

# Children and Young People Overview & Scrutiny Committee

## Agenda

17 January 2012

A special meeting of the Children and Young People Overview & Scrutiny Committee will take place in **COMMITTEE ROOM 2, SHIRE HALL, WARWICK** on **TUESDAY, 17 JANUARY 2012 at 2.00pm** to conclude the agenda from the 14 December 2011 meeting. The agenda will be:

### 1. General

#### (1) Apologies for Absence

#### (2) Members' Declarations of Personal and Prejudicial Interests

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

***Items 2-7 – already covered at 15 December 2011 meeting***

### 8. Performance Management

The Committee will receive a presentation on effective performance management and how it links to the overview and scrutiny process.

#### Recommendation

That the Committee notes the progress to date.

For further information, please contact:

Phil Evans, Head of Service – Improvement and Change Management

T: (01926) 412293

E: [philevans@warwickshire.gov.uk](mailto:philevans@warwickshire.gov.uk)

## 9. **Munro Review**

This report outlines the independent review of child protection by Professor Eileen Munro and the impacts for Warwickshire.

### **Recommendation**

That the Committee considers the implications and recommendations of the Munro Review of Child Protection for Warwickshire, along with the Government response and the actions taken or planned thus far in Warwickshire.

For further information, please contact:

Phil Sawbridge, Head of Service – Children in Need Division

T: (01926) 742577

E: [philsawbridge@warwickshire.gov.uk](mailto:philsawbridge@warwickshire.gov.uk)

## 10. **Improving Safeguarding Outcomes**

To update the Committee on the action plan put in place to address the inconsistent practices identified by Ofsted and to provide an update on the recommendations of the Committee's previous review of safeguarding.

### **Recommendation**

That the Committee approves the actions for improving safeguarding outcomes for children and young people.

For further information, please contact:

Phil Sawbridge, Head of Service – Children in Need Division

T: (01926) 742577

E: [philsawbridge@warwickshire.gov.uk](mailto:philsawbridge@warwickshire.gov.uk)

## 11. **Education of Vulnerable Pupils – Joint Strategy**

To consider the progress of an overarching strategy for the Education of Vulnerable Children, jointly developed by the Council's Early Intervention and Learning & Achievement business units.

### **Recommendation**

That the Committee:

- (1) Agrees any areas for scrutiny, as appropriate.
- (2) Considers and comments on the approach to early intervention and prevention, set out in this report, as part of a strategy for supporting the education of vulnerable children.

For further information, please contact:

Mark Gore, Head of Service – Learning & Achievement

T: (01926) 742588  
E: [markgore@warwickshire.gov.uk](mailto:markgore@warwickshire.gov.uk)

**or**

Elizabeth Featherstone, Head of Service – Early Intervention Services  
T: (01926) 742589  
E: [elizabethfeatherstone@warwickshire.gov.uk](mailto:elizabethfeatherstone@warwickshire.gov.uk)

## 12. Academies and Traded Services

This report provides an update on the offer that the local authority will be making available to Academies and the guidance issued to local authority governors.

### Recommendation

That the Committee:

- (1) Considers any implications of the development of the Academy programme within Warwickshire and the service provision for 2012/13.
- (2) Agrees any areas for scrutiny, as appropriate.

For further information, please contact:

Greta Needham, Head of Service – Law & Governance  
T: (01926) 412319  
E: [gretaneedham@warwickshire.gov.uk](mailto:gretaneedham@warwickshire.gov.uk)

**or**

Janice Ogden, Programme Manager – Business Support  
T: (01926) 742114  
E: [janiceogden@warwickshire.gov.uk](mailto:janiceogden@warwickshire.gov.uk)

## 13. Work Programme 2011-12

### Recommendation

That the Committee considers the draft work programme at Appendix A and amends as appropriate.

For further information please contact:

Richard Maybey, Democratic Services Officer  
T: (01926) 476876  
E: [richardmaybey@warwickshire.gov.uk](mailto:richardmaybey@warwickshire.gov.uk)

## 14. Any Other Items

Which the Chair decides are urgent.

Jim Graham  
Chief Executive

## **Children and Young People Overview & Scrutiny Committee Membership**

**County Councillors:** Peter Balaam, Carol Fox, Julie Jackson, Mike Perry, Clive Rickhards, Carolyn Robbins, John Ross (Vice Chair), Martin Shaw, June Tandy (Chair), Sonja Wilson

**Cabinet Portfolio Holder:** Councillor Heather Timms (Child Safeguarding, Early Intervention and Schools)

**Church Representatives:** Joseph Cannon and Dr Rex Pogson

**Parent Governor Representatives:** Sharon Ansell and Alison Livesey

### **Enquiries**

For general enquiries about the Overview & Scrutiny Committee, please contact:  
Richard Maybey, Democratic Services Officer

T: (01926) 476876

E: [richardmaybey@warwickshire.gov.uk](mailto:richardmaybey@warwickshire.gov.uk)

For enquiries relating to the reports above, please contact the named officer(s).

**Children and Young People  
Overview & Scrutiny Committee  
14 December 2011**

**The Implementation of the Munro Review of  
Child Protection**

**Recommendation**

To consider the implications and recommendations of the Munro Review of Child Protection for Warwickshire, along with the Government response and the actions taken or planned thus far in Warwickshire.

**1.0 Summary**

- 1.1 On 13 July, the Government published its response to the Munro Review of Child Protection. This was developed with advice from a widely represented Implementation Working Group. The response is seen as the first step on the journey to create the conditions for sustained long-term reform of the child protection system to deliver improved outcomes for our most vulnerable children and young people. This report sets out the review recommendations, alongside the Government response and the actions taken or planned thus far in Warwickshire.

**2.0 Overview**

- 2.1 The Government has described its response to the Munro Review of Child Protection as “the start of a shift in mindset and relationship between central Government, local agencies and frontline professionals, working in partnership”. It has developed its response with advice from an Implementation Working Group, drawing on expertise from local authority children’s services, the social work profession, education, police and health services. The response adopts the principles proposed by Professor Munro and addresses each of the 15 recommendations of her final report.
- 2.2 The response describes the intention to reduce central prescription, place greater trust in local leaders and skilled frontline professionals, and build even stronger partnerships between Government, local authority children’s services, the voluntary and community sector, social work, education, police and health services. "Given the tighter financial climate, it will be ever more important for the range of agencies involved in child protection to work together effectively to get the most out of resources." It outlines how a number of Government reform programmes will contribute, how the Children’s Improvement Board (comprising ADCS, Solace, Local Government Group and DfE) considers safeguarding improvement a priority, and how the Social Work Reform Board (SWRB) is driving long-term sector-led improvement to social work.

- 2.3 Headline changes include a major reduction in central regulation and guidance; a Chief Social Worker post in Government and Principal Child and Family Social Worker appointments in local authorities; improvements in the knowledge and skills base of the profession; an inspection framework with the experiences of children and young people at its centre; and greater transparency and coordination of local arrangements to provide early help to children, young people and families.
- 2.4 Implementation will start at once but, as Children’s Minister Tim Loughton writes in his Foreword, “change will evolve and best practice will be informed by experience, innovation and evidence. Our aim will be to create the conditions for sustained, long term reform which enables and inspires professionals to do their best for vulnerable children and their families.” The Government response addresses each of Professor Munro’s four reform themes.

### **3.0 Government Response to Munro’s Four Reform Themes**

- 3.1 **Theme 1: Valuing professional expertise (Recommendations 1, 2, 3, 4)**  
Government will oversee a radical reduction in regulation, with a corresponding reduction in local rules and procedures. Shared local arrangements will need to be developed for robust management of timeliness, the quality of understanding and the effectiveness of the help provided. The role and impact of Local Safeguarding Children Boards (LSCBs) should be strengthened, and external inspection will continue and will be conducted on an unannounced basis. The Government agrees with Professor Munro’s conclusion that there is no compelling case for a national database providing information on whether a child is subject to a protection plan or in care, but will keep under review how to help professionals to cooperate and share information; it endorses her view that local authorities should maximise the efficiency of their 24-hour access service to enable professionals to obtain relevant information.
- 3.2 **Theme 2: Sharing responsibility for the provision of early help (Recommendations 8, 10, 13)**  
The Government wants a radical change in the way local agencies coordinate their work to maximise resources and increase the range and number of preventative services on offer to children and families; setting out transparent local arrangements will help practitioners working with children to access expertise, and should lead to the identification of the early help needed by a particular child or young person and their family, and to the provision of ‘an early help offer’ where their needs do not meet the criteria for receiving children’s social care services. The document outlines the contribution that should be made by Sure Start Children’s Centres, the new health visiting service family offer, the developing Positive for Youth vision, and the early intervention grant and Community Budgets.
- 3.3 **Theme 3: Developing social work expertise and supporting effective social work practice (Recommendations 11, 12, 14, 15)**

Building on the work of the Social Work Reform Board (SWRB), the Government wants to improve radically the knowledge, skills and expertise of social workers from initial training through to continuing professional development; work will be done on incorporating the specific capabilities identified by Professor Munro into the SWRB's professional capabilities framework. The new Chief Social Worker will advise Government on social work practice and the effectiveness of the help being provided to children and young people, and the introduction of Principal Child and Family Social Workers in local authorities will contribute to the development of a career path allowing for ongoing direct work with children and families, and to strengthening the voice of practitioners in management.

### 3.4 **Theme 4: Strengthening accountability and creating a learning system (Recommendations 5, 6, 7, 9)**

The Government agrees with Professor Munro that effective multi-agency working across a wide range of professionals is critical to success; that clear lines of accountability, and roles such as designated and named professionals, are vital; and that the system needs to become better at monitoring, learning and adapting. It is therefore retaining the statutory status of the Director of Children's Services (DCS) and the Lead Member for Children's Services, and is working with partners to revise the statutory guidance on their roles (which is likely to include a local test of 'assurance' when considering additional duties on the DCS); formal consultation in autumn 2011. The Government recognises the potential of the ACPO risk principles referenced by Professor Munro, and will consider how these can be further embedded in the practice of the police and local partners.

## 4.0 **The Fifteen Recommendations**

### 4.1 **Recommendation 1:** the Government should revise Working Together and The Framework for Assessment.

**Government Response:** these will be revised by July 2012, with an interim amendment to statutory guidance *Working Together* on assessment by December 2011.

**Warwickshire Response:** no immediate action is planned in Warwickshire. There are no local plans to change prescription or monitoring arrangements with respect to assessment timescales until national changes are secure.

### 4.2 **Recommendation 2:** the inspection framework should examine the effectiveness of contributions of all local services to the protection of children.

**Government Response:** further work to take place over the summer on how inspectorates could work together to achieve this within available resources.

**Warwickshire Response:** no immediate action for Warwickshire. We are still awaiting the formal outcome of the inspection of Safeguarding and Looked After Children that took place in November under existing arrangements. A proposed national inspection framework is currently under consideration.

### 4.3 **Recommendation 3:** the inspection framework should examine the child's journey...and look at the effectiveness of the help provided.

**Government Response:** new inspection framework to be developed by Ofsted, and in place by May 2012 following consultation.

**Warwickshire Response:** no immediate action for Warwickshire. We are awaiting the formal outcome of our November 2011 inspection under the existing system. Warwickshire LSCB recently held a major event '*the child's journey*' organised by the WSCB Training Subcommittee and Warwickshire's Children in Care Council at which forty managers from Warwickshire's multi-agency children's workforce had an opportunity to hear the voice of Warwickshire's young people from the point of needing help to receiving it. This initiative is part of the Board's ongoing plan, in accordance with statutory guidance, to engage with children, young people and parents to ascertain their views and to inform the development of child protection services and systems and to ensure that they are child-centred.

4.4 **Recommendation 4:** local authorities and partners should use a combination of national and local performance information to help benchmark performance, facilitate improvement and promote accountability.

**Government Response:** the Government will work with Children's Improvement Board to finalise a data set for use by LSCBs, practitioners and managers, based on draft Munro data set.

**Warwickshire Response:** no immediate actions for Warwickshire. No plans to change local data collection until national changes are secure.

4.5 **Recommendation 5:** the existing statutory requirements for each Local Safeguarding Children Board (LSCB) to produce and publish an annual report for the Children's Trust Board should be amended, to require its submission instead to the Chief Executive and Leader of the Council, and, subject to the passage of legislation, to the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

**Government Response:** the Government accepts this recommendation

**Warwickshire Response:** no immediate actions for Warwickshire. The next annual report will be published in spring 2012.

4.6 **Recommendation 6:** the statutory guidance, '*Working Together to Safeguard Children*', should be amended to state that when monitoring and evaluating local arrangements, LSCBs should, taking account of local need, include an assessment of the effectiveness of the help being provided to children and families (including the effectiveness and value for money of early help services, including early years provision), and the effectiveness of multi-agency training to safeguard and promote the welfare of children and young people.

**Government Response:** the Government accepts this recommendation in principle and will work closely with the national LSCB chairs, ADCS and partner organisations, to consider existing and new mechanisms that could be in place locally for them to assess the effectiveness of early help and protective services.

**Warwickshire Response:** the Independent Chair of the LSCB will seek a statement of assurance from the Chair of the Children's Trust.



- 4.7 **Recommendation 7:** local authorities should give due consideration to protecting the discrete roles and responsibilities of a Director of Children's Services and Lead Member for Children's Services before allocating any additional functions to individuals occupying such roles. The importance, as envisaged in the Children Act 2004, of appointing individuals to positions where they have specific responsibilities for children's services should not be undermined. The Government should amend the statutory guidance issued in relation to such roles and establish the principle that, given the importance of individuals in senior positions being responsible for children's services, it should not be considered appropriate to give additional functions (that do not relate to children's services) to Directors of Children's Services and Lead Members for Children's Services unless exceptional circumstances arise.  
**Government Response:** the Government accepts this recommendation in principle. It is therefore retaining the statutory status of the Director of Children's Services (DCS) and the Lead Member for Children's Services, and is working with partners to revise the statutory guidance on their roles (which is likely to include a local test of 'assurance' when considering additional duties on the DCS); formal consultation in autumn 2011.  
**Warwickshire Response:** Warwickshire has already drafted an 'assurance test' that was well received by Ofsted within the 'Inspection of Safeguarding and Looked After Children' that took place in November 2011.
- 4.8 **Recommendation 8:** the Government should work collaboratively with the Royal College of Paediatrics and Child Health, the Royal College of General Practitioners, local authorities and others to research the impact of health reorganisation on effective partnership arrangements and the ability to provide effective help for children who are suffering, or likely to suffer, significant harm.  
**Government Response:** the Government accepts the spirit of this recommendation, but wants to go further and establish a co-produced work programme, to ensure continued improvement and the development of effective arrangements to safeguard and promote children's welfare as central considerations of the health reforms. The Department of Health will work with the Department for Education, NHS bodies, local authorities, professional bodies and practitioners to agree a co-produced work programme.  
**Warwickshire Response:** no immediate actions for Warwickshire. LSCB Chair to seek assurances through the Health and Wellbeing Board that arrangements to safeguard and promote children's welfare are secured within current service remodelling. Children's Trust to be asked to produce an impact assessment on the range and need for early intervention in health.
- 4.9 **Recommendation 9:** the Government should require LSCBs to use systems methodology when undertaking Serious Case Reviews (SCRs) and, over the coming year, work with the sector to develop national resources to: provide accredited, skilled and independent reviewers to jointly work with LSCBs on each SCR; and to promote the development of a variety of systems-based methodologies to learn from practice.  
**Government Response:** the Government agrees, and will consider further how to implement.

**Warwickshire Response:** the LSCB will use SCIE [systems] methodology to review a 'near miss' in the autumn.

- 4.10 **Recommendation 10:** the Government should place a duty on LAs and statutory partners to secure sufficient provision of local early help services for children, young people and families.

**Government Response:** the Government accepts this recommendation in principle. The Government will work with partners to identify a route (including possible statutory duty) to effect the responsibility for early help by September 2011.

**Warwickshire Response:** Warwickshire Children's Trust to be asked by the LSCB for a report on the availability and effectiveness of early intervention with reference to the JSNA. This will specify how we identify children at risk of or suffering significant harm, the availability of services and the training available to staff in frontline settings. It will also set out the resourcing of early help services.

- 4.11 **Recommendation 11:** the Social Work Reform Board's Professional Capabilities Framework should incorporate capabilities necessary for child and family social work. This framework should explicitly inform social work qualification training, postgraduate professional development and performance appraisal.

**Government Response:** the Government agrees that the skill base and competence of social workers working in child protection must be both explicit and a force for improving practice, training and professional development. Detailed work will need to be done with key partners, including the SWRB, the HPC (which is expected to take over responsibility for the regulation of social workers in 2012) and the College of Social Work to explore how best child and family specific capabilities will fit within the wider capabilities framework, and how to make effective links between the capabilities, initial education, CPD and performance management.

**Warwickshire Response:** Warwickshire will keep progress in sight and under review through its Staff Development Advisory Group. Social Work Improvement Fund resources have been directed towards development opportunities for more experienced staff whose needs have not been well met in recent years.

- 4.12 **Recommendation 12:** employers and higher education institutions (HEIs) should work together so that social work students are prepared for the challenges of child protection work.

**Government Response:** the Social Work Reform Board is working with HEIs to improve the calibre of entrants and quality of education; the Government is exploring new models in achieving this such as 'Step Up to Social Work'.

**Warwickshire Response:** Warwickshire will keep progress in sight and under review through its Staff Development Advisory Group work programme.

- 4.13 **Recommendation 13:** local authorities and their partners should start an ongoing process to review and redesign the ways in which child and family social work is delivered.

**Government Response:** the Government accepts the case for redesigning the way in which child and family social work is delivered and recognises that this is already happening in a number of local areas. Local attention should be given to creating conditions which value the continuity of relationships with children and families, and promotes effective evidence-based social work practice.

**Warwickshire Response:** children's social care teams are currently being reorganised into teams containing 'practices' of common interest. A service review of EDT is being undertaken and our work with Dartington SRU will inform further re-design and the further introduction of evidence based programmes.

- 4.14 **Recommendation 14:** local authorities should designate a Principal Child and Family Social Worker. This should be a senior manager with lead responsibility for practice in the local authority, who is still actively involved in front-line practice and who can report the views and experiences of the front line to all levels of management.

**Government Response:** Government accepts the need for an explicit link between management and practice. Government recognises that the role of the Principal Child and Family Social Worker is necessary for the system to respond to the needs of children and families and be open to feedback. The Government also supports Professor Munro's view that experienced social workers should be able to follow a career path that takes them to senior levels in the organisation without losing their prime focus on developing social work expertise.

**Warwickshire Response:** the College of Social Work is developing a professional leadership group for children's services. Warwickshire will engage with this process. Provision will be made for Social Work Improvement Fund monies to support the introduction of this role.

- 4.15 **Recommendation 15:** a Chief Social Worker should be created in Government, whose duties should include advising the Government on social work practice and informing the Secretary of State's annual report to Parliament on the working of the Children Act 1989.

**Government Response:** the Government accepts the proposal for a Chief Social Worker to provide a permanent professional presence for social work within Government. The Government sees this role as being complementary to any corresponding professional body, for example, the College of Social Work. The Government is clear that the scope of this post will be to cover children and adults and will report jointly to the Secretaries of State for Education and Health.

**Warwickshire Response:** N/A

## 5.0 Conclusion

- 5.1 The collaborative spirit in which Professor Munro's report *and* the Government's response to her recommendations have been developed is a model for future reviews of this nature, which will doubtless greatly aid implementation.

- 5.2 The wide range of those to whom Ministers have written, including schools, health bodies and the police (which are all currently subject to reform programmes), emphasises the extent to which effective child protection depends on the active and informed involvement of all those working with children, young people and families. It is essential that, in turn, they all recognise this responsibility.
- 5.3 Two issues remain of particular concern in Warwickshire. Firstly, there is continuing uncertainty (in the absence of a national database and adequate local arrangements) about the mechanism through which professionals concerned about a child's safety can find the relevant information they might need. Secondly, Munro was very clear about the risks of adding responsibilities to the role of the DCS. Warwickshire, in common with around a third of local authorities nationally has already decided to do so, primarily as a consequence of the need to make unprecedented levels of savings. There is a danger, within the context set by the Government response, that when the next serious failure of child protection comes to national attention (and Professor Munro is clear that risk can be managed, but not eliminated), a contributory factor will be seen to be that child protection was only a small, though important, part of the wide responsibilities of the person in overall charge.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Phil Sawbridge	01926 742577
Head of Service		<a href="mailto:philsawbridge@warwickshire.gov.uk">philsawbridge@warwickshire.gov.uk</a>
Strategic Director	Wendy Fabbro	<a href="mailto:wendyfabbro@warwickshire.gov.uk">wendyfabbro@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Heather Timms	<a href="mailto:cllrtimms@warwickshire.gov.uk">cllrtimms@warwickshire.gov.uk</a>

**Children and Young People  
Overview & Scrutiny Committee  
14 December 2011**

**Improving Safeguarding Outcomes**

**Recommendation**

To approve the actions for improving safeguarding outcomes for children and young people.

**1.0 Key issues**

1.1 This report provides an update on two key areas of work being undertaken in relation to improving safeguarding outcomes for children and young people. These areas of work also feed into the work of Warwickshire Safeguarding Children's Board and Warwickshire Children's Trust.

1.2 The two key areas of work are:

- The action plan put in place to address the inconsistent practices identified by Ofsted last year (as referenced in the Safeguarding business unit plan)
- The action plan in relation to the recommendations from the Committee's previous review of Safeguarding in 2010 (see appendices).

**2.0 Update on the progress of the action plans**

**2.1 Addressing the inconsistent practices identified by Ofsted**

2.1.1 The unannounced inspection of contact referral and assessment in 2010 identified the following as an area for development:

"Significant variation in practice and consistency between teams makes it more difficult for agencies working across districts to collaborate in the most effective way and some opportunities for disseminating good practice are missed".

Following the inspection, an action plan was formulated within the Senior Leadership Team of the safeguarding division which identified the following two strands of work to improve consistency and outcomes:

(i) "Work to be undertaken to enhance consistency of practice which, in turn, will inform proposals for remodelling of the service under the umbrella of the Directorate Transformation Programme" with the aim of providing greater consistency of practice across the authority which supports effective partner agency working and facilitates dissemination of good practice.

(ii) “Consistency of practice to be improved by the implementation of a county-wide supervision model that promotes reflective practice and critical thinking” with the aim of promoting consistency and significant improvements in the quality of assessments, evidence of reflective practice with the resultant impact on the quality of intervention and improved safeguarding of children and young people. This is targeted at all social care team leaders within a 12-month period.

- 2.1.2 Progress has been made in both areas. The social care teams have been re-configured in accordance with the re-organisation of the Children, Young People and Families Directorate (up until October 2011). The re-structuring has led to the amalgamation of two social care teams, leading to a reduction in the number of managers and therefore interfaces between services. Further work is underway to amalgamate initial assessment services in the Nuneaton & Bedworth area to further increase the capacity of the assessment practices, reduce the number of managers involved in decision making and promote greater consistency of practice across the geographical localities.
- 2.1.3 Social Care teams have been re-configured into Social Work Practices, in which Practice Leaders are responsible for the allocation, management and oversight of cases.
- 2.1.4 Training in a defined model of supervision, promoted by the Children’s Workforce Development Council (CWDC), has been commissioned for all Practice Leaders. It should be noted that although this training has taken some time to secure through the commissioning process, a significant number of Practice Leaders were already accessing this training through existing arrangements with the CWDC.
- 2.1.5 The Safeguarding ICT Transformation Board has also been overseeing the transformation to electronic social care recording and mobile working, which also aims to promote consistency of practice across the service.
- 2.1.6 A thresholds document has also been introduced and endorsed by Warwickshire Safeguarding Children’s Board. This provides practitioners from a range of agencies with a useful tool for describing the thresholds for intervention with children and their families. It is anticipated that this will support consistency of practice through an enhanced understanding by agencies of the appropriate thresholds for intervening with families.
- 2.2 **Recommendations from the Committee’s previous review of Safeguarding**
- 2.2.1 Attached at **Appendix A** is the action plan that was formulated in order to address the recommendations. The action plan indicates that a number of areas have been successfully completed.

### 3.0 Timescales associated with the next steps

- 3.1 The action plan in relation to the unannounced inspection of contact referral and assessment has been reviewed at regular intervals by the Safeguarding Senior Leadership Team. This has ensured that actions have been progressed appropriately. This will be superseded following the recent inspection of safeguarding and looked after children services by Ofsted.

### Background Papers

**Scrutiny Review Action Plan – attached as Appendix A**

**Scrutiny Review into Safeguarding, Children, Young People and Families OSC, Final Report September 2010 – attached as Appendix B**

	Name	Contact details
<b>Report Author</b>	Jenny Butlin-Moran	01926 742514 <a href="mailto:jennybutlinmoran@warwickshire.gov.uk">jennybutlinmoran@warwickshire.gov.uk</a>
<b>Head of Service</b>	Phil Sawbridge	01926 742577 <a href="mailto:philsawbridge@warwickshire.gov.uk">philsawbridge@warwickshire.gov.uk</a>
<b>Strategic Director</b>	Wendy Fabbro	<a href="mailto:wendyfabbro@warwickshire.gov.uk">wendyfabbro@warwickshire.gov.uk</a>
<b>Portfolio Holder</b>	Cllr Heather Timms	<a href="mailto:cllrtimms@warwickshire.gov.uk">cllrtimms@warwickshire.gov.uk</a>

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**Action Plan to implement recommendations of:  
2010 Scrutiny Review into Safeguarding (Children, Young People and Families OSC)**

<b>Area for development identified</b>	<b>Action to be taken</b>	<b>By who</b>	<b>Required outcome</b>	<b>Progress/target date</b>
<p>Head of Service to review arrangements in place to support newly qualified social workers including protected caseloads to ensure that:</p> <ul style="list-style-type: none"> <li>• Newly qualified social workers are receiving appropriate support and are not being over-burdened</li> <li>• Support arrangements are being implemented consistently across the county</li> </ul>	<p>Review of Newly Qualified Social Worker (NQSW) programme which reviews requirement to ensure protected caseloads and protected learning and development time</p>	<p>Jenny Butlin-Moran Fiona Metcalfe NQSW Programme Co-ordinators</p>	<p>To ensure that the NQSW programme is being implemented consistently across the county</p>	<p>NQSW programme has been reviewed</p> <p>Workload analysis includes consideration of the reduced caseloads for NQSWs</p> <p>Training has been commissioned by for Practice Leaders to provide consistent model of supervision to all social workers</p>
<p>Head of Service to review the levels and mix of caseloads across the county to ensure equity and implement a maximum level of caseloads</p>	<p>Workload analysis is being undertaken to inform a re-structuring of the service</p> <p>This also forms part of the employer health check (SWTF)</p>	<p>Phil Sawbridge Jenny Butlin-Moran</p>	<p>More equitable caseloads across the county</p>	<p>January 2012</p> <p>Workload analysis is being undertaken which will provide information about the caseloads across the county and provide a basis upon which to consider the allocation of resources</p>

**Item No 10, Appendix A**

Head of Service to review current resource allocation across the county and to ensure that resources are proportionately allocated to match different levels of demand	Re-structuring of the division, informed by workload analysis	Phil Sawbridge, HoS	Appropriate allocation of resources	January 2012  As above
Current levels of frontline social workers be maintained in order to ensure demand is met within an acceptable level of risk	We have had some growth in this area with some additional social work posts	Phil Sawbridge, HoS	Appropriate social work resource	Completed
Head of service to explore the options of: <ul style="list-style-type: none"> <li>• Merging area teams or co-location with other service providers</li> <li>• Ring-fencing savings to support front line work in safeguarding</li> </ul>	Re-structuring of service  Location of teams is being considered in light of re-structuring of the county council and though the accommodation strategy	Phil Sawbridge, HoS	More effective use of physical resources	January 2012  This is ongoing as part of re-structuring of County Council services
WSCB consider how thresholds and referral processes can be improved.	Thresholds document to be produced which clarifies thresholds and responsibilities for safeguarding across the directorate	Jenny Butlin-Moran, Service Manager	Shared understanding of thresholds leading to a more effective service for children and their families	Endorsed by WSCB on 28 September 2011

**Item No 10, Appendix A**

WSCB provide information for schools and other relevant partners	Poster outlining key information and contact details to be displayed in office areas and by schools	John Sullivan	Improved clarity of information for schools	Completed  Children's Teams currently provide partner schools and other agencies with key contact information
Head of Service to write to all Primary and Secondary Schools to highlight the importance of schools passing on information re safeguarding matters when pupils are transferred to another school	Reinforcement of safeguarding processes at points of transfer	John Sullivan	Strengthened safeguarding processes	Completed
Area Children's Teams to send annual letters to schools and other organisations to explain the management structure, how to manage cases of concern and key contacts within the team	This is already undertaken by teams			Completed
Head of Service and the relevant DCI review communication practices between social workers and the Police	Review of current arrangements	Phil Sawbridge HoS, Police DCI	Effective communication which strengthens the safeguarding arrangements	Practice Leader post within the Police will continue in 2012  This has supported the management of domestic abuse referral and Missing Children arrangements

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# Scrutiny Review into Safeguarding Children, Young People and Families OSC

**Final Report  
September 2010**



# **Scrutiny Review into Safeguarding**

## **Children, Young People and Families OSC**

### **Final Report**

#### **1. Introduction and Background**

- 1.1 Within recent years there have been a number of tragic and high profile child protection cases, which have highlighted systemic failings in child protection processes and the application of those processes, leading to missed opportunities to protect children from harm. Such cases have led to increased momentum at a national level to ensure the effectiveness of local safeguarding practices. Additionally, they have led to increased awareness amongst professionals and the public regarding safeguarding issues.
- 1.2 It is within this context that Warwickshire, inline with other local authorities, has experienced a significant increase in the number of referrals made to children services. Over the last 18 months, the service has experienced a 25% increased in referrals. This has led to an unprecedented number of looked after children and children subject to a child protection plan. In April 2010, there were 579 looked after children and 514 children subject to a child protection plan in Warwickshire.
- 1.3 Conscious of the pressures facing the Children in Need Division, in November 2009 the Children, Young People and Families Overview and Scrutiny Committee commissioned a Task and Finish Group to scrutinise the effectiveness of child protection processes within Warwickshire and to establish the impact and implications of the increased demand. This report summarises the findings and recommendations from the review.

#### **2. The Task and Finish Group**

- 2.1 The Task and Finish Group consisted of the following members.



**Cllr Jackson**



**Cllr Johnston**



**Cllr Perry**



**Cllr Ross  
(Chair)**

### **3. Scope of the Review**

- 3.1 The review focussed specifically upon the reactionary element of child protection and the effectiveness of practices and processes which are instigated once a concern regarding a child has been raised. National policy and legislative issues were considered to fall outside the scope of the review.
- 3.2 The objectives of the review were:
- 1) To understand the picture of increased demand for child protection services, how increased demand is being managed and its impact upon caseloads, risks and staff morale
  - 2) To understand disparities in demand and practice across Warwickshire and to narrow the gaps in demand and practice to ensure that the services received by children, young people and their families is not determined by where they live
  - 3) To understand workforce issues that impact upon practice eg. Recruitment and retention, training and support
  - 4) To establish the effectiveness of partnership working, in particular:
    - the effectiveness of the Common Assessment Framework (CAF) and its alignment to the Safeguarding Process and
    - the ability / knowledge of professionals working with children and young people to identify and communicate causes of concern, particularly classroom Teachers
  - 5) To review action plans put in place to address comments in the Joint Area Review (JAR) and the recommendations from the Laming Review
  - 6) To identify and address gaps in services
  - 7) To recognise and promote achievements of safeguarding services internally and externally.

### **4. The review process**

- 4.1 The Task and Finish Group undertook the review by meeting with a range of individuals involved in safeguarding, to gain an insight into their views and experiences, this included:
- The Head of Service for Children in Need Division
  - Warwickshire Safeguarding Children Board Development Manager
  - Social Workers and Operational Managers
  - Independent Reviewing Team
  - Designated Nurse for child protection
  - Teachers with designated responsibility for child protection
  - Multi-agency Training Service
  - Warwickshire Police
  - Warwickshire County Council's Young People Legal Service
- 4.2 The Task and Finish Group also undertook site visits to Child Protection Teams in each area of the County to speak to social workers and to gain an understanding of different issues across the County. Additionally, the Task and Finish Group attended a meeting of the Looked After Children Council,



where Councillors were able to hear the views and experiences of looked after young people.

- 4.3 The Task and Finish Group would like to sincerely thank everyone who participated in the review. Without the willingness of individuals to engage in the review, it would have been difficult for the Task and Finish Group to develop a true picture of safeguarding within Warwickshire.

## **5. Key findings and recommendations**

- 5.1 Through the evidence submitted by various 'witnesses' and through the site visits to the Child Protection Teams across the County, the Task and Finish Group is confident that the systems and processes in place to protect children from harm within Warwickshire are extremely robust and effective. Particular strengths of Warwickshire's approach to child protection include having a dedicated officer to liaise with schools regarding safeguarding issues (Education Safeguarding Manager) and robust checks and balances in place to ensure appropriate actions in response to referrals.
- 5.2 The Task and Finish Group were overwhelmed by the dedication and commitment of all those working within the child protection field. It is recognised that those working in child protection, particularly social workers, do not always receive adequate recognition and thanks for the valuable work that they undertake. The Task and Finish Group is in no doubt that Warwickshire's social workers have managed exceptionally well, in extremely difficult circumstances and would like to take this opportunity to thank all social workers for their hard work and dedication.
- 5.3 However, it is fundamentally important that the County Council and other partners do not become complacent and continually seek to improve safeguarding processes and practices. In this vein, the Task and Finish Group have identified a number of areas of improvements which would further strengthen the systems and processes in place. These are summarised below.

### Managing the Increased Workload

- 5.4 The significant increase in the number of referrals and the number of children subject to a child protection has inevitably had a significant impact on the workloads of social workers. In order to manage the increased level of need, the service is focussing upon prioritising those cases that meet the statutory thresholds for child protection. The significantly high number of referrals has meant that it is currently impossible to deal with every referral received. Consequently, social workers are promoting the use of the Common Assessment Framework (CAF) for non-child protection cases. The Task and Finish Group support this approach.
- 5.5 Yet, even with this prioritisation, the workload of social workers has increased significantly. The high numbers of referrals and caseloads in some areas of the County inevitably raises questions as to whether there is sufficient

capacity to meet the level of demand within an acceptable level of risk. 'Witnesses' expressed concerns to the Task and Finish Group that social workers were being over stretched. The limited capacity of the service has been recognised by the Children, Young People and Families Directorate, with £500k of redistributed resources being allocated to the Children in Need Division to manage the increased demand. This funding has been used to create 10 new frontline social workers posts. The Task and Finish Group welcomes the recruitment of 10 additional frontline social workers in order to manage the increased demand. However, the recruitment to these posts is likely to have a long lead in time before having demonstrable impact on current caseload levels, as demand continues to rise. Therefore, these additional posts cannot be considered a solution.

- 5.6 The Task and Finish Group were concerned with the differential caseloads of social workers across the County. In North Warwickshire, some social workers were handling 21 cases. This level of caseloads is not replicated across the County. In Warwick, social workers were managing 12 cases, with approximately 10 being child protection cases. In Bedworth, social workers were managing 8 cases, whereas in Nuneaton social workers were managing 6/7 cases. It is recognised that it is difficult to compare caseloads like for like, as the complexity and resource requirements of each case vary considerably. Nevertheless, it is important to ensure that there is equity in the level and type of caseloads that social workers are required to manage. In order to achieve a degree of equity in the level and mix of cases, a maximum caseload level should be introduced, which takes into consideration different complexity of cases.
- 5.7 It is also fundamentally important to ensure that newly qualified social workers are allocated appropriate levels and complexity of cases. Whilst in some areas of the County newly qualified social workers had protected caseloads and were expected to build up a level of expertise before fully taking on the accountability for a case, this approach did not appear to be commonplace across the County. In particular, in North Warwickshire, some newly qualified social workers (with less than 12 months experience) were reported to be managing up to 19 cases. It is recognised that caseloads for NQSWs will vary in nature across the county and will reflect the overall nature of cases within the team. Additionally, the allocation of work to NQSWs has to balance the need for them to learn within a supported environment and for them to be challenged and stretched to meet national competencies. However, the Task and Finish Group felt that such a differential level of caseloads among NQSWs requires investigation.
- 5.8 The importance of ensuring protected caseloads for newly qualified social workers has been recognised nationally through the recommendations of the Social Work Taskforce. Moreover, there are already a number of initiatives in place in Warwickshire to support NQSWs. Warwickshire is part of the NQSW national pilot programme, which requires NQSWs to have a protected caseload of 10% in volume and access to training and development equal to 10% of their workload. Additionally, all NQSWs receive formal supervision with their line manager on a fortnightly basis during their first three months.

The Task and Finish Group is of the view that the current arrangements in place to support NQSWs, including protected caseloads, be reviewed immediately in order to ensure NQSWs are receiving appropriate support and are not being over-burdened due to the current demand issues facing the service.

- 5.9 To some extent, the differential levels of work across the county reflect the differential demographics across the county. Nevertheless, the differential caseloads across the County, raises questions as to whether resources are currently being deployed to maximum optimisation. With some areas experiencing more significant increases in referrals and children subject to a child protection plan than others, there is a need to ensure that resources are deployed on a proportionate basis, so that resources are spread efficiently across the county to match the differing demands.
- 5.10 Inevitably, with unprecedented pressures on public finance, it is likely that, like other services, the Children in Need Division will be required to achieve a certain level of savings. However, child protection is a demand led service which is underpinned by statutory requirements. Therefore, the Task and Finish Group is of the view that any savings targets required of the service should not be at level where frontline provision is jeopardised. The current levels of frontline social workers need to be maintained if the level of demand is to be met effectively. Reducing the numbers of frontline social workers would present an unacceptable level of risk.

#### **Recommendations**

- A** The Head of Service for the Children In Need Division the review current arrangements in place to support newly qualified social workers, including protected caseloads, to ensure that:
- Newly qualified social workers are receiving appropriate support and are not being over burdened
  - Support arrangements are implemented consistently across the county
- B** The Head of Service for the Children In Need Division review the levels and mix of caseloads across the County to ensure equity and implement a maximum level of caseloads.
- C** The Head of Service for the Children In Need Division be requested to review current resource allocation across the County and ensure that resources are proportionally allocated to match the different levels of demand across the County
- D** Current levels of frontline social workers be maintained in order to ensure demand is met within an acceptable level of risk

## Structure and Accommodation

- 5.11 Whilst the level of frontline provision should be maintained, the Task and Finish Group is of the view that the structure and accommodation of the service could be changed in order to release some resources.
- 5.12 The Task and Finish Group is of the view that the following options be explored.
- Merging area teams to realise management, back-office and accommodation savings, whilst protecting frontline resources. Any merger should provide clear efficiencies without jeopardising frontline resources.
  - Rationalisation of office accommodation, through relocation to less expensive accommodation or co-location with other public service providers for example the Police's Child Protection Unit. Clearly, any accommodation used needs to be easily accessible and have sufficient facilities to provide privacy and confidentiality for individuals visiting the office.
- 5.13 The Task and Finish Group is of the view that any savings realised through changes to office accommodation from the above should be ring-fenced to further support front-line work within safeguarding.
- 5.14 Any changes to structure and office location should ensure services currently provided are continued, for example providing venues for contact with children and venues for multi-agency meetings, and be mindful of the need to maintain strong relationships with local partners.

### **Recommendations**

**E The Head of Service for Children in Need Division explore the following options:**

- **Merging area teams to realise management, back-office and accommodation savings, whilst protecting frontline resources.**
- **Rationalisation of office accommodation, through relocation to less expensive accommodation or co-location with other public service providers for example the Police's Child Protection Unit.**

**F Any savings realised through changes to office accommodation from the above be ring-fenced to further support front-line work within safeguarding**

## Thresholds and Processes

- 5.15 Guidance regarding the thresholds for child protection cases is contained in the Blue Book which is provided to all relevant professionals. However, the review highlighted that the guidance regarding thresholds within the Blue Book is interpreted differently by different professionals. The Task and Finish Group heard examples where teachers had considered that thresholds for child protection had been met, but this view had not been shared by social workers. Concern was also raised that the interpretation of thresholds within children services may vary across the county. Such variation in interpretation needs to be addressed and cross professional understanding improved.
- 5.16 In addition to differential interpretations regarding thresholds, the review highlighted that there was a lack of common understanding regarding safeguarding processes. Teachers involved in the review highlighted that there had been instances where they had been unable to access advice from the local Children Services offices and were uncertain where advice could be accessed from in such instances. Additionally, Teachers stated that they were not aware of how to challenge the advice given if they did not agree with it.
- 5.17 The Task and Finish Group found that this was not attributable to a lack of information. All schools had been provided with information regarding contact points for advice and the escalation process, which is designed to manage different professional views. Therefore, it appeared that the information was available but may not have been effectively communicated to schools. Consequently, the Task and Finish Group is of the view the view that communication of information regarding thresholds and processes could be further improved.
- 5.18 Whilst it is recognised that it is difficult to provide an absolute guide, as each case is inevitably different, the Task and Finish Group is of the view that the process could be better described so that all professionals have an easy and accessible reference point. The Task and Finish Group recognise that this information is already available, but consideration needs to be given to how the information is presented and communicated. The Task and Finish Group suggests a poster outlining key information and contact details be provided to schools and other relevant partners to display within offices. This would provide a visual aid to increase awareness and understanding surrounding thresholds and referral processes.
- 5.19 The Task and Finish Group were made aware that workshops had been recently be held in each district area, to promote open discussions between partner agencies regarding thresholds, referrals and case studies. The Task and Finish Group welcome this approach.

## Recommendations

- G** **Warwickshire’s Safeguarding Children Board consider how the presentation and communication of information regarding thresholds and referral processes can be improved in light of the issues raised within this review.**
- H** **Warwickshire’s Safeguarding Children Board provide schools and other relevant partners with a poster outlining key information and contact details to be displayed in office areas.**
- I** **Schools be requested to display the poster produced by Warwickshire’s Safeguarding Children Board as outlined in recommendation H, to increase awareness and understanding regarding thresholds and referral processes**

### Partnership Working

- 5.20 Whilst partnership working within Warwickshire overall appears to be effective, the review highlighted a number of areas where partnership working could be improved.

#### *GP’s*

- 5.21 There was a general consensus that the input from GP’s in case conferences is invaluable, particularly in complex cases, however the attendance of GP’s seems to be variable. NHS Warwickshire are aware of the issue and have started working with the local medical council to help support GP’s to fulfil their safeguarding role. Whilst GP engagement with case conferences is not explicitly included in GP’s contracts, it is hoped that engaging the local medical council will influence GP’s to engage more consistently with case conferences. Nevertheless, the Task and Finish Group is of the view that this issue should be explored further by the Adult Social Care and Health Overview and Scrutiny Committee.

#### *Information Sharing*

- 5.22 Information sharing is central to effective safeguarding work, whilst there is no local single shared database accessible to all partner organisations, organisations recognise their statutory requirements to share information when approached by another agency. However, the teachers that contributed to the review highlighted that schools did not always pass on information regarding pupils that they transferred. Therefore, schools were not always aware if concerns had been raised about a pupil. The Task and Finish Group is of the view that all schools should be reminded of the need to provide such information when transferring pupils.
- 5.23 With the Government abolishing “Contact Point”, a national database developed to enable professionals to identify which agencies are involved with

a child, it is fundamentally important that information sharing within Warwickshire remains effective.

#### *Funding for Warwickshire's Safeguarding Children Board*

- 5.24 There is currently no national formula for deciding the financial contributions of agencies towards the management of the Warwickshire Safeguarding Children Board. Currently, funding to support the work of the Board is negotiated by partners within the Board, with all partners contributing relative amounts. It is thought that the Children Trust would be better placed to lead the discussions and decisions regarding partner contributions.

#### *Communication*

- 5.25 The review highlighted that communication could be improved between schools and social workers. Schools highlighted that they would like more dialogue and interaction with social workers and suggested that schools be allocated a specific social worker to foster better communication and partnership working. The Task and Finish Group were advised that schools had previously been allocated link social workers, which worked well but were resource intensive. The practice of link social workers had not been sustained due to the demand led pressures on the service and the need to reprioritise workloads accordingly. However, there are number of simple practices that could be adopted to further enhance communication and partnership working between schools and social workers.
- 5.26 For example, sending annual letters to schools and other organisations involved with children in the area, to explain the management structure, how to manage cases of concern and key contacts within the Team. Whilst this practice is currently undertaken in some teams, it needs to be replicated across the County. Additionally, each Team should provide schools with a key contact within the Team, to improve communication and relationship building.
- 5.27. The review also highlighted that communication between social workers and police officers was considered to be variable across the County. Some social workers thought that collaboration with the police could be improved. Indeed, particular concerns were highlighted within the Bedworth area. Warwickshire Police acknowledged that they had been aware that there were previously communication issues in Bedworth and measures had been put in place to address this, including monthly meetings. However, the Task and Finish Group is of the view that communication practices between the police and social workers across the County be reviewed in order to ensure communication is effective and opportunities for collaboration maximised.

## **Recommendations**

- J**     **The Adult Social Care and Health Overview and Scrutiny Committee explore inconsistent GP attendance at case conference with NHS Warwickshire**
  
- K**     **The Head of Service for the Children in Need Division write to all primary and secondary schools within Warwickshire to highlight the importance of schools passing on information regarding safeguarding matters when they transfer a pupil to another school.**
  
- L**     **Area Teams send annual letters to schools and other organisations involved with children in the area, to explain the management structure, how to manage cases of concern and key contacts within the Team. This letter should provide a key contact within the Team.**
  
- M**     **The Head of Service for the Children in Need Division and the DCI responsible for Child Protection within Warwickshire Police review communication practices between social workers and police officers across the county in order to ensure communication is effective and opportunities for collaboration maximised.**

## **6. Conclusion**

- 6.1 Overall, the Task and Finish Group is satisfied and reassured that child protection processes and systems in place within Warwickshire are robust and effective. However, it is fundamentally important to ensure the effectiveness of current processes and systems are not damaged by the need to identify savings. The Task and Finish Group is of the view that the Children and Young People Overview and Scrutiny Committee continue to undertake an overview role in relation to the issues raised within this review, particularly following the outcome of the Comprehensive Spending Review in the autumn.



## Children and Young People Overview & Scrutiny Committee 14 December 2011

### Education of Vulnerable Children – a joint strategy Early Intervention

#### Recommendations

- (1) To agree any areas for scrutiny, as appropriate
- (2) To consider and comment on the approach to early intervention and prevention, set out in this report, as part of a strategy for supporting the education of vulnerable children

#### 1.0 Context

- 1.1 The strategy for supporting the education of vulnerable children is being developed in the context of the vision for the People Group:  
*“To support people, especially the most vulnerable and disadvantaged, to access throughout their lives every opportunity to enjoy, achieve and live independently.”*

and of the Children’s Trust:

*“Our vision is that every child and young person, including those who are most vulnerable and disadvantaged, has the greatest opportunity to be the best that they can be.”*

The Children’s Trust brings together all of the agencies and organisations in Warwickshire who provide services to children and young people including the County Council, health, police, the district/borough councils and the voluntary sector. This partnership recognises that the needs of children and young people require a coordinated multi-agency approach.

- 1.2 The term ‘vulnerable children’ encompasses a very wide range of children and young people with a diverse range of needs. These include:
- Looked After Children and children ‘on the edge of care’
  - Gypsy, Roma and Traveller children
  - New Arrivals children with English as an Additional Language
  - Children with special educational needs and disabilities
  - Children excluded from school and at risk of exclusion
  - Children out of school
  - Young people not in education, employment or training (NEET) or at risk of becoming NEET
  - Teenage parents
  - Young offenders and young people at risk of offending

- 1.3 To meet the diverse educational needs of these children and young people, the Council, with other agencies, has developed and is developing a number of different services. Many of these are the subject of major reviews, for example, services for children with special educational needs and disabilities, in response to new legislation or to changes in funding arrangements.
- 1.4 An underpinning principle of our approach to the education of vulnerable children is that the prime responsibility for their education lies with the school or early years settings, and a significant role of the Council is to provide support to enable schools and other providers to develop the capacity and capability to meet effectively a wider range of need. However, for many children – such as those with a statement of special educational needs – the Council has a joint statutory responsibility with schools. For many others, the Council and other agencies provide a range of support services, some on a traded basis, to support schools and other providers to meet the particular needs of young people. The Overview & Scrutiny Committee has already recently considered the SEN Green Paper and services trading with schools.
- 1.5 As part of his review of the Council’s relationship with schools, Paul Galland identified, from his discussions with schools, some confusion about the Council’s approach to the education of vulnerable children and, therefore, recommended that the Council develop an overall strategy. With services being restructured and the respective role of schools and the Council not yet clearly defined, this will be a complex process. Consequently, the strategy is still in development and a further report will be brought to the Committee.
- 1.6 However, a key element of the strategy will be a policy of early intervention and prevention, by which we mean:  
*“...intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Early intervention may occur at any point in a child or young person’s life.”*
- 1.7 The attached paper (Appendix A) sets out the Council’s approach to Early Intervention and prevention. It is proposed to make a short presentation to the Committee on this approach as part of developing the strategy for vulnerable children.

## **2.0 Proposal**

- 2.1 It is proposed that an overarching strategy for the education of vulnerable children – incorporating the Council’s approach to special educational needs, children out of school and early intervention – will be taken to Cabinet incorporating the comments made by this Committee.

## Background Papers

CYP O&S 8 June 2011 – 04 SEN Green paper

<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1755/Committee/417/Default.aspxReport>

Cabinet 14 July 2011 – 07 Future Relationship with Schools

<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1745/Committee/395/Default.aspx>

Cabinet 13 October 2011 – 05 Future Relationship with Schools

<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1747/Committee/395/Default.aspx>

	<b>Name</b>	<b>Contact Information</b>
Report Author	Mark Gore	01926 742588
Head of Service	Mark Gore	01926 742588 <a href="mailto:markgore@warwickshire.gov.uk">markgore@warwickshire.gov.uk</a>
	Elizabeth Featherstone	01926 742589 <a href="mailto:elizabethfeatherstone@warwickshire.gov.uk">elizabethfeatherstone@warwickshire.gov.uk</a>
Strategic Director	Wendy Fabbro	<a href="mailto:wendyfabbro@warwickshire.gov.uk">wendyfabbro@warwickshire.gov.uk</a>
Portfolio Holder	Councillor Timms	<a href="mailto:cllrtimms@warwickshire.gov.uk">cllrtimms@warwickshire.gov.uk</a>

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## **Early Intervention: Policy into Practice in Children's Services**

### **Education of vulnerable children – A joint strategy**

#### **1. Introduction**

The purpose of this paper is to draw together the threads which currently make up our approach to Early Intervention and highlight what Warwickshire's approach should be over the next 2 years in children's services. A further paper will explore early intervention with adults who need help with independent living.

In addition, the paper will be used in conjunction with briefings for members, stakeholders, our partners, and children, young people and families to explain

- Targeted support for young people
- Targeted support for families and parents
- School based support and multi-disciplinary processes

This paper is written in the context of the Children's Trust vision which is:

"Our vision is that every child and young person, including those who are vulnerable and disadvantaged, has the greatest possible opportunity to be the best that they can be."

Our principles, in partnership are Ambition for every child and young person, Participation of parents, families and children in the design of our services and Effectiveness in how we train and support all our staff.

#### **2. National Context**

The strategic shift towards prevention and early intervention is recognised in key policy areas such as health and social care as well as children's services. The Early Intervention Grant has enabled strategic planning of grant resources rather than single funding streams with individual sets of targets, outcomes and external monitoring.

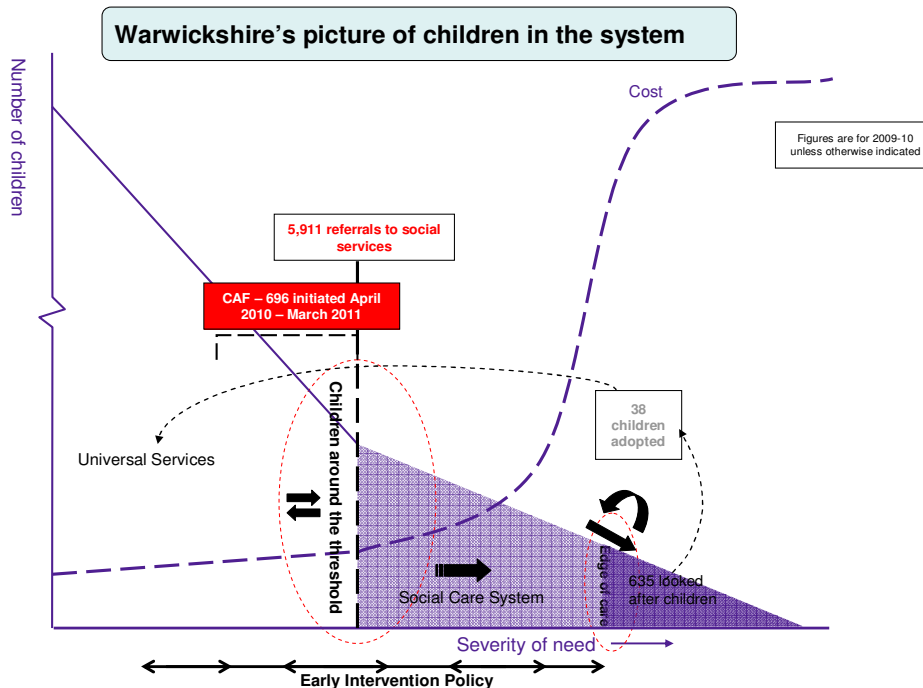
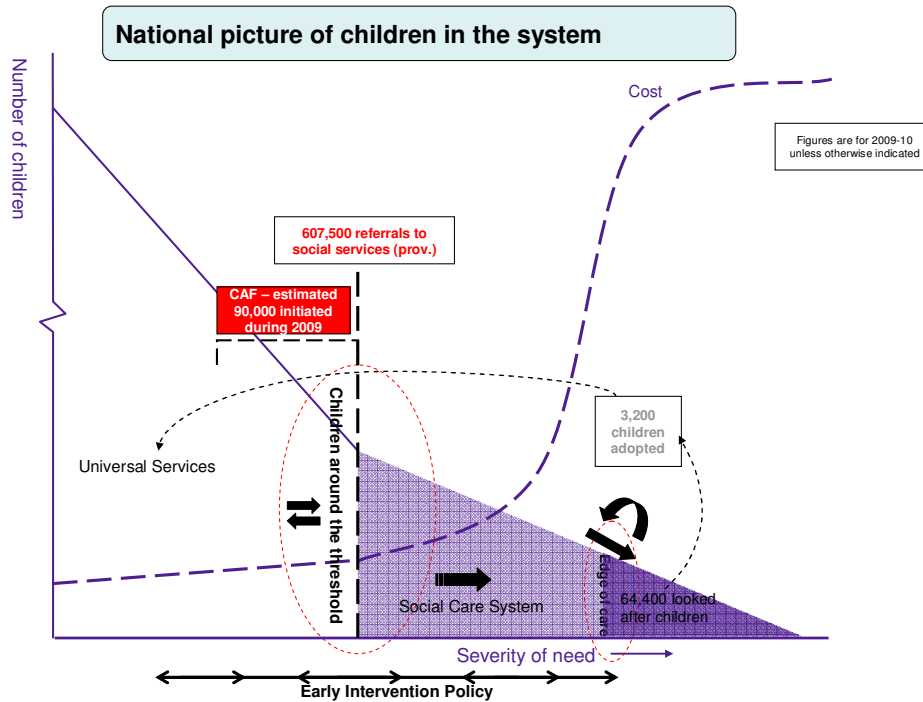
Nationally early intervention approaches have been given a very high profile in Graham Allen's Review Early Intervention: The Next Steps, and Frank Field's Review of The Foundation Years: Preventing Poor Children become Poor Adults. Changes in the government approach in the last few years has seen an important emphasis on early identification, joint working across agencies and agreement on shared responsibility for the outcomes. The Allen Review concentrated on the neediest, promoting an anti-poverty approach through ensuring works pays and renewing interest in evidenced based approaches to supporting families.

C4EO produced Grasping the Nettle: early intervention for children, families and communities in October 2010. This is a significant practice guide to the challenges and opportunities in supporting children, families and communities through early intervention and, most importantly, uses local, national and international practice as examples of what works and what is effective.

Most recently, the Munro Review, the recommendations of which are yet to be accepted by the government, also extols the significant impact that early help and early intervention approaches can have on a child's life and places them firmly at the heart of our thinking on how we should offer support to families.

The Department of Health had widely publicised the importance of supporting families with its strategy to increase the number of health visitors to 4,200 by 2015.

Finally, Early Intervention is a key policy drive in the Department for Educations, set out in, “Productive Children’s Services’: A New Model” and known colloquially as “the wedge”.



The concept of the wedge is that by ensuring capacity in our universal services, such as schools, health visitors and children’s centres, we can identify problems early and support inter-agency services to improve the life chances of the child or young person. By offering family intervention services we can ameliorate the position they are in and improve the

outcomes for the children and young people, and prevent an escalation of costs to society later on.

In Warwickshire we already have evidence that these approaches work eg. evaluation the Nuneaton Family Intervention Project, the Local Authorities Research Consortium 3 and the CEDAR (Warwick University) evaluation of Warwickshire's approach to Triple P (a programme of support for parents).

We have many ways to identify that we are improving outcomes and we need to establish measures which we would expect to see if this is working. These might include a reduction in young people needing specialist provision which impacts on the current budget for SEBD provision and reduction in the number of exclusions. Qualitative measures include case studies which all services use.

### 3. Local Context

- Why are we adopting early intervention approaches?

Evidence from C4EO, who commissioned the Wave Trust to undertake a review on international practice and from reviewing national validated practice demonstrates that early intervention works when –

It is appropriate  
Applied well  
Identification has been timely and early

The wealth of practice shows that the greatest impact in improving outcomes in a child's life occurs when the intervention has been as early as possible.

- What do we mean by the term early intervention?

In Warwickshire we have taken as our definition the following,

“intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Early Intervention may occur at any point in a child or young person's life...”

- How should we approach developing early intervention approaches so they are co-ordinated in Warwickshire?

Key steps need to be in place to ensure we are making the maximum opportunities available to children and young people and our partners to improve outcomes.

Many of the key steps are part of the commissioning cycle which we have in place – namely – know your population, review outcomes and focus on improving them and develop strong multi-agency and multi-disciplinary partnerships. Work directly with children, young people and families as part of the service review.

The programme began with CYPF Directorate and then forward in the People Group is going to achieve the important element of integrated working by developing locally based, multidisciplinary teams who will know their areas and allocate resources where they are most needed. This will be fertile ground for early intervention approaches.

In addition, other key elements are

- shared vision of what we are aiming to achieve
- clear understanding of needs and identification of gaps
- clear and consistent messages to staff and families about improving outcomes
- embedding CAF as our universal tool for ensuring an appreciative holistic assessment of need and coherent action with a child and family
- underpinning workforce development

Ultimately, this will work where we build strong relationships with our partners and trusted relationships with families. The Health and Well-Being Board gives us an opportunity to renew and review relationships with Health.

#### **4. Are we making a strategic shift to prevention and early intervention?**

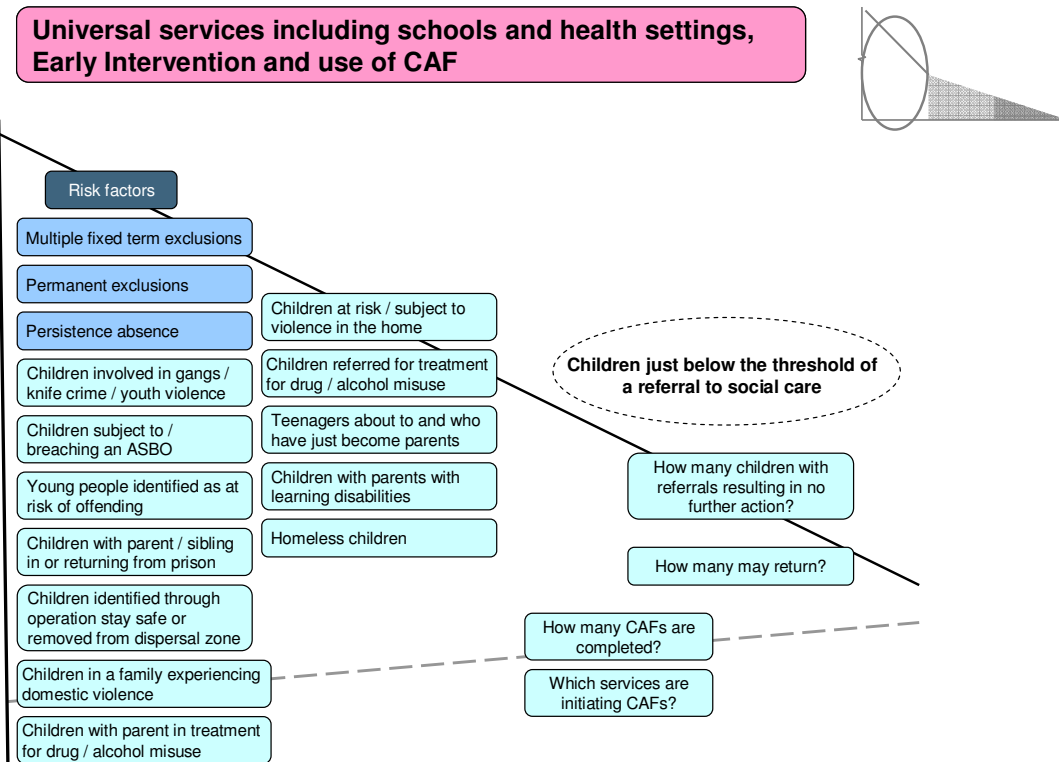
Prevention is about stopping a problem from arising in the first place and early intervention is aimed at halting a problem already evident.

In our strategies we aim to

- identify the risk factors which are prevalent amongst our children and young people
- identify those children who are coming into the system needing additional support
- co- produce positive outcomes for those children through timely and appropriate actions co-ordinated through the common assessment framework (CAF)

There are a number of risk factors and when they become cumulative, additional support is needed outside of the universal setting.





By working cross agency and combining data eg. through the Joint Strategic Needs Assessment, we can target the children, young people and families who need extra support. Thus, by intervening earlier, we prevent families needing more complex and high cost services.

By using our local multi-disciplinary teams, we can focus on those families most in need. Children, on the edge of care, and their families, have particular needs which the Family Intervention Project and Family Group Conferencing teams are designed to support.

We are aligned with social care colleagues to identify alternative strategies for children on the edge of care through the Dartington Research project.

The Common Assessment Framework (CAF) is embedded in our strategic approach to reducing exclusion and supporting schools and families where a child's placement is at risk. Schools are our key partners in initiating CAFs and in helping to ensure that the right interventions are put in place that enable restoration and needs to be met. The Review of Special Educational Needs takes into account early intervention approaches and use of the CAF.

## 5. Early Intervention Grant

A strategic approach has been taken to allocating resources from the Early Intervention Grant and this was reported and agreed by Council on 29 March 2011.

The Group is experiencing a reduction overall in grants of £7.49m in 2011-12 (of which £2.3m was already cut mid-year in 2010-11). By 2013, the strategic approach will be to commission approaches which support

### Timely Targeted Interventions

- Children's social care
- Supporting and engaging families
- Support to primary and secondary schools
- Targeted support for young people
- Positive destinations

### Early Years

- Early years
- Sure Start Children's Centres
- Early learning and childcare for 2 year olds

### Transition

- Building resilience
- Information, Advice and Guidance
- Raising aspirations

Resources will be commissioned across themes to improve outcomes and the move to locally based multi-disciplinary teams will support targeted approaches.

To determine a future early intervention model, the approach being taken is to consider key strategy areas, both in terms of outcome and cost benefits, to determine areas where early intervention measures should be targeted to realise the most benefit to children and young people. Any targeted support and interventions will be evidence based and prioritised to achieve clear benefits across core areas of services.

Due to the scale of the reductions and the level of transformation that is proposed, it is recognised that the longer term strategy and direction will not be delivered in one year. A programme approach is being adopted to ensure the successful transformation from the existing arrangements to the newly prioritised early intervention measures.

We anticipate that as the strategic commissioning reviews are undertaken, evidence based approaches will become the main way we commission services, The grant can also be used to support the commissioning of services required as part of the Children on the Edge of Care Project (Appendix A).

Our core offer of services, outside our statutory responsibility, also needs further clarification in the current environment to ensure it matches early intervention approaches.

This particularly applies to services contributing to the Common Assessment Framework (CAF) and taking in a lead professional role.

### 6. Early Intervention Business Unit

The Business Unit has been established as part of the Council's reorganisation to meet the needs of the changes required and the savings plan.

The Division has, in the context of the council's aims and ambitions, a business plan which sets out the following principles

- That outcomes are co produced and that we need to develop the joint capacity for children, young people and their families to meet their needs
- That services should be shaped by a strengths based approach
- That we should target support where it is needed most

Locally based multi disciplinary working in partnership with schools and other universal settings is of fundamental importance in achieving the above

Our priorities are emerging as follows –

- To develop evidence based programmes in the early years building on experience of Family Intervention Project and Family Nurse Partnership (children's centres are critical to this).
- To focus on parenting programmes, using Triple P, where we see the most impact and build relationships with services in social care.
- To embed CAF so that we can continue to appreciate children and young peoples' needs and circumstances in the broadest terms and co-ordinate multi-agency responses and support plans.
- To target support for families and young people, strengthening CAF and adopting post Munro assessment role.
- To target support so vulnerable children can stay and succeed in school.
- To work with children, young people and families so that they fulfil their potential and ambitions and so avoid becoming NEET (Not in education, employment or training) and excluded from society.

There are three strategic lead areas in the Division

- Targeted Support for Young People
- Targeted Support for Parents and Teachers
- Support for Schools and CAF (Common Assessment Framework)

A service manager leads on the strategic development of each of these areas and manages one of 3 areas of the County – North, East and South.

For more detail of these strategic areas, please see Appendix B.

Elizabeth Featherstone  
Head of Service - Early Intervention

Warwickshire Approaches to Early Intervention

**1. Early Intervention, using the CAF process and its cost effectiveness: LARC 3 Report (Local Authority Research Consortium) February 2011**

Evidence shows that the use of CAF process to intervene early is an effective way to support the improvement of outcomes for individual young people and families. It may also avoid future more costly outcomes for local and national government in the region of £55,500 to £128,000. The cost of CAFs is similar to those in other Authorities and CAF Officers and CAF Family Support Workers are viewed favourably by families and practitioners and seen as knowledgeable, skilful and supportive. Further consultation will be given to developing evidenced based programmes as part of the CAF process. CAF is integral in our approach to support vulnerable children to stay in and succeed in school.

**2. Evaluation of Triple P (Positive Parenting Program) by CEDAR (Centre for Educational Development, Appraisal and Research) (Warwick University)**

CEDAR – Warwick University was commissioned to research whether or not evidenced based parenting programmes could be effectively rolled out across a whole country.

Their brief was to check if there were any programme differences, factors that influence successful implementation on this scale and implications for policy and practice.

The study covered 47 LAs and look at pre and post course measures of parenting style (over reactivity, laxness) parent mental well being and child behaviour using one of 8 evidenced based parenting programme, 4 of which gave sufficient analysis from the questionnaire data (Triple P, Incredible Years, Strengthening Families, Strengthening Communities and strengthening Families programme 10 -14.

Warwickshire has used Triple P for it's roll out of funded parenting training.

**Overall findings**

- All 4 programmes were effective (with some difference between them)
- Triple P was deemed as achieving the greatest difference to all 3 parent outcomes and Triple P most effective at reducing conduct problems
- Large variation between LAs in numbers of parents supported – cost effectiveness varied as a result
- Average cost per parent was £1658, lowest cost was £534 in one LA
- Very successful Government initiative and clear evidence in support of use of these programmes by LAs
- Research showed that the “right” parents and children were targeted (more vulnerable)
- Follow up after one year – post course benefits were maintained after one year after the course ended
- Interestingly, non graduate course facilitators were associated with greater improvement than graduate led facilitators for parent well being and non graduate lead facilitators with no parenting programme training or delivery experience prior to that gained on PEIP

LA factors in successful roll out included – strategic leadership and operational co-ordination (where these were not in place the PEIP was less efficient)

Warwickshire was a very successful LA in the delivery of the PEIP (see additional graphs)

(Full copy of the PEIP report is available on the DfE website)

### **3. Evaluation of Family Intervention Project, Nuneaton**

The Family Intervention Project is a multi-agency partnership, funded by grant and partners including health, police, the borough and the County Council.

The project has worked with more than 20 families with complex multiple difficulties; substance misuse, child protection concerns, anti social behaviour, mental health needs, parenting difficulties, debt, domestic abuse, exclusion and school attendance difficulties and housing problems.

The Project is able to evidence the outcomes of intervention using this model of intensive intervention in financial terms for agencies in qualitative outcomes for family members and in improvements for the community.

The qualitative impact is secure and includes; empowered parent/ carers who are able to manage their parenting responsibilities more effectively, improved outcomes for families in the future and a decrease in the behaviour previously displayed which caused distress and frustration to the wider community.

### **4. Family Group Conferencing**

A Family Group Conference is a decision making and planning process for a family and its wider family network. They make plans and decisions for, and with, their children and young people, when it has been identified, either by the family or by service providers that they are in need of a plan that will safeguard and promote their welfare.

During April 2010 to March 2011, the service has worked with 61 families, addressing the short and long term concerns of 104 children, 405 family members attended meetings.

The families, referred via Social Care teams and the CAF process, have complex issues to resolve including finding alternate permanent care for their family children, managing neglect, substance misuse, family breakdown.

The FGC process offers an alternative decision making forum for children and young people who are at risk of accommodation, focusing on the problem not the person. There is a reduction of dependency on specialist services and ongoing intensive support by increasing family capacity and resilience. Family involvement in decision-making is key, as is, their ownership of child-centred responsibility for finding safe solutions and decision making.

Families work on improving relationship skills and problem solving abilities, often reconsidering their approach to discipline, positive attention and supervision practices. We recorded positive impact on family communication, school attendance, home and family life with a reduction in risky behaviour with peers and in the family home.

The positive outcomes for children and young people in kinship, foster care or adoptive homes were reflected by an increase in placement stability and improvement in their relationships with those caring for them.

### **5. Children on the Edge of Care**

Dartington Social Research Unit (SRU) is a charity established to improve outcomes for children through the rigorous application of research using innovative approaches to development and dissemination. The charity is a company limited by guarantee and registered with the UK Charity Commission.

Dartington Social Research Unit will work alongside staff from Warwickshire Children's services to plan and implement a strategy to reduce the total number of children in care. This will comprise (a) robust management of system dynamics including steps to reduce the number of entrants to care, reduce length of stay and increase exits from care; (b) judicious identification of children eligible to enter care under normal circumstances to be diverted by random assignment to evidence-based programmes in the community, and (c) monitoring and management of the funds to pay for current and future investment in evidence-based programmes.

SRU will secure external funds to evaluate the impact of the strategy. Its main function will be to measure high level developmental outcomes of the children randomly assigned to remain in care and those assigned to evidence based programmes to see if the children prevented from accessing care are better or worse off than those that entered care.

SRU will work with staff in Warwickshire to develop a communication plan and risk management plan to ensure that the project has the best possible chance of success.

### **6. Family Nurse Partnership**

The Family Nurse Partnership initiative provides intensive support for parents under the age of 20, from the early stages of pregnancy right through to their child's second birthday.

Five Warwickshire family nurses have been employed to carry out the scheme, which will offer advice to young parents on health during pregnancy, support them in development of their parenting skills and offer tips on living a healthy lifestyle.

We will complete recruitment at the end of July 2011. Early indicators show we are reaching our targets on numbers, and clients with vulnerability i.e. smoking and NEET figures, although we have not yet had any data on outcomes. I have tried to include some statistics that might help below. Initiation of breast feeding looks promising although there is no comparative data as yet. We also have relatively small numbers of low birth weight babies. We will receive our first report from the DOH in October, 2011. Clients generally are engaging well with the service and we are meeting our fidelity goals on the whole.

Parents have been recruited to the programme as of July 2011 and there is already evidence to show that there have been some positive outcomes, for example high numbers of breast feeding initiation, low numbers of low birth weight babies see table below:

	<b>Numbers</b>	<b>Percentage</b>
<b>Clients enrolled on FNP</b>	90	90%
<b>Clients initiating breast feeding</b>		57%
<b>Clients not in education, employment or training at pregnancy intake</b>	35	41%
<b>Clients smoking at pregnancy intake</b>	37	46%
<b>Clients drinking 1 unit of alcohol or more at pregnancy intake</b>	8	9%
<b>Clients with BMI &gt;30</b>	8	9%
<b>Clients with BMI &gt;35</b>	2	2%
<b>Babies Birth Weight &lt; 2.6kg</b>	2	10%

## **7. Pupil Reintegration Unit**

A major transformation is underway for children and young people whose learning needs may not be met and become at risk of exclusion or excluded. In partnership with Area Behaviour Partnerships in secondary schools, we have established as a pilot, to promote the use of DSG resources before a serious problem arises. Schools will develop approaches and commission their own provision to meet the needs of the young people as a collaborative commissioning partnership. Similarly, the primary strategy commissions the Early Intervention Service and primary clusters to support children in a different way, using evidence based on Warwickshire’s nurture groups and CAF.

**Early Intervention and Family Support Division**

**A. Transforming Services for Young People: Targeted Support**

**1. Context and Background**

Targeted support for young people is part of the Early Intervention and Family Support Division in the People Group.

We know from national data and the local Joint Strategic Needs Assessment that where children and young people face multiple disadvantages they are at a greater risk of negative outcomes. Multiple disadvantages include –

- Poor attainment at school (Maths and English)
- At risk of, or excluded from school
- Not seeing friends regularly or never goes to organised social activities
- In trouble with police
- Poor health choices, including sexual health, alcohol and substance misuse
- Children at risk of family breakdown / becoming homeless

Parents' experience of life is also hugely important as is housing, employment, transport and healthcare issues.

According to the most recent Government statistics, Nuneaton and Bedworth is the most deprived Borough in Warwickshire containing six areas that fall within the most deprived areas nationally. The data also shows that there are small pockets of deprivation spread throughout the county.

The Communities and Local Governments' measure of CYP outcomes, the Child Well-being Index identifies several areas where there is a notable need within the urban localities of Warwickshire, particularly Camp Hill & Galley Common and Abbey & Wembrook.

**2. These are the outcomes we would expect to see –**

Young people have increased self esteem and confidence, improved emotional well being and experience better relationships with their families, peers and adults.

Young people are engaged in school, learning or employment and have high aspirations for themselves.

If these outcomes were achieved, this would mean that young people participated in a range of activities, especially in areas of disadvantage and that support was available for those who were vulnerable, to meet their needs.



We would expect to see –

- Increased participation and resilience of all 13-19 year olds
- Reducing numbers of young people using drugs, alcohol or volatile substances and first time entrants to youth justice system.
- Reduce the percentage of 16-18 year olds not in education, employment or training (NEET)
- Participation in positive activities (reduction in anti social behaviour)

### **3. Priorities for Targeted Support**

In order to achieve the identified outcomes, we will continue with the following strands of work

- Provide support for young people through multi-disciplinary local teams working with those most at risk, including looked after children and care leavers, with clear outcomes
- Ensure the important role of enabling young people to have a voice so that they can influence and participate in policy and decision making both now and in the future. This will include VOX Warwickshire Youth Council, UK Members of Youth Parliament and Area Forums and we will integrate our corporate parenting role.
- To support and enable the voluntary sector, particularly through the commissioning of Warwickshire Community and Voluntary Action (WCAVA) and Warwickshire Children and Voluntary Youth Services (WCVYS).
- To continue to develop a motivated and well trained work force who are clear in their purpose.
- Delayed decisions regarding teenage conception and contracting sexually transmitted diseases.

### **4. Implication of Targeted Support**

In the last few months, we have been transferring the services for young people away from a traditional youth and community service to one which, through working with partners, targets support for young people.

Many of you will be involved in some of the changes with regards to the premises review and the reintroduction of youth centres as part of school campus.

However, there is a more fundamental shift in terms of service delivery. Transforming our work into targeted support requires focussing on key outcomes –

- young people have increased self esteem and confidence, improved emotional well being and experience better relationships with their families, peers and adults;
- young people are engaged in school, learning or employment and have high aspirations for themselves;
- young people are making positive contributions to their communities.

Priorities for Targeted Support are

- provide support for young people through multi-disciplinary local teams working with those most at risk, including looked after children and care leavers, with clear outcomes;
- ensure the important role of enabling young people to have a voice so that they can influence and participate in policy and decision making both now and in the future. This will include VOX Warwickshire Youth Council, UK Members of Youth Parliament and Area Forums and we will integrate our corporate parenting role;
- to support and enable the voluntary sector, particularly through the commissioning of Warwickshire Community and Voluntary Action (WCAVA) and Warwickshire Children and Voluntary Youth Services (WCVYS);
- to continue to develop a motivated and well trained work force who are clear in their purpose.

In addition, we will be maintaining 5 centres in the most deprived areas of Warwickshire. Not only will they be available for work with young people but also be part of the council's policy on using buildings for many community based services and access to information. The centres are

- Camp Hill Education Sports & Social (CHESS)
- Hatters Space in Nuneaton
- Lillington Youth Centre
- Studley Youth Centre
- Atherstone Youth Centre

Operations Managers for Targeted Support got young people are as follows

- North – Dave Jones
- Central/ South – Rob Townsend
- East – Steve Bell

The countywide specialist support officer is Cheryl Jones.

**B. Early Intervention – School Support and CAF**

The Early Intervention Service continues to have a key contact for schools in each area.

The Operations Managers for The Early Intervention Service are as follows:

- North - Secondary - Paul Fellows  
- Primary - Linda Gregory
- Stratford - Sarah Dalli
- Warwick - Celia Russell
- East - Joyce Bowley

The service will continue to promote educational achievement and well-being of vulnerable and disadvantaged children. Support is available to schools and the majority are subscribers of the specialist service from these teams as set out in the WES Booklet 2011 - 2012. EIS provides accredited trainers for nationally recognised evidenced based programmes of intervention. These include Team Teach (de escalation and restraint), restorative approaches, Assertive Discipline, Nurture Groups, Learning Support Units, National Programme for School Leaders in Behaviour and Attendance, Fischer Family Trust (literacy) Numicon (numeracy) High Five (writing) cross phase tutoring, accelerated learning and peer mentoring.

The outcomes we expect to see are –

- Fewer exclusions in primary schools
- Fewer exclusions in secondary schools
- Improved behaviour in schools are recorded by Ofsted inspections – good and outstanding
- Improved outcomes for children and young people following CAFs.
- Improved outcomes for children and young people following EIS support

In addition, EIS offers support for the Common Assessment Framework, the CAF Officer Team is led by Adrian Over, the county wide specialist.

CAF Officers are located in areas and will support you in your early intervention strategies. It is the LA policy to provide access to a CAF Officer free at the point of delivery as the Authority has evidence that schools involvement in the CAF process makes a significant and valuable contribution to improving the outcomes of our vulnerable children. This is also the most productive route for establishing whether a child has an entitlement to LA commissioned support from the Early Intervention Service.

The Officers are:

- North Warwickshire – Marina Kitchen
- Nuneaton & Bedworth - Sarah Karagiannis & Lisa Fisher
- Rugby – Emma Wells
- Warwick – Emma Walker
- Stratford – Charlotte Lloyd

If a primary child is at risk of exclusion schools should contact the Early Intervention Service Operations Manager in their area to discuss appropriate support.

### **C. Family & Parenting Support**

It is our priority to have an evidence based approach to Family and Parenting Support. Using Triple P as a multi-faceted vehicle to support parents and families, a recent evaluation by CEDAR at Warwick University found Warwickshire results using Triple P to be very effective for families.

Some of these services are part of Warwickshire's core offer to support vulnerable children and you will be aware of the trading arrangements for the ESW Service. The outcomes we expect to see are –

- Parents can access information and advice when they need it which improved their ability to perform their parenting role.
- Parents are more confident in their parenting role as a result of support from family support workers via the CAF.
- Parents are more confident in handling their children's behaviour and developing skills which can be applied to the whole family.

Services offered free of charge in each area of Warwickshire are:

- Triple P training – free training to anyone working with parents in this accredited evidenced based Parenting Programme available from birth to teens at multi levels to suit parent(s) circumstances.
- Family Information Service – a universal service providing a wide range of information by a variety of methods eg phone, web and outreach etc.
- Family Group Conferencing – another evidence based approach which involves bringing together the family and key community members around a child or young person who is experiencing difficulties. The Family group conference is facilitated by highly trained workers but the family seek to provide their own solutions to the difficulties and take responsibility for the success of outcomes. Available only through CAF or Social Care referral.
- Family Support Workers for CAF (Time 4 You) – Available only through CAF initiation, where the Family Support Meeting identifies the need for Family support.
- Children's Centres – universal services, but focus on targeted work such as delivery of Triple P, Chatter Matters, Payment by results.
- Family Intervention Project (specialist service) – long term, intensive family support for families with multiple problems. Existing programme operational in Nuneaton. New programme developing in Rugby and Warwick district.
- Family Nurse Partnership (specialist service via Health) – evidence based approach for young (teenage) parents giving intensive support antenatally and for the first 2 years of a child's life to ensure improved outcomes.
- The new health visiting service which will be implemented across the country by 2015 includes two elements that link closely to other early intervention

programmes. **Universal Plus** which offers additional services that families may need some of the time – for example care packages for maternal mental health, parenting support and sleep problems. Intervening early to prevent problems developing or worsening; and, **Universal Partnership Plus** for vulnerable families requiring ongoing additional support for a range of special needs (the Family Nurse Partnership is linked to this element). Warwickshire is an Early Implementer Site for the new Health Visiting Service and is on track to implement most of the new offer by 2012.

Key contacts for family and parenting support are as follows – Operations Managers in the

- North
  - Barbara Wallace (Children's Centres)
  - Wendy Rawbone (Family Support)
- South/ Central
  - Gill Bishop (Family Group Conferencing / CAF Family Support)
  - Tim Scott (Family Support/ ESW Service)
- East
  - Caroline Thompson (Family Support/ Triple P)
- The countywide specialist is Michelle Watts.
- The Education Social Work team is now a traded service with schools for attendance issues. There remains a residual prosecution service with the Local Authority. This team is led by Tim Scott

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**Children and Young People  
Overview and Scrutiny Committee  
14 December 2011**

**An update on the offer that the authority will be making  
available to Academies for 2012/13**

**Recommendations**

- (1) To consider any implications of the development of the Academy programme within Warwickshire and the service provision for 2012/13
- (2) To agree any areas for scrutiny, as appropriate

**1.0 Purpose**

1.1 The purpose of this report is to provide:

- An update on the development of the Academy programme within Warwickshire
- An update on the offer that the authority will be making available to Academies for 2012/13 within the context of the wider review of all Traded Services
- An update on the support and advice being made available to Governors in relation to the process of conversion to Academy status

**2.0 The Academy Programme in Warwickshire**

2.1 **Appendix A** shows the current list of Schools in Warwickshire who are actively pursuing conversion to Academy status. Others are in the early stages of discussing conversion. In summary, as of 8 November 2011, we have:

- 14 Academies and one Free School open in Warwickshire
- Two Academies due to open on 1 December 2011
- Four Academies due to open on 1 January 2012
- Five secondary schools who are consulting on conversion or have submitted applications to the Department for Education (DfE) with intentions to convert during 2012/13
- One primary school planning to convert on 1 April 2012

2.2 The Academies and Free Schools working group continues to co-ordinate the local authority (LA) response to and support for schools moving to Academy status and to bring together all services trading with Academies.

**3.0 Service Provision to Academies from the LA**

3.1 There are broadly two categories of services provided to Academies from WCC: those that are provided free of charge and those that are chargeable (i.e., traded services).

- 3.2 For services that are provided free of charge, a Memorandum of Understanding is currently being developed. This sets out Warwickshire County Council's statement of intent to collaborate and work in partnership with schools converting to Academy status to ensure the best possible outcomes for children and young people in Warwickshire. It also describes the nature of our relationship.
- 3.3 Academies will continue to receive certain services from WCC free of charge as the LA is under a statutory obligation to continue providing these services. They are funded from centrally retained budgets, so Academies receive these services on exactly the same basis as maintained schools. These non-chargeable services primarily provide specialist support to children in relation to special educational needs (SEN) and disabilities and, broadly, these include:
- Home-to-school transport (including SEN)
  - Educational Psychology Service, SEN Statementing and Assessment
  - Monitoring of SEN provision, parent partnerships etc
  - Prosecution of parents for non-attendance
  - Individually assigned SEN resources for pupils with rare conditions needing expensive tailored provision
  - Provision of pupil referral units or alternative education provision for pupils who are no longer registered at a maintained school or Academy
- 3.4 There are other discretionary services that the LA will continue to provide to Academies free of charge as there is a mutual benefit in doing so. An example of this would be immediate support for Academies in the event of a major emergency.
- 3.5 The offer of traded services to Academies is outlined in section 4 below.

## **4.0 Traded Services**

- 4.1 Academies, like LA-maintained schools, can choose how to obtain support for service provision. Head teachers of secondary schools considering conversion to Academy have expressed a wish to continue to work closely with WCC, whatever their status and this sentiment has been confirmed in meetings held with all head teachers during November. This is welcome, but the LA cannot take this expression of interest for granted as Academy schools are seriously considering other options and will exercise choice to seek alternative services in some areas if the LA does not shift its emphasis towards a greater customer focus and commercial awareness. If the LA wishes to retain this market, it will be necessary to demonstrate that our traded services are of high quality, offer value for money and can compete with similar services now being offered by the private sector.
- 4.2 A wide range of traded services is currently offered to Academies through Warwickshire Education Services (WES). These have been carefully designed to meet the needs of Academies and to reflect the changing framework of responsibilities.



4.3 The offer of traded services to Academies for 2012/13 is currently under review in line with the following two recommendations from the Council's Future Relationship with Schools review, as reported to Cabinet in July and October 2011:

Recommendation 8 – That a detailed review of every traded service is carried out and completed by 31 October 2011.

Recommendation 11 – That all traded services should be required to balance income and expenditure, without any subsidy from the Council's revenue grant effective from the financial year commencing 1 April 2012. The only exceptions to this rule would need to be formally approved by Cabinet based upon clearly defined benefits for the Council and/or schools that justified a subsidy.

4.4 Immediately after these recommendations were presented to Cabinet in July 2011, the WES Board took the following steps to address the issues raised:

- Briefings for all managers of traded services were arranged in July to provide an update on the corporate review and its recommendations relating to the traded services provided by the LA.
- A business case template was established and published throughout the Council with the instruction that any service wishing to continue to trade with schools must complete and return the template, approved by their Head of Service, by 19 September 2011.
- 42 business cases were received from across the Council. One further service took the decision to cease trading for 2012 before the process started, making the total number of services reviewed 43.
- A small team was appointed to review all the business cases submitted and to produce a comprehensive analysis and report to be considered by the WES Board at two meetings in October.
- The WES Board reviewed the proposals for each business case submitted. The review considered the financial viability of each service given the service performance, market assessment and potential options going forward. Taking the whole business case into account, the WES Board made recommendations for each service under the following headings:
  - Continue trading
  - Continue trading subject to re-pricing/re-packaging. This is either as recommended within the business case or as requested by WES Board
  - Not to trade from 1 April 2012 onwards
- These recommendations will form the basis of a report to Corporate Board in November and Cabinet in December.
- Those services approved as being viable to trade from 2012 will be marketed to schools on 6 January 2012 with a return date for schools to make their decisions of 2 March 2012
- An analysis and review of the schools' buy-back of LA-traded services will take place in May 2012 to inform the LA's approach to the future viability of those services.

## **5.0 Support and Advice to Governors**

- 5.1 At the Overview and Scrutiny meeting in September, members requested that further advice and support was offered to governors in relation to the Academy-conversion process.
- 5.2 The Academies and Free Schools Working Group developed a comprehensive guidance document for all schools in May this year that provides information for governors of schools considering conversion to assist them in deciding whether this is the best option for their school. This guidance was issued to all Chairs of Governors in June. It is currently being updated and will be re-issued to all schools and Chairs of Governors before Christmas 2011.
- 5.3 Comprehensive guidance and support is also available for schools through the DfE website.

## **6.0 Summary**

- 6.1 Secondary school interest in converting to Academy status is continuing with 20 secondary Academies likely to be open by the end of this financial year.
- 6.2 Work is underway to develop a Memorandum of Understanding between WCC and Academies to ensure clarity of service provision – for both traded and non-chargeable services.
- 6.3 The LA's guidance for schools considering conversion to Academy status will be updated and re-issued before Christmas 2011.
- 6.4 Those services approved as being viable to trade from 2012 will be marketed to all schools, including Academies on 6 January 2012.

## Background Papers

1. CYPOSC, 1 September 2011 – 04 Relationship with Schools and 05 Academies and Traded Services  
<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1756/Committee/417/Default.aspx>
2. Cabinet, 14 July 2011 – 07 Future Relationship with Schools  
<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1745/Committee/395/Default.aspx>
3. Cabinet, 13 October 2011 – 05 Future Relationship with Schools  
<https://democratic.warwickshire.gov.uk/cm5/Calendarofmeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/1747/Committee/395/Default.aspx>

	Name	Contact details
<b>Report Author</b>	Janice Ogden, People Group Greta Needham, Resources Group	Tel: 01926 742114 <a href="mailto:janiceogden@warwickshire.gov.uk">janiceogden@warwickshire.gov.uk</a> Tel: 01926 412319 <a href="mailto:gretaneedham@warwickshire.gov.uk">gretaneedham@warwickshire.gov.uk</a>
<b>Head of Service</b>	Ron Williamson Greta Needham	<a href="mailto:ronwilliamson@warwickshire.gov.uk">ronwilliamson@warwickshire.gov.uk</a>
<b>Strategic Director</b>	Wendy Fabbro David Carter	<a href="mailto:wendyfabbro@warwickshire.gov.uk">wendyfabbro@warwickshire.gov.uk</a> <a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
<b>Portfolio Holder</b>	Cllr Heather Timms	<a href="mailto:cllrtimms@warwickshire.gov.uk">cllrtimms@warwickshire.gov.uk</a>

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**Warwickshire Academies – State of play, as at 8 November 2011**

<b>School</b>	<b>Type</b>	<b>Sponsor / Partner</b>	<b>Consulting</b>	<b>Application submitted to DfE</b>	<b>Academy Order Issued</b>	<b>Date of Change (if known)</b>
The Nuneaton Academy	Academy	Part of Midland Academies Trust	✓	✓	✓	1 September 2010
Polesworth School	Academy		✓	✓	✓	1 February 2011
Alcester Grammar School	Academy		✓	✓	✓	1 April 2011
Ashlawn School	Academy		✓	✓	✓	1 April 2011
Rugby High School	Academy		✓	✓	✓	1 April 2011
Studley High School	Academy		✓	✓	✓	1 June 2011
Myton School	Academy		✓	✓	✓	1 July 2011
Alcester High School	Academy	Caludon Castle School, Coventry	✓	✓	✓	1 August 2011
Henley High School	Academy	Alcester Grammar School	✓	✓	✓	1 August 2011
Stratford Girls' Grammar School	Academy		✓	✓	✓	1 August 2011
Stratford High School	Academy		✓	✓	✓	1 August 2011
The Coleshill School	Academy	Caludon Castle School, Coventry	✓	✓	✓	1 August 2011
King Edward VI	Academy		✓	✓	✓	17 August 2011

School	Type	Sponsor / Partner	Consulting	Application submitted to DfE	Academy Order Issued	Date of Change (if known)
School						
George Eliot School	Academy	Part of Midland Academies Trust	✓	✓	✓	1 September 2011
Bilton School	Community	Coundon Court, Coventry	✓	✓	✓	1 December 2011
Campion School	Community		✓	✓	✓	1 December 2011
Aylesford School	Community		✓	✓	✓	1 January 2012
Etone College	Community		✓	✓	✓	1 January 2012
Ash Green School	Foundation	Creative Education Trust	✓	✓	✓	1 January 2012
Higham Lane School	Community		✓	✓	✓	1 January 2012
Shipston High School	Community		✓	✓	✓	TBC
Kineton High School	Community		✓	✓	✓	TBC
Hartshill School	Foundation	Part of Midland Academies Trust		✓	✓	TBC
Henry Hinde Infant School	Community		✓	✓		TBC
The Avon Valley School	Foundation			✓		TBC

## Children and Young People Overview & Scrutiny Committee 14 December 2011

### Work Programme 2011-12

#### Recommendation

That the Committee considers the draft work programme and amends as appropriate

#### 1.0 Draft Programme

The Committee's draft work programme for 2011-12 is attached to this report as an appendix. Members are asked to consider the programme.

#### 2.0 Forward Plan items

The following items relating to the remit of this Committee are currently in the forward plan:

##### Transforming Services for Young People – Premises Review

To decide on the suitability of Business Cases for the transfer of WCC premises, or to make surplus to requirement

**Decision Maker: Cabinet, 15 December 2011**

##### Local School Funding Formula Review

To agree the changes to the Local School Funding Formula as set out in the report

**Decision Maker: Cabinet, 15 December 2011**

##### Meeting the needs of young people excluded or at risk of exclusion from school

To agree proposed changes to the Warwickshire PRU

**Decision Maker: Cabinet, 15 December 2011**

##### Provision of additional primary school places in north Leamington

To give permission to consult on a proposal to increase the admission number of a Primary School in north Leamington

**Decision Maker: Portfolio Holder, 16 December 2011**

##### School Admission Arrangements 2013/14

To approve the schools admission arrangements to Warwickshire controlled schools for 2013/14

**Decision Maker: Portfolio Holder, 16 December 2011**

##### Disposal of surplus former school sites

To agree the proposals to dispose of various sites and buildings and to reinvest the capital receipts

**Decision Maker: Cabinet, 26 January 2012**

	<b>Name</b>	<b>Contact Information</b>
Report Author	Richard Maybey	<a href="mailto:richardmaybey@warwickshire.gov.uk">richardmaybey@warwickshire.gov.uk</a>
Head of Service	Greta Needham	<a href="mailto:gretaneedham@warwickshire.gov.uk">gretaneedham@warwickshire.gov.uk</a>
Strategic Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>

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MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Lower priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review/ Development	Overview	Safety and Protection	Care and Independence	Enterprise, Transport and Tourism	Schools and Education	Organisation
2 February 2012	Youth service (report author TBC)	To consider the approach to maintaining positive outcomes for young people under the new arrangements for a targeted youth service, including the support that will be made available to volunteers within the new service <i>Include Youth Service Needs Analysis updates</i>		✓	✓		Keep young people safe from harm  Reduce crime, reoffending and antisocial behaviour			Young people are healthier	Ensure services are sustainable and needs-based
	Post-16 education and training, including NEETs (Yvonne Rose)	To consider the support available for young people to access appropriate education and training, within the context of a reduced Connexions contract and to consider the strategies being undertaken to reduce the number of young people not in education, employment or training (NEET)	✓	✓	✓				Opportunities to improve work-related skills	Raise educational aspirations	
	Young carers (Lynne Barton)	To consider the support that is available to young carers, especially within the context of changes to adult social care			✓			Vulnerable residents are supported at home		Raise educational aspirations	
	Corporate parenting (Brenda Vincent)	To provide members with an overview of the authority's responsibilities as a corporate parent				✓	Keep young people safe from harm				
7 March 2012	Pupil Referral Unit (report author TBC)	To update members on the progress of the PRU reform	✓	✓						Raise educational aspirations  Young people are healthier	Move to strategic commissioning
	Impact of posts lost to the directorate (Hugh Disley)	To consider the impact of staff reductions across all service areas	✓	✓							
	Area Behaviour Partnerships (Ross Caws)	To consider how the new arrangements for permanent exclusions through Area Behaviour Partnerships are impacting on outcomes for young people				✓				Raise educational aspirations  Young people are healthier	Work with other public sector bodies to integrate services
	Permanent Exclusions (report author TBC)	To review progress of the recommendations put forward by the committee in 2009	✓	✓						Raise educational aspirations	

MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Lower priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review/ Development	Overview	Safety and Protection	Care and Independence	Enterprise, Transport and Tourism	Schools and Education	Organisation

Dates to be fixed	Draft School Organisation Framework consultation (Peter Thompson)	To consider the consultation responses and make comments/recommendations to Cabinet			✓						Ensure services are sustainable and needs-based
	Libraries (report author TBC) Requested 6 months after March implementation	To consider the impact of the library transformation on the learning outcomes of children and young people, especially those in areas of deprivation			✓					Raise educational aspirations	Ensure services are sustainable and needs-based
	New school developments and growth in pupil numbers (report author TBC)	To consider how the authority and its partners are responding to new school developments and the growth in pupil numbers				✓				Raise educational aspirations	Ensure services are sustainable and needs-based
	Special Educational Review (Jessica Nash) Requested for the meeting after April	To consider the review of SEN provision, including the provision of in-county, out-of-county and private special education, and the impact that parental budget constraints are having on outcomes for young people			✓	✓		Residents have more choice and control		Raise educational aspirations Strengthen relationship between schools and other public services	Ensure services are sustainable and needs-based
	Coventry, Solihull and Warwickshire sub-regional programme (Gereint Stoneman)	To review progress with those elements of the programme related to children				✓				Strengthen relationship between schools and other public services	Work with other public sector bodies to integrate services
	Strategy for School Improvement (report author TBC)	To review the strategy for school improvement following the cessation of SIPs, which will involve school-to-school support at both primary and secondary levels			✓	✓				Strengthen relationship between schools and other public services	Work with other public sector bodies to integrate services