (91.9% and 90.6% respectively).

Our unknown figures remain high at 8.1% compared to national at 3.3% and regionally at 4.6%. Attempts to contact our remaining 'unknown' young people continue to the end of the year using WSCC Contact Centre staff, IPEH Hub staff, ongoing communication with schools and post-16 providers, liaison with neighbouring authorities, and using an on-line survey for young people and parents to access directly. The majority of our remaining 'unknown' young people are of academic age 17 (year 13) so work is currently underway to specifically target contacting this cohort.

#### Year-end status unknown

#### **Apprenticeships in West Sussex (15) - Year-end outturn unknown**

Last year apprenticeship starts were 5,790 and we aim to increase by 5% each year to 6,080 by March 2018. The longer term intention is to continue increasing the number of apprentices in the county and within the County Council. This year's numbers have not yet been published due to delays by the DfE. However, we have increased the number of apprentices with WSCC by 25% and currently have 58 across the council including schools.

## 33. Independent for longer in later life



### **Achievements** GREEN

#### **Quality of care in care homes (19) - Year-end outturn Green**

The percentage of care homes rated good or outstanding followed a steady upward trend throughout the year. Year-end results are 80% exceeding the target of 60%. The main reasons for the improvements are:-

- Prioritising inspections to focus on those Providers whom were previously rated non-compliant.

- Providing increased support and coaching by WSCC and other commissioners of services to the care markets to promote the sustaining of enhanced quality of care for residents of the County.

### **Quality of care received at home (20) – Year-end outturn Green**

The year-end result is 88% and although a slight reduction in performance compared to the previous quarter (90%), we continue to significantly exceed our target of 60%.

### **Early diagnosis of dementia (22) - Year-end outturn expected Green**

Timely diagnosis of dementia is a key priority for both health and social care. This measure covers the Memory Assessment Service (MAS) only. Through the MAS, people with dementia and their carers are able to access support from dementia advisers and associated professionals, who can also link them into social groups, carers support groups and opportunities to learn about how to live well with dementia.

It is our aim to be in the top quartile of counties in England i.e. 66.7% (revised from 68.1% last year). This measure is a combined average from 3 CCGs and results to January 2018 show an average of 67.8%. Final year-end results will become available in May 2018.

Crawley CCG started the year below target, has since recovered and is performing on target. Horsham and Mid Sussex continue to operate above their target. The Clinical Directors have developed an action plan to improve the diagnoses rates for Coastal West Sussex CCG who are currently performing below target.

### **Healthy life expectancy (23) - Year-end outturn Green**

This goal is measured by monitoring annual updates to the GP patient survey about the health of people aged 65 and over. The survey asks people to describe their health status against five areas: mobility, self-care, ability to do usual activities, pain/discomfort and anxiety/depression.

As life expectancy has risen, it is important to measure what proportion of these additional years of life is being spent in good health. Healthy life expectancy is influenced by a vast range of complex interacting factors. These include: maternal health and wellbeing, parental relationships and influences in the early years of life, including breastfeeding, diet and physical activity; access to health and other services, and wider influences such as income, education, skills and employment.

Access to health care accounts for as little as 10% of a population's health and wellbeing. Whilst the quality of the healthcare system remains important, by itself, it will not improve the health of people in the UK. If the causes of ill health are social, economic and environmental then the solutions need to be too. West Sussex has increasingly recognised the importance of addressing this with the services it commissions. These include services to maintain the health of carers; alcohol prevention and early identification of risk; healthy weight services; harm reduction approaches for substance misuse, and emotional wellbeing programmes. Many of these services are key to reducing the risks of developing cardiovascular disease and diabetes.

The latest results for West Sussex are 0.767 which is better than the South East average of 0.75. We currently rank 7th of 19 authorities in the South East and the highest scoring authority is currently West Berkshire with 0.783.

## **Challenges RED/AMBER**

### **Choice over own care (18) – Year-end outturn Amber**

This measure is a reflection of WSCC's drive to offer people choice and independence. Research has indicated that receipt of self-directed support, via personal budgets, has a positive effect in terms of impact on well-being, increased choice and control, cost implications and improving outcomes.

The annual Adults Social Care User Survey was completed in April and May 2017. Surveys were sent out to customers and carers who currently receive a service from WSCC. This year there was a significant improvement in the number of surveys returned of 51% compared to 37% the previous year.

The overall survey score was 77.6 %, a slight improvement on last year (76.9%), but we did not meet the target of 80.3% or the South East average of 80.1%. However, our results are comparable to the England average of 77.7%.

Adult Services undertook a further survey with residents who had responded to the original one in April / May 2016. The survey focused on some of the areas where there had been a reduction in scoring. The outcome of the survey showed that residents wanted more advice and information at an earlier stage e.g. on slips, trips and falls. As a result this has influenced the initial design of the new Adult Operating Model which is being tested over the coming months.

### **Appropriate admissions to residential care (21) - Year-end outturn expected Red**

This goal measures the rate at which people over the age of 65 are permanently admitted into residential or nursing accommodation, as part of the support by WSCC. We aim to minimise admissions as part of our focus to promote independence and to support people to live in their own homes, but the needs of our customers will always remain the primary focus. The target is 595.4 per 100,000 population.

To date there have been 560 admissions and it is predicted that year-end admissions will not meet the annual target. However, as we move along the preventative services route, start the new operating model, and use Discharge to Assess (D2A) and other services to prevent admissions direct from 'acutes' hospital then it is likely we will see an improving trend.

### **NHS health checks outcomes (24) – Year-end outturn Amber**

The target for the number of people offered an NHS Health check was 33,000. In the February TPM we expected the year-end outturn to be 30,000; however, the actual number offered a check was 36,428 exceeding the target by 10.3%, and an increase of 5,377 on the previous year.

The target for the number of people receiving their health check was a minimum of 11,000. The programme exceeded the target by 11% with 12,397 people completing their check; an increase of 1,761 on the previous year. Over 700 people were found to be at high risk of developing cardiovascular disease.

GP practices have delivered more health checks than in any other year since the programme began and continue to be the largest contributor. Pharmacy delivery has not recovered with pharmacies delivering their lowest number checks since 2013. Pharmacies are facing significant challenges overall and Public Health continues to work closely with pharmacy partners and in particular the Local Pharmacy Committee to gain commitment to improved performance. The programme has been praised for

its rigorous approach to quality assurance. Both GP practices and pharmacies continue to face competing priorities and workload pressures.

#### Discrepancy with target shown in the Corporate Plan

The target for the number of health checks delivered in the previous year (2016/17) was set at 14,500 and the year-end outturn for the programme at March 2017 was 10,636 (73.4% of target).

The target for 17/18 was re-set in the first quarter to a minimum of 11,000 health checks completed as this was viewed as an achievable stretch target to enable the programme to rebuild from the 2016/17 outturn. The aspiration remains to work towards high quality, full roll out of the programme. Programme outturn for health checks delivered at March 2018 exceeding the revised target by 1,230 and has recovered to 85.5% of the previous 16/17 target of 14,500.

### **34. Performance Dashboard overview**

The table attached indicates, for the three priorities, the performance position at the end of March 2018.

WEST SUSSEX PERFORMANCE DASHBOARD OVERVIEW as at end of March 2018

	THE MEASURE	REPORTING CYCLE DUE	Target	Aim High/Low	2016/17 Outturn Result	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Forecast (Year End) Reported Status	
Giving children the best start in life	1	<b>Young people's mental health</b> - The percentage of children with a mental health referral receiving an assessment within four weeks of referral.	Monthly	≥95%	H	96%	90%	96%	85%	90%	100%	94%	91%	88%	86%	87%	85%	*	A
	2	<b>Children's healthy weight</b> - The prevalence of healthy weight of children in their last year of primary school.	Annually (December)	≥70.4%	H	68.5%									70.3%				G
	3	<b>Keeping families together</b> - The number of families turned around.	Quarterly	3940 by 2020, 2168 by 2018	H	1,281			1,281			1,511			1,741			1,939	G
	4	<b>Children looked after population</b> - The average time between a child entering care and moving in with its adoptive family (in days).	Quarterly	≤426 by 2019	L	471.53			466.69			461.73			483.3			476.05	A
	5	<b>Quality of Children's Services</b> - The Ofsted Framework for the inspection of services for children in need of help and protection, children looked after and care leavers.	As per inspection	Good	H	Requires Improvement													A
	6	<b>Progress check of child development</b> - The percentage of children assessed at a good level of development at the end of reception (ready for school)	Annually (October)	≥75% by 2019	H	68.3%							70.6%						A
	7	<b>Primary children achievement</b> - The pupil achievement at Key Stage 2	Annually (September)	≥65% by 2019	H	45%						55%							R
	8	<b>Pupil achievement at Key Stage 4</b> - The Key Stage 4 results for all schools in West Sussex	Annually (November)	≥0.1	H	0.1								0.03					A
	9	<b>Pupils in schools judged good or outstanding</b> - The number of pupils in West Sussex schools that are judged good or outstanding by Ofsted.	Monthly	≥86% (91% by 2019)	H	81%	81.2%	81.0%	81.6%	82.8%	82.8%	83.0%	84.0%	83.8%	84.2%	84.8%	84.4%	84.2%	A
Championing the local economy	10	<b>Gross Value Added per head of population</b> - The workplace based Gross Value Added (GVA) per head at current basic prices	Annually (December)	≥£21,180	H	£25,220								£25,978				G	
	11	<b>Average earnings in West Sussex</b> - The gross weekly pay of full-time workers in West Sussex	Annually (November)	≥£522.70	H	£557.20							£554.10					G	
	12	<b>Payment to small &amp; micro Businesses</b> - payment of undisputed invoices within 20 working days	Quarterly	≥96%	H	n/a			92.0%			92.4%			94%			93%	A
	13	<b>Business support and grants</b> - The number of businesses supported by West Sussex County Council and West Sussex led initiatives.	Quarterly	≥300	H	351			49			200+			235			320	G
	14	<b>16 - 17 year olds in education, employment or training</b> - The percentage of 16 - 17 year olds in education, employment or training in West Sussex	Annually (January)	≥95% by 2019	H	90.1%										89.1%		88.9%	A
	15	<b>Apprenticeships in West Sussex</b> - The number of apprentices in West Sussex	Annually (November)	≥6,080	H	5,790								**					
	16	<b>Unemployment rate for people aged 50-64</b> - The percentage of people aged 50 to 64 claiming Jobseekers Allowance as a proportion of the resident population of the same age.	Monthly	≤0.9%	L	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.7%	0.8%	0.7%	0.8%	0.8%	0.9%	0.9%	G
Independent for longer in later life	17	<b>Broadband roll out</b> - The incremental total number of premises passed by the publicly funded infrastructure programme	Quarterly	3000 by Dec 2017, 7,000 by Dec 2018	H	1,043			1,203			2,658			3,307			3,307	G
	18	<b>Choice over own care</b> - The percentage of Adult Social Care customers who, when surveyed, felt that they had control over their daily lives	Annually (June)	≥80.3%	H	76.9%			77.6%										A
	19	<b>Quality of care in homes</b> - The ratio of care home providers in West Sussex rated as good or outstanding by the Care Quality Commission.	Quarterly	≥60%	H	78%			79%			79%			79%			80%	G
	20	<b>Quality of care received at home</b> - The ratio of home care providers in West Sussex rated good or outstanding by the Care Quality Commission	Quarterly	≥60%	H	86%			90%			90%			88%			88%	G
	21	<b>Appropriate admissions to residential care</b> - The number of permanent admissions of older people (aged 65 and over) to residential and nursing care homes.	Quarterly	≤595.4 per 100,000 by Mar 2018	L	592			116.9			265			475				R
	22	<b>Early diagnosis of dementia</b> - The diagnosis rate of dementia in West Sussex	Quarterly	≥68.1%	H	65.0%			65.5%			66.38%			67.76%				G
	23	<b>Healthy life expectancy</b> - The average health status score of adults aged 65 and over within West Sussex	Annually (December)	≥0.76, better than SE	H	0.759									0.767				G
	24	<b>NHS health checks outcomes</b> - The number of people taking up the offer of a NHS health check	Quarterly	≥14,500 at year end	H	10,636			2,858			5,785			8,548			12,397	A

\*one month delay \*\* 2+ month delay

**Appendices**

Appendix 1(a) – Outturn 2017/18 Revenue Budget Monitor

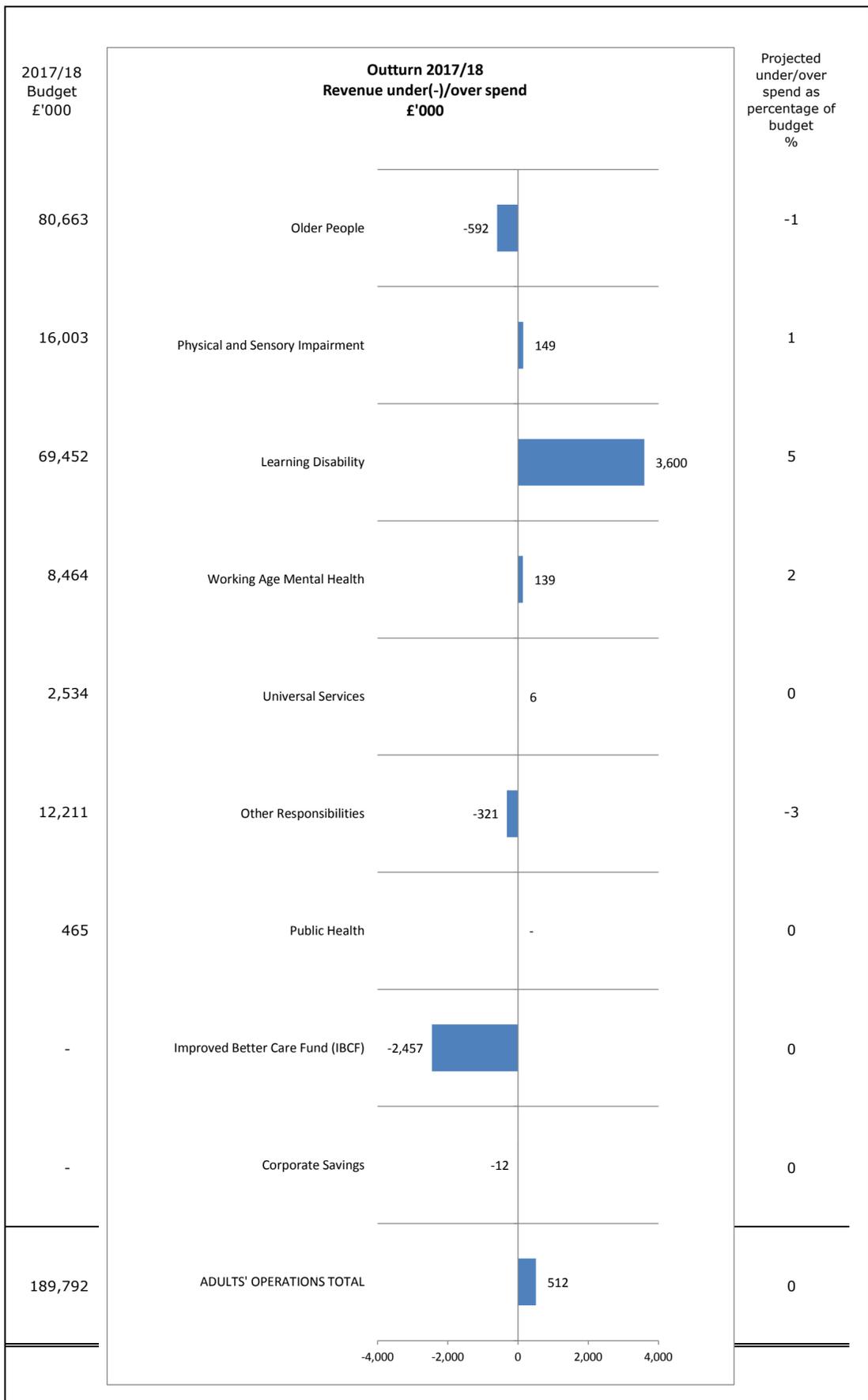
Appendix 1(b) – Outturn 2017/18 Non Portfolio and Reserves Monitor

Appendix 1(c) – 2017/18 Carry Forward requests as agreed in February 2018 TPM

Appendix 1(d) – 2017/18 Reserve Transfers

Appendix 2 – Outturn 2017/18 Capital Programme Monitor

Appendix 3 – Workforce 2017/18



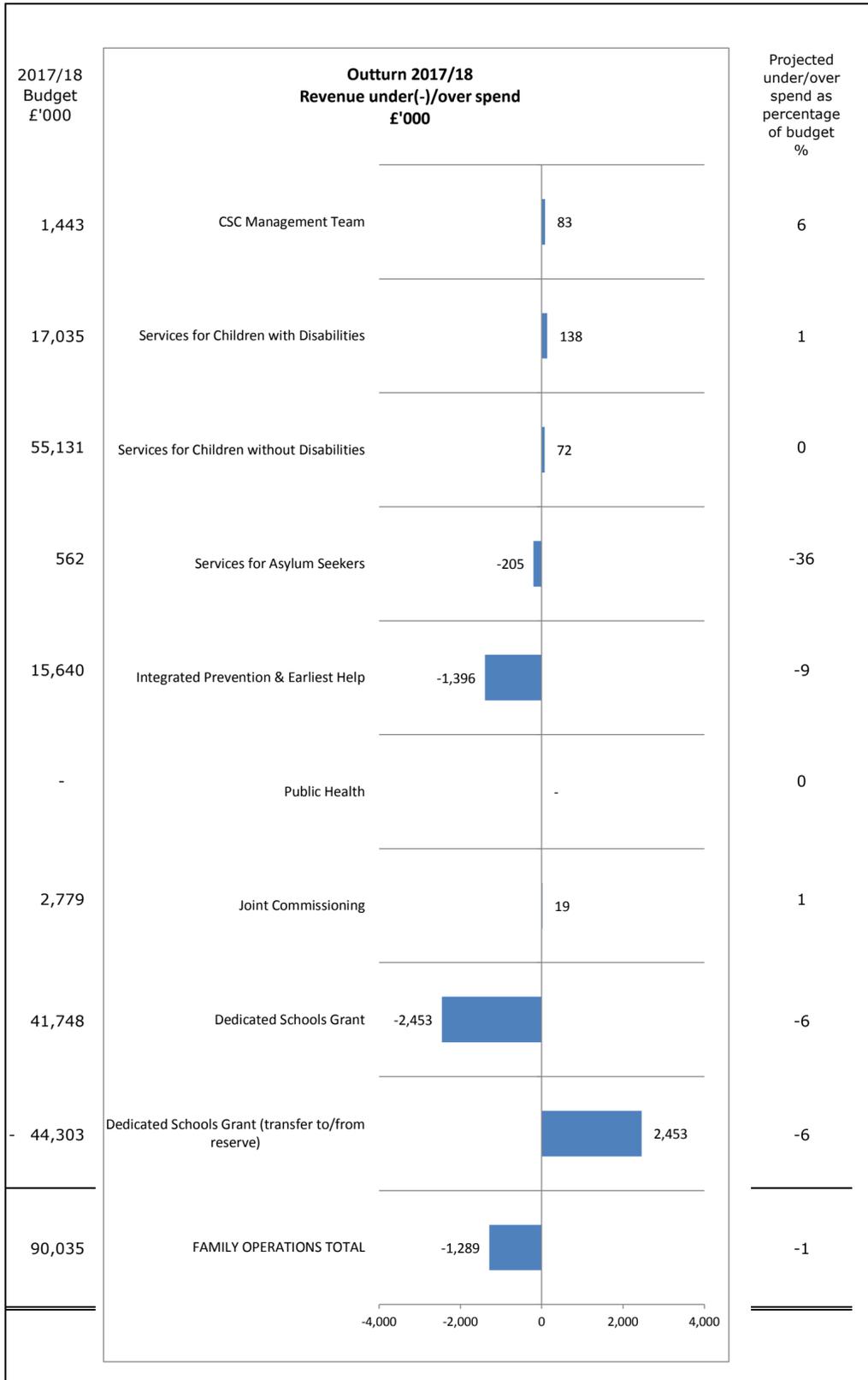
### Outturn Summary

The Adult's Services outturn position reflects an overspending of £0.5m. This represents 0.27% of the budget and is in line with forecasts that have been made since September 2017.

There are three main explanations for this position:

1. Delayed delivery of savings in respect of disability-related expenditure and Lifelong Services. Both of those workstreams have been affected by timing factors, which were beyond the immediate control of the directorate. Despite that benefits are still expected to be realised in full on an on-going basis.
2. Demand pressures within Learning Disabilities. The County Council's share of the overspend on the pooled budget is £3.6m. During the year the size of the LD cohort rose by a net 31 (1.5%), which was a product of growth in the number of younger people in the age range of 18 to 34 alongside increasing life expectancy for the customer group as a whole.
3. Improved Better Care Fund (iBCF). Sustaining adult social care is one of three grant conditions that Government has attached to the iBCF. The County Council agreed with the West Sussex Clinical Commissioning Groups that it would be used to fund the overspending within Learning Disabilities, excluding savings risks. In the event just under £2.5m needed to be applied from that source, effectively as a balancing figure. That requirement would have been higher had the number of older people not increased at a lower rate than projected. Although price pressure remained strong, the size of the customer group increased in net terms between March 2017 and March 2018 by around 50 fewer than the growth on which the budget was based. In tandem with the one-off benefit produced by an exceptional level of recovery of surpluses in direct payments accounts, this led to the £0.6m underspend in that area of the directorate.

In terms of the implications for 2018/19, £2m will be available on a recurring basis to support the LD budget. Allowing for that, together with the assumption that the outstanding savings will be delivered, the potential underlying risk that will carry forward is in the order of £1m. A plan is being developed within LD which will set out options for managing this. In addition the older people's budget will be important to monitor closely because there are reasons to suggest that the 2017/18 underspend could be a reflection of emerging benefits that might contribute towards the £2m savings target in 2018/19 from Focus on Prevention.



**Outturn Summary**

The Children's' Start of Life outturn position reflects an underspend of £1.3m. This represents 1.4% of the budget. During 2017/18, the service has faced some challenges which led to some specific mitigation plans to enable sufficient service delivery within the financial budget available; these included:

Delayed delivery of savings in respect of Lifelong Services has caused a £0.750m pressure in year. Despite this delay, this saving is expected to be realised in full on an on-going basis.

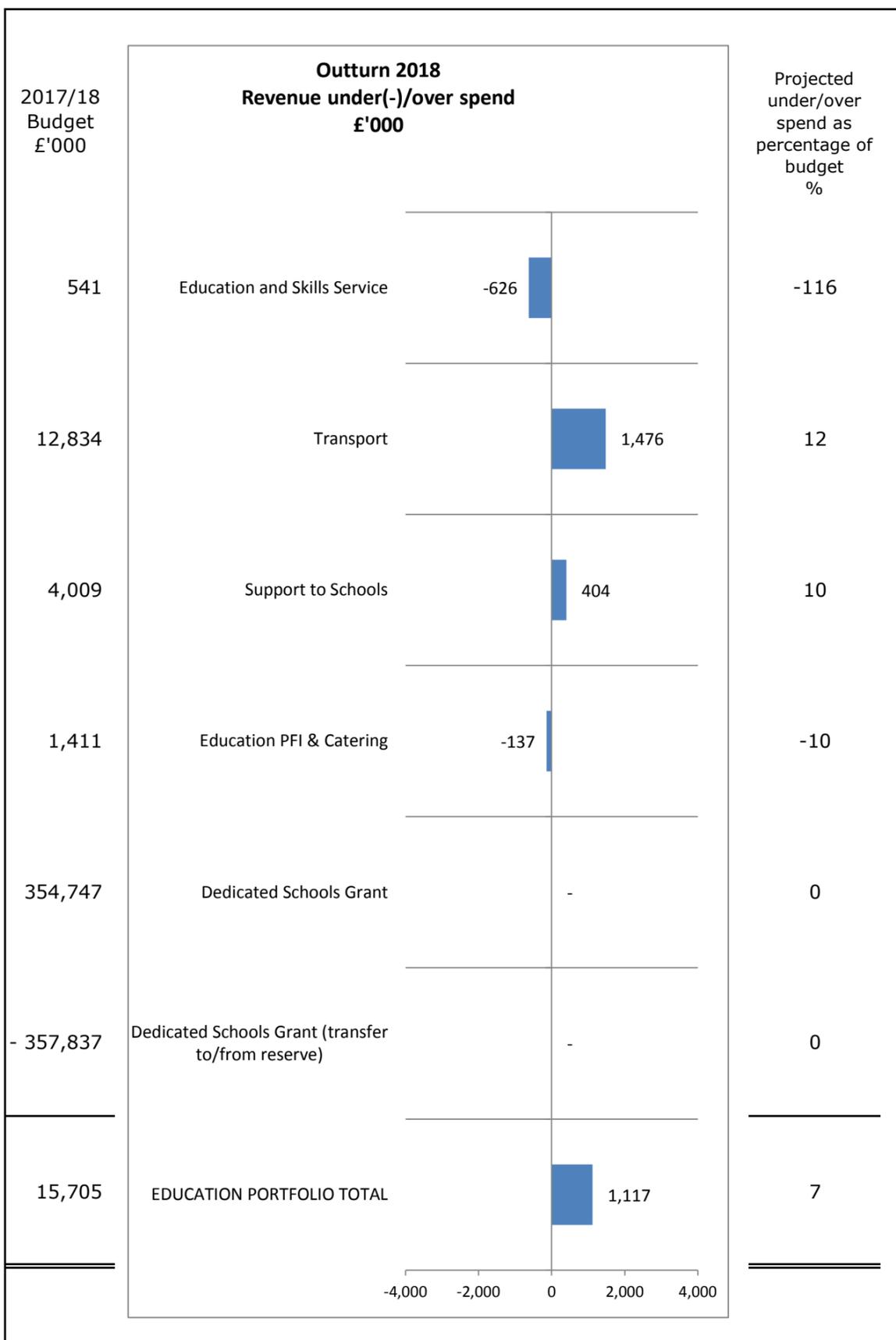
Placement budgets for children look after (CLA) have overspent by £0.7m. This is primarily due to the volume and cost of placements for older children looked after. In addition, the delays in re-opening the Beechfield Secure Unit have also incurred £0.9m of cost pressure in year.

These cost pressures within Social Care have been partially mitigated from social worker vacancies in year leading to an underspending of £0.9m. In common with other authorities across the country, West Sussex has faced significant difficulties in recruiting to social worker posts and in the latter part of the year, even the supply of agency social workers was exhausted. This has led to the service running with a deficit of social workers (either WSCC employed or agency) of an average of 23fte per month throughout the year. Although this has assisted the financial position of the portfolio, it has created work pressure within the service.

Other areas of mitigation within Social Care included £0.6m of underspending on client expenditure and public law outline as a result of tighter controls by the service, underspending of £0.5m on therapeutic service, child sexual exploitation and missing children and £0.2m of additional income from the Asylum Seekers grant for unaccompanied asylum seeking children due to more children now attracting the higher national rate of grant.

The Integrated Prevention and Earliest Help (IPEH) service were requested to hold staffing vacancies to assist the social care CLA placement pressure at the start of the year in the sum of £0.5m, however the service continued to hold spending plans in preparation for future savings targets and an additional £0.9m was underspent in year.

### Outturn Summary

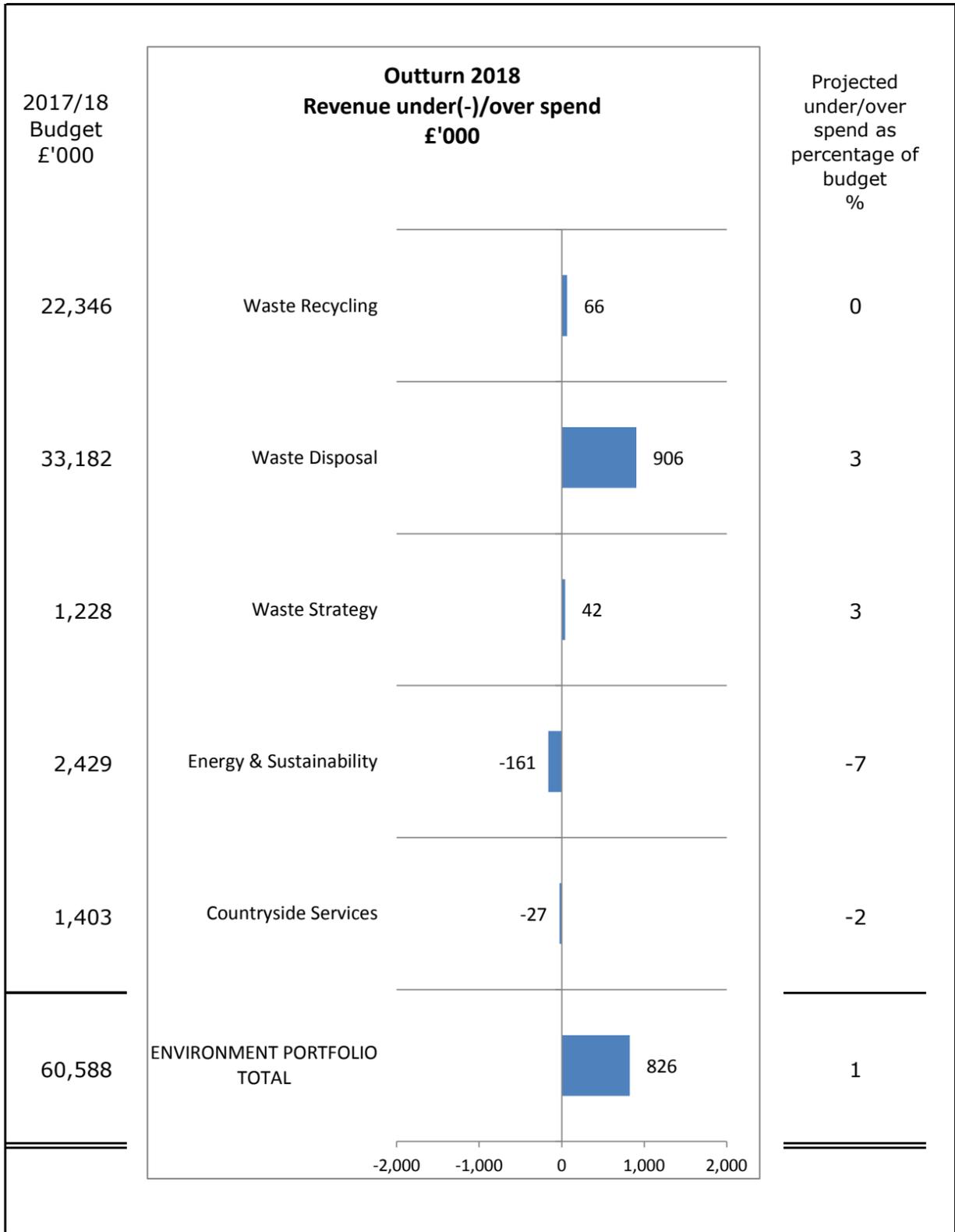


The Education and Skills portfolio outturn position reflects a £1.1m overspend.

The primary financial pressure in the year has been the SEN Home to School transport costs. Since the start of the current academic year in September, an average of 1,291 SEN pupils have been transported by external taxi at an average cost of £0.038m per day. This represents a 4.3% increase in the number of pupils being transported, and an increase in taxi expenditure of 17.1% compared to the same period last year. This is due to the increasing complexity of transport requirements, with an average of 199 solo taxis being used each month since September (an increase of 27.5% over the same period last year) and the number of pupils transported to Independent Non-Maintained Special Schools each month (typically longer journeys) up by 11.6% from 272 to 303 over the same period.

There has also been overspending on the School Redundancies and Pensions budget (£0.541m) largely due to the closure of Rydon in August, partially offset by savings on office supplies, consumables, and primary and development projects (£0.037m).

These pressures have been offset by staffing underspends across the service (£1.034m), most notably within School Effectiveness and Compliance, due to vacancies and staff leaving under voluntary severance, partially offset by cost of additional staffing in SEND service (£0.408m) who were required to clear the backlog of Education Health Care Plan (EHCP) conversions and to configure and migrate SEND data from existing BSL case management system to the new Mosaic system. In addition, the cost of providing free school meals in primary schools across the county was £0.137m lower than the grant received from Education and Skills Funding Agency for universal free school meals.



**Outturn Summary**

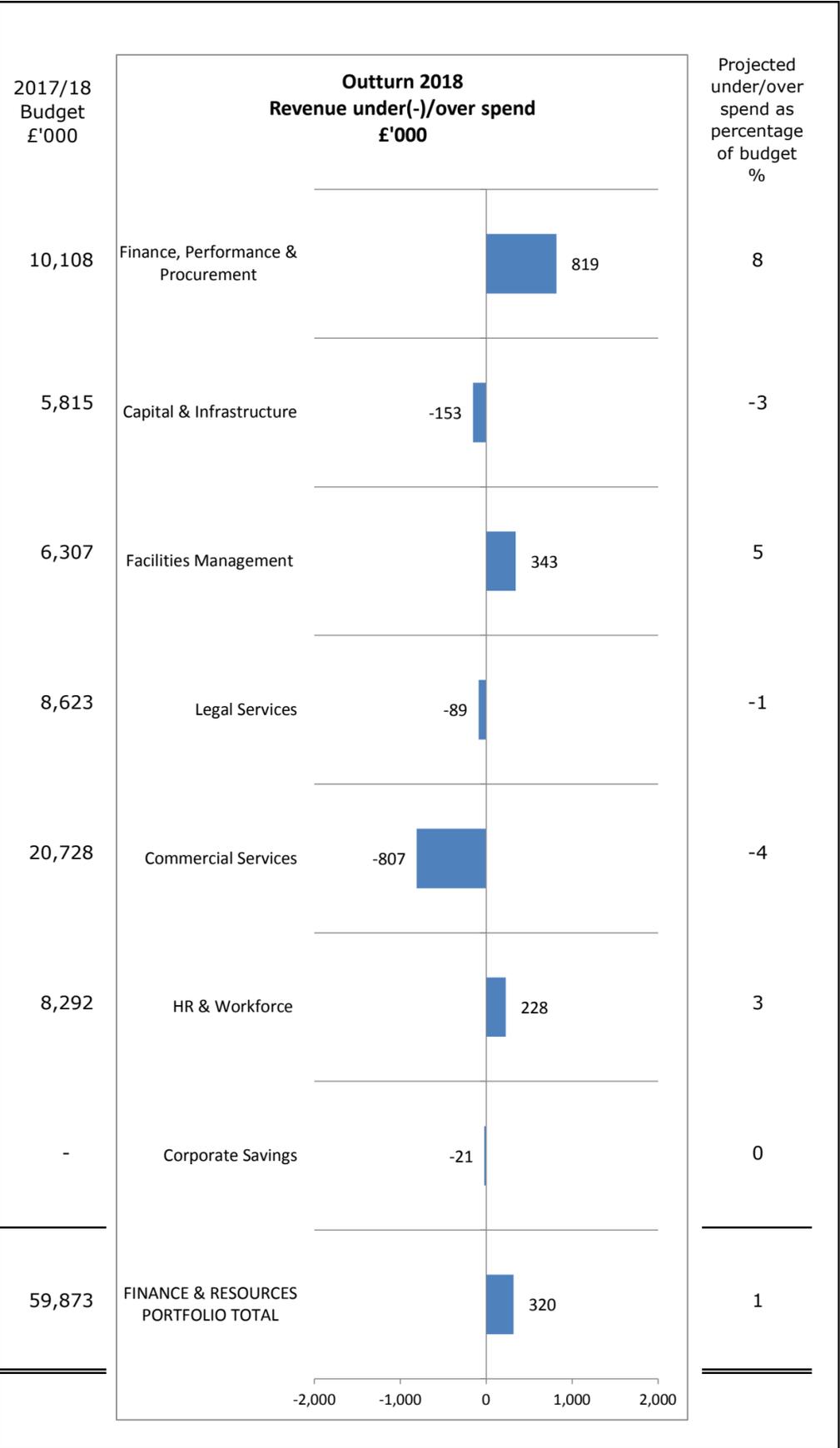
The Environment outturn position reflects a £0.8m overspend. There have been a number of pressures within the portfolio in the year:

1. The stoppage of charging for hardcore, soil and plasterboard as a result of the recent decision made by the County Council in light of Central Government announcing their intention to review the implementation of charges at a national level £0.7m.
2. Increasing level of RPI after the budget setting process into October 2016. The RPI value change from October 2016 to February 2017 has added an additional £0.3m to the cost of the service.
3. Delays in implementing new arrangements to dispose waste in the form of Refuse Derived Fuel (RDF) resulting from delays to the procurement and subsequent issues in respect of the contractor obtaining the necessary licences to move waste abroad. In addition, issues relating to finalising contract terms with the MBT operation to move the RDF to the appropriate part of the site have also caused delays.

These pressure have been partly mitigated by reduced levels of waste tonnage being disposed of as a direct impact of the inclement weather conditions over the winter, however it is anticipated that the reduction in tonnage is a timing delay and the tonnage level will increase in April and May 2018 over and above the current projections. To directly mitigate this issue, £0.5m has been allocated to the Waste Volatility Reserve to cope with the anticipated volumes in the 2018/19 financial year.

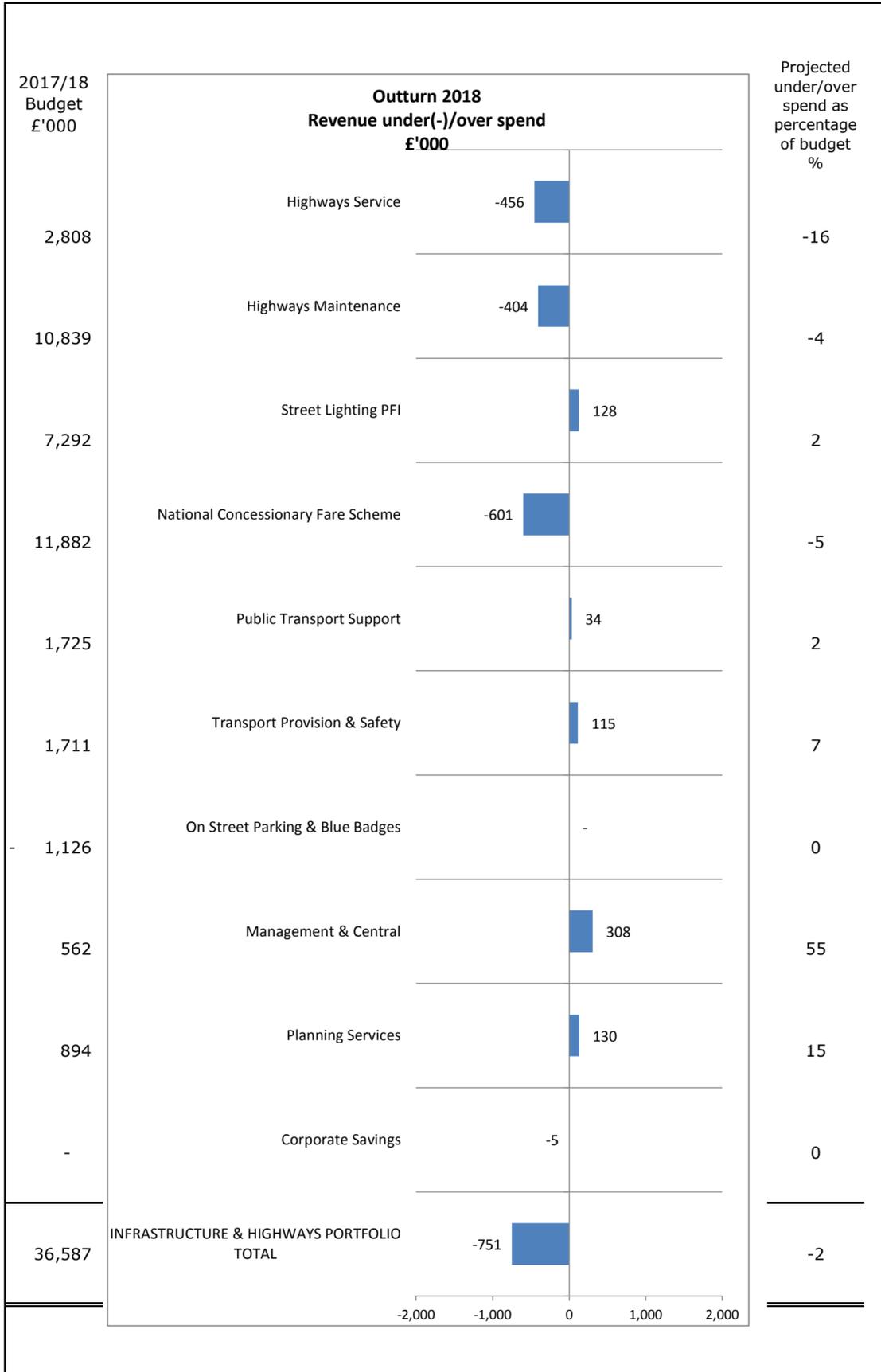
In addition, there has been an additional recovery of income owed from third parties from utility charges of £0.160m.

**Outturn Summary**



The Finance and Resources outturn position reflects a £0.3m overspend. In February, the portfolio took the opportunity to use some of the underspendings reported in previous TPM's (which included contract reductions on ICT an admin support), to offset an accounting adjustment for bad debt.

Additional overspending in year has been incurred for health and safety related repairs for statutory glazing risk assessments and reactive maintenance.



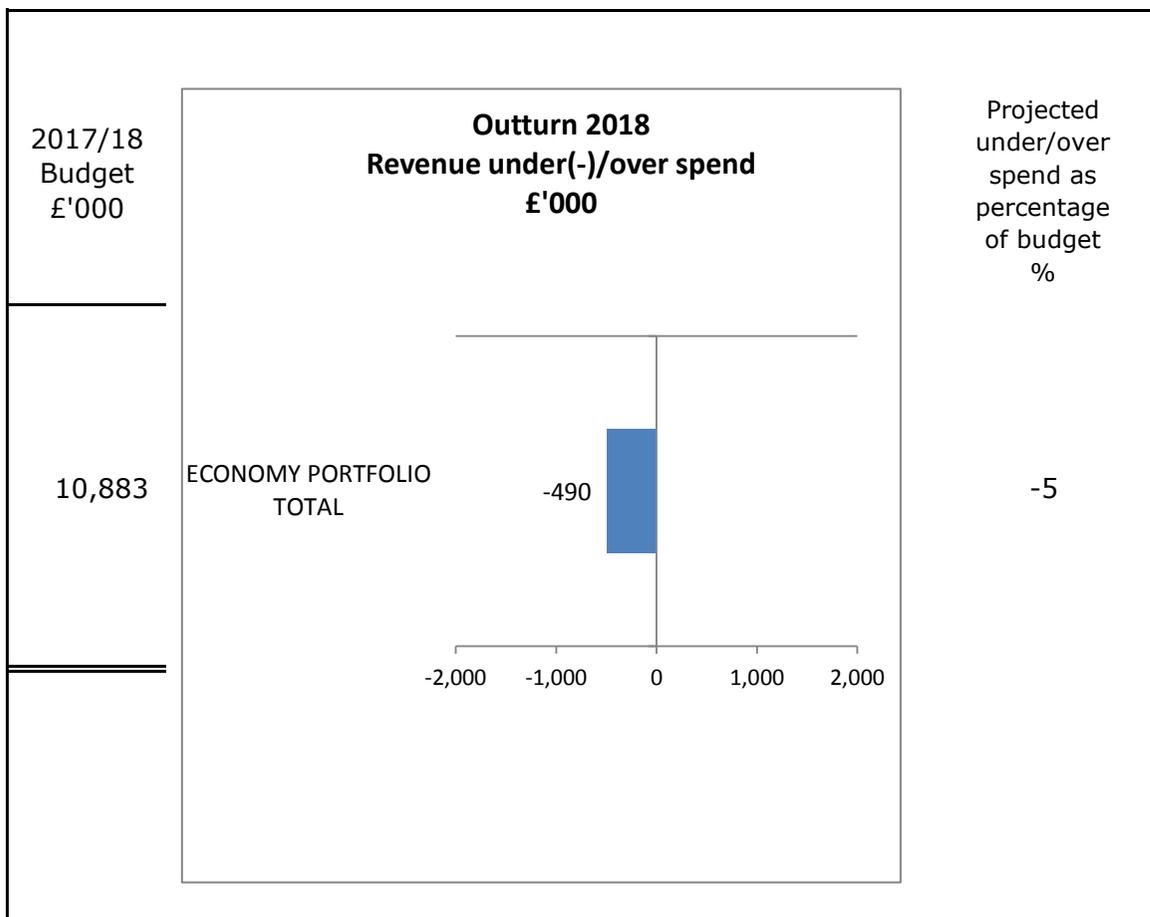
### Outturn Summary

The Highways and Infrastructure outturn position reflects a £0.8m underspend. This is predominately due to reduced demand for the National Concessionary Fares Scheme, totalling £0.6m, which includes a further £0.2m reduction in demand in the final quarter of this financial year.

Further underspends have been generated from capitalising schemes associated with Operation Watershed and recovery of costs charged to the Street Works Permit Scheme.

These underspends have been partially offset by additional costs required for the reprocurement of the Highways Maintenance Contract.

**Outturn Summary**



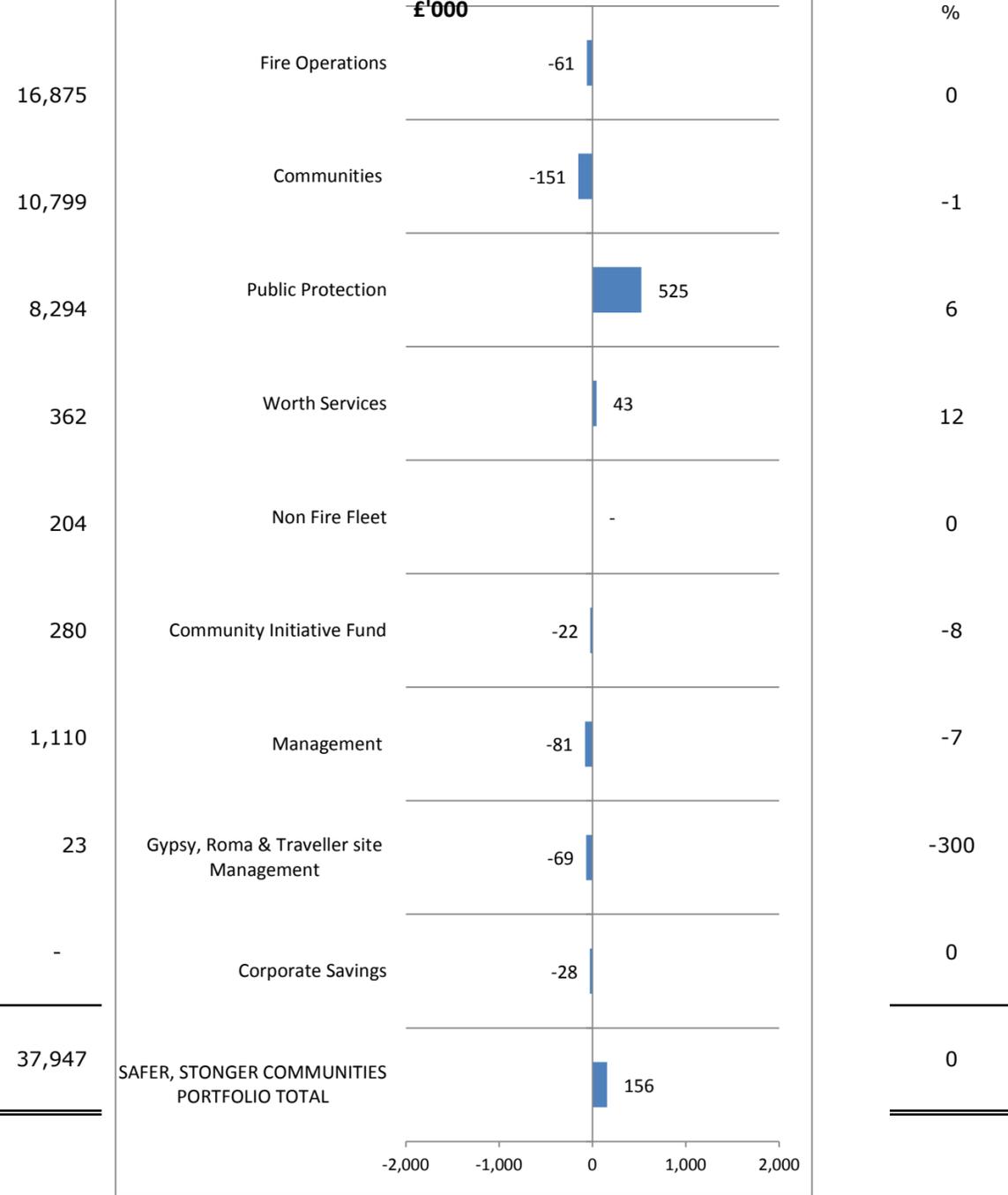
The Leader (including Economy) outturn position reflects an underspending of £0.5m. This is due to the following factors:

Underspending of £0.110m due to the reprofiling of revenue works at the Horsham Business Park which are now scheduled to take place in the new financial year, delayed procurement of the Bognor Digital Hub has resulted in a £0.100m underspend, staffing vacancies within the new Communications Team equating to £0.120m, small reduction in spend on Broadband and Gigabit projects of £0.050m and other minor reductions in spending profiles across the Economic Development service.

## Outturn Summary

2017/18  
Budget  
£'000

Projected  
under/over  
spend as  
percentage  
of budget  
%



The Safer, Stronger Communities outturn position reflects a £0.2m overspend.

This has been caused by additional costs required from the need for dual running of the Sussex Control Centre, which have been largely mitigated from staffing underspends as well as better than expected income generation in the libraries services.

The Grenfell Tower tragedy resulted in additional pressure within the service, however the additional costs associated has been mitigated through the overall staffing underspends within the service.

**REVENUE BUDGET OUTTURN 2017/18**

	Latest budget for year £000	Net spending £000	Outturn Variation £000	February variation £000	Change on month £000
<b>Sources of Finance</b>					
Revenue Support Grant	-27,693	-27,693	0	0	0
Precept	-404,861	-404,861	0	0	0
Council Tax Collection Fund	-3,373	-3,373	0	0	0
Business Rates	-75,968	-76,095	-127	-127	0
Business Rates Collection Fund	1,117	1,117	0	0	0
Business Rates Pool	-1,784	-1,784	0	0	0
Section 31 Business Rates Grant	-2,324	-2,390	-66	-65	-1
Adult Social Care Grant	-3,318	-3,318	0	0	0
Education Services Grant	-2,189	-2,192	-3	-3	0
New Homes Bonus Grant	-5,017	-5,016	1	1	0
School Improvement Grant	-428	-439	-11	-11	0
Transition Grant	-6,254	-6,254	0	0	0
Transparency Code New Burdens Grant	0	-13	-13	-13	0
<b>Financing Sub-Total</b>	<b>-532,092</b>	<b>-532,311</b>	<b>-219</b>	<b>-218</b>	<b>-1</b>
<b>Portfolio Budgets</b>					
Adults and Health	189,792	190,304	512	488	24
Children and Young People	90,035	88,746	-1,289	-808	-481
Education and Skills	15,834	16,951	1,117	1,176	-59
Environment	60,588	61,414	826	1,172	-346
Finance and Resources	59,873	60,193	320	-18	338
Highways and Infrastructure	36,587	35,836	-751	-926	175
Leader (including Economy)	10,883	10,393	-490	-266	-224
Safer, Stronger Communities	37,947	38,103	156	-3	159
<b>Portfolio Sub-Total</b>	<b>501,539</b>	<b>501,940</b>	<b>401</b>	<b>815</b>	<b>-414</b>
<b>Non-Portfolio Budgets</b>					
Capital Financing - MRP	8,789	8,666	-123	-123	0
Capital Financing - Interest	18,713	18,060	-653	-649	-4
Revenue Contribution to Capital Outlay	1,957	1,957	0	0	0
Investment Income	-1,858	-1,809	49	0	49
Contingency	1,902	0	-1,902	0	-1,902
LGPS Lump Sum Contribution	3,354	0	-3,354	0	-3,354
Employer's National Insurance	150	0	-150	0	-150
Business Rates Pool	1,431	1,431	0	0	0
Transfers to/(from) Reserves	-3,885	-3,885	0	0	0
<b>Non-Portfolio Sub-Total</b>	<b>30,553</b>	<b>24,420</b>	<b>-6,133</b>	<b>-772</b>	<b>-5,361</b>
<b>Total Net Expenditure</b>	<b>0</b>	<b>-5,951</b>	<b>-5,951</b>	<b>-175</b>	<b>-5,776</b>

<b>Memo: Contingency</b>	£000
Original Budget	3,204
Gypsy & Traveller sites	-221
Sussex Healthcare	-300
Review of Insurance Provision	-744
Shoreham	-37
<b>Available Contingency</b>	<b>1,902</b>

Balances and Reserves	Balance at 1 April 2017 £000	Balance at 31 March 2018 £000	Movement in Year £000	Analysis of movement in year
<b>Earmarked Reserves:</b>				
Capital Expenditure Reserve	-4,010	-4,010	0	
Capital Infrastructure	-12,100	-12,028	72	£0.072m draw down for A27 workshops in year (£0.028m remaining for 2018/19)
Crawley Schools PFI Reserve	-6,976	-7,199	-223	£0.123m transferred from revenue budget (in-year surplus of PFI credits over unitary charge payments) per funding model; £0.1m internal interest accrued
Street Lighting PFI Reserve	-18,351	-19,142	-791	£0.749m transfer to reserve as per approved 2017/18 budget; additional £0.042m internal interest accrued
Waste Management PFI Reserve	-12,417	-12,415	2	£0.028m withdrawal from reserve as per approved 2017/18 budget; £0.026m internal interest accrued
Waste Management MRMC Reserve	-29,490	-29,216	274	Applied £0.336m to capital programme (MBT Plant); £0.062m interest accrued
Adult Social Care & Health Demand Pressures	-1,754	-734	1,020	£1.020m withdrawal from reserve as per approved 2017/18 budget
Budget Management Reserve	-18,931	-26,704	-7,773	£7.773m transfer to reserve as per approved 2017/18 budget
Business Infrastructure Reserve	-2,858	-1,187	1,671	£1.671m, withdrawal from reserve as per approved 2017/18 budget (includes £0.922m applied to capital programme)
Care, Wellbeing and Education Risk Reserve	-1,921	0	1,921	£1.921m balance transferred to Service Transformation Reserve as per approved 2017/18 budget
Contract Settlement Reserve	-893	-893	0	
Counselling Services to Schools	-1,000	-383	617	Application of 2016/17 outturn carry forward
Debtor Contingency	-586	0	586	Balance of reserve applied to finance adjustments following review of Council debtors
Early Intervention Reserve	-8,160	0	8,160	£8.160m withdrawal from reserve as per approved 2017/18 budget
Elections Reserve	-600	0	600	£0.6m withdrawal from reserve as per approved 2017/18 budget
Highways Commuted Sums	-2,669	-3,063	-394	£0.394m transfer to reserve as per approved 2017/18 budget
Highways On-Street Parking	-433	-806	-373	£0.373m transferred to reserve from Highways and Infrastructure portfolio to finance future eligible schemes
Infrastructure Fund	-817	0	817	£0.470m withdrawal from reserve as per approved 2017/18 budget; balance transferred to Service Transformation Reserve as identified through review of small reserves
Insurance Reserve	-8,116	-8,049	67	£0.217m applied to revenue to meet premium shortfall; £0.150m credited to reserve (carry-forward of school insurance premiums)
Interest Smoothing Reserve	-830	-830	0	

Balances and Reserves	Balance at 1 April 2017 £000	Balance at 31 March 2018 £000	Movement in Year £000	Analysis of movement in year
Revenue Grants Unapplied	-1,153	-1,804	-651	Application of SEN (£0.125m), High Needs (£0.074m) Small Grant Allocation (£0.035m) and Fire (£0.02m) grants; £0.1m diverted to OPE reserve; Carry-forward various grants (£1.005m) per February 2018 TPM
Schools Sickness & Maternity Insurance Scheme	-2,002	-2,085	-83	£0.083m in-year surplus on schools sickness and maternity insurance scheme
Service Transformation Fund	-13,341	-11,513	1,828	£1.921m balance from Care, Wellbeing and Education Risk Reserve transferred to Service Transformation Reserve as per approved 2017/18 budget; £4.392m applied to Leader revenue portfolio (Transformation Programme costs for year); £0.643m increase from review of small reserves
Adult Social Care Grant	0	-1,743	-1,743	£3.318 Adult Social Care Grant; £1.525m applied to Leader revenue portfolio (Transformation Programme costs for year); £0.050m applied to capital programme (St Wilfrid's Hospice)
Statutory Duties Reserve	0	-350	-350	£0.350m off-payroll reform - as agreed in February 2018 TPM
Strategic Economic Plan (SEP) Reserve	-2,437	-1,977	460	£0.460m withdrawal from reserve as per approved 2017/18 budget
Street Works Permit Scheme	-602	-836	-234	£0.234m balance of permit fee income received in 2017/18 applied to reserve
Sustainable Investment Fund	-850	-796	54	
Tangmere Solar Farm	-623	0	623	£0.323m withdrawal from reserve as per approved 2017/18 budget; £0.3m balance identified through review of small reserves
Other Earmarked Reserves	-1,656	-1,943	-287	£0.164m withdrawal from Highways and Education Buildings Reserve per approved 2017/18 budget; £0.350m withdrawal of Public Health Funding and £0.165m for Operation Watershed; various transfers as agreed in Feb 2018 TPM including: One Public Estate (£0.415m), Off-Payroll Reform (£0.350m), Infrastructure Works Feasibility (£0.298m)
<b>Earmarked Reserves (Excluding Schools)</b>	<b>-155,576</b>	<b>-149,706</b>	<b>5,870</b>	
DSG Reserve	-2,520	-5,489	-2,969	£1.1m for High Needs Block allocated in June 2017 as agreed by Education & Skills Forum (Jan 2017); £4.069m net DSG outturn underspend transferred to reserve
School Balances	-16,479	-14,995	1,484	Net balance of school balances to finance 2017/18 expenditure
<b>Total Earmarked Reserves</b>	<b>-174,575</b>	<b>-170,190</b>	<b>4,385</b>	
General Fund	-18,335	-18,335	0	
Capital Grants Unapplied	-5,741	-13,626	-7,885	Net balance of grants and contributions received in year and applied to capital programme
<b>Total Usable Reserves (Current)</b>	<b>-198,651</b>	<b>-202,151</b>	<b>-3,500</b>	
<b>Proposed Transfers to Reserves:</b>				
Statutory Duties Reserve		-2,000		
Deprivation of Liberty Safeguarding (DOLS)		-1,000		
Business Rates Appeals Reserve		-460		
Waste Volatility Reserve		-500		
Pothole Action Bonus Reserve		-540		
Increase to General Fund		-1,951		
<b>Total Usable Reserves (Proposed)</b>	<b>-198,651</b>	<b>-208,602</b>		

For information only: Agreed carry forward/ transfer to reserves requests as authorised in the February 2018 TPM report				
Portfolio	Name	Carry Forward Amount	Transfer to Reserve	Narrative
Children & Young People	Controlling Migration Fund - Successful Bid	£ 63,000	£ -	In January 2018, we were informed that our bid to the Controlling Migration Fund for funding to enable the Council to "enhance quality of service to UASC" had been approved. The funding (£322k in total) is provided across 3 financial years, however due to the late announcement it has not been possible to spend the 2017/18 allocation within year as the plan relies on the recruitment of additional temporary staffing resource in the first instance. Costs of these staff will not be incurred until 2018/19 and hence the carry forward of the sum allocated for 2017/18 is requested.
Children & Young People	Controlling Migration Fund - Additional Allocation	£ 235,000	£ -	Following the announcement of our successful bid at as above, on 16 <sup>th</sup> January 2018 the Secretary of State for Housing, Communities and Local Government announced further allocations to all local authorities supporting more than 10 unaccompanied asylum seeking children. The allocation made available to West Sussex is £235k and is provided to "build capacity for local authorities to support UASC". Due to the late and unexpected announcement of this funding, plans are being developed to commission additional temporary accommodation for over-18 year old UASC but expenditure is unlikely to be incurred until 2018/19.
Children & Young People	30 Hours Free Childcare Delivery Support Fund	£ 42,000	£ -	This grant funding will be paid to the authority on or before 31 <sup>st</sup> March 2018, the funding is intended to "create (directly or indirectly) 30 hours places for the 2018 summer term". The memorandum of understanding attached to the grant is clear that it "only covers revenue expenditure relating to the Grant Recipients successful bid for the Delivery Support Fund", however there is no condition attaching to the grant which means it cannot be treated as a receipt in advance. Hence a carry forward into the IPEH Early Years budget is requested.
Children & Young People	Signs of Safety Innovation Grant	£ 74,163	£ -	This Innovation Grant was approved in October 2017 and received in January 2018. A Practice Manager has been employed on a temporary contract from February 2018 to August 2019 to enable Signs of Safety work within the department using the funding from this grant. The grant condition stipulates that this is a S31 grant allocation, therefore a request to carry forward the balance into 2018/19 is required.
Children & Young People	MASH Education Workers	£ 122,000	£ -	Additional staff to support the Multi Agency Safeguarding Hub (MASH), particularly to support Educational assessments for referred children.
Children & Young People	Interagency Fees	£ 260,000	£ -	The Consortium of Voluntary Adoption Agencies (CVAA) have circulated a proposal to local authorities to change the way payments are made in purchasing adoptive families from other organisations and to increase the current rate.  The proposal is to increase the current adoption rate from: - £27,000 to £31,000 for a single child from 1st April 2018 - £43,000 to £50,000 for 2 children from 1st April 2018. This rate change will result in a £90,000 increase to the current projected 2018/19 Interagency projection.  In addition, the CVAA are also proposing to change the instalment payments timeline. Currently, an initial £18,000 payment for a single child is made when the child is 'placed for adoption'. Once the adoption is completed, the final £9,000 payment is made. The timescale of this payment varies dependant on the success of the placement, however it is usually around 12-15 months after the initial placement. This change in the payment timescale will cause a cash-flow issue in 2018/19 for the second instalment of placed for adoption children currently underway in the sum of £170,000.
Children & Young People	Youth Offending Service	£ 85,000	£ -	The budget for the Youth Offending Service (YOS) is currently forecast to underspend because posts have been held vacant due to the pending service review which is required to address a reduction in funding from the Youth Justice Board in 2018/19. It had been the intention of the Service to use the underspend to deliver training to the staff and management team on trauma-informed practice and applying this to a whole family approach; the development of resources regarding trauma practice for children, families, partners, sentences, etc.; and to undertake an evaluation of implementing a trauma-informed approach. However, due to delays in the procurement process to appoint a provider to deliver the training and development, this will not now take place until 2018/19. Carry forward of £85k is therefore requested for this purpose. It should be noted that YOS is jointly funded by partner organisations including the Police & Crime Commissioner (PCC), and it is the carry forward of these funds that is being requested. The PCC's representative has given their approval in principle for this to occur.
Education	SEND Implementation Grant	£ 384,619	£ -	Grant allocation for 2018/19 received on 28/02/18. The purpose of the SEND Implementation grant is to support local authorities with the additional costs associated with the implementation of the SEND reforms. These monies will be needed to: 1) complete the transfers of all statement to education health and care plans, 2) further embed all aspects of the reforms in partnership with schools, colleges and early years settings, and 3) continue to improve the quality of education health and care plans. This grant is not ring fenced, and therefore approval is being sought to carry these monies forward.
Education	SEND Preparation For Employment Grant	£ 109,054	£ -	Grant allocation for 2018/19 received on 05/03/18. Additional one-off funding being paid as part of the SEND reforms to be used to: 1) provide job coach training to increase the pool of expert job coaches available to support young people with SEND on work placements, and 2) set up local supported internship forums. Again, this grant is not ring fenced, and therefore approval is being sought to carry these monies forward.
Finance & Resources	One Public Estate		£ 415,000	One Public Estate grant due to be received at the end of the financial year will be required for feasibility works during 2018/19.
Finance & Resources	Payroll Improvement Project	£ 50,000		Automation tool for the payroll improvement project.
Finance & Resources	Infrastructure Works		£ 360,000	Pressures within Capital and Infrastructure to fund feasibility works.
Safer, Stronger Communities	South East Region Fire and Rescue Service Control Room Grant	£ 97,100		Grant received from the Home Office on the 15th March 2018 to support the rollout of the Emergency Services Mobile Communication Programme (ESMCP).
Non - Portfolio	Off Payroll Reform		£ 350,000	There continues to be a liability relating to IR35 legislation. It is requested that the unspent allocation is transferred into a reserve to mitigate future pressure.
<b>Subtotal</b>		<b>£ 1,521,936</b>	<b>£ 1,125,000</b>	

Reserves Transfers		
Name of Reserve	Amount	Narrative
Statutory Duties Reserve	£ 2,000,000	Reserve to fund potential future costs associated with a HMRC review of payments made outside of payroll, potential teachers pensions liabilities as well as other costs to fund additional health and safety issues.
Deprivation of Liberty Safeguarding (DOLS) Reserve	£ 1,000,000	The County Council is legally required to determine whether arrangements made for the care and/or treatment of an individual lacking capacity to consent to those arrangements amounts to a deprivation of liberty. Currently there is a backlog of such applications, so the purpose of this reserve is to provide funding for the exceptional costs that will be incurred as part of clearing it.
Business Rates Appeals Reserve	£ 460,000	This reserve is to cover the County Council's share of any potential liability following successful business rates appeals.
Waste Volatility Reserve	£ 500,000	The waste volatility reserve is to fund a potential increase in tonnage volumes which may appear during the early part of the 2018/19 financial year. In the months of February and March 2018, there were significant reductions in expected waste tonnage at the Household Waste Recycling Sites.
Pothole Action Bonus Reserve	£ 540,000	Allocation of funding to focus on longer term repairs across the county's highways network.
General Fund	£ 1,951,000	Allocation of funding into the General Fund to protect against future demand pressures. This additional allocation will increase the reserve to a level representing 3.8% of the 2018/19 net expenditure.

**2017/18 CAPITAL MONITOR as at the end of March 2018**

**Expenditure:**

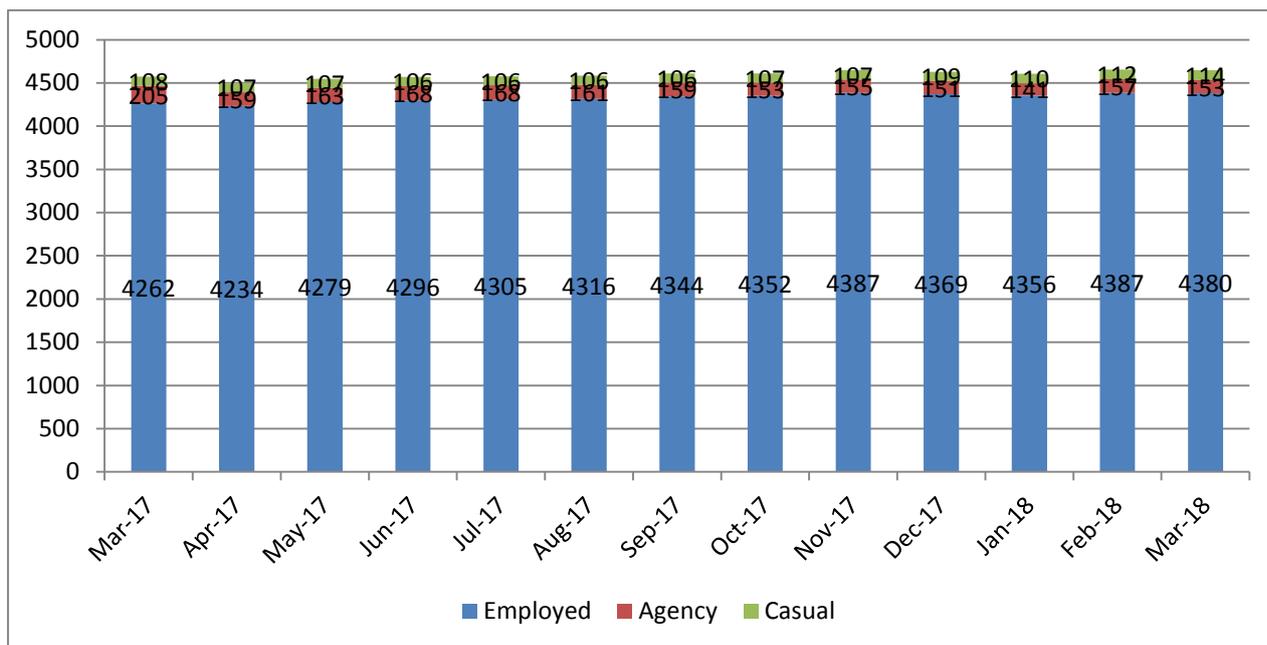
Portfolio	(1)	(2)	(3)	(4)		(5)	(6)	(7)	
	Revised 17/18 Capital Forecast (July Refresh)	Full Year Actuals	Variance Over/(Under) Spend	Slipped to) / Accelerated from 2018/19		Changes due to Management Action	Changes beyond the control of the Service	Pipeline Schemes	Additions/ Cancellations & Reductions of Schemes
	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Core Programme</b>									
Adults and Health	221	394	173	(157)	0	330	0		
Education and Skills/ Children and Young People	51,586	46,299	(5,287)	0	(1,893)	550	(3,944)		
Environment	1,312	801	(511)	(293)	(610)	0	392		
Finance and Resources	4,728	3,775	(953)	(720)	0	191	(424)		
Highways and Infrastructure	37,280	33,108	(4,172)	1,495	(5,089)	0	(578)		
Leader (including Economy)	562	433	(129)	0	-361	420	-188		
Safer, Stronger Communities	5,341	1,797	(3,544)	0	(3,485)	0	(59)		
<b>Total Core Programme</b>	<b>101,030</b>	<b>86,607</b>	<b>(14,423)</b>	<b>325</b>	<b>(11,438)</b>	<b>1,491</b>	<b>(4,801)</b>		
<b>Income Generating Initiatives</b>									
Economy (5 Bold Ideas)	667	100	(567)	0	(567)	0	0		
Finance and Resources (inc Propco)	489	376	(113)	0	(198)	85	0		
Environment (Waste Infrastructure & YES)	12,465	10,944	(1,521)	(340)	(1,157)	0	(24)		
<b>Total IGI</b>	<b>13,621</b>	<b>11,420</b>	<b>(2,201)</b>	<b>(340)</b>	<b>(1,922)</b>	<b>85</b>	<b>(24)</b>		
<b>Total Capital Programme</b>	<b>114,651</b>	<b>98,027</b>	<b>(16,624)</b>	<b>(15)</b>	<b>(13,360)</b>	<b>1,576</b>	<b>(4,825)</b>		
<b>Sources of Finance</b>	<b>Capital Forecast Estimate £000</b>	<b>Actuals £000</b>	<b>Variance £000</b>						
Government Grant	66,916	59,051	(7,865)						
Revenue Contributions	1,357	1,957	600						
Capital Receipts	2,750	1,696	(1,054)						
Borrowing - Corporate	8,889	19,393	10,504						
Borrowing - Service/Income Generating	25,746	11,119	(14,627)						
External Contributions	8,993	4,811	(4,182)						
<b>Total</b>	<b>114,651</b>	<b>98,027</b>	<b>(16,624)</b>						

**Total Performance Monitor - Workforce Data**

This document provides three headline items of information regarding the WSCC workforce:

1. FTE and Employment Type
2. Workforce Spend
3. Lost Time Rate

**1. FTE and Employment Type (employed, casual, agency via Manpower)**



	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Employed	93%	94%	94%	94%	94%	94%	94%	94%	94%	94%	95%	94%	94%
Agency	4%	4%	4%	4%	4%	4%	3%	3%	3%	3%	3%	3%	3%
Casual	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

The chart above provides a high-level breakdown of the WSCC workforce by month across a 13 month period. The breakdown is by: FTE (full time equivalent); Agency; and Casual staff.

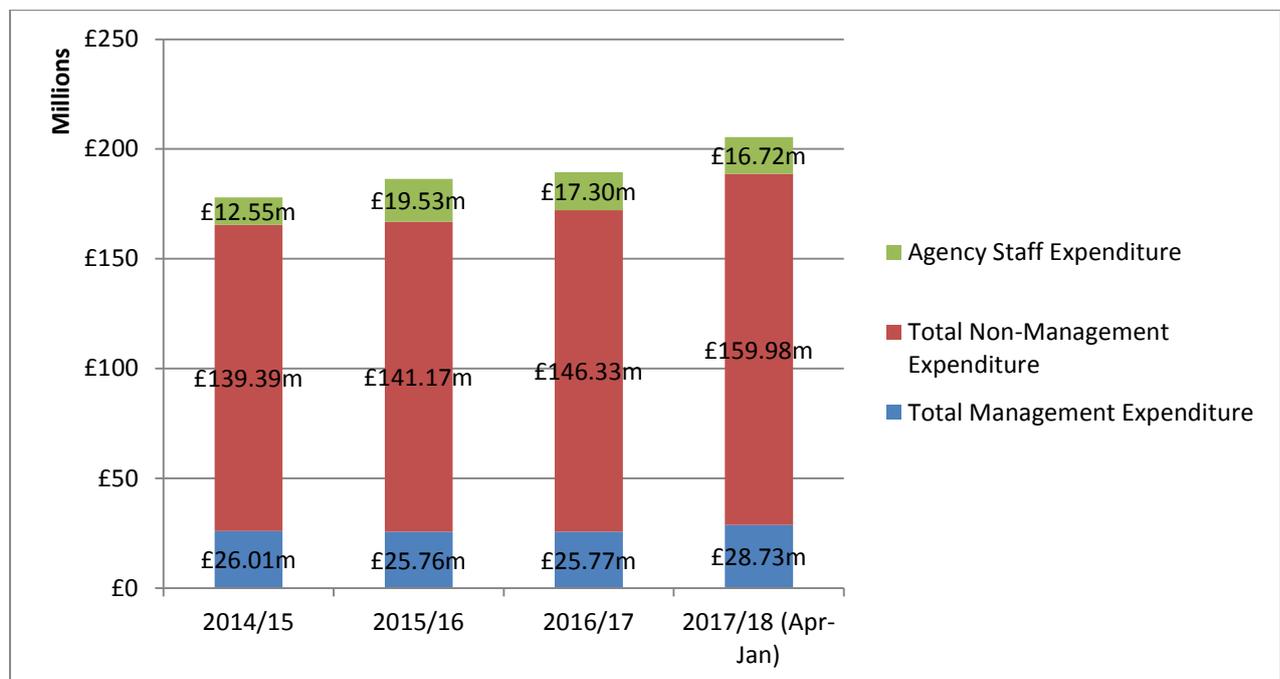
The FTE numbers show a difference of +72fte since the end of March 2017 and a difference of -9 from the last report (end February 2018). The size of the directly employed workforce has typically been growing each month. The reason for growth in FTEs is complex, but it is due in part to decisions such as actively seeking to appoint suitable agency staff into permanent roles and actions such as insourcing (e.g. MASH, staff, some HR staff).

The recent historical profile for the use of agency staff (sourced from Manpower) has been around 4% to 5% of the total workforce, but has continued to be at around 3% since September 2017. This level of agency usage fluctuates due to processes and seasonality (for example the renewal of purchase orders at the onset of the next

financial year). Despite these known fluctuations there has been a clear trend of declining agency usage as a percentage of the total workforce. Agency staff now account for 3% of the workforce, compared with 5% at this time last year. This reduction will in part be due to the impact of the increase in directly employed staff on the proportions but this will also reflect a number of interventions to reduce the level of agency staff in areas where it was considered that there was an over-reliance on this type of employment, but will also reflect challenges in recruiting agency workers in some areas (for example OTs and Social Workers) where there is significant competition in the market in recruiting both permanent and agency workers. The shift of agency staff into permanent roles mentioned above also plays a part in the reduction in the agency percentage.

The above figures are for agency staff sourced from Manpower. Other providers are also used to supply agency staff because the Manpower contract is not always able to meet the volume or type of demand particularly for professions where there are national shortages. In such circumstances, it is necessary to use other agencies. Social worker roles are a particular example of this.

## 2. Workforce Spend

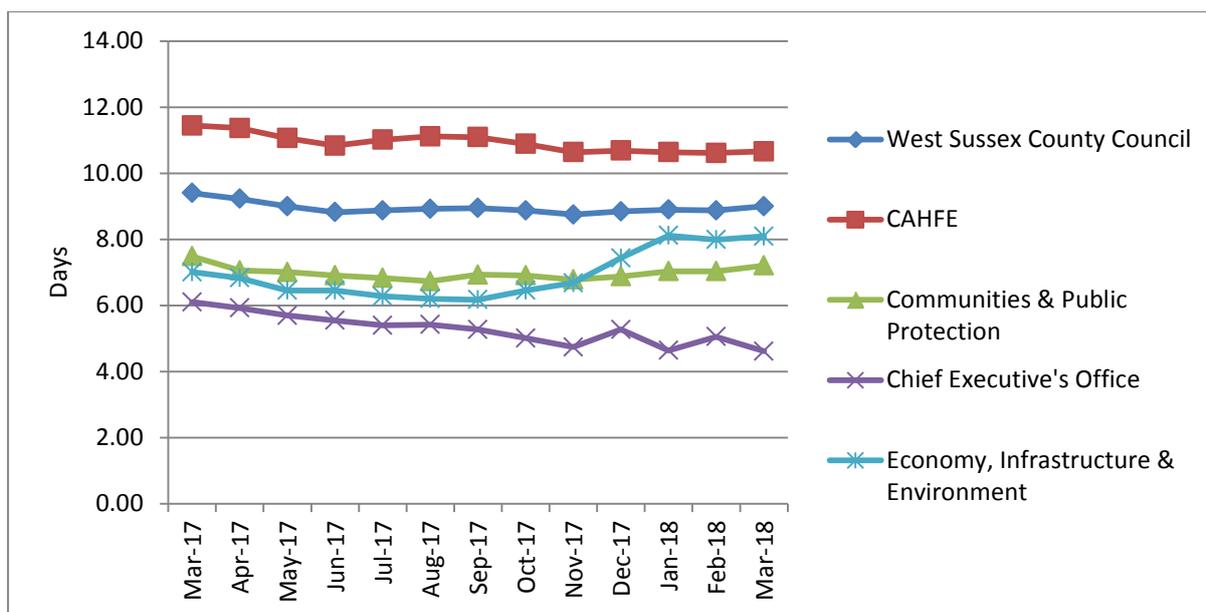


Note: NI expenditure in 2016/17 increased due to an increase of 3.4% in ER's contribution rates (end of Contracting out / introduction of flat rate pension)

The chart above summarises the total spend on the workforce over the past three years, including spend on Manpower agency staff (excluding consultancy). Note that the graph excludes schools data.

The increasing cost per annum is due to a number of factors which include increasing NI costs; increasing employer pension contributions and annual pay increment increases. In 2017/18 there was a 5.3% increase in pension contributions which totalled £6.1m, a pay award costing £5.6m, the apprenticeship levy totalling £1.6m and one off costs associated with service restructures and redundancies. There has also been a reduction in agency staffing costs in 2017/18 of £0.58m compared to 2016/17

### 3. Lost Time Rate



The Lost Time Rate (LTR) is the percentage of total time available that has been lost due to sickness absence. The graph shows the LTR percentage after it has been converted into an 'average days lost' per person per month figure so it is more true-to-life.

The LTR for WSCC has remained at similar each month since the last report (9 days lost compared to 8.90 days lost as previously reported).

The majority of Departments have experienced little change in lost time rate since the last report.

The Economy, Infrastructure & Environment Department has continued at a similar level following an increase from September 2017 but the level remains below the WSCC average.

Work is underway to support and ensure managers are enabled to effectively manage sickness absence and other employee relations cases.



# Forward Plan of Key Decisions

## Explanatory Note

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

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

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

**Key decisions** are those which:

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

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

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

For questions about the Forward Plan contact Helena Cox on 0330 22 22533, [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk)

**Published: 4 June 2018**

## Forward Plan – Summary of Key Decisions



### **BEST START IN LIFE**

#### **Children and Young People**

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

#### **Education and Skills**

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

#### **Officer decision**

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



### **A PROSPEROUS PLACE**

#### **Leader**

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

#### **Highways and Infrastructure**

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

#### **Finance and Resources**

- June** Adoption of the Economic Growth Plan

#### **Officer decision**

- June** A259 Dualing Site Preparation Acceleration



**A STRONG, SAFE AND SUSTAINABLE PLACE**

**Environment**

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

**Safer, Stronger Communities**

- July** Endorsement of the West Sussex Fire and Rescue Service Integrated Risk Management Plan 2018-2020
- July** Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18
- December** Procurement of Mortuary Services for West Sussex **(New)**



**INDEPENDENCE IN LATER LIFE**

**Adults and Health**

- July** Short Break Services for Family and Friends Carers (Adults)
- July** Adults In-house Social Care services – Choices for the Future



**A COUNCIL THAT WORKS FOR THE COMMUNITY**

**Adults and Health**

- July** Procurement of Housing Support Services

**Leader**

- Monthly** Total Performance Monitor (Rolling Entry)

**Finance and Resources**

- Monthly** Total Performance Monitor (Rolling Entry)
- Monthly** Review of Property Holdings (Rolling Entry)
- June** Building Maintenance Services Contract

**Officer decision**

- June** Multi-disciplinary Property Development Consultant



## Children and Young People

### **Procurement of an Integrated Child Psychology Service**

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

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

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

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

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

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

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

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

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

The Cabinet Members will be asked to :-

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

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

## **Education and Skills**

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

### School Expansion Projects

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Cabinet Members will be asked to :-

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

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

<b>Southwater Infant and Southwater Junior Schools Replacement of Modular Classrooms</b>	
Southwater Infant and Southwater Junior Schools currently have modular accommodation which needs replacing in order to provide a suitable and sufficient teaching and learning environment.	
The Cabinet Member will therefore be asked to commence the procurement for the construction and supply of modular classrooms for the two schools using available Section 106 funds.	
<b>Decision By</b>	Mr Burrett, Cabinet Member for Education and Skills
<b>Date added to Forward Plan</b>	3 May 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	None
<b>Background Documents</b>	N/A
<b>Background Documents from</b>	N/A
<b>Author</b>	Leigh Hunnikin - 0330 22 23051
<b>Contact</b>	Wendy Saunders - 0330 22 22553

## Officer decision

### Award of Contracts for School Expansion Projects

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

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

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

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

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

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