

Children and Young People Overview and Scrutiny Committee

Agenda

Tuesday 18 June
2019

A meeting of the Children and Young People Overview and Scrutiny Committee will be held in **Committee Room 2, Shire Hall, Warwick** on **18 June 2019** at **10.00 a.m.**

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

1. General

(1) Apologies

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

(3) Minutes

To agree the minutes of the meeting held on 12 March 2019

2. Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Janet Purcell in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

3. Update on Early Help Developments

The Committee is invited to consider the Early Help Action Plan, the Early Help Offer and progress in relation to the Children and Family Centres and Priority Families Programme.

Report enclosed.

4. One Organisational Plan Quarterly Progress Report: April 2018 to March 2019

Report enclosed.

5. Question Time

5A Questions to Cabinet Portfolio Holders

Up to 30 minutes of the meeting are available for members of the Committee to put questions to the Cabinet Portfolio Holder for Education and Learning and Cabinet Portfolio Holder for Children Services on any matters relevant to the remit of the Committee.

The enclosed report lists any briefings circulated to the Committee since the last meeting and any items listed in the Council's Forward Plan for decision by Cabinet or individual Cabinet Portfolio Holders over the coming months.

5B Updates from Cabinet Portfolio Holders/Heads of Service

Cabinet Portfolio Holders and Heads of Service are invited to provide any updates they have on issues within the remit of the Committee.

6. Work Programme

To consider the enclosed work programme, updated following the meeting of the Chair and Group Spokespersons.

7. Any Urgent Items

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

8. Date of Next Meeting

The next meeting has been scheduled for 10.00 am on 24 September 2019, Shire Hall, Warwick.

Children and Young People Overview and Scrutiny Committee Membership

Councillors:

Margaret Bell, Jonathan Chilvers, Yousef Dahmash (Chair), Corinne Davies, Pete Gilbert, Daniel Gissane, Howard Roberts, Dominic Skinner, Chris Williams and Pam Williams (Vice Chair).

Co-opted members for Education matters:

Joseph Cannon and Reverend Elaine Scrivens - Church representatives
John McRoberts - Parent Governor representative

Non-Voting Representative:

Sean Taylor, Chair of Warwickshire Teachers' Representative Panel

Portfolio Holders relevant to the remit of the Overview and Scrutiny Committee

Councillor Colin Hayfield, Portfolio Holder for Education and Learning
Councillor Jeff Morgan, Portfolio Holder for Children's Services

Contact Details

For queries regarding this agenda, please contact:
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MONICA FOGARTY
Chief Executive
Warwickshire County Council
June 2019

**Minutes of the meeting of the
Children and Young People Overview and Scrutiny Committee
held on 12 March 2019**

Present:

Members of the Committee

Councillors:

Margaret Bell, Jonathan Chilvers, Yousef Dahmash (Chair), Corinne Davies, Jerry Roodhouse, Chris Williams and Pam Williams.

Cabinet Portfolio Holders:

Councillor Colin Hayfield, Portfolio Holder for Education & Learning
Councillor Jeff Morgan, Portfolio Holder for Children's Services

Other County Councillors:

Councillor Izzi Seccombe
Councillor Alan Webb

Other Representatives:

Invitees:

Dr Peter Kent, Chair of the Warwickshire Education Challenge Board
Samren Reddy, Warwickshire Youth Parliament
George Towl, Warwickshire Youth Parliament
Charity Miller, Children in Care Council
Umar Teerab, Leaving Care and Asylum Seeking Service

Officers:

Shinderpaul Bhangal, Participation Lead, Children and Families
Jenny Butlin-Moran, Safeguarding Quality and Assurance Service Manager
Hannah Heath, Business Improvement Officer, Children and Families
Cheryl Jones, Specialist and Targeted Support - Area Team Leader
Helen King, Deputy Director of Public Health
Tom McColgan, Senior Democratic Services Officer
Paul Senior, Interim Assistant Director, Education and Learning

1. General

(1) Apologies

Councillor Barker, Councillor Gilbert, and Sean Taylor (Teacher Representative) sent their apologies for the meeting.

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

None

(3) Minutes of the meetings held on 15 January 2019 and 30 January 2019

Resolved:

That the minutes of the meetings held on 15 January 2019 and 30 January 2019 be approved as a correct record and signed by the Chair.

Matters Arising

Councillor Morgan stated that he would ask officers to provide Councillor Roodhouse with a timeline for when the All Ages Autism Strategy would be updated which had been requested at the previous meeting.

2. Public Speaking

There were no questions from members of the public.

3. Children and Young People's Presentation on Participation

Samren Reddy (Warwickshire Youth Parliament), George Towl (Warwickshire Youth Parliament), Charity Miller (Children in Care Council), and Umar Teerab (Leaving Care and Asylum Seeking Service) spoke to a presentation on Children and Young People's participation in developing the Council's policies and local decision making (appendix 1).

On behalf of the Committee, the Chair thanked the Young People who had presented the report for giving up their time to speak to the Committee and welcomed the work they had undertaken to enhance the services available to children and young people across the County.

Councillor Davies asked if there was a way the Council could help promote the views of young people and the work of the organisations mentioned in the report to schools.

Councillor Hayfield responded that he would be happy to request that the 'Heads up' newsletter which was regularly sent out to schools by the Council include a section written by young people. This could be a way of keeping senior school staff informed of the issues raised by young people.

Councillor Roodhouse stated that he had heard anecdotally that head teachers often did not read Heads Up and asked if there was any evidence as to its effectiveness as a communication tool.

Paul Senior responded that Officers had recently surveyed schools and nurseries and had received some very positive feedback about Heads Up which could be shared with Members in due course. Paul Senior emphasised that Heads Up was not the only vehicle through which the Council could promote the important work highlighted in the presentation to schools.

Councillor Hayfield stated that the presentation highlighted a wide range of priorities that had been identified and was concerned that having such a broad scope could lead to resources being spread too thin and ultimately limit what could be achieved.

Cheryl Jones responded that the Young People Engagement Strategy had only been adopted in the last six months and so the priorities and areas of work listed in the presentation were still fairly new. She stated that over the coming months young people would be working to set SMART targets for the outcomes identified in the presentation. Charity Miller stated that she felt the Children in Care Council had achieved a significant improvement in the support offered to children in care and care leavers by the Apprenticeship Hub.

Councillor Bell welcomed the good work that had been done around improving the support offered by the Apprenticeship Hub and asked if there was any learning about how the young people had approached improving that service that could be applied to other areas.

Shinderpaul Bhangal responded that the work with the Apprenticeship Hub had started 12 months previously with conversations with young people leaving care about the issues they faced when joining the work force. The issues raised by these young people had not necessarily been recognised by the Hub and they had now adapted their service to support young people. This model of listening to young people in the first instance and then involving them in the coproduction of service redesigns was something that could be applied in other areas.

Councillor Morgan stated that he agreed that hearing directly from young people and seeing case studies was a powerful way to spread understanding of the support young people needed. Councillor Morgan stated that he had heard Charity Miller speak at the Care Leavers Covenant for Local Businesses and asked what feedback there had been from the business present.

Charity Miller responded that several local businesses including Holiday Inn and the Chamber of Commerce had made offers of provide work experience placements and mentoring support following the Care Leavers Covenant event.

In response to Councillor Chilvers, Shinderpaul Bhangal stated that Volunteering Matters would be helping to support a mentoring scheme initially targeting young people leaving care with a focus on getting young people employment ready. Charity Miller stated that she felt Councillor Chilvers was right when he said it was important to keep care leavers who had been through the system involved with mentoring as they were better equipped to understand a child in care than a social worker or adviser who had never experienced the care system. Shinderpaul Bhangal also confirmed that young people were remunerated when they undertook work for the Council at a standard rate of £30/day.

In response to Councillor Chilvers, Samren Reddy responded that he felt the support offered to young people at schools was dependent upon staff being available to deliver it and that if schools were not able to provide a dedicated careers advisor the support that could be offered to pupils suffered. Samren Reddy felt that if schools could build stronger links with local business there could be collaboration to support pupils in building skills and transitioning into work.

Councillor Hayfield and Councillor Morgan offered to meet with young people along with senior officers to identify where the Council could help to achieve the outcomes identified in the presentation made to the Committee.

Councillor Chattaway encouraged the presenters to go back to their respective organisations and produce a list of their priorities and the outcomes they wanted to see the Council support. Councillor Chattaway stated that as the Leader of the Labour Group at Warwickshire County Council he would then be happy to bring the document to Full Council to be debated by all 57 Members.

Councillor Roodhouse noted the comments by Umar Teerab around self-harm and bullying and the self-harm figures reported in the One Organisational Plan later on the agenda. Councillor Roodhouse proposed that the Committee form a Task and Finish Group comprised of Members of the Committee as well as young people to scrutinise in more detail the reasons behind the relatively high levels of self-harm reported in Warwickshire.

The Chair welcomed the call for a group to review self-harm and confirmed that the details and scope of the group would be discussed at the next Chair and Spokesperson meeting.

Resolved

- 1) That the Committee promotes the contributions of children and young people as models of good practice to ensure that the Strategy is embedded, monitored and reviewed by Warwickshire County Council departments and key stakeholders;
- 2) That children and young people are invited to the Overview and Scrutiny Committee on an annual basis to report back on how they view progress against the themes listed in the Participation and Engagement Strategy 2019- 2023 and that Full Council be recommended to receive a similar update annually also; and
- 3) That the Committee requires clear milestones to be identified from the Participation and Engagement Strategy 2019-2023 and reported back on a 6 monthly basis.

4. Warwickshire Education Strategy

Paul Senior, Dr Peter Kent and Hannah Heath presented the Warwickshire Education Strategy. Paul Senior apologised that the report had been sent to members as a late paper after the publication of the agenda. The report had been delayed as officers were awaiting an announcement from Government on the outcome of a funding bid which the Council had made for a new alternative provision free school. Paul Senior reported that the Department for Education (DfE) had announced that Warwickshire had been awarded funding for a new alternative provision free school.

Councillor Hayfield stated that he felt the aspects of the strategy that fell under WE2 and WE3 were progressing well and saw WE1 Early Years and WE4 Employability and Skills as where the real challenges lay. Councillor Hayfield stated that the 2019/20 budget had included additional funds for Early Years provision and stated that developing an improved early years offering would have a positive knock on impact as a child progresses through the education system. Councillor Hayfield referred to the comments made by the young people in the previous item about employability and skills which showed that while there was a lot going on there was more linkage to be done.

Councillor Roodhouse echoed Councillor Hayfield's comments about the challenges in WE1 and noted the various Council strategies that sat within Early Years and asked what officers felt was missing from these strategies that had limited their success.

Paul Senior responded that the Council had appointed a Strategic Lead for early years and was developing an Early Years Strategy which would be brought back to the Committee in due course. Paul Senior stated that having a single strategic lead officer would bring the coherency to Early Years that it had previously lacked. The Strategic Lead Officer could ensure the right governance arrangements were in place, design out any duplication, and provide a single point of contact for external partners and agencies. Paul Senior also stated that a Careers Strategy was due to go out to consultation shortly and he would welcome the input of all members into the consultation.

In response to the Chair, Dr Kent stated that he felt head teachers had bought into the importance of careers advice and employability but the work schools were doing independently would be much more powerful if it were part of a joined up strategy.

Councillor Morgan welcomed the more holistic approach taken by officers and stated that as portfolio holder for Children's Services he would continue to push for this as felt a broad approach was needed to improve the Early Years offer.

Councillor Roodhouse noted that there was no centrally held fund for WE2b Closing the Gap and that Pupil Premium was identified as the funding source for schools. Councillor Roodhouse asked if officers could provide any detail about the amount of funding available and how this compared to the expected level of demand.

Paul Senior stated that the Council and its partners took a locality based approach which did not just look at education but examined the barriers to learning and wellbeing to families in that locality. This approach was exemplified by the Nuneaton Strategy. The Alternative Provision Free School would enhance this offer and the Council was also revising the Fair Access Protocols to be more reflective of the locality partnerships and better enable escalation.

The Chair noted that Councillor Roodhouse did not feel that Officers had answered his question and asked that Councillor Roodhouse put the question in writing to Officers after the meeting and asked Officers provide a full written response.

In response to Councillor Chilvers, Paul Senior confirmed that young people would be involved in the coproduction of the Careers Strategy. Paul Senior stated that he chaired the Employability and Skills Board which had representation from organisations across the County including schools, colleges and the university. Dr Peter Kent added that schools were keen to engage with students to bring in coproduction and this had been discussed at a recent meeting of the Challenge Board. The engagement with pupils at individual schools would supplement the engagement with representative organisations such as the Youth Council.

Councillor Hayfield stated that schools needed to ensure that they were attuned to the local job market and the skills gaps that existed therein in order to be able to provide pupils with the skills that would most improve their employability. Councillor Hayfield stated that he felt there was sometimes a mismatch between the skills which were needed in the local economy and those being taught in local schools. Councillor Bell stated that she felt that schools in North Warwickshire were particularly disconnected from the local industry and pupils were coming out of school both lacking the skills and the ambition to go into the more senior logistics and engineering positions that were available. Councillor Bell felt that schools needed to do more to reach out to business to give young people an insight into the opportunities on their doorstep and what they needed to do to be able to take advantage of them.

In response to Councillor Bell, Paul Senior stated that he was acutely aware of the specific issues in the Nuneaton area which required specific localised action which was why he had commissioned the Nuneaton Strategy. Paul Senior stated that he had had conversations with the Regional Schools Commissioner about the challenges in Nuneaton and reported that the Midlands Academy Trust had agreed to join the Nuneaton Strategy.

Councillor Morgan welcomed the development of the Nuneaton Strategy and the Midlands Academy Trust's participation but stated that he felt the solution to the issues with the underperformance of schools in Nuneaton may lie with OFSTED and the Regional School Commissioner.

In response to Councillor Davies, Paul Senior stated that the Council had a statutory duty to provide sufficient nursery places for children in the County. The Early Years Strategic Lead was working with nurseries to ensure that there would be capacity and Government was due to make an announcement on nursery funding which the Council hoped would be positive but was also looking to secure funding through over avenues.

In response to Councillor Davies, Paul Senior stated that it was in the Council's interest to open the alternative provision free school as soon as possible and he would bring a detailed timeline back to the Committee once it had been prepared.

Resolved

That the Committee note progress made to date with implementation of the Warwickshire Education Strategy

5. One Organisational Plan Quarterly Progress Report – April to December 2018

Paul Senior and Jenny Butlin-Moran presented the quarterly update report.

In response to Councillor Bell, Jenny Butlin-Moran clarified that the report showed that Warwickshire was not performing in line with its statistical neighbours meaning that there were more Child Protection Plans being issued than would be expected given the characteristics of the County. Jenny Butlin-Moran stated the Council was working to reduce the number of Child Protection Plans it issued by considering whether alternative approaches could be taken to ensure a child's safety. The Council was implementing new restorative practices to try and reduce the use of protection plans to cases where they were absolutely necessary. The Council was also taking a similar approach to looked after children where the budget overspend was being addressed by ensuring that the right interventions were used at the right time. When circumstance meant that a child had to remain in the care of the local authority the Council was trying to reduce costs by increasing the use of internal foster care which tended to carry a much lower cost than if a child was cared for outside of the County.

Councillor Morgan added that he felt increasing the amount of foster care within the County was the best way for the Council to provide the highest standard of care while also reducing costs. Councillor Morgan also highlight the work done to place a small number of children in care at boarding schools which had yielded very positive outcomes for the young people involved and compared favourably in terms of cost to external foster care.

In response to Councillor Pam Williams, Jenny Butlin-Moran stated in 93.9% of cases a Child Protection Conference had been initiated from the statutory requirement of 15 working days. Jenny Butlin-Moran stated that the target had to take into account the particular circumstance of the child and the family and in some cases it was appropriate not to go within 15 working days. Jenny Butlin-Moran also clarified that placement stability was improving in Warwickshire. Continued improvement was dependent upon the recruitment of foster careers to ensure there were sufficient places available. Placement stability was a complex issues and a move did not necessarily lead to a negative outcome.

In response to Councillor Davies, Jenny Butlin-Moran stated that while the County had not been successful in bidding for funding to provide social workers based at schools work was being done to create a more direct link between social workers and schools.

In response to Councillor Davies, Helen King stated that while the overall picture in Warwickshire was of falling rates of teenage pregnancy there was significant local variation. Helen King stated that additional work had taken place in Nuneaton and Bedworth through a partnership approach which provided more services for young people such as providing contraceptives and Relationship and Sex Education programmes. Paul Senior added that the work outlined would feed into the Nuneaton Strategy mentioned earlier in the meeting.

6a. Questions to Cabinet Portfolio Holders and Officers

Alternative Provision

In response to Councillor Bell, Councillor Hayfield stated that alternative provision had previously been focused on Pupil Referral Units which the Council had decommissioned. Alternative provision was currently commissioned from a variety of sources that provided alternative offsite venues for learning. The new free school would add to the alternative provision offer and provide an additional route for escalation.

Dyslexia Provision

In response to Councillor Roodhouse, Councillor Seccombe stated that there were a number of childhood issues like dyslexia and the Council always sought to support children and give them the best chance in life despite any challenges they may face. The Council did not discriminate positively or negatively against any particular disorder.

7. Work Programme

The Chair stated that there were two outstanding items to be added to the work programme which had been suggested by Councillor Barker; Compass and support for talented children.

Councillor Bell requested that the Nuneaton Strategy be added to the work programme.

8. Any Urgent Items

There were no items of urgent business

9. Date of next meeting

It was noted that the next scheduled meeting would take place at 10.00 am on 18 June 2019, Shire Hall, Warwick.

The Committee rose at 12:20 p.m.

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Chair

**Children and Young People
Overview and Scrutiny Committee**

18 June 2019

Update on Early Help Developments

Recommendations:

1. That the Committee comments on the Early Help Action Plan and the Early Help Offer.
2. That the Committee notes progress in relation to Children and Family Centres and the Priority Families Programme.

1. Introduction

- 1.1 As part of the Council wide Doing Things Better transformation programme on 1st May 2019, the Children & Families service brought together the Early Help, Targeted Support and Initial Response Team. This will provide an integrated delivery approach to early help and the front door within the Children and Families service and will encompass:
 - Early Help which includes:
 - Children and Family Centres
 - Children and Family Early Help Family Support Workers
 - Different Futures
 - Family Group Conferencing
 - Early Help Officer Team (to be known as Targeted Support Officers)
 - Syrian Families Resettlement
 - MASH
 - Emergency Duty Team
 - Domestic Abuse team
 - Initial Response (North, East, South)
 - Priority Families Programme
 - Targeted Support for Young People
 - Youth and Community Centres
 - Voice of the Child and Co-Production
- 1.2 This report seeks to provide an update on key developments in relation to Early Help within the context of these wider services and future direction

2. Key Developments

Early Help

- 2.1 Developments in Early Help have followed on from the production and agreement of the Warwickshire Early Help Strategy (2018-2023) last year.
- 2.2 Work on the Early Help Action Plan commenced in late Autumn following the findings of the Strategic Review. The document has also sought to encapsulate Ofsted, LGA Peer Review, and requirements under the Priority Families Programme. Since January 2019 iterations of the actions plan have been circulated widely within the County Council and externally via:
 - Warwickshire Safeguarding Children's Board (WSCB)
 - Education Sub-Committee (WSCB)
 - Health and Well Being Board
 - Children and Families Partnership Board
- 2.3 The Action Plan is a 'live' document and whilst actions are being implemented, the document is also being refined to ensure that it is multi agency in nature reflecting observations made by WSCB at their meeting in March. The Action Plan is attached as **Appendix 1**.
- 2.4 To supplement the Action Plan, a draft Early Help Offer has also been developed which seeks to articulate to local communities what services are available and how they can be accessed.
- 2.5 A series of locality based roadshows have been planned for week commencing 3rd June 2019 which, in addition to communicating the action plan, will also seek views on the Early Help Offer and how agencies can work more collaboratively at a local level moving forward. The Early Help Offer is attached as **Appendix 2**. Any comments received from Board will help inform the final version of the offer which will then be supplemented by more visual mediums that help embed a consistent approach across Warwickshire.
- 2.6 Public Health and Children & Families are also developing a Parenting Strategy and parenting programme offer. This includes identifying parenting programmes that are evidenced based to improve outcomes for children and parents. The approach will be to widen the tool kit available to practitioners at all levels of intervention but particularly at early and targeted support. This proposal will be circulated to members and partner agencies before finalising by July 2019.
- 2.7 In developing a coherent approach best practice principles will also be applied that have been obtained through comparative observation and analysis. From recent discussions officers have identified the following areas that warrant further development and consideration:

- Improve the articulation of the principles of practice and collective objectives which all practitioners working within C&F will work towards and all partners will recognise as the best practice when working holistically with Families.
- The full implementation of Restorative Practice across Children and Families Service and exploration to how this can be implemented more widely across partner agencies.
- Pulling together Council, community and voluntary services to ensure full understanding of early help services available within Warwickshire. Expanding models that are working well into other areas such as Health Store.
- A systemic review of our Front Door System to provide an “ecosystem” approach to the management and delivery of services. This means considering a whole system approach to early help, targeted support, MASH and initial response.
- Review and redesign locality panels into multi agency forums that add value to partner agencies. This will be achieved by the implementation of a strategic locality panel board and 5 district restorative problem solving panels.
- A partnership approach to working with Education & Learning. A bid has been submitted to fund a pilot which will enable joint working to support vulnerable children/learners at risk of exclusion from school. This will include the opportunity to match locality primary consortia areas to a local Children and Family Centre to reclaim “patch” locality working.
- The exploration of implementing an Early Help Qualification which will enable the development of confidence and knowledge in universal and targeted practitioners such as Schools, Family Support Workers and Third sector organisations.
- Expand the availability of Family Group Conferencing to ensure this is available at an early help level, to support families to establish solutions themselves.
- Locality Social Workers available in areas to provide support, consultation and advice to practitioners and families at a targeted support level.
- Review our approach to delivering Parenting Programmes and consider specific roles to train practitioners and deliver group parenting programmes, rather than integrated within the Family Support Worker role.
- Review measures of success of Early Help and implement new

performance framework.

Children and Family Centres

2.6 Committee Members will be aware from previous updates that Warwickshire County Council is redesigning services for the county's children and families which will place Children and Family Centres at the forefront. Key developments to report are:

- Successful commissioning of 14 Children's Centres, which will become Children and Family Centres offering a range of support to families with children and young people aged 0-19 (25 with additional needs). From 1st September the new providers will be Barnardo's who will deliver services across the County with the exception Bedworth and Bulkington which will be delivered by St Michael's Children Centre.

- In terms of surplus sites the majority of these have now been transferred in a manner that ensures service provision to children and families and maximises the efficient use of the buildings. Most centres are now being used to enhance early years (nursery provision) though we have also worked with partners to develop innovative solutions of which the development of a mental health and emotional well-being hub at the former Abbey Children Centre is a notable example. In some instances partners have assumed responsibility for the buildings enabling children and family centre service provision to continue (e.g. Kenilworth, Southam)

- Partnership working will be at the heart of service delivery. With the broader age range we have been able to foster links with CAB, DWP and the PHIL (Preventing Homelessness Improving Lives) project to provide an integrated locality based approach to meeting the needs of children and families. Pilot working with CAB in Rugby and the North of the County is particularly yielding dividends and in 6 months, 114 clients have been worked with resulting in £52,285 of additional financial benefits. In due course it is hoped to expand the pilot throughout the County but the role that the Children and Family Centres can play in addressing poverty is clear as basic needs require addressing at the same time as family support. Interim findings have suggested the flexible approach of outreach within the centres is promoting integrated working where families receive a holistic package of support from professionals working in a co-ordinated manner.

2.7 Key work streams being conducted over May-August 2019 relate to

- a) **Mobilisation:** With contract award, detailed mobilisation plans are being implemented in collaboration with Barnardo's and St Michaels and also with outgoing providers to ensure seamless transition and minimal disruption to service users. Barnardo's are also engaging well with outgoing providers (Parenting Project and Stockingford) in terms of staff engagement and transfer whilst at the same time maintaining the momentum in terms of partner engagement (e.g. midwifery) and delivery from the centres.

- b) **Adaptation:** During the consultation in 2017 it was noted that for children centres, which offered a 0-5 service, to evolve into a Children and Family Centre model some adaptations would be required to ensure service provision to a wider age range and broaden partnership working. Following Cabinet approval in December 2018 of capital funds, works are now underway to make the necessary building and ICT adaptations needed to deliver the new model.
- c) **Family Support Workers:** Members will be aware that, under the new model, the currently commissioned family support worker element of Children Centres will be brought in-house within the Children and Families Service. An initial introductory meeting was held with Children Centre Family Support Workers on 12th April 2019 and this will be supplemented by further meetings over the summer to ensure a smooth transition of staff within the Children & Families Service on 1st September 2019. It is envisaged that these staff will form the basis of a locality based early help service to families within their communities. This approach will be strengthened by the multi-agency nature of the children and family centres and will enhance partnership working with schools through the application of whole family principles across a broader age range. This model has been commented favourably by the Ministry of Housing, Communities and Local Government (MHCLG) as evidence of transforming services and embedding the approaches gleaned from the delivery of the Priority Families Programme.

Priority Families Programme

- 2.8 Attached as **Appendix 3** is an infographic that demonstrates our penultimate year end position in relation to the Priority Families Programme. Key issues to draw to the attention of the Board are
- Performance is strong. We have met our attachment target of 2790 families, 18 months in advance of the March 2020 deadline.
 - Warwickshire has successfully claimed for 1752 families which places us 15th out of 127 participating local authorities.
 - To date, approximately £5 million of Government funding has been secured for the delivery of the programme that has benefitted children and families.
 - Warwickshire are within the top 15 local authorities and we aim to end the programme by March 2020 in the top 10.
- 2.9 A recent spot check visit was undertaken on 9th May 2019 by the Ministry of Housing, Communities and Local Government who reported:
- That our compliance is good and that there are no invalid claims.
 - That partnership working in relation to the programme is strong and has provided the foundation for wider work. They were particularly impressed by the joint arrangements between the County Council and Warwick DC in relation to a Housing/Family Support Worker post and thought it should be replicated across other Boroughs/Districts
 - That Warwickshire's commitment to the programme and embedding approaches is strong.

- That our data systems are good and warrant dissemination to other Local Authorities. They thought the corporate approach to business intelligence was promising and evidence of moving in the right direction.

2.10 2019/20 represents the final year of the programme and as yet there has been no clear indication as to whether there will be an extension to the programme but an announcement is expected through the next Spending Review. Locally plans have already begun to consider the financial impact of the programme ending. We will build on the momentum to ensure successful completion of the programme and also to ensure that the learning from the programme in terms of whole family approaches and partnership working are woven within the overall fabric of services to children and families.

3. Summary

This report has sought to encapsulate work that is underway and also some exciting possibilities for the future. Much progress has been made and due to the recent introduction of the new Early Help and Targeted Support, MASH and Initial Response portfolio, there are now more opportunities for innovative practice.

Background Papers

None other than previous published report 0-5 Redesign of Children's Services Cabinet 04.11.2017

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Report Author	Marina Kitchen Service Manager	marinakitchen@warwickshire.gov.uk
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Strategic Director	Nigel Minns	nigelminns@warewickshire.gov.uk 01926 412992
Portfolio Holder	Cllr Jeff Morgan	cllrmorgan@warwickshire.gov.uk

The report was circulated to the following councillors prior to publication:

Cabinet Portfolio Holders: Councillor Jeff Morgan (Children Services).

Chair and Group Spokespersons: Councillors Yousef Dahmash, Pam Williams, Corinne Davies, Dominic Skinner and Jonathan Chilvers.

THE RIGHT SUPPORT AT THE RIGHT TIME

WARWICKSHIRE'S EARLY HELP ACTION PLAN (2019-2023)

2ND DRAFT

INTRODUCTION

To be completed for 3rd draft on 11th March

A-We are Clear				
<ul style="list-style-type: none"> We will clarify our thresholds, assessment protocols and referral pathways and communicate these so that there is a common understanding across agencies and families We will clarify what we, as agencies and partners, expect from one another, and that we know what our responsibilities are 				
#	Action	Owner	End Date	Comments/Status
A.1	Consultation with partners (including schools) on the development of the offer & Action Plan.	BB	March 2019	
A.2	Localised conversations with families based on us being parent focussed to empower and support parents.	BB	April 2019 onwards	
A.2	A clear defined Early Help Offer & Action Plan in Warwickshire that is developed in partnership and sets out roles, responsibilities, access/referral routes and pathways.	BB	April 2019	
A.3	Encapsulation of the Offer within: --Single narrative/ Document (April 2019) --Poster (June 2019) --Video (June 2019) --Events/ Roadshows/ Conference --Children & Families Partnership Board (presentation and dissemination within relevant partner agencies) -- Website	BB	June 2019	
A.4	Underpinning processes and forms reviewed and relaunched.	Early Help Board	June 2019	
A.5	Training sessions for WCC and Partners on EH process via localised events.	Early Help Board	July-September 2019	

A.6	Supporting Partners to understand the offer and how to use it via stepped approach.	BB	June–March 2020	
A.7	A programme of local quarterly meetings and an annual county review of early help to ensure continuous improvement and learning.	BB	Annually	
A.8	Updated website to ensure directory of resources, advice and services is clearly accessible.	FIS	June 2019	
<p>B-We listen</p> <ul style="list-style-type: none"> We will understand the needs of the child within the context of their family and community, rather than seeing them in isolation. We will review our early help based on the impact that it has on the child rather than being led by service capacity or boundaries We will continue to listen to children, families and communities as our strategy and services develop We will listen to research and evidence to help us understand what's working and not working here and elsewhere 				
#	Action	Owner	End Date	Comments/Status
B.1	Develop and review forms which collect the needs of the child to ensure the wider context of their family and community is recorded.	Early Help Board	July 2019	
B.2	Develop a feedback mechanism e.g. client survey, gathering qualitative and qualitative information from children, families and staff to understand what's working and not working.	JJB	July 2019	
B.3	Develop a process to take action on areas of improvement which are identified through feedback from children, families and staff including parental forums and young advisors.	Early Help Board	July 2019	
B.4	Development of early help data systems and use of comparative evidence that ensure that we are clear as a partnership on what works and what does not and can take action where required.	Insight/Early Help Board	June 2019	

B.5	Participation Strategy and strength-based/ restorative approaches to working with families embedded within the Early Help system of support.	Partnership	June-September 2019	
C-We are accessible				
<ul style="list-style-type: none"> We will develop our service directory, online offer and Family Information Service to ensure that information is easily accessible for families and professionals We will think about pathways from the family's perspective and ask them to help us with this 				
#	Action	Owner	End Date	Comments/Status
C.1	A robust, fully functioning Stepped Approach to service delivery with Children and Family Centres at its core.	BB	June 2019	
C.2	Online guides and self- identification of need tool for Families and Practitioners to ensure the 'right support at the right time'	BB	June 2019	
C.3	Parenting Strategy & service offer launched (Development of the strategy and offer in partnership with relevant services and agencies and co-production with parents and carers)	Public Health	April - September 2019	
C.4	Network of Locality Access Points built around children and family centres that encompasses drop ins, booked appointments and groups.	BB	September 2019	

D-We Support

- We will work with children, families and communities to build capacity to support themselves. We will help them look at strengths and assets to help build resilience that is sustainable
- We will build and maintain relationships with families so that they feel supported and assured

#	Action	Owner	End Date	Comments/Status
D.1	Self Identification of Need Tool for children, young people, families and carers to promote self help, foster independence and build resilience.	BB	July 2019	
D.2	Co-Ordinated Early Help through a redefined Early Help Officer Service that provides a 'helping hand' to practitioners and service users to navigate and co-ordinate the most appropriate service (including consultation clinics within the community).	BB	June 2019	
D.3	Explore use of Assistive Technologies to sustain progress and behavioural change post intervention to reduce re-referrals via behavioural insight.	BB	August 2019	
D.4	A sustainable Family Support Worker Service that balances the need for early intervention and complex need through applied learning from the Priority Families Programme, Smart Start Strategy and Children Centres.	BB	March 2020	

E-We work as a team

- We will strengthen our partnership arrangements at both strategic and local practice levels including options for joint commissioning
- We will hold each other to account through strengthened governance arrangements across the partnership
- We will address structures to ensure that services are designed with our shared vision in mind rather than being service led
- We will develop our vision for integrated working within communities through children and family centres and local hubs, building on the work already started for 0-5's through Smart Start
- We will promote the culture change that this will involve through shared training, support and regular peer discussions about the practical application of this strategy

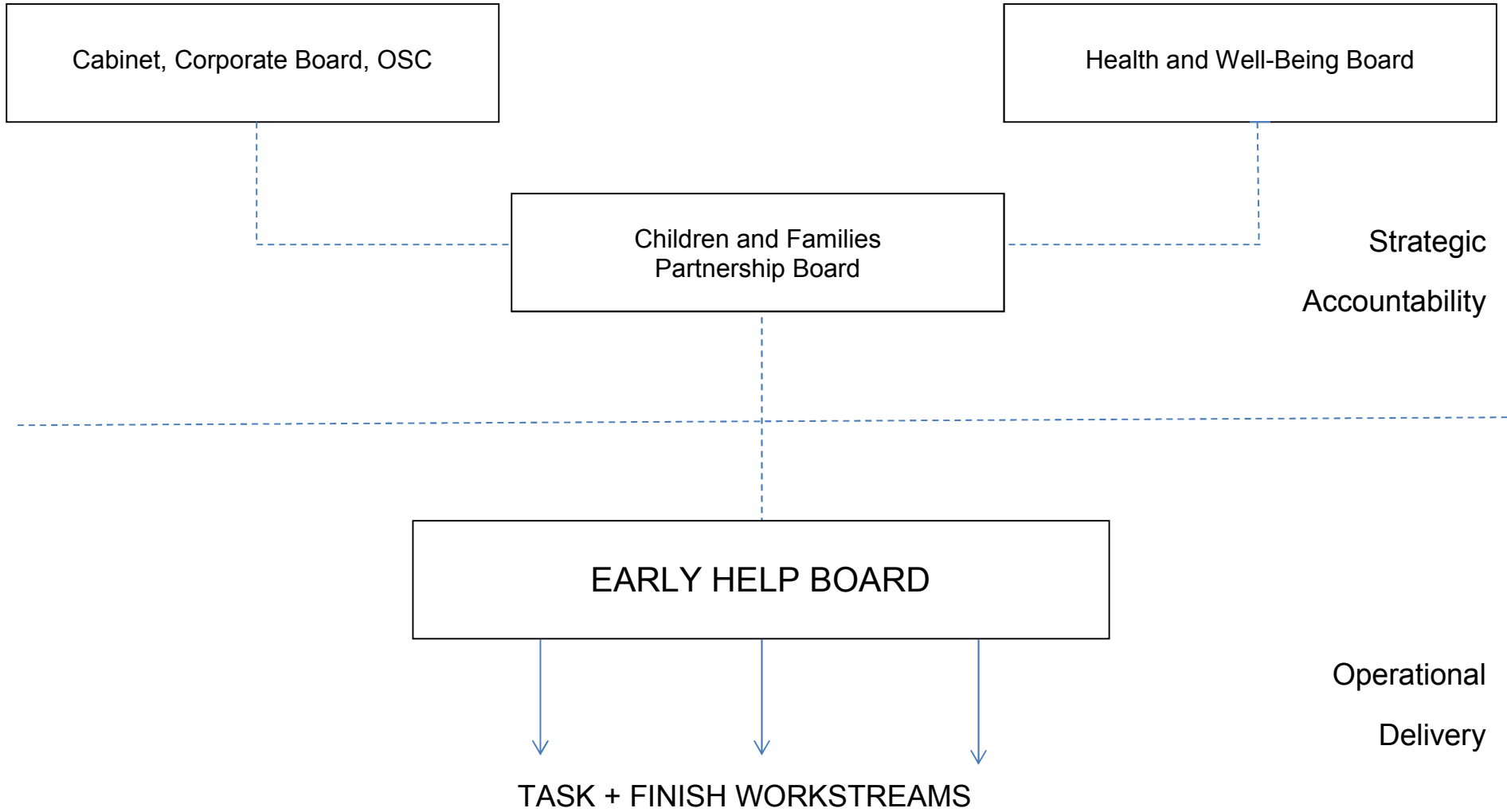
#	Action	Owner	End Date	Comments/Status
E.1	An Early Help practitioner portal with all information, e-learning and toolkits in one place.	BB	July-August 2019	
E.2	Refresh and joint training of Children and Families Transformation Partnership Board to reinforce shared vision.	Children and Families Partnership Board	September 2019	
E.3	Review and rationalisation of governance arrangements in relation to Children and Family Centres and establishment of Early Help Board.	BB/KS	April 2019	
E.4	A comprehensive Children and Families Information Sharing Agreement.	Children and Families Partnership Board	June 2019	
E.5	Review of Locality Panels, Family Matters, Consultation Clinics to ensure that there are streamlined multi agency local arrangements to discuss families of common concern.	BB	June 2019	
E.6	Multi Agency frontline training developed and delivered that builds resilience and builds on restorative approaches	JBM	June 2019	

E.7	Development of locality supervision clusters to provide a forum for support and advice to Early Help practitioners including half termly Early Help Clinics in Schools and Termly Multi Agency Collaboration Clinics	BB	September 2019	
E.8	Exploration of a shared data system that reinforces whole family approaches on a multi agency basis	Insight	June 2019	

Measuring Impact

1. Increased number of children achieving good level of development at the end of reception
2. Reduction in number of contacts received in MASH progressing to referrals into children's social care.
3. Reduction in CiN
4. Reduction in number of contacts received in MASH progressing to referrals into children's social care.
5. Reduction in re-referrals to children's social care (within 6 months of previous plan completion).
6. Reduction in the number of EHSA's written by schools as a result of support being accessed directly
7. Increase in step downs from CSC in order to support families better
8. Reduction of first time entrants to Youth Justice system.
9. Increase in no of children and young people accessing their full educational entitlement
10. Reduction in fixed term and permanent exclusions from school for children and young people.
11. Increase in adults in families worked with either in employment or progressing towards employment

Accountability, Review and Governance



Appendix A: Underpinning principles (Extracted from MHCLG definition of a mature EH system)

<p>The Family Experience of Transformed Services</p>	<ul style="list-style-type: none"> • Family trust their keyworker and feel “plugged in” to a range of support through them. They are confident to access services independently when their keyworker no longer works with them, and they have been supported to access a range of community and voluntary based services that meet their medium/long term need • Family keyworker is clearly able to work across services to deliver support that’s needed for the family - the service the family get is no longer dependent on which agency provides it. • The families needs and circumstances are captured in one assessment and one family plan, with the family keyworker having access to all of the information that’s relevant to provide support to the family. • The family are able to “own their own road to change” and are positive about the future.
<p>Leadership</p>	<ul style="list-style-type: none"> • All senior leaders in core partners have a demonstrable focus on services that best meet local need for families • All partners committed: • There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based services that have whole family working at their core. • Strong governance arrangements underpin common purpose with clear plans in place to manage future demand, deliver value for money and achieve cost saving. • Clear approach to using evidence and analysis to understand demand and inform commissioning of services. • Leaders demonstrate a shared purpose to deliver services for families that are locally determined but at the same time have clear links to wider local and national priorities.
<p>Strategy</p>	<ul style="list-style-type: none"> • There is a clear commitment to integrated family focussed, outcome based services are embedded in strategic plans for all partners. • Sustainability of services after 2020 is part of the area’s strategic ambition. • Strategic commitment informs integrated commissioning of services which is based on evidence of what works and on the needs of the local population. • Strategic plans reflect the local landscape, adapted as necessary to the needs of localities and neighbourhoods, whilst demonstrating clear links to wider transformation programmes. • Strategic plans clearly set out ambition for families including for financial stability and resilience.

Culture	<ul style="list-style-type: none"> • There is a clear shared vision and ambition across all partners which is effectively communicated to and embraced by staff and a commitment to transformation • An understanding of demand and commitment to transform the way public services work with families with multiple problems • An understanding of why integrated whole family working and shared priority delivers sustained outcomes for families across the 6 key problem headings of the programme • This vision and ambition is evidenced through all tiers of staff and elected members, across all partners, and they are communicated to the community • Staff take personal responsibility and ownership to work across boundaries to support families with complex needs.
Workforce Development	<ul style="list-style-type: none"> • Workforce development is embedded in practice across all agencies depth and breadth of opportunities. There is clear consistency of opportunity for training and development, with recognition of different agency cultural starting points. • Training is provided both for the core family team and to lead workers across partners. Development is informed by evidence based practice. Impact of workforce development is evaluated and impact informs future workforce development plans. • There are shared performance objectives and training opportunities across professions. Core principles and behaviours of family working are shared and understood across agencies. • Promotion routes are linked to integrated working and not contained within agency. Promotion opportunities are visible and recruitment is transparent with cross organisational equal opportunity values embedded in recruitment policy and practice. • Strong links exist with the voluntary and community sector to support complex families in the community. • Frontline staff have a clear understanding of the impact of their work. They have access to the right training at the right time – including evidence based programmes and training from a range of partners. • Frontline staff are support to common purpose by structures, governance and clear direction from managers and have access to promotion and development opportunities that are clearly communicated to them. • Workers from different agencies have shared priorities and access to pooled budgets for families. Frontline staff have a clear understanding of the principles of family working (FI factors) and a clear sense of a focus on a family assessment, plan and outcomes for families. • Frontline staff are supported by regular development reviews. Peer support opportunities and opportunities for reflective practice.

Delivery Structures and Processes	<ul style="list-style-type: none">• Organisational structures enable professionals from different disciplines work together to shared priorities. High quality whole family assessments take an agreed single form and understanding of whole family assessments is embedded across partners.• Partners have shared integrated data systems underpinned by robust data sharing agreements. Core partners can access one single data system to access case management information. Data systems are picking up early indications of need and moving towards use of predictive analytics.• There is a clear commitment by all partners to shared analysis of what works and how to meet future demand for services for families• Professionals from different disciplines use shared whole family approach and evidence-based tools to deliver a shared vision for early intervention. Outcomes evidence is used effectively to drive delivery and improve performance, evaluation is integrated within delivery and used to reform services.
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Cover/title page

Include WSCB logo/branding

Warwickshire's Early Help and Targeted Support Offer

What it is, who it's for and where to get it

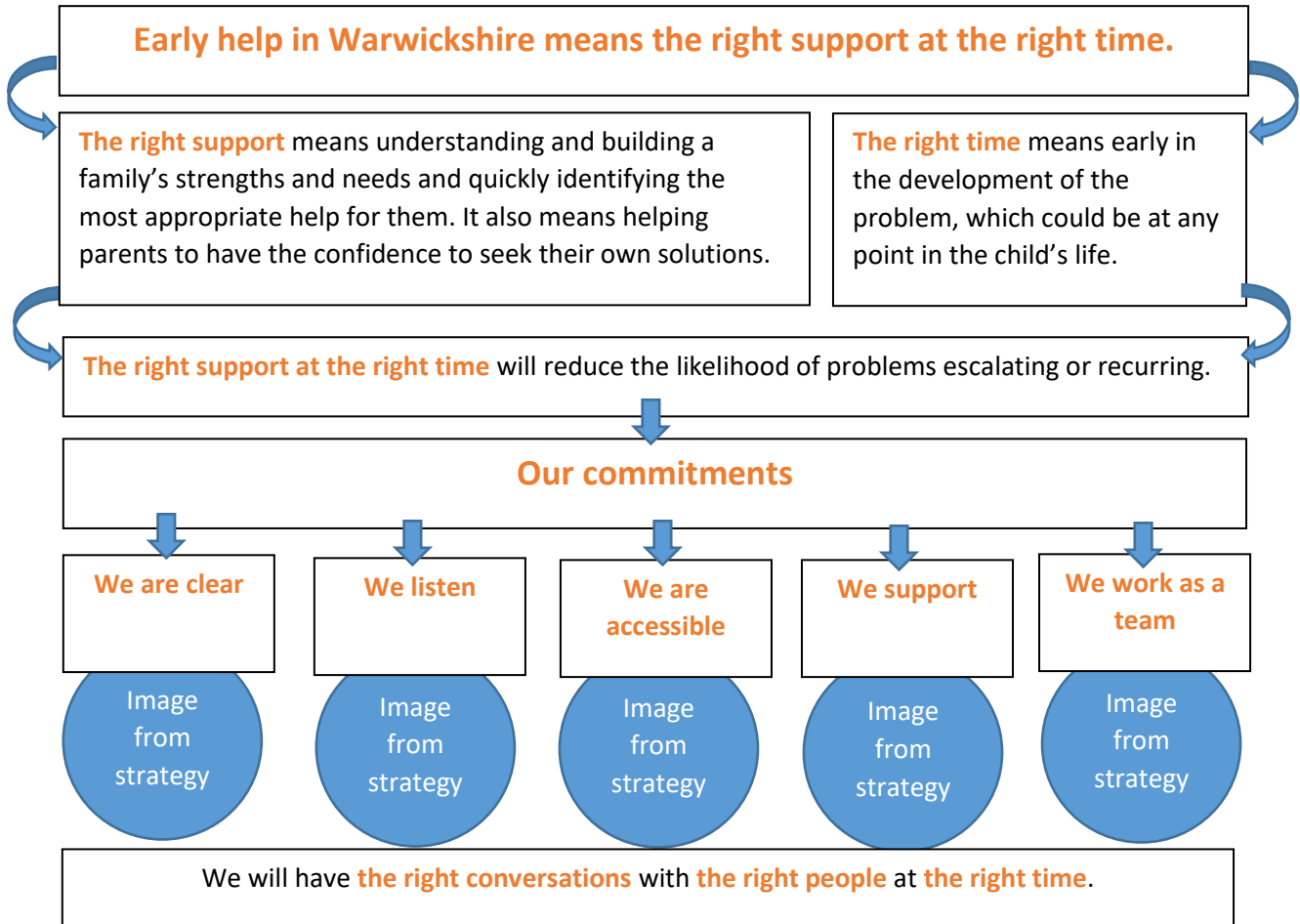
Include somewhere on title page the same strapline with ticks so it matches with the strategy

The right support at the right time

Background

Our **Early Help Strategy 2018–2023** sets out our partnership vision for early help in Warwickshire. It is based on national evidence and what local families have told us they want and need. Our strategy represents the commitment made by all organisations to making this happen.

The key principles of our Early Help Strategy are summarised below:



Early Help and Targeted Support Offer

This **Early Help and Targeted Support Offer** is about putting our vision into practice. It sets out:

- > **What** early help and targeted support mean in reality
- > **Who** they are for
- > **How** early help and targeted support are delivered and accessed, and how they join up with other levels of service
- > **Where** people can go to get early help and targeted support

This document has been written primarily for professionals working within early help and related services, but should also be accessible to parents. Further resources will be designed specifically with families in mind.

Early help and targeted support: some key definitions and principles

- > **Early help** and **targeted support** are the terms used in Warwickshire to describe the support offered to children, young people and their families to help them **early on** when a problem arises, or when there is the **likelihood** of a problem arising.
- > Support ranges from an **extension of universal services** (for example, **information** and **advice**), through more **specific guidance** and **support**, to **targeted services** and **time-limited support programmes**.
- > **All** children, young people and families in Warwickshire are **entitled** to access early help and targeted support **if** and **when** they need it.
- > **Information and advice** are available to **everyone**, so that families can build the **resilience, capacity** and **resources** to manage their own issues.
- > Support (including information and advice) becomes **early help** as soon as a problem **starts** to emerge, or when it is very **likely** that a problem will begin to emerge.
- > This approach is underpinned by the principle of **proportionate universalism**, which means that early help is available to **everyone**, but with a scale and intensity that is proportionate to need. Services are designed **flexibly** in recognition of the fact that a family's level of need will be fluid over time.
- > Early help **does not** always mean early years. Although research shows that most impact can be made in those crucial first few years of a child's life, **early help** and **targeted support** can be needed and accessed at **any time** and at **any age**.
- > The **purpose** of early help and targeted support is to offer the **right support** at the **right time** so that problems are less likely to **escalate**.
- > Early help and targeted support are also an important part of a child or young person's 'step down' from being vulnerable or in need. The right support at the right time leads to **sustainable** changes, so that problems are less likely to **recur**.
- > Early help and targeted support can be accessed through a **variety of organisations and groups in Warwickshire** and are not limited to statutory agencies like Warwickshire County Council and the NHS. Early help and targeted support happen **in partnership** across these organisations through a range of **multidisciplinary teams**, as well as through specialist individual services working together with families.

Child in need: a child or young person whose health or development would be significantly impaired without the provision of services. Those with the highest level of need include children looked after, children in need of protection, and those with severe disabilities or complex physical or mental health needs.

Vulnerable child: a child or young person whose outcomes would be impaired without the support of services. These children are at risk of becoming 'in need' because of one or more vulnerability factors, e.g. having a parent with mental health needs or having poor school attendance.

The stepped approach

The **stepped approach** is well established in Warwickshire, describing four broad levels of additional need and the services offered across all children and family organisations to meet those needs. In summary:

- > **Ground level: Universal preventative support**
Universally available information, advice, guidance, signposting and services with a focus on prevention, available to everyone to meet the basic needs of all families.
- > **Step 1: Universal directed early help**
Universally available information, advice, guidance, signposting and services, with an emphasis on self-help and peer support directed towards an emerging or potential issue. This is referred to within health services as **Universal Plus**.
- > **Step 2: Targeted support**
Additional and targeted support at the right time, when the family needs it.
- > **Step 3: Specialist support**
Specialist support for children in need and their families.
- > **Step 4: Safeguarding**
Intensive support and intervention for families with the most complex or critical needs, including those in need of protection.

Our **Early Help and Targeted Support Offer** focuses largely on steps 1 and 2 of this model. However, we recognise that a family's needs will change over time, and perhaps frequently. We therefore ensure that early help is accessible across **all** these levels, rather than being defined by discrete stages in a process. Early help and targeted support at steps 1 and 2 need to work flexibly and seamlessly with ground level, specialist and safeguarding services.

Our new model of **children and family centres** is being designed with this flexibility in mind, with a range of information, guidance and support being available through the same local access points. Key organisations from the statutory, voluntary and community sectors will work together to ensure families have access to the right support at the right time. This might include working with some adult-focused services, to ensure the whole family is being supported in the way they need.

Similarly, **family support work** is being redesigned to ensure the right help is available for families with different levels of need, when they need it. This ranges from early help accessed via children and family centres to more targeted family support for those at risk of needing specialist or critical intervention.

What does early help and targeted support in Warwickshire look like?

Universal preventative support, available to all

Early help and targeted support

Specialist support and safeguarding

WHAT?

> Information, advice and guidance > Family Information Service brokerage > Signposting to resources > Family support drop-ins > Peer support and volunteer-led groups > Midwifery > Health visiting > School health > Schools and other education provision > GP and primary care services > Parent and child groups > Universal parenting courses > Advice lines > Adult and family learning > Open sessions with a specific purpose > Integrated Disability Service > Emotional health and wellbeing support

> Direct family support sessions > Emotional health and wellbeing support > Counselling > Relationship support > Housing support > Money management > Targeted parenting programmes > Specific group sessions > Speech and language therapy > Family Nurse Partnership > Midwifery > Health visiting > School health > Paediatrics > Integrated Disability Service > School support services > Police > Probation > Multiagency Youth Justice Service > Targeted youth programmes

WHERE?

> Children and family centres and outreach settings > Family Information Service > Early years settings > Schools and other educational settings > Community hubs and outreach settings > GP surgeries, health centres and other health settings > Online forums and directories > Family homes > Accident and emergency departments > Citizens Advice offices and website > Voluntary, community and faith settings

WHO?

Family Information Service/Children & family centres

☎ 01926 742274 ✉ fis@warwickshire.gov.uk

🌐 <https://www.warwickshire.gov.uk/fis>

🌐 <https://www.warwickshire.gov.uk/childrenscentres>

Targeted Support Team

☎ **Number**

If you are concerned that a child is suffering from ANY form of neglect, abuse or cruelty, call the Multiagency Safeguarding Hub (MASH) immediately on

☎ **01926 414144**

Our Early Help and Targeted Support Offer

The following sections describe the **what, who, how** and **where** of Warwickshire’s stepped approach. The focus for this document is on the **early help** and **targeted support** steps. However, because needs and services work on a **continuum** rather than in discrete blocks, it is important to also note what happens at the other levels and how they fit in with early help and targeted support.

Ground level: Universal preventative support

Support at this level is not early help in itself, but it plays an important role in the first stages of early help. It includes universally available **information, advice, guidance, signposting** and **services** that are available to everyone to meet the basic needs of all families, regardless of any additional needs. The focus is on **prevention** and **self-help**, so that families have the resources they need to reduce the risk of problems occurring, or manage them more easily if they do occur.

The **Family Information Service** plays a key role here in providing an advice line, leaflets and online guidance on a variety of issues that affect all families. As well as providing their own information, they also direct families to other online and face-to-face resources. The Family Information Service’s vision reflects our aspirations for universal preventative support across Warwickshire, meaning that information is always provided through multiple channels and in multiple formats to meet a variety of needs:

“That every family, no matter what their circumstances, race, gender, age, religion, belief, sexual orientation, marital status or disability is able to access accurate, up to date and timely information in a format suitable to them.”

Universal services include schools and other education provision; GP surgeries and other universal health provision; Public Health universal services, such as midwifery, health visiting and school health; libraries; voluntary, community and faith groups; and parent and child groups.

Many of these universal services are accessed through **children and family centres, community hubs** and their outreach locations.

These services are available to **all families** and some services will be offered automatically (e.g. schools and health visiting), but many families may choose not to use information and guidance services until an issue arises. This is when **universal preventative support** becomes **universal directed early help**.

Who can I talk to? Warwickshire Family Information Service will either have the information you need or will be able to direct you to where you can find it.

☎ 01926 742274

✉ fis@warwickshire.gov.uk

🌐 <https://www.warwickshire.gov.uk/fis>

Families can also talk to their midwife, health visitor, GP, school or early years setting, or pop into their local children and family centre for information.

Step 1: Universal directed early help

What is it?

Support at this level is what we call **early help**. Much of this support is the same universally available **information, guidance, signposting** and **services** offered at the preventative stage, but it is offered in response to an **emerging or potential problem**.

Our local health services refer to this as **Universal Plus**, emphasising the fact that it is built on existing universal provision and resources.

Our definition of **early help** includes universal elements, such as **information** and **drop-ins**. These services are available to all but might not be taken up until there is an issue. They therefore play a crucial role in very early intervention, by either **preventing** a potential problem from occurring, or by providing the family with the **tools** and **information** they need to **stop** an emerging problem from developing.

Organisations and groups across different sectors work **together** so that early help is **easily available** to families when they need it. **Children and family centres** and **community hubs** are therefore key to the delivery of early help, by providing a single local point of contact for help with a variety of issues. **Early help family support workers** based at children and family centres offer drop-ins and appointments to support families with specific issues.

The **Family Information Service** offers a brokerage service, which involves **1:1 practical support** for families who need a little help to access universal (preventative or direct) services. This is an important part of ensuring that information, advice, guidance and direct early help services are being accessed at the right time for families who need them and that any barriers to access are removed.

Universal services like **midwifery, health visiting, early years settings, school health** and **schools** themselves also have a crucial role to play. Seeing families on an everyday basis means that **relationships** are formed, issues are picked up **early**, and the right kind of **information** or **support** is found.

Universal and community-based services also ensure that any **additional** or **underlying** issues are identified and worked through. This may happen, for example, by signposting a family to a particular website or leaflet (universal, ground-level information) or by recommending a particular course (universal but directed help).

Those found to be already in need of **targeted, specialist** or **safeguarding** help are referred quickly by universal services to the right level of support.

How is it delivered?	Where is it?
<ul style="list-style-type: none"> > Information, advice and guidance (on paper, face-to-face, by telephone or online) > 1:1 practical support via Family Information Service brokerage for families who need a little help to access services > Signposting to resources > Family support drop-ins and appointments at children and family centres > Peer support and volunteer-led groups > Public Health universal services, such as midwifery, health visiting and school health > Universal education services, such as schools > GP and primary care services > Parent and child groups, such as Stay and Play > Universal parenting courses > Advice lines > Adult and family learning courses, such as REAL and REAM (literacy and maths) > Open sessions with a specific purpose, such as breastfeeding drop-ins and Chatter Matters (speech and language development) > Integrated Disability Service > Low-level emotional health and wellbeing support for children, young people and parents 	<ul style="list-style-type: none"> > Children and family centres and outreach settings > Family Information Service > Early years settings > Schools and other educational settings > Community hubs and outreach settings > GP surgeries, health centres and other health settings > Online forums and directories > Family homes > Accident and emergency departments > Citizens Advice offices and website > Voluntary, community and faith settings
<p>Who is it for?</p>	<p>Who can I talk to? Warwickshire Family Information Service will either have the information you need or will be able to direct you to where you can find it.</p>
<ul style="list-style-type: none"> > All families who wish to use it > Families who would like additional information on a specific issue > Families who have been signposted to a universally available service to help them with a specific issue > Families who need a little help to access universal services 	<p>☎ 01926 742274 ✉ fis@warwickshire.gov.uk 🌐 https://www.warwickshire.gov.uk/fis</p> <p>Families can also talk to their midwife, health visitor, GP, school or early years setting, or pop into their local children and family centre for information.</p>

Step 2: Targeted support

What is it?

Targeted support is closely linked to **early help** but it represents a step up in the level of need. Support is directed at specific issues, with an agreed plan about the intended outcomes and timeframes.



Families will voluntarily consent to a **single assessment** to determine their targeted support needs. This is coordinated by a nominated **lead professional**. Because families are best supported by those they already know, the lead professional will often be someone from the child's educational setting. However, the assessment may involve a number of professionals across different organisations; this will depend on the particular needs of that child and family, and which (if any) services they are already in contact with.

Children needing help at this stage are not '**children in need**'. The purpose of the single assessment is to agree a **coordinated plan of support** that addresses the identified issues before they escalate. This support comes from a range of sources, as shown in the 'how' and 'where' sections that follow.

Targeted support officers (TSOs) have a key role to play in supporting lead professionals with single assessments and those involved in delivering the identified help. Targeted support officers have previously been known as **CAF (Common Assessment Framework) officers** and **early help officers**. The team has evolved to meet changing demand and the new TSO offer is being redesigned to better reflect the service required at this level of need. The offer includes five elements, each offering advice, support and direction to professionals on targeted support options for children and families:

- > Telephone duty service
- > 1:1 consultations (individual professionals leading on assessments and plans)
- > Targeted support clinics (several professionals from the same school or agency)
- > Multiagency collaboration clinics (professionals across different disciplines)
- > Locality panels (district-based multiagency problem solving)

A coordinated **targeted support plan** is likely to include an element of support that is available universally. The **Family Information Service** plays a key role here in either providing information directly or offering practical support via their brokerage service.

How is it delivered?	Where is it?
<ul style="list-style-type: none"> > Direct family support sessions via children and family centres > Emotional health and wellbeing support for children, young people and parents, including counselling and relationship support and access to the RISE service > Practical support for housing and money management > Targeted parenting programmes > Specific group sessions, such as bilingual Chatter Matters (speech and language development for young children and parents with English as an additional language) and sensory play for young children with additional needs > Speech and language therapy > Family Nurse Partnership (additional antenatal and postnatal support for young parents) > Children’s health services, including midwifery, health visiting, school health and paediatrics as appropriate > Integrated Disability Service > School support services > Police, Probation and multiagency Youth Justice Service > Targeted youth programmes 	<ul style="list-style-type: none"> > Children and family centres and outreach settings > Family Information Service > Early years settings > Schools and other educational settings > Community hubs and outreach settings > GP surgeries, health centres and other health settings > Online forums and directories > Family homes > Accident and emergency departments > Citizens Advice offices and website > Voluntary, community and faith settings
<p>Who is it for?</p> <ul style="list-style-type: none"> > Families with additional needs who have consented to a single assessment > Families whose needs are not being met by universally available services 	<p>Who can I talk to? Professionals should contact the TSO team for support with the single assessment process and targeted support options.</p> <p> Number</p> <p> Email</p> <p>Families can also call the Family Information Service on 01926 742274, talk to their midwife, health visitor, GP, school or early years setting, or pop into their local children and family centre for information.</p>

Step 3: Specialist support

Families with multiple or complex needs will require help from more than one service. Children will be assessed as being **'in need'** under section 17 of the Children Act 1989, meaning that their life chances are significantly at risk if they don't receive the right help. They may have been accessing **early help** or **targeted support** that is no longer meeting their needs, or the complexity of their needs means they may have a child in need assessment straight away.

Families consent to this assessment, which is undertaken by a **Strengthening Families** social worker in collaboration with the family and other involved agencies. It is not for children on the edge of care; it is about avoiding escalation to that point and giving families the capacity and resources to manage their own challenges.

While the Family Information Service, children and family centres, universal and targeted services still have a key role to play, a child in need plan will also identify **specialist** services and interventions that will help the child and their family.

These include direct and intensive work with specialist family support workers from the Strengthening Families team; social care; domestic violence support; substance misuse support; intensive mental health services for children and parents including RISE; targeted youth support; targeted parenting programmes; Family Group Conferencing; and Different Futures (delaying pregnancy for those who have already been unable to care sufficiently for another child).

Who can I talk to? Strengthening Families teams are based in Nuneaton (Hilary Road), Rugby (Oakfield Park) and Warwick (Saltisford). They can be contacted on ☎ 01926 414147.

Step 4: Safeguarding

Warwickshire Multiagency Safeguarding Hub (MASH) is the gateway between child in need support and intervention for those in need of protection or care. It is a partnership between Warwickshire County Council, the police, the NHS and other partner agencies, working to safeguard children, young people and adults.

Specific teams work intensively at this level with children and young people on the **edge of care** and **edge of protection**, linking to both **Strengthening Families** support and statutory **safeguarding**.

Children with this level of need will be assessed as **children in need** but will have **significant additional risks** that cannot be managed through their child in need plan. Further assessment will determine whether **statutory child protection**, **voluntary accommodation** or **care proceedings** are required.

Because children in need of safeguarding often have multiple issues, **early help** and **targeted support** may form part of their protection or care plans. **Early help** and **targeted support**, including information, guidance and brokerage from the **Family Information Service**, are also an important part of plans as children step down from this level of need, to build **resilience** and **capacity** that avoids issues **recurring** in the future.

Who can I talk to? To report a concern, call the MASH team on ☎ 01926 414144.

For out of hours emergencies, call the Emergency Duty Team on ☎ 01926 886922.

If there is a significant and immediate risk, call the police on ☎ 999.

Where to find information, early help and targeted support¹

- > [Search the Warwickshire Service Directory](#)
- > [Contact the Family Information Service and use their online resources](#)
- > [Contact Public Health services and use their online resources](#)
- > [Find your local school](#)
- > [Find GP services near you](#)
- > [Find your local children and family centre](#)
- > [Find your local library](#)
- > [Find your nearest health visiting clinic](#)

¹ All links accessed 05.03.19. Please note, websites will change over time so these links may not continue to work for the full lifetime of this document.

Priority Families Dashboard

Phase 2 Year 4 up to 31 March 2019

Year 4 Headlines

4,041 Families currently attached
1,752 Families claimed to date

Conversion rate
(of claims to target)

62.8%

West Midlands - 35%
Nationally - 39%

Performing at



Out of 127 LAs
(as of Quarter 3)

£529,800 claimed to support families during this financial year (2018-2019)



Priority Families have earned £4.9m in Phase 2

Attachment Fees	£2.65m
Claimed Fees	£1.4m
Service Transformation Grant	£850k



Payment by Results as of 31st March 2019

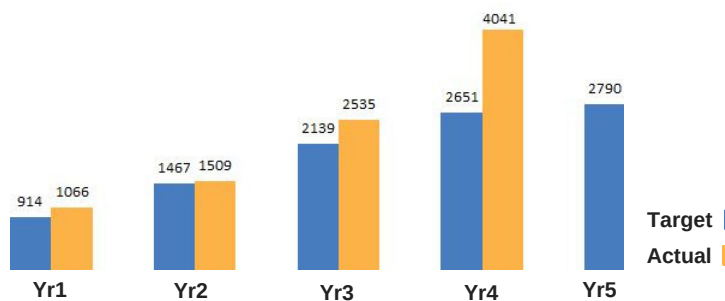
1693 families claimed for making sustained and significant progress



59 claims were for families who have secured continuous employment



Attachment target vs achieved



Claimed target vs achieved

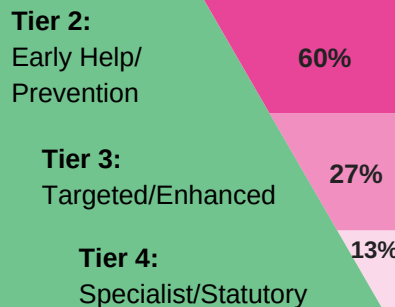


No. of Criteria Claimed Families Met

- 2 Criteria - 27%
- 3 Criteria - 35%
- 4 Criteria - 23%
- 5 Criteria - 11%
- 6 Criteria - 3%

All families must meet at least 2 criteria

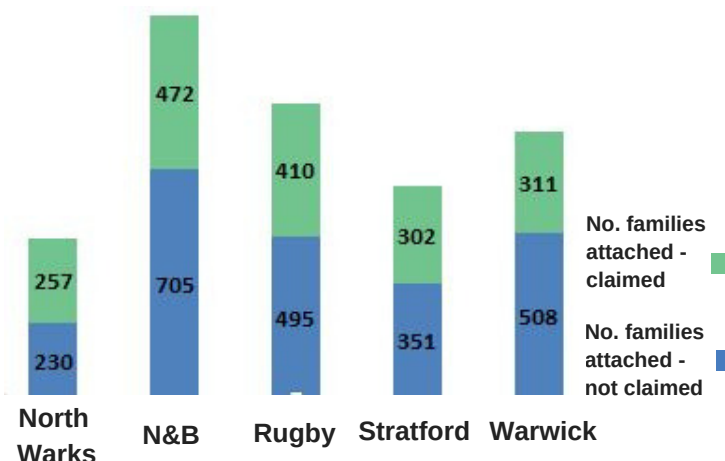
Support Tiers of Claimed Families



Claimed Families Eligibility Criteria

Children Needing Help	Financial Exclusion/NEET	Domestic Violence/Abuse
100%	38%	34%
Crime/ASB	Education	Health
28%	39%	89%

Attached Families by District/Borough



Ward Headlines

Most attached families (inc. claimed)	
Camp Hill	177
Newbold and Brownsover	134
Admirals and Cawston	110
Kingswood	106
Bede	101
Most claimed families	
Camp Hill	79
Newbold and Brownsover	69
Admirals and Cawston	48
Kingswood	48
Arley and Whitacre	45

Children & Young People Overview & Scrutiny Committee 18th June 2019

One Organisational Plan Quarterly Progress Report: Period under review: April 2018 to March 2019

Recommendation

That the Overview and Scrutiny Committee:

- (i) Considers and comments on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Introduction

- 1.1. The One Organisational Plan (OOP) Quarterly Progress Report for the period April 1st 2018 to March 31st 2019 was considered and approved by Cabinet on 13th June 2019. It provides an overview of the progress of the key elements of the OOP, specifically in relation to performance against key business measures, strategic risks, workforce management, revenue and capital budgets, reserves and savings targets and financial information on Business Units.
- 1.2. This report draws on information extracted from the Cabinet report to provide this Committee with information relevant to its remit.

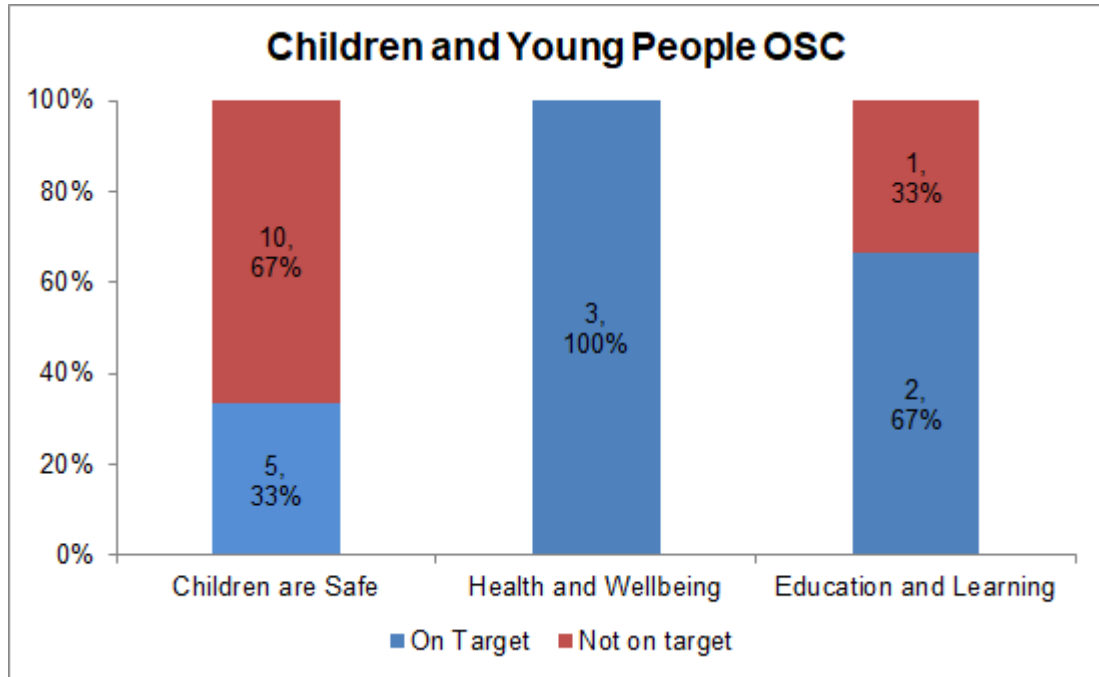
2. One Organisational Plan 2020: Strategic Context

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. Performance is assessed against 62 Key Business Measures (KBM)s, 48 of which are grouped under, and reported against, the seven agreed policy areas.

Outcome	Policy Area	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	Adult Social Care	8
	Children are Safe	15
	Community Safety and Fire	6
	Health and Wellbeing	6
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	Economy, Infrastructure and Environment	10
	Education & Learning	3

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, a total of 14 Key Business Measures have been presented on 1 dashboard.

2.2 At the year end position, 47.6% (10) of KBMs have achieved target while 52.4% (11) of KBMs are behind target.



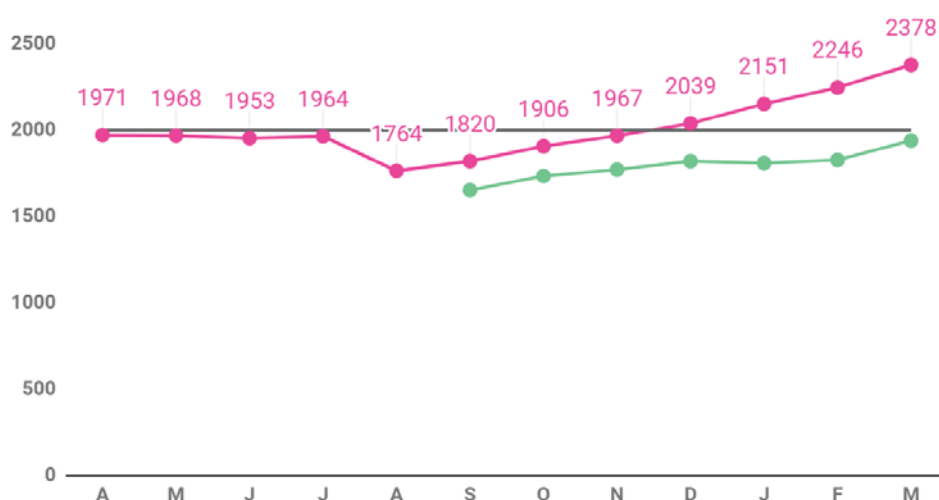
2.3 This section presents KBMs where significant good performance or areas of concern need to be highlighted for 21 KBMs across 3 policy areas as appropriate for this Committee.

<p>18/19 Actual 18/19 Target 17/18 Actual</p>	Trend	Trend over longer time period
	DoT	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

Children Are Safe

Areas of good progress

No. of children open to an Early Help assessment

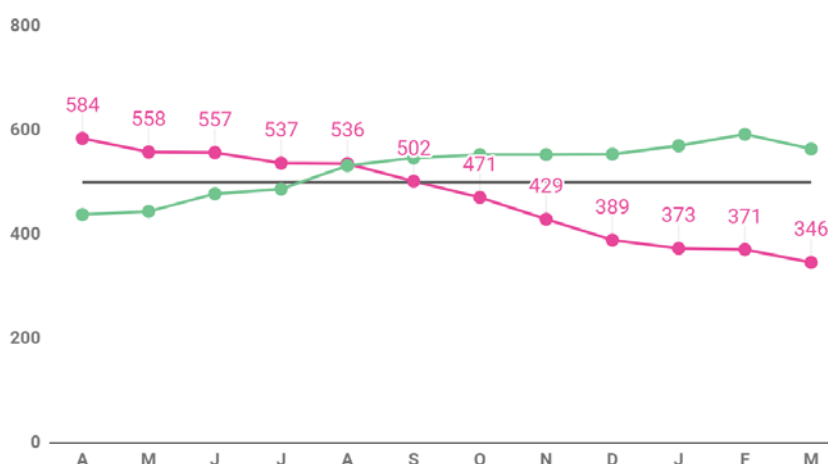


15/16	16/17	17/18	18/19	Trend	DoT
Not previously monitored		1,939	2,378	↑	↑

The number of children open to an Early Help Assessment has increased in comparison to quarter three, is above the 2018/19 target and last year's actual (March 2018).

This demonstrates that multi-agency participation in the Early Help process is still strong. This will be further strengthened by the agreed Early Help Strategy and the accompanying Early Help action plan that has been finalised in April 2019.

No. of Child Protection Plans



15/16	16/17	17/18	18/19	Trend	DoT
473	439	564	346	↓	↓

Warwickshire should have approximately 394 children subject to child protection plans to be in line with statistical neighbours

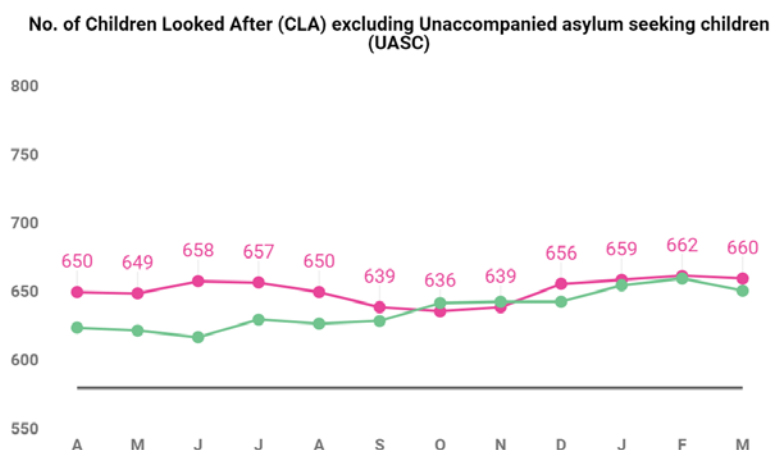
The year began with 584 plans, the Children and Families Service completed two audits and put in place a programme to learn from these audits.

The result has been changes in practice that have resulted in meeting the target for reducing child protection numbers. Families are now being supported with more appropriate child in need plans in many cases and children in Warwickshire remain appropriately safeguarded.

The length of time children are on Children Protection Plans has also reduced.

Please note this data is provisional, until 31 July 2019.

Areas of concern and remedial action



15/16	16/17	17/18	18/19	Trend	DoT
677	620	651	660	↑	↑

The year began with 650 children looked after, excluding unaccompanied asylum seekers and a target of 580. As at March 2019, the number of children looked after excluding unaccompanied asylum seekers stands at 660, an increase of 10 in comparison to the start of the year.

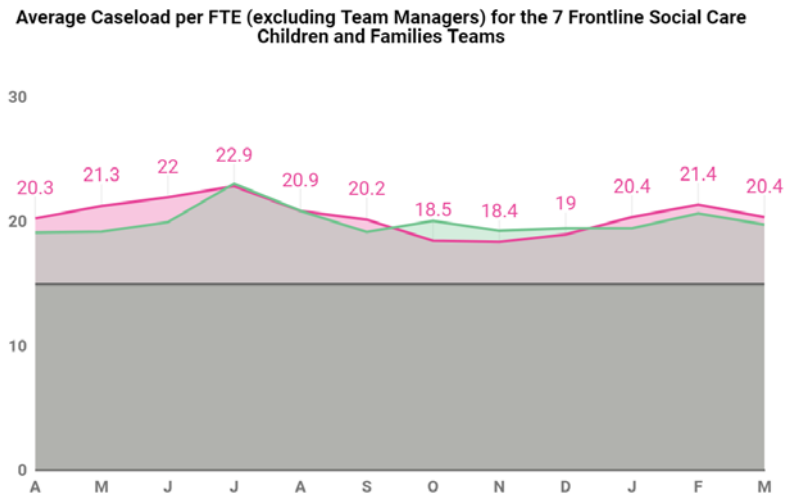
Warwickshire's rate of children looked per 10,000 as at March 2019 is 63.2, which is now in line with the 2017/18 national average of 64 per 10,000.

The Children and Families Service have continued to set a target of 580 for 2019/20 because the Service believe that there are children and young people who can be supported to return home or to be with extended family members and carers under Special Guardianship or Child

Arrangement Orders.

The Children and Families Service have recently restructured support services and implemented new edge of care services now called Keeping Families Together. This provides additional support to families, in a more integrated approach. The Service believe this restructure will help contribute to fewer children and young people becoming looked after and supporting children to return home or to family members.

Please note this data is provisional, until 12 July 2019

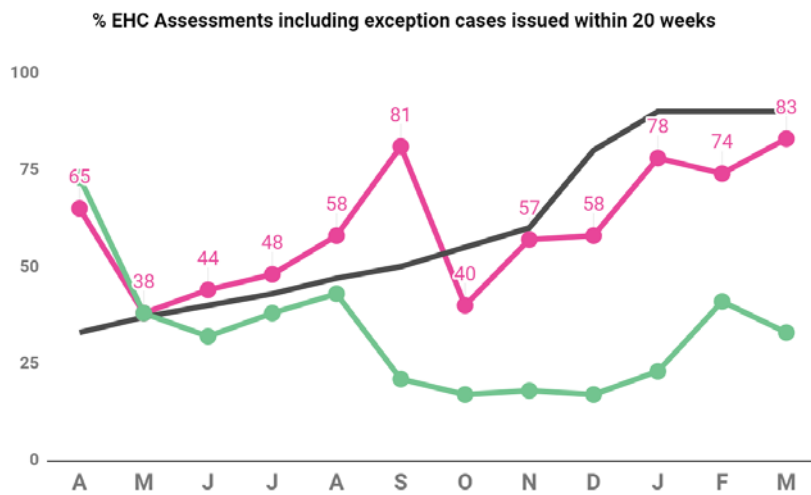


15/16	16/17	17/18	18/19	Trend	DoT
16.8	19.2	19.8	20.4	↑	↑

The year began with an average caseloads of 20.3 and as at March 2019 the average stands at 20.4. During the past 12 months, improved performance was achieved on occasions, with an average of 18.4 cases in November 2019.

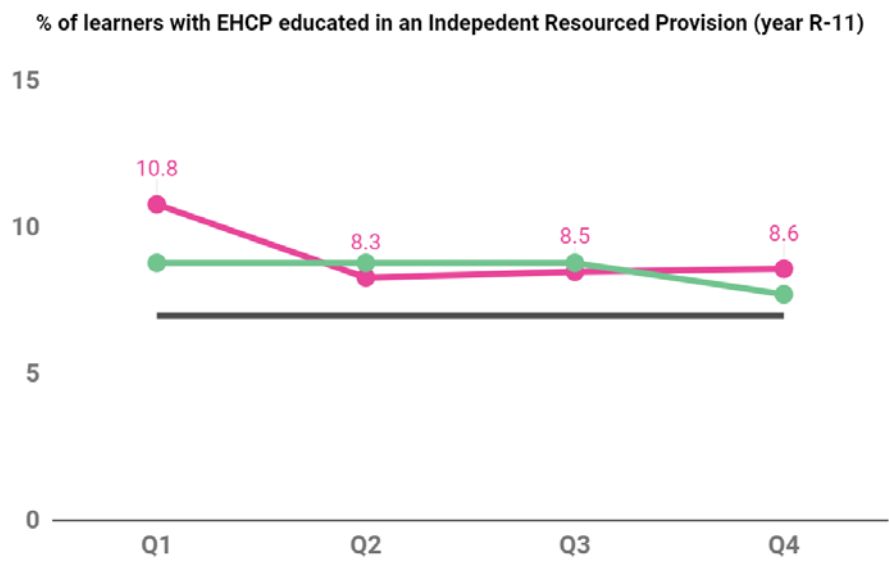
The fluctuations in caseload over the year has been the result of two factors, relatively small changes in the total number of cases open and the vacancy rate in teams, for example the number of social workers, excluding managers in these 7 front line teams in November 2018 was 131, as at the end of March 2019 the number was 114. While the service are managing to recruit staff, retention remains an issue.

Positively, managers are now only holding cases in exceptional circumstances which addresses a concern raised by Ofsted. Caseloads remain safe and manageable, albeit higher than the Service would like, to enable staff to work more with families.



15/16	16/17	17/18	18/19	Trend	DoT
N/A	36.2%	30%	60%	↑	↑

Performance has improved significantly to 60% of agreed plans issued within 20 weeks for the 2018/19 financial year, compared to 29% in 2017/18. Whilst this is below the target of 90% it is a huge improvement on the 29% in 2017/18. For the final quarter of the year, performance was 78%, above the average of statistical neighbours (67%). Progressive targets were set for the service throughout the 2018/19 year. As a result, performance has improved significantly from a low of 38% in May 2018 to 83% in March 2019. This is despite increased demand, with requests increasing from 671 to 778 during this time period (418 new EHC plans being issued). Moreover, more EHC plans are being reviewed on an annual basis, as per statutory guidance. Parents and carers are reporting improved communication, and staff morale has improved.

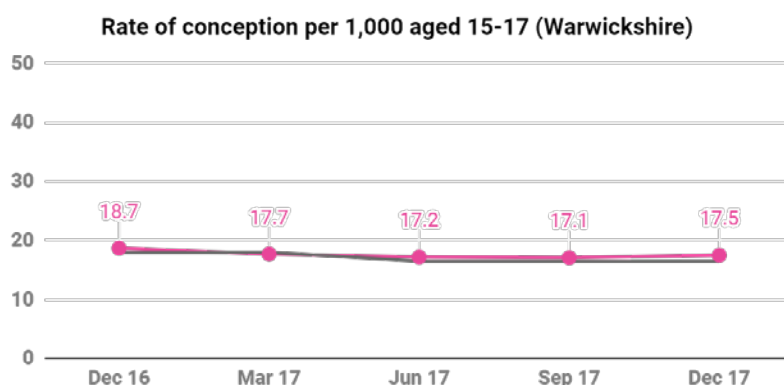


15/16	16/17	17/18	18/19	Trend	DoT
9.6%	8.6%	7.4%	8.6%	↑	↔

The percentage of school age learners with Education, Health and Care (EHC) plans in independent specialist provision (ISP) is now 8.6% (222 learners). This remains above national average (4.9%) and has a significant impact on spend in the High Needs Block. The creation of more state-funded specialist places in the county has led to a reduction on years previous (eg. over 10% in 2017) and the rate of increase has slowed (a net of only 4 more placements since Quarter 3). A task and finish group has been set up with headteachers to explore other alternatives to ISP. Promoting inclusion in mainstream schools is the first priority of the Special Educational Needs and Disabilities (SEND) & Inclusion Strategy being presented to Cabinet in April.

Health and Wellbeing

Areas of good progress



Dec 2016	Dec 2017	Dec 2018	Dec 2019	Trend	DoT
18.7	17.5	Awaiting data		↓	N/A

2017/18 Quarter three data (December 2017) was published on 15 April together with the annual 2017 data.

The 2017 annual figures for teenage conceptions show the rate in Warwickshire was 17.5 conceptions per thousand women (156 conceptions) aged 15 to 17, compared with 18.7 in 2016 and 41.4 in 1998. The England rate in 2017 was 17.8 per thousand.

There has been a downward trend in conception rate in women aged 15-17 in all districts and boroughs in Warwickshire between 1998 and 2017. However, between 2016 and 2017 there were increases in the under 18 conception rate in North Warwickshire and Rugby Boroughs, whereas there were small decreases in Stratford and Warwick and a larger decrease in Nuneaton & Bedworth but it still had the highest rate in the county.

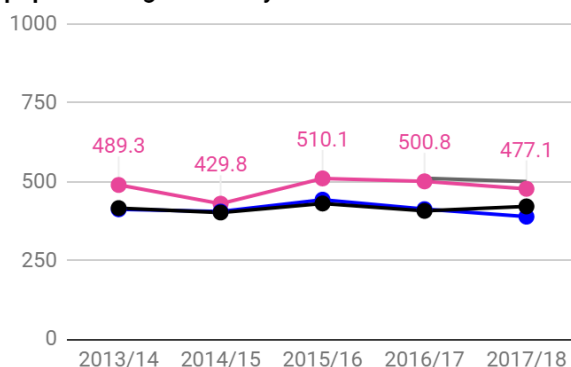
- North Warwickshire 18.6 per 1,000 (actual number =19)
- Nuneaton & Bedworth 22.0 per 1,000 (actual number =47)

- Rugby 21.8 per 1,000 (actual number = 40)
- Stratford-on-Avon 11.1 per 1,000 (actual number =22)
- Warwick 14.2 per 1,000 (actual number =28)

Partnership work continues in Nuneaton & Bedworth to address teenage conceptions.

Areas of concern and remedial action

Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years



Warwickshire West Midlands England

15/16	16/17	17/18	18/19	Trend	DoT
510.1	500.8	477.1	Awaiting Data	↓	N/A

Annual 2018/19 year end data is due March 2020

Following evidence from a Joint Strategic Needs Assessment (JSNA) which highlighted that Warwickshire has above average rates of self-harm a working group was set up address the issue.

Colleagues from Coventry City Council were invited to ensure joined up working across the Sustainability and Transformation Partnership (STP) geography. The group is reviewing the JSNA recommendations, engaging local stakeholders to improve prevention and early intervention approaches and ensuring that consistent messages and signposting (of services and self-help resources) are shared.

Work across the year has included:

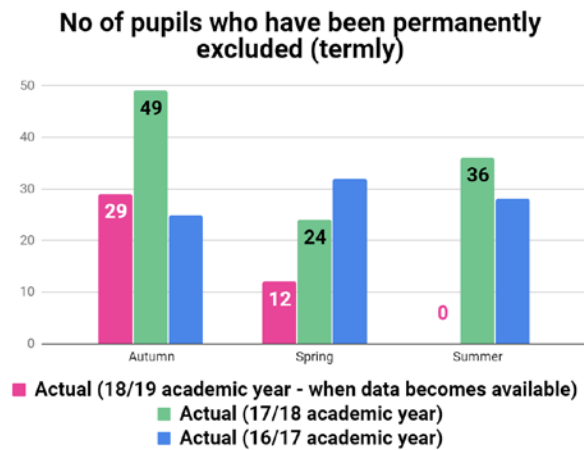
- developed an action plan with areas of priority identified
- reviewing and updating the pathways to care for self-harm
- collating information about available support including online and training resources
- engagement with the Educational Psychology Team
- communications activity around self-harm awareness day (1 March 2019)
- carrying out a self-assessment against National Institute for Health and Care Excellence (NICE) quality guidelines for self-harm.
- drafted an initial logic model to guide the work programme
- developing a Tier 3.5 (level of support) service for children and young people in crisis
- reviewing the Warwickshire County Council self-harm Joint Strategic Needs Assessment (JSNA)

In addition, the group has carried out engagement with the care leavers team in Warwickshire

(including care leavers themselves) to increase understanding of self-harm and the support available. The group is also beginning to look at self-harm amongst people with Autistic Spectrum Disorder (ASD) including linking with the Transforming Care Programme to understand current challenges and where earlier support could be put in place.

Education and Learning

Areas of good progress

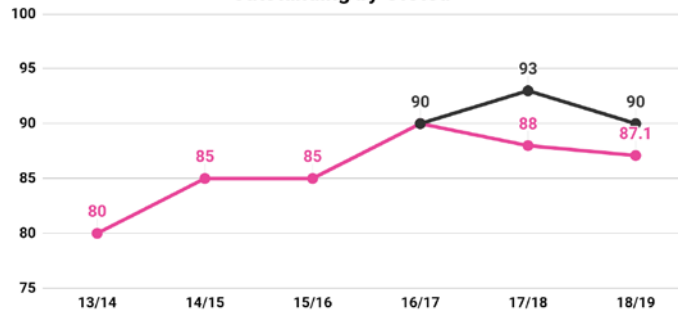


15/16	16/17	17/18	18/19	Trend	DoT
N/A	85	109	41	↑	↓

Currently there have been 41 permanent exclusions since September. When we compare current data to April 2018 there are 37 fewer permanent exclusions this academic year which is encouraging. Schools are increasingly using managed moves as an alternative to exclusion, which is a positive step. The Education Entitlement Team produces a weekly scorecard which allows WCC to track the most vulnerable learners and ensure that children are in receipt of their education.

Areas of concern and remedial action

% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted



15/16	16/17	17/18	18/19	Trend	DoT
85	90	88	87.1	↓	↓

Disappointingly, this figure has dropped to 87.1% as four primary schools have fallen into Requires Improvement (RI) over recent weeks. Two of these schools are academies. Conversely, two maintained primary schools which were twice RI have now improved to be judged as securely good. This compares favourably to the national figure of 83.2% and WCC are placed 2nd in the West Midlands region. Breakdown by outcome= 24.7% outstanding (21.7% national), which is an improvement from the previous quarter, 62.5% good (61.5% national), 10.2% RI (12.7% national) and 2.6% inadequate (4.1% national).

2.4 More detailed progress on the remaining KBMs relevant to this Committee is reported through the Scorecards in Appendix A.

Financial Commentary – relevant finance information taken from Cabinet report

3.1 Revenue Budget

3.1.1 The Council has set the following performance threshold in relation to revenue spend: a tolerance has been set of zero overspend and no more than a 2% underspend. The following table shows the forecast position for the Business Units concerned:

	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Children & Families	60,950	61,810	860 1.41%	(1,711)	(851)

The C&F Service position is a headline over-spend of £860,000 . However once significant one-off under-spends and the under-spends on earmarked funds (e.g. Priority Families, House, ACE etc.) have been taken into account the effective/structural out-turn over-spend is increased to £5,801,000.

The overspend relates predominantly to children in care and the cost of placements as detailed under Safeguarding & Support. The main overspends relate to the cost of external foster care (£1,377,000 over budget) and residential care (£1,965,000 over budget). The residential care is attributed to a significant increase in demand for residential placements for children with disabilities.

There has also been an increase in internal foster care which is overspent by £926,000 but we have increased the number of children in care placed within Warwickshire foster care placements. More children are also placed with family members or connected others through SGO or Child Arrangement Orders therefore these allowances are overspent by £208,000. More children with disabilities are being supported at home with their family through Direct Payments which is overspent by £248,000 and Section 17 payments used to support children at home is overspent by £78,000.

Education & Learning	101,353	104,004	2,651 2.62%	(186)	2,465
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Cost centres are now being scrutinised more closely and the Education Services Senior Team are holding monthly budget challenge sessions set up for the high risk cost centres, which have been tasked with developing three year forecast and recovery plans. The AD and SLT is meeting regularly as a group with finance colleagues. The Education secretary's recent SEND investment announcement means an additional £1.2m in - year for Warwickshire and also another one off payment for the same amount for the 19/20 financial year. As a result of the new measures forecasts should be more reliable and accurate in 2018/19. In areas with deficits, the DSG Review, and Demand Management Review of SEND and Home to School Transport are assisting in moving towards a balanced budget in future years.

3.2. Delivery of the 2017-20 Savings Plan

3.2.1. The savings targets and forecast outturn for the Business Units concerned are shown in the table below.

	2018/19 Target £'000	2018/19 Outturn £'000
Children & Families	2,985	976
Significant savings to deliver a reduction in the need for children to become or remain looked after in Warwickshire has now been superseded with 2019/20 savings approved by Council.		
Education & Learning	733	733

3.3 Capital Programme

3.3.1. The table below shows the approved capital budget for the business units and any slippage into future years.

	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years (£'000)	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)
Children & Families	459	(30)	-24%	294	0	753
Slippage relates to changes required in legal agreements with prospective recipients of adaptation grants and also delays in receiving all required documentation before projects can proceed.						
Education & Learning	38,148	(1,738)	-12%	2,118	0	40,266
Polesworth School £0.200 million spend has been delayed due to issues with ESFA who are running the project (our spend is a contribution to their works), Long Lawford £0.480 million spend has been delayed due to the car park drop off being deferred until 2019/20, this is because highways required a re-design of the layout, and planning permission is now pending, £0.600 million relates to SEND and nurture provision where spend is awaiting allocation to specific schemes. There have also been delays on a number of other schemes, please see annexes for details.						

4 Supporting Papers

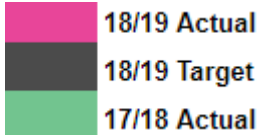



- 4.1 A copy of the full report and supporting documents that went to Cabinet on the 13th June 2019 is available via the following [link](#) and in each of the Group Rooms.

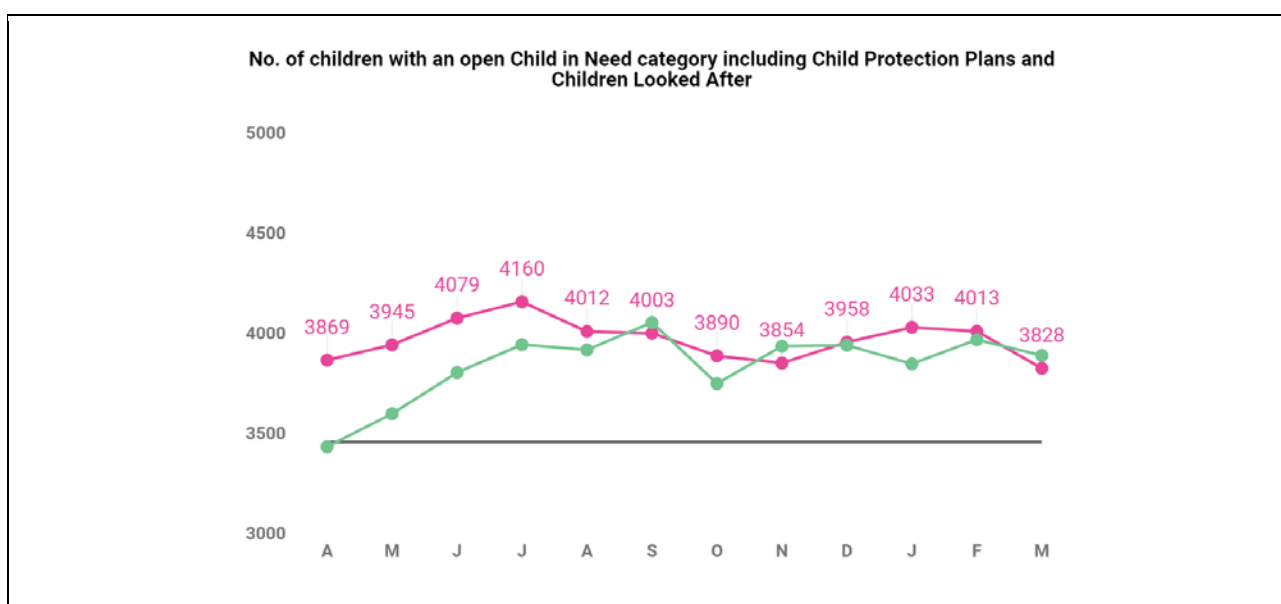
5 Background Papers



None

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	Cllr Les Caborn, Adult Social Care & Health; cllrcaborn@warwickshire.gov.uk

Appendix A One Organisational Plan Key Business Measures Scorecard

	Trend	Trend over longer time period
	DoT	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady



15/16	16/17	17/18	18/19	Trend	DoT
3,195	3,741	3,892	3,828		

The year began with 3,869 children and young people with open child in need plans, which put Warwickshire above statistical neighbours, hence the 2018/19 target of 3,461 open cases. The target has not been reached, however as at March 2019 the number of children and young people with open child in needs plans has reduced by 41.

The Children and Families Service have begun a programme of more regularly reviewing child in need cases to ensure they remain open with purpose.

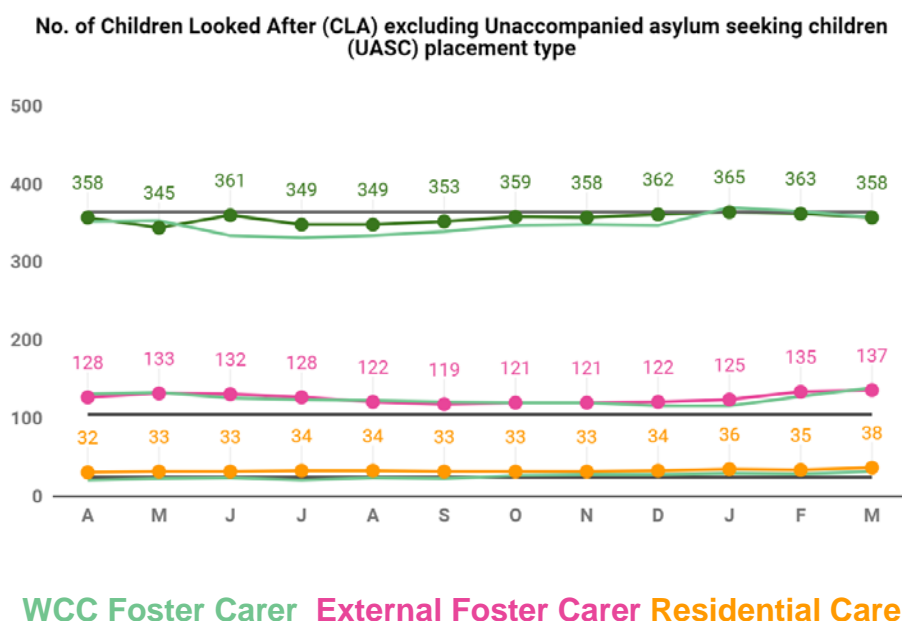
The Strengthening Families Service has now been operating for over a year and this has been successful in supporting families to not require services, in a more timely manner - 60% of cases are successfully closed within 16 weeks, while another 15% of parents/carers opted to no longer have a service.

The Multi-Agency Safeguarding Hub (MASH) and Early Help Services have also been

working with partner agencies to ensure the Service receive only appropriate referrals.

Considerable work is still required in this area to bring Warwickshire in line with statistical neighbours.

Please note, this data is provisional until 31 July 2019



15/16	16/17	17/18	18/19	Trend	DoT
365	344	358	358	↑	↔

As at March 2019 there were 358 young people in internal foster placements, this has reduced slightly in comparison to quarter three and is marginally below the 2018/19 target.

The 2018/19 year end actual has remained consistent when compared with the 2017/18 year end actual.

There has been an increase in foster placement applications, with 99 in February 2019, this is a considerable increase in comparison to last year when only 26 applications were received.

Please note this data is provisional, until 12 July 2019

15/16	16/17	17/18	18/19	Trend	DoT
147	140	140	137	↔	↓

As at March 2019 there has been an increase in the use of external foster placements in comparison to quarter three. This coincides with an extremely busy period when there

were requests for a large number of placements including same day placements.

The 2018/19 year end actual has reduced in comparison to the 2017/18 year end actual.

Please note this data is provisional, until 12 July 2019

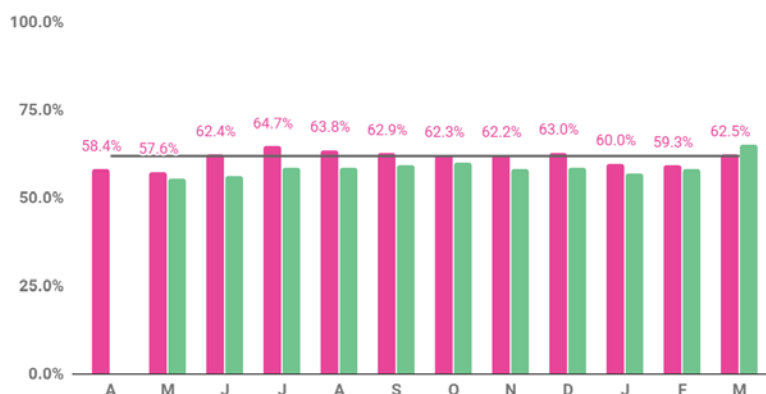
15/16	16/17	17/18	18/19	Trend	DoT
40	26	33	38	↓	↔

As at March 2019 the number of children placed in residential care increased by 4 in comparison to quarter three.

The 2018/19 year end actual has increased in comparison to the same period last year (March 2018).

Please note this data is provisional, until 12 July 2019

% of Children Looked After (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption

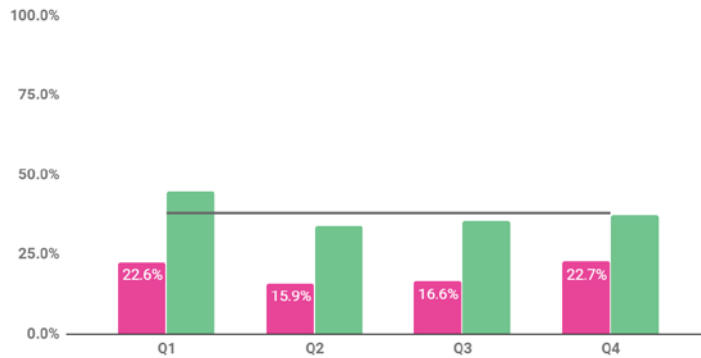


15/16	16/17	17/18	18/19	Trend	DoT
58%	57%	65.4%	62.5%	↔	↔

The target has been met for the percentage of children looked after who have been continuously looked after for at least 2.5 years.

Please note this data is provisional, until 12 July 2019

% of Children Looked After (CLA) (excluding unaccompanied Asylum Seeking Children) that left care via an adoption order, Special Guardianship Order or Children Arrangement Order

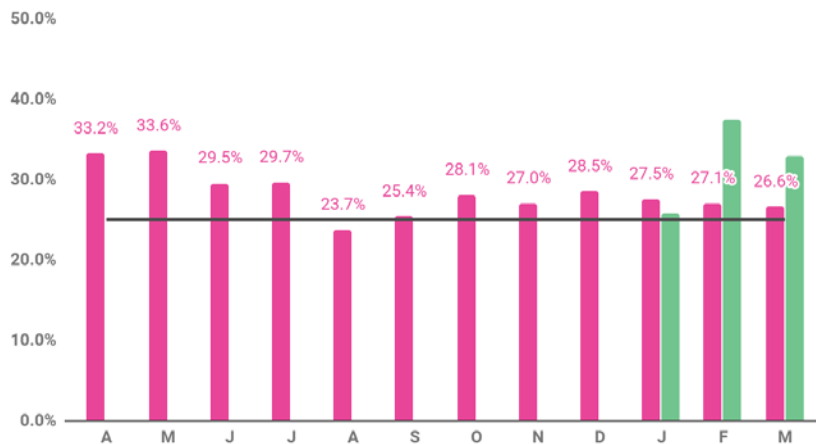


15/16	16/17	17/18	18/19	Trend	DoT
N/A	38%	37.3%	22.7%	↔	↑

The percentage of children looked after that have left via an adoption order, Special Guardianship Order or Children Arrangement Order has increased in comparison to quarter three, however the 2018/19 target has not been met.

Please note this data is provisional, until 12 July 2019

% of Care Leavers (relevant and former relevant 16-21) who are Not in Education, Employment and Training (NEET)



15/16	16/17	17/18	18/19	Trend	DoT
28.5%	37.4%	32.9%	26.6%	↓	↓

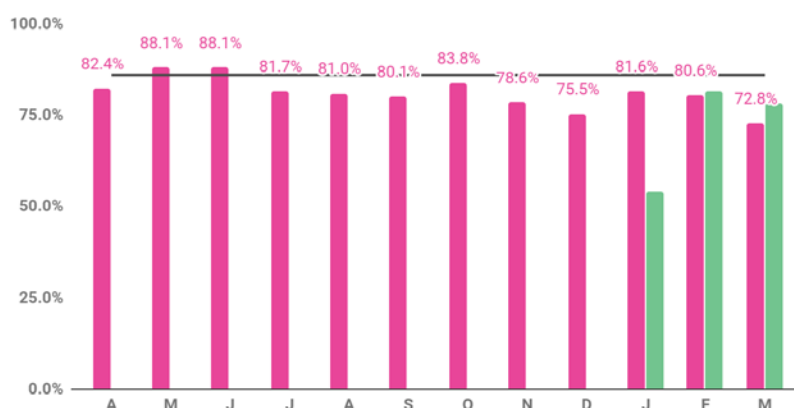
The percentage of Care Leavers who are Not in Education, Employment and Training (NEET) has decreased in comparison to quarter three, however it is marginally above the target.

In comparison to the same period last year (March 2018), the percentage of care leavers classified as NEET has reduced.

Work is being undertaken to ensure that this information is being recorded and reported correctly and in a timely manner by practitioners.

In addition we have significant work to complete to ensure unaccompanied asylum-seeking children (UASC) have suitable education provision within Warwickshire.

% of Care Leavers (relevant and former relevant 16-21) in suitable accommodation



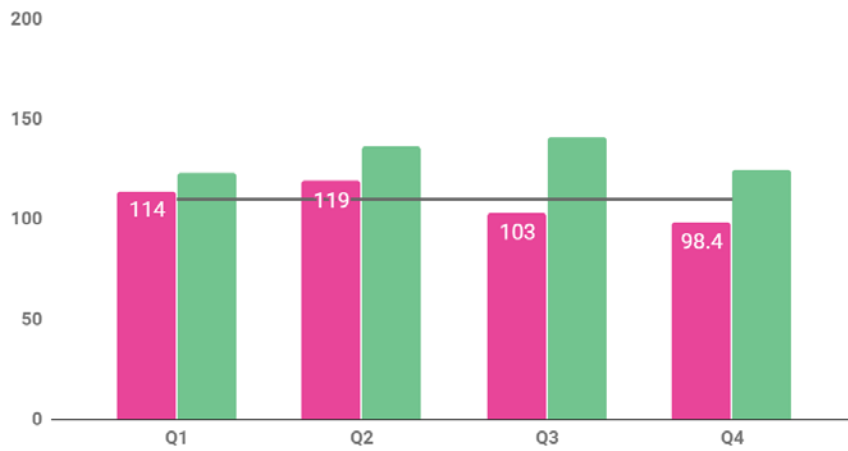
15/16	16/17	17/18	18/19	Trend	DoT
64%	76%	78.3%	72.8%	↔	↓

As at March 2019, 72.8% of care leavers are in suitable accommodation, this is below the 2018/19 target set of 86%.

The percentage of care leavers in suitable accommodation has reduced in comparison to the same period last year.

Young people are being seen (to ascertain their accommodation status) but timely recording is impacting on performance. Work is being undertaken with practitioners to improve timeliness of the recording.

Average caseload per FTE for the Independent Reviewing Officer Service

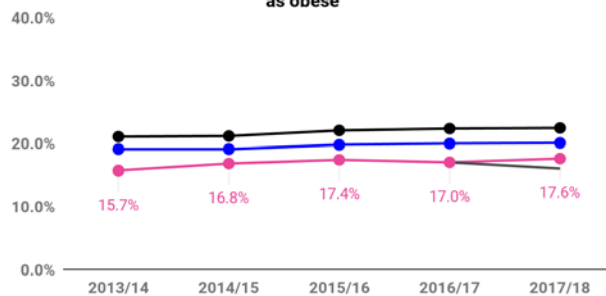


15/16	16/17	17/18	18/19	Trend	DoT
Not previously monitored		125	98.4	↓	↓

As at March 2019 the average caseloads for Independent Reviewing Officers has reduced in comparison to quarter three and is below the 2018/19 target. A new pay structure has been introduced from 01.03-2019 which will assist with recruitment.

In comparison to the same period last year (March 2018), caseloads have reduced.

% of Year 6 Children (aged 10-11 years) in Warwickshire who are classified as obese



Warwickshire West Midlands England

15/16	16/17	17/18	18/19	Trend	DoT
17.4	17.0	17.6	Awaiting data	↑	N/A

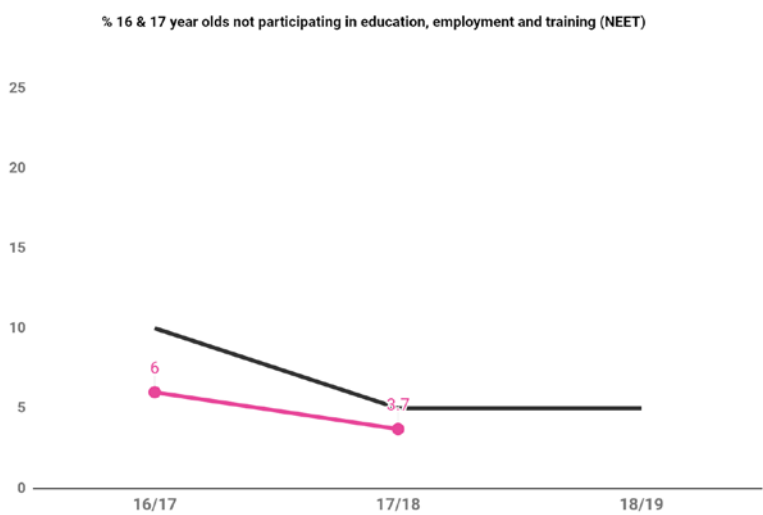
The 2018/19 annual data will be available mid-October 2019.

The tender process for the School Health & Wellbeing Service has launched and the

new contract will commence on 1st November 2019, following an expected contract award during May 2019. The new contract includes family weight management and lifestyle services and supporting schools to embed a positive food culture.

The current provider for the service is already working closely with schools and the annual health needs assessment process demonstrates healthy eating is one of the key priorities for most primary schools. A range of support is offered to schools to meet this evidenced need.

In March 2019, Public Health England issued guidance to support school nurses, their teams and other professionals to have supportive and constructive conversations with parents about their child’s weight status. It describes the reasons why some parents react in a range of ways including experiencing distress and feeling anger after receiving feedback about the weight status of their child and provides a framework for practitioners to respond to such distress in a helpful and sensitive manner. This guidance has been shared with all appropriate professionals within Warwickshire.



15/16	16/17	17/18	18/19	Trend	DoT
N/A	6	3.7	TBC	↓	↓

WCC are awaiting the publication of the 2018/19 data. This was submitted to the DfE at the end of March 2019. Early indications appear to show the data will be in line with last years figures, which is good news. WCC will not know how this compares to statistical neighbours or national until later in the year.

Provisional data: NEETs= 1.6%, Not Knowns =2.1% Combined Figure = 3.7%

Children and Young People Overview and Scrutiny Committee 18 June 2019

Work Programme

Recommendation

That the Committee reviews its work programme for 2019/20 (as appended)

1.0 Background

This committee's remit is:

'To review and/or scrutinise the provision of public services in Warwickshire relating to education and skills, services for children and young people including schools, 16-19 years education, pre-school children, child protection, family support and social care, children with specific needs and the youth service.'

2.0 Role of the Committee

The Council's Constitution sets out the overall purpose of overview and scrutiny which is to 'assist the council to achieve its corporate aims and objectives and deliver positive outcomes for local people.' The general powers of Overview and Scrutiny Committees (Part 2 Section 8) in summary are to:

- (i) Assist the Council and Cabinet in the development of policy;
- (ii) Review/scrutinise decisions already made
- (iii) Make reports/recommendations (usually to the Cabinet)
- (iv) Question Cabinet Portfolio Holders about issues within the Committee's remit.

3.0 Format of the agendas

The Committee has agreed that each meeting should focus on one or two items in detail as a way of ensuring effective scrutiny. This has meant reducing the number of annual and progress reports but the information will continue to be circulated as briefing or information items. Briefing notes, circulated outside of the meeting, has proved useful as a way of answering specific questions raised at meetings and updating member on progress in key areas. Members can also use the information to form a view on whether there are any areas they consider warrant detailed scrutiny and that should be included as an item in the Committee's work programme.

4.0 Current Work Programme

The work programme has been updated following discussion between the Chair and Group Spokespersons, to include the annual report on Children Looked After and Care Leavers, and an update on SEND for September. The Chair and Spokespersons meeting also discussed the establishment of the member Task and Finish Group to look at Self Harm. The work will include engagement with NHS partners, relevant organisations, schools and young people. Officers are considering appropriate key lines of enquiry around which the Task and Finish Group can plan its work programme.

The Committee are invited to consider the attached programme and to suggest items they would like considered for inclusion in the work programme from September onwards.

5.0 Dates of Future Meetings

The dates of future meetings of the Committee are 10.00 am on:

24 September 2019
26 November 2019
11 February 2020
28 April 2020

6.0 Background Papers

None

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Report Author	Janet Purcell	janetpurcell@warwickshire.gov.uk
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**Children and Young People Overview and Scrutiny Committee
Work Programme 2019/20**

Item	Report /Briefing detail	Date of last Report	Date of meeting
Service updates and Questions to Portfolio Holders	The report lists any briefings or service update papers circulated for information (see below) and any items listed in the Council's forward plan for future decision by Cabinet or a Cabinet member. The Committee can ask questions on these or anything within the remit of the portfolio holders/committee.		Every meeting
One Organisational Plan Quarterly Performance	To consider the 2018/19 outturn report.		Every meeting
Closing the Gap <i>Sophie Thompson.</i>	Update on the Closing the Gap Board and revised delivery plan including report on the £500k DfE Strategic School Improvement Fund bid 'narrowing the gap in Warwickshire' Sept 17 to July 19.		24 September 2019
Health & Wellbeing in Schools	To consider how health and wellbeing of staff and pupils is being supported in schools (Kate Sahota)		24 September 2019
Annual Report CSE, Missing Children, Trafficking	Annual report <u><i>To be circulated separately as an information item (John Coleman)</i></u> Note: The CSE, Missing and Trafficking Strategy is being updated to include county lines and criminal exploitation. This is a partner strategy owned by Local Safeguarding Children Board and will be available later in the year.	25 September 2018	24 September 2019
Special Educational Needs and Disabilities	To update the Committee on progress with SEND. This will include the outcome of the service's self evaluation and latest performance data. (Ross Caws).	16 January 2018	24 September 2019

**Children and Young People Overview and Scrutiny Committee
Work Programme 2019/20**

Item	Report /Briefing detail	Date of last Report	Date of meeting
Educational Attainment	<p>The Committee has agreed to ‘review challenges identified in the report to the Committee on 15 January and what action can be taken to drive improved performance in coasting schools and to address the issue of performance of vulnerable groups’.</p> <p>Members also wished to be updated on the Nuneaton and Bedworth School Improvement Strategy.</p> <p>The Committee will receive a report on educational attainment for 2019 if available.</p>	15 January 2019	24 September 2019
School Budget Deficits	<p>Council on 21 May 2019 requested the Cabinet PH produce a report to the Committee showing how the Council will support the County maintained schools currently in budget deficit (or potentially in deficit in the near future). The report to include consideration of how financial support might be offered to such schools.</p> <p>(Members also suggested that the report include academies and have representatives from schools to give their views).</p>	N/A	24 September 2019
MASH Annual Report	<p>Annual report. <i>To be circulated separately as an information item.(John Coleman)</i></p>	13 November 2018	26 November 2019
Annual Report for Children Looked After and Care Leavers	<p>To consider the annual report. (There is a statutory requirement for members to receive this annual report). (John Coleman)</p>		26 November 2019

**Children and Young People Overview and Scrutiny Committee
Work Programme 2019/20**

Item	Report /Briefing detail	Date of last Report	Date of meeting
One Organisational Plan 2019/20 Quarterly Performance	Quarter 2 report	13 November 2018	26 November 2019
Educational Attainment (Annual report)	Achievement of young people and children in National Tests.	15 January 2019	11 February 2020
Young People's Participation and Engagement Strategy	The Committee in March 2019 agreed that clear milestones to be identified from the Participation and Engagement Strategy 2019-2023 and progress of the action plan reported back on a 6 monthly basis. (Jenny Bevan & Shinderpaul Bhangal)	12 March 2019	11 February 2020
Education Strategy Annual Review of Delivery Plan	Progress report	12 March 2019	28 April 2020
One Organisational Plan 2019/20 Quarterly Performance	Quarter 3 report	12 March 2019	28 April 2020
Youth Parliament	Youth Parliament to give an overview of their work/what achieved over the previous year and priorities going forward.	12 March 2019	28 April 2020

**Children and Young People Overview and Scrutiny Committee
Work Programme 2019/20**

Item	Report /Briefing detail	Date of last Report	Date of meeting
Participation and Engagement Strategy	Annual report to Committee from young people on progress against the themes in the Strategy.	12 March 2019	28 April 2020
Future items			
School Sufficiency Strategy <i>Bern Timings</i>	Members noted at Council on 26 July 2018 that area briefings were to be held for public to explain and get feedback on future planning of school places. (<i>The first of these was in North Warwickshire on 5 November 2018</i>).There is a potential at the end of that area briefing and information gathering process for a scrutiny (possibly select committee).	N/A	To be allocated
Self Harm TFG	This is being established. The exact programme of work and deadline for reporting back to Committee to be confirmed.		