

AGENDA MANAGEMENT SHEET

Name of Committee Children, Young People and Families Overview and Scrutiny Committee

Date of Committee 23rd April 2008

Report Title IDeA Joint Area Review (JAR) Peer Review Report and Working Draft Improvement Plan

Summary This report presents Members with the IDeA Peer Review Report (JAR) for Warwickshire County Council and asks them to consider the working draft Improvement Plan for comment and approval.

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers IDeA Corporate Peer Review Report and Working Draft Improvement Plan – reports to County Council 11.12.07 and Cabinet 20.12.07 & 3.4.08

CONSULTATION ALREADY UNDERTAKEN: Details to be specified

- Other Committees
- Local Member(s)

- Other Elected Members For information:
Cllr Heather Timms
Cllr Richard Grant
Cllr John Whitehouse

- Cabinet Member For information:
Cllr Izzi Seccombe

- Other Cabinet Members consulted For information:
Cllr John Burton
Cabinet/Strategic Directors Leadership Team
awayday

- Chief Executive
- Legal Diane Nation – no comments to make
- Finance
- Other Strategic Directors Strategic Directors Leadership Team meeting
28.11.07
- District Councils
- Health Authority Tim Davis, Director of Public Health
- Police
- Other Bodies/Individuals Michelle McHugh, Scrutiny Officer

FINAL DECISION **NO**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council County Council 13.5.08
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Children, Young People and Families Overview and
Scrutiny Committee – 23rd April 2008**

**IDeA Joint Area Review (JAR) Peer Review Report
and Working Draft Improvement Plan**

**Report of the Strategic Director for Children,
Young People and Families**

Recommendation:

That the Committee:

- (1) comments on the draft combined action plan following the IDeA Peer Review Report's findings and key recommendations
- (2) recommends the draft Improvement Plan to County Council on 13th May 2008.

1. Background

- 1.1 On 17th April 2007 the Strategic Directors Leadership Team (SDLT) agreed to undertake a Corporate Peer Review through IDeA in preparation for the CPA Corporate Assessment and Joint Area Review. CPA/JAR are undertaken at the same time. The JAR will be led by Ofsted and the CPA by the Audit Commission. For Warwickshire the fieldwork is scheduled for June/July 2008.
- 1.2 In response to this, in autumn 2007 the Authority hosted a visit by a local improvement team from the Improvement and Development Agency (IDeA) to undertake the JAR Peer Review for the Council. The aim of a Peer Review is to help Councils to assess their current achievements and to identify those areas in which they are doing well and those where they could improve.
- 1.3 The approach has been successfully delivered by the IDeA in over 160 local authorities and is now frequently used by authorities in advance of a JAR.
- 1.4 The review involved scrutiny of the recent Annual Performance Assessment (APA) and the Children and Young People's Plan. The inspection will concentrate on the five outcomes of 'Every Child Matters', which are Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Economic Well-Being, and the Council's service management.

- 1.5 The Peer Review Team visited the Council for a week in November 2007 and again for two days in January 2008 and their final report was received in February 2008. The members of the Peer Review Team were:
- John Rylance, IDeA Principal Consultant and review manager
 - Cllr Robert Simpson, Deputy Leader, Staffordshire County Council
 - Maurice Brenner, Head of Strategy and Performance, Suffolk County Council
 - Ian MacGregor, specialist IDeA associate consultant
 - Julie Bowen, specialist IDeA associate consultant
 - Liam Hughes, National Adviser Healthy Communities IDeA.
- 1.6 During the visits, members of the review team met and talked with a cross section of elected Members and staff within the Council, schools and also representatives of partner organisations and the general public, through individual meetings and workshops and focus groups.

2. Main findings from the Joint Area Review Peer Assessment

- 2.1 The Peer Review Team's final report containing their findings and recommendations for improvement is attached at **Appendix A**. The summary highlights many positives for the Council including:
- The Council is well regarded as are its Children Services. It has high levels of customer satisfaction and partners' views are positive.
 - Many of the services that the Council is delivering are performing well and the PwC benchmarking club identifies Warwickshire as the third highest performing County Council nationally against BVPIs and PAF indicators.
 - The Council has identified a clear vision which is widely recognised by staff and partners.
 - The Council and Children's Services have very positive partnership working arrangements and the LAA and the Strategic Partnership Board are widely seen as having the potential to improve the effectiveness of partnerships in the County further.
 - Strong leadership from the CYP&F Directorate Leadership Team in favour of corporate working.
 - For most areas for improvement, the CYP&F Directorate has taken positive steps to address the issues and move forward.
 - They found WCC to be self reflective and open to challenge.
 - There is an undoubted appetite for change. They found a growing push to join up services across directorates.
 - The momentum has significantly increased in recent months.
- 2.2 The main body of the Peer Review report in addition makes some additional encouraging comments and conclusions on the Authority including:

- The decision to adopt “narrowing the gap” as the unifying theme for the LAA shows that the Council is determined to make a real impact on the lives of the most disadvantaged people in the County.

2.3 The Peer Review Team however identified a number of recommendations for the Council to consider which are addressed in the working draft Improvement Plan. However, in addition to these specific recommendations a number of areas for the Authority to consider were also made throughout the attached report including:

- Frontline Councillors need to develop their role as champions for children, young people and families.
- There was no effective scrutiny of the Executive.
- The need to have a vision that all know and can relate their work and developments to.

3. Areas for Improvement and Improvement Plan main findings from the Peer Review

3.1 A draft joint CPA/JAR Improvement Plan has been developed. It is intended to progress our response on the areas of improvement identified. Areas for action are identified in **Appendix B**.

3.2 Since the IDeA’s visits officers have had separate discussions with a SOLACE (Society of Local Authority Chief Executives) consultant whose views are consistent with IDeA and confirm that there is still a body of work to be undertaken if Warwickshire is to achieve its ambitious outcomes from the CPA/JAR inspections.

4. Monitoring arrangements

4.1 The Improvement Plan very much forms the cornerstone of our preparations and ambitions for CPA/JAR 2008 and its progress will be monitored by SDLT and Cabinet/O&S on a regular basis.

4.2 As part of the IDeA process, the Peer Review Manager will be revisiting Warwickshire in 12 months time to see how much progress we have made in tackling our areas for improvement.

5. Conclusion

The Peer Review and Pre JAR Health Check have both provided a valuable external challenge and helped the Council to identify what it is doing well and

the areas it needs to improve. Successful implementation of our improvement areas should address the areas where improvement is needed to ensure the Council maintains its reputation for continuous improvement.

MARION DAVIS
Strategic Director for Children,
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11th April 2008

Warwickshire County Council

Pre JAR Health Check Final Report

A report from the IDeA

February 2008



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Readers seeking a summary of the findings are advised to view the bullet points that precede the discussion of each separate area of investigation.

Background

- 1 The two visits of the pre JAR health check team to Warwickshire County Council formed part of a wider IDeA programme in the authority and followed on from a corporate peer review in September 2007. The original scope for the work within children’s services was revised over the summer of 2007 and IDeA submitted and received approval for a revised proposal in autumn 2007. In the revised proposal the remit for the work within children’s services was reframed as a pre JAR health check.
- 2 IDeA undertook two site visits as part of the pre JAR health check, the first in November 2007, the second in January 2008. The first site visit focussed upon a number of service areas highlighted by the Directorate. The second site visit was shorter in duration and focussed upon integrated working between council directorates to enhance the change for children agenda.
- 3 Warwickshire County Council wished to use the pre JAR health check to establish areas of progress and areas for enhanced development against the criteria to be used within the forthcoming Joint Area Review of children’s services in June 2008. The pre JAR health check was seen as offering the authority an opportunity to examine strengths and weaknesses in selected areas that were likely to be subject to scrutiny during the JAR. This would allow remedial action to be taken if this was needed in advance of the JAR.
- 4 It was accepted that the pre JAR health check could not encompass all the areas that were to be subject to JAR. The exact focus of the pre JAR health check was established during the scoping process. A list of key issues for review was sought from senior management within the directorate. The pre JAR team undertook a preliminary scan of local data and documentation. Both these exercises were used to inform the scoping of potential areas for review. There was a large measure of agreement upon the areas that would form the focus for the pre JAR health check. The areas for investigation in the first site visit were as follows
 - **Schools/education;** GCSE KS3 – KS4, floor targets, identifying underperforming schools, attendance, education other than in school, exclusions, support services for schools
 - **Health;** access to and quality of CAMHS, teenage pregnancy, sex and relationship education, healthy schools, drugs and alcohol strategy, health partnership
 - **Learning difficulty and disability;** access to services
 - **Vulnerable young people/safeguarding;** youth offending team (re-offending 13+, capacity), thresholds in practice, reviews, CAF impact including Enhanced Support Network rollout, child protection re-referrals, children looked after; LAC reviews, LAC offending rates

It was acknowledged that progress on integrated working, prevention and needs analysis and consultation would also be of concern to the JAR team. The first site visit would bear such cross cutting issues in mind when looking in detail at the areas for investigation listed above. Integrated working became the principal focus for the second site visit

- 5 The IDeA corporate peer review that took place, prior to the pre JAR health check in September 2007, aimed to help the authority assess current achievements and capacity to change across all of its services. The corporate peer review final draft report was completed in advance of the pre JAR health check site visit, and was made available to the team during the course of their site visit. Liaison also took place between the lead IDeA consultants for each piece of work on the key messages of interest to the pre JAR health check that emerged from the corporate peer review.
- 6 The pre JAR health check methodology drew heavily upon the well established IDeA peer review format. A peer review is delivered by a team of expert consultants, officer and member peers. Although the peer review will generally use some form of benchmark to guide its enquiries and structure its findings a peer review is not an inspection. Rather, a peer review offers a critical friend analysis, and its intention is to help a council identify its current strengths as much as areas for development.
- 7 The members of the pre JAR health check team were:
 - John Rylance, IDeA Principal Consultant and review manager
 - Councillor Robert Simpson, Deputy Leader, Staffordshire County Council
 - Maurice Brenner, Head of Strategy and Performance Suffolk County Council
 - Ian MacGregor, specialist IDeA associate consultant
 - Julie Bowen, specialist IDeA associate consultant
 - Liam Hughes, National Adviser Healthy Communities IDeA

The team also drew on the expert opinion of Vic Sandel, National Adviser Children and Young People IDeA, in the development of the revised scope, the selection of the team and to quality assure the feedback report process. All members of the team undertook the first site visit. John Rylance and Maurice Brenner undertook the second site visit.

- 8 The programme for the two site visits was organised in advance by the authority against a list of potential participants submitted by the IDeA team. The schedule included a variety of interviews with a range of stakeholders. Examples of activities the team undertook were:
 - One to one discussions with the political leadership of, and the senior management team in, children's services
 - Group discussions with a range of council officers across all levels of the organisation including the chief executive, strategic directors head teachers, frontline staff, middle and senior managers
 - Attendance at a pre arranged meeting of children looked after
 - Meetings with the directorate, management and frontline staff from health
 - Visits to three schools within the two enhanced support network roll out areas
 - Observation of the Cabinet and the Children, Young People and Families Overview and Scrutiny Committee
- 9 The team was appreciative of the welcome and hospitality provided by the council and would like to thank everybody that they met during the process for their time and contributions.
- 10 On the last day of the first site visit the review team presented their key messages as a series of power-point slides. The findings from the second site visit were presented to a small group of stakeholders at the end of the visit.

- 11 This report is structured around the areas for investigation that were agreed as the focus of the pre JAR health check in autumn 2007. This report expands on the feedback presented at the conclusion of the two site visits and has been compiled by John Rylance, pre JAR health check review manager, on behalf of the pre JAR health check team.
- 12 It is presented here in final draft format as a PDF file.

Context

- 1 Warwickshire County Council is an upper tier authority serving a population of just over half a million. Situated in the West Midlands, the county includes five district councils.
- 2 Warwickshire County Council is a well regarded authority as are its children's services. The authority's reputation is based on previous inspection scores, levels of customer satisfaction and the positive view of partners towards the council. Warwickshire performs strongly within the PricewaterhouseCoopers benchmarking club, and for 2006/7 is rated the third highest performing county council nationally (against best value performance indicators and performance assessment framework indicators).
- 3 Although Warwickshire as a whole enjoys lower crime, lower unemployment and higher average incomes than the national or regional averages in the north of the county there are relatively high levels of deprivation, particularly in Nuneaton and Bedworth. This disparity has informed the LAA theme -'narrowing the gap'. How best to address the 'north – south divide' is a priority area of development for children's services.
- 4 Population growth exceeds regional and national averages. This growth has been focused in the south of the county - the population of Stratford on-Avon and Warwickshire has increased by 8% in the last 10 years compared to just 3% in the rest of the county. This trend is expected to continue, with the population forecast to grow by 15% between 2005 and 2020 from 522,200 to 600,000. The largest population increase is forecast to take place in the number of older people, which will have a significant impact on the council both as an employer and a service provider. Black and minority ethnic groups account for 4.4% of the total population.
- 5 The county council has no overall political control with a total of 62 councillors comprising 28 Conservatives, 23 Labour, 10 Liberal Democrats and one independent. The council operates a leader and cabinet governance model with a minority Conservative administration forming the 10 member cabinet.
- 6 In April 2006, the council was restructured into six strategic directorates. In response to the Every Child Matters agenda the authority created a Children, Young People and Families Directorate. The other five directorates are Adult, Health and Community Services, Community Protection, Environment and Economy, Performance and Development and Resources.
- 7 Warwickshire has a CPA rating of three stars and is 'improving adequately'. The APA rating was subject to discussion during the period of the site visit but had been assessed as 3, 'good'.

Findings

In the following pages we present the findings from the pre JAR health check site visit. Each area for investigation is presented separately. In each instance a series of bullet points highlighting key findings is followed by a commentary prepared by the lead team member for that area.

The findings are given in the following order,

- Education
- Learning difficulties and disability/IDS
- Young people not in education, employment or training
- Health partnerships,
- Youth Offending Team
- Child Protection
- CAF and enhanced support network impact
- Children looked after
- Prevention and needs analysis
- Housing
- District and borough councils
- Governance and scrutiny
- Consultation and engagement
- Integrated working

A concluding set of points is also included. These are intended to highlight important questions based on the findings of the team, that were not strictly part of the remit of the team but that would nevertheless be worthy of further consideration by the Directorate senior management team.

Identifying underperforming schools

- Intervention changes have been well received
 - The data and support for analysis is very good
 - School categorisations are understood
 - The alert system is being continually improved
 - The introduction of SIPs has been well managed
 - The number of schools in categories should reduce
 - Case studies of impact will be needed for JAR
- 8 The local authority has made significant changes around their systems for identifying and supporting underperforming schools.
- 9 These have been written up clearly and openly in a “School Support and Intervention Policy” document. This makes intervention and support processes and the nature of challenge clear to school governors, head teachers and to other officers in the authority. Head teachers we have met have commented positively on the openness of discussion around individual schools and the way in which their representatives have been involved in the design of new systems.
- 10 The data available to inspectors, schools and School Improvement Partners (SIPs) is comprehensive and very accessible. There is good support for schools, SIPs and inspectors in the interrogation of data and its analysis. This makes a significant contribution to sustaining high standards and being able to understand and respond to unexpected results, such as for GCSE in 2007.
- 11 The school categorisation system is clear and based on a good range of significant indicators. Head teachers we have met are clear about how this categorisation is applied and the need for it. They would rather that the authority presented them with significant challenge through this system rather than face unexpected results from inspections by OFSTED. They are also clear about the need for the authority to support schools in difficulties beyond the stage at which they are removed from a category of concern with Ofsted and appreciate the necessity to ensure improvements are sustained, but recognise that the type of support will be different at this stage of consolidation.
- 12 Inspectors are clear that the alerts system is a living system which is being continually improved in the light of experience, new ways of looking at the data and higher expectations.
- 13 The introduction of SIPs is considered by the secondary heads we have met to have been well managed. There has been a full evaluation of the first year of operation which makes it clear that the authority is keen to make sure the SIP initiative makes a significant contribution to the improvement in school performance. Additional training is to be

provided (above national requirements) and good systems have been put in place for performance management and for ensuring that the two-way flow of information between SIPs and the authority is effective. Some secondary school leaders have said that the emergence of the SIP has made the role of the support inspector for a school in an improvement category clearer than when the authority link inspector held the challenge role. Primary heads have only just had their first meetings with their SIPs but if the learning from the successful introduction to secondary schools is taken account of this too should be effective. It is of importance that the authority has gone forward quickly and coherently for all primary schools this year. This allows the important resource of primary inspectors to be targeted on those schools where their involvement is most needed.

- 14 There are no secondary schools in OFSTED categories of concern, but quite rightly there are schools whose results or management are of concern to the authority. The primary inspection team is confident that by hard work, early intervention and a robust approach to poor performance that the schools of concern will be reduced significantly. It seems to us that systems and approaches to intervention support this hypothesis.
- 15 It will be important that the authority can illustrate the impact of the important changes to intervention by presenting case studies to the JAR team.

KS 4 achievement

- Schools, officers, members recognise the importance of the issue
 - Schools and Inspectors feel that school by school analysis is needed
 - That analysis is unlikely to find one simple answer
 - Some schools suffered predictable blips
 - Foundation subjects, middle leaders, 14-19 strategy and KS 4 curriculum are all part of the potential solution
 - Elected members and schools need to be involved in an action plan which can be articulated clearly to the JAR team.
- 1 The 2006 results show a below average conversion between successful Key Stage 3 results and GCSE performance. This is predicted to be compounded by disappointing 2007 GCSE results.
 - 2 Members have set up a working party to look at this issue, to report back to scrutiny committee in the new year.
 - 3 Schools are aware that the authority will need to investigate reasons for improvement having stalled, in order to provide schools with appropriate support. Inspectors and strategy leaders have been active in analysing data in order to understand the pattern from the results.
 - 4 Schools have been appropriately informed about the overall position across the county and accept there is a need to do better.
 - 5 The view of both schools and inspectors is that there is unlikely to be one simple answer, the reasons underlying the issue being very much individual school focussed. There is a need for careful analysis of the position in each school, and it may be that in some instances school specific solutions developed, in order to resolve this issue.
 - 6 It is true that some schools have suffered blips that they were aware might happen. Leaders of the school we visited noted disappointment with Mathematics GCSEs but had had great difficulty in staffing that department last year. The department has been properly staffed since September so it is hoped that there will be a significant improvement for 2008. There may well be similar individual stories elsewhere.
 - 7 The inspectors analysis indicates that foundation subjects may be in need of improvement as the GCSE performance including English and Maths is better when compared with similar authorities than when the simpler 5 GCSEs at 5A*-C measure is used. The national strategy team is proposing to try to lift all departments to the standards of the best in each school through use of the middle leaders programme. Other suggestions include schools taking a conservative view over changing the Key Stage 4 curriculum and the need for

further implementation of 14-19 strategy which may offer a more appropriate curriculum for some.

- 8 This analysis and the intentions for targeted support need to form the basis of an action plan shared by members and schools which can be presented to the JAR team if this is an issue for investigation, or to the APA inspectors in conjunction with the Local Authority's self assessment/annual review.

Floor target schools

- Good trajectory over last three years
 - Good systems in place for school improvement
 - Increased understanding of the need to sustain fragile improvement
- 1 There has been a good trajectory of improvement over the last three years and there were no schools which failed to meet the 2006 secondary floor target of 25%.
 - 2 The floor target for 2008 is raised to 30% and 2007 results suggest that two schools would not meet this target.
 - 3 The LA has taken decisive action in closing one of these schools but the remaining school will need a very effective improvement plan to meet the target. Again this will have to be made available to APA/JAR inspectors alongside any evidence of improved provision as the 2008 results will not be available at time of the JAR.
 - 4 The good systems in place for improvement and the need for sustained support for fragile improvement do suggest that the likelihood of other schools not meeting the floor target is low.

Attendance

- Generally compares well with other authorities
- Continued emphasis needed to meet achievement targets
- Energetic team makes good use of data
- Good links between attendance and achievement across authority and schools
- Some school frustration over 70% trigger

- 1 Generally attendance compares well with other authorities.
- 2 For a very short time the area was one of those on the concern list with DCSF but that is no longer the case and the DCSF briefing for APA this year notes attendance among the list of strengths for the area.
- 3 Good attendance is a key factor in raising achievement, particularly GCSE, and it is essential that the efforts which schools and the local authority have made are sustained if GCSE performance is to be improved.
- 4 There is an energetic team which uses attendance data very well to target challenge, intervention and support. This team makes good links with the behaviour and attendance strand of the secondary national strategy and the school leaders whom we met were clear about the importance of good attendance and the link with achievement.
- 5 There was some frustration over the trigger for additional support being when a pupil's attendance falls as low as 70% and should resources be available the policy might benefit from review.
- 6 There was also a general level of concern expressed about the effectiveness of the education welfare officer team.

Exclusions/EOTAS

- Secondary exclusions remain high
 - Planned implementation of behaviour strategy, PRU development, alternative provision, panels and curriculum all need to be pursued with vigour
 - Clear examples of positive developments needed for JAR
- 1 Everyone we met was of the view that the level of exclusions in secondary education is too high. Improving this situation is clearly complex, but the authority has addressed a number of related issues recently, which if pursued with vigour should lead to improvement, although not necessarily immediately.
 - 2 The implementation of the broad behaviour strategy, linking several positive initiatives is particularly important. Without addressing behaviour issues in a long term and positive way which change the behaviour culture across the area as a whole then there remains the danger that exclusion will be the first resort rather than the last. The importance of this was clear to those we spoke to.
 - 3 Alternative provision through Learning Support Units is now being funded through the schools forum and this acceptance of shared responsibility is a good sign.
 - 4 Appropriate curriculum, particularly through the 14-19 strategy, should make a positive contribution to behaviour issues for some.
 - 5 The improved status and leadership of the local panels which deal with managed moves, alongside broader behaviour issues, are vital to the success of the policy as a whole and will require sustained and sensitive leadership from the local authority in order for them to increase in effectiveness.
 - 6 Several people described the PRU as being 'clogged up with excludees' and there being limited means by which young people could return to mainstream education. It was felt that this restricted the ability of the PRU to play the proactive part which many would like to see. The planned accommodation move for the central area base must go ahead speedily to create the needed space, but the role of the PRU also needs to develop as other initiatives take effect and hopefully reduce the current pressure for places.
 - 7 It is unlikely that between now and the JAR there will be significant overall change to report. However there should be a range of examples of initiatives beginning to take effect which can demonstrate that, given time and if pursued with vigour, the policy changes will make a strong impact in a difficult area.
 - 8 One small note of concern in the data shows that for the last available year then the authority is in the bottom quartile for meeting the minimum hours for out of school tuition. This needs exploration and a clear storyline understood by all by next summer.

Support services for schools

- The variability of some support services undermines some important initiatives
 - Boundary between traded services and centrally provided services may need a greater degree of flexibility
 - Schools (primary in particular) unclear about “who does what” after changes
- 1 In meetings with school leaders we did not get a sense of great concern about services in support of schools. In general there did seem to be a wish for more time from individuals or service teams and not a great desire to shop elsewhere. One secondary school was appreciative of efforts made by the inspectorate to broker specialist support from elsewhere when it was not available locally.
 - 2 We did meet some concern about particular services. Education Welfare has been mentioned above and this could have a negative impact on a good attendance strategy.
 - 3 HR was mentioned by head teachers and by inspectors.
 - 4 Although the standard processes handled by HR were described as being fine there was concern that support over capability issues was weak, thus restricting the pace of school improvement. One head who had recently joined was able to make the comparison with her previous authority where fast tracking over such issues was commonplace.
 - 5 Similarly those who were leading changes to multidisciplinary establishments and schools/centres needing 52 weeks a year cover arrangements felt that HR were restrictive in their policies and practice rather than enabling and would wish to see more leadership over new arrangements.

Relationships with schools

- Relationships on a personal level are consistently good
- Head Teachers recognise the enormity of implementing the change agenda
- Head Teachers recognise that the authority has needed to “look inwards” but are keen for the authority now to “look outward”

Need to give further consideration to

- business processes
 - effectiveness of the schools forum
 - educative leadership
 - developing the leadership role of the community of head teachers
- 1 All school leaders went out of their way to emphasise that relationships with officers and inspectors were consistently good. They also wanted to emphasise that they saw this as an important feature of working in Warwickshire which they would not want to lose. They recognise the enormity of implementing the Change for Children Agenda in all councils and also realise that many local changes are as a direct result of implementation of national policy. They feel that the authority has been rather “inward looking” in that over the last year restructuring of services has been the main preoccupation of many, and with significant retirements during this period a sense of continuity has been lost. They also understand that significant change has been inevitable.
 - 2 Schools are now keen that the LA becomes more “outward looking”. Primary schools in particular feel a need for the new arrangements to be made clearer for them and for the new relationships promoted by the new structures to be formed quickly. Head teachers would also like the LA to be seen to be fighting harder for funding for Warwickshire schools and to see greater recognition and promotion of the many successes and examples of good practice to be found across the area.
 - 3 School leaders were appreciative of some of the ways in which the authority has involved them in the development of policy over the recent period. The school support and improvement policy was often mentioned. One head teacher mentioned a proposal for a confidential mentoring service for colleagues which he felt was being taken seriously by senior managers and was pleased that further discussions were in hand and several were appreciative of the time given by the Director of Children’s Services in visiting schools, even making time to welcome a head teacher new to the area. Others expressed approval of the cluster arrangements for discussions on policy through head teacher representatives...even commenting that head teacher business meetings had improved as a result! However there remains a general feeling that with there no longer being a figurehead for “education” there does need to be continuing dialogue about school involvement in the business processes. Unsurprisingly, given that a controversial proposal for funding allocation was out for consultation at the time of our review, there was

concern expressed in several quarters about the working of the schools forum. More than one group described block voting by governors which they felt made discussion rather meaningless. More positively one group of head teachers had, rather belatedly, realised about the importance of good representation and communication about issues going before the forum and are determined now to play a fuller part. We did not have time to explore these issues in depth but the schools forum will become an increasingly important mechanism for deciding the delicate balance between various interests, particularly with the individual demography and school profile of Warwickshire, and if decisions are not to cause resentment it will be essential that the decision making process is seen as transparent and fair.

- 4 Schools are also unclear about where “educative leadership” (educational vision and philosophy, pedagogy and curriculum) resides for the area. Is it with the senior inspectors now? For secondary schools is it with the Specialist Schools and Academies Trust? Is it within a partnership between schools and the authority? It is easy to overlook the importance of this as an issue but most people working in say primary education or nursery phase see this as something special and want to be at the forefront of professional dialogue. Where leadership for this comes from is not clear and would be worth developing a consensus around so that that leadership could be clearly exercised and with legitimacy. Part of this may result from further development of the leadership role of the community of head teachers, something which the LA should take responsibility for enabling and would benefit the system as a whole.

Integrated working

- The Integrated Disability Service provides a good example of service integration
- The Enhanced Support Network and the use of the Common Assessment Framework are beginning to build co-ordinated working around the child
- Current divisions are based on traditional service groupings
- CAF and locality working challenge this arrangement
- Schools and officers want consolidation

- 1 Almost everyone we spoke to volunteered the Integrated Disability Service as a good example of integrated working. Questioning further about why they felt that it was a good example most people referred to at least one of the following features:

Pooling of staff - it was significant that staffing came not only from differing council teams but also from within the PCT.

Management - those who know the situation were clear that the management team for the service also came from different sectors and that even though their individual line management came from separate organisations this did not limit their involvement in leadership of the team.

One Stop Shop - the intention to create a single point of contact and entry for disability was seen as a worthwhile ambition which helped to make the service effective and could perhaps be replicated elsewhere.

Locally based - although some moves (to Rugby) were only just taking place during our visit the intention to base the service as close to users as was economically possible was also seen as a positive development which might also serve as a model for future developments.

- 2 Respondents also thought that users perceived the service as effective.
- 3 It was clear from discussions with a range of officers and with head teachers that the phased introduction of the Common Assessment Framework (CAF) was beginning to build co-ordinated working around the child. For many it was still early days and the true test was yet to come. Success would depend on how well individual services working in partnership were able to meet the needs of the individual child, especially those at lower tiers of need who many felt had traditionally not been well provided for. This is not unique to Warwickshire. This is where the CAF is placing the strain on services generally.
- 4 The current arrangement of divisions might be described as traditional service groupings. The groupings of services are largely those which might have been found either in social care or in education. During recent reorganisation there seems to have been little cross over between them, although there are many examples of co-ordinated or partnership working. We are not being critical of this. It has been a standard tactic when combining

education, social care and broader partnership working to take a measured approach to change, bringing two traditionally large departments together with great care. However we do feel that building services around the child through the CAF and lead professional arrangements may well challenge existing management arrangements, as will the councils more general thrust toward locality working. For the JAR we feel that it is essential that this potential pressure is recognised and that a clear articulation about the future vision and organisation of locality working is available.

- 5 What was clear is that school leaders whom we spoke with, and council officers, wish to see current changes consolidated and learnt from before any more radical change is introduced.

Learning Difficulties and Disabilities

- Integration of disability services to create IDS has made strong start, with clear commitment from the authority and the PCT
 - There is a need for an impact tool to evaluate effectiveness and provide evidence for JAR
 - SEN services are good, with strong links to IDS and Inspectorate
 - Strategies to reduce the numbers of statements will take time to have impact
 - IDS – commitment extends both from the top and from senior and middle managers of the services involved
 - SEN Forum is an important means for ensuring coherence in strategy and practice across Divisions and is worth highlighting for JAR
 - Opportunities to explore and extend relationships with other teams (e.g. Safeguarding) need to be developed
 - Inequitable provision of Portage service across county
- 1 It will be important to gather good evidence, both quantitative and qualitative, about the impact of the new IDS arrangements. This will enable services to assess the effect on children/families, stakeholders (including schools and those services that have a relationship with disability services) and capture strengths and emerging issues. This will help to improve the service further, provide learning for future integration activity and provide useful information for the JAR team.
 - 2 SEN services appear good and are working closely with the IDS service. There are also strong links with the inspectorate which will allow further developments, for example in the use of improvement data.
 - 3 The authority has accepted the need to reduce the level of statements and has set in train appropriate reviews. These, however, will take time to develop and to show impact on statement levels.
 - 4 Co-management, both within IDS and between IDS and SEN, is well-developed. Whilst there is potential for fragmentation arising from the Divisional structure, it is being effectively tackled by senior managers both through individual collaboration and within the SEN Forum.
 - 5 Both the IDS and the Safeguarding team noted the need to build stronger links between the two services.
 - 6 As there is no Portage Service in North Warwickshire, it is important to review the extent to which other provision is able to provide sufficient coverage.

Young people not in Education, Employment or Training (NEET)

- Innovative and high performing services
 - Further improvement against tough targets will be challenging
 - Tackling NEET is a shared priority for Connexions, services for vulnerable groups and schools
 - What is the LA's plan for further integration between the Youth and Connexions services?
- 1 There were a number of good examples of innovative approaches, for example the challenge to the LA in its corporate parenting role to consider taking its Looked After young people into the 'family firm' by offering work experience or employment.
 - 2 Support for young people not in education, employment or training is a high performance activity, with excellent outcomes delivered through a focussed, proactive service. The use of individual school targets encourages a high level of commitment by schools.
 - 3 This is matched by joint ownership of NEET across the LA and we saw an excellent case study between Connexions, Respect Yourself (Teenage Pregnancy) and local colleges. There are also good links with the YOT.
 - 4 However, further improvement presents a challenge, because of reducing job opportunities as some major employers who once offered apprenticeships have closed and migrant workers are filling jobs traditionally available to YP. The service also has tough targets for 17 year olds, whilst demonstrating improvement for 18 year olds is difficult because of reluctance to inform the Connexions Service when they move into jobs or further training.
 - 5 At fieldworker level and for some individual initiatives, there is collaboration between the Youth and Connexions services. It was beyond the scope of this review to look in any depth at the work of the Youth Service but the LA may wish to consider whether further integration of the two services could be beneficial in providing improved outcomes for young people.

Consultation and Engagement

- Young people’s involvement in decisions affecting their lives is good
 - Wide range of consultations and surveys seek CYP views
 - Is this also true for parents/carers?
 - Some good examples of CYP influencing service delivery
 - The ‘Warwickshire Award for Involvement’ scheme sets excellent standards for engagement. Involvement of CYP in service design and evaluation is just beginning
 - Consider extending the Participation Strategy to incorporate the Award scheme
 - Will be important for LA to reach these standards for involvement
 - Consider developing a detailed strategic involvement plan for the next 18 months
 - Systematically record the impact of involvement activities
- 1 The authority and the Strategic Partnership are committed to implementing the UN Convention on the Rights of the Child, and there was much evidence that CYP are closely involved in the decisions which directly affect their lives.
 - 2 We saw numerous examples of surveys and other consultation activities that demonstrate that children’s views are sought.
 - 3 We were not offered any evidence to demonstrate the involvement of parents and carers and the partnership may wish to review progress in developing its strategy for parent/carer engagement.
 - 4 The Warwickshire Award for Involvement scheme provides an excellent set of standards that can be used by any partner wishing to ensure that children and young people’s voices can be fully heard by their organisation. We found a few excellent examples of children and young people engaged in influencing service development (for example the forthcoming event for looked after children and councillors in December to develop a Council “pledge” for entitlement to standards of service). However, we were disappointed to find that many services were not able to demonstrate how children and young people are involved in the early stages of service design, how they influence implementation or are used to assess service quality.
 - 5 One year on, the Partnership may wish to review its Participation Strategy. In particular, the strategy would benefit by the inclusion of the principles behind the Award scheme. The strategy could also be supported by a strategic involvement plan which sets out how CYP will be involved in major service development activity over the next 18 months.

- 6 In particular, leading partners (e.g. the authority and the PCT) should use the Involvement Award's standards to measure how well they are doing overall, and the extent to which individual services effectively engage young people.
- 7 It will be important to record the impact of involvement activities both to measure progress against the Award standard and for services to be able to demonstrate effective engagement of children and young people for the JAR inspectors.

Health partnerships

- Good working relationships at the front line
 - Keen on the idea of integrated working at local level
 - The challenge of organisational change and budgetary pressures
 - A significant problem in synchronising the ambitions of the County Council and the PCT
- 1 In Warwickshire, there are some very good services for children and evidence of effective joint working between the PCT and the Local Authority. The frontline staff and middle managers we met demonstrated a strong commitment to making local services work together in an integrated way; and were enthusiasts for the Every Child Matters agenda. Senior managers in both organisations spoke of the benefits of aligning the strategies of the Council and the PCT, and recognised the difficulty of achieving this in the face of the recent challenges experienced by both organisations. Firstly the County Council, and then the PCT went through major reorganisations, and the subsequent financial pressures in the NHS interrupted joint developments. Consequently, Warwickshire has experienced considerable difficulty in synchronizing the ambitions of the Council and the PCT.
 - 2 This has made it difficult to reach agreement about the way forward for children's services in the county. The PCT is managing its services through three divisions based on the previous boundaries, whilst the County Council is developing a model based on five districts. Staff from both organisations find this difficult, and the lack of common agreement about the locality model could become a serious obstacle for the ambitions of the Children and Young People's Plan.
 - 3 Clearly, the PCT has faced a major task in merging three very different PCTs to create a single organisation. The consequent deficit of some £9 million has required urgent action, and it has been difficult to make commitments under these circumstances to providing consistent levels of services across the county and to developing the partnership. In some areas of provision, the extent and quality of community health services are consequently uneven. Posts have been frozen and developments postponed in the search for financial stability. As the PCT returns to financial balance, it will be important for the PCT and County Council to reach agreement about priorities, the direction of travel for local management and the collective resources to be provided for children's services. The JAR team will expect to see faster progress by the time of the visit.

Commissioning

- The key role of the joint post for multi-agency commissioning
 - An urgent need to create a commissioning executive group
- 1 The creation of the joint post for multi-agency commissioning has been a positive development which has been well received at all levels across the county. There is now an urgent need to build on this by creating a well-defined joint commissioning executive. This should ensure greater focus and transparency in commissioning, and reinforce the importance of joint commissioning as the driver of change where this is necessary.
 - 2 It will be important for this executive to create strong relationships with key stakeholders, including GPs and head teachers, as well as children, young people and their parents.
 - 3 Because this recommendation is of prime importance, it should be given early attention.

CAMHS

- The challenge of reshaping services in new organisation
 - The service is seen as uneven and slow to respond by some stakeholders
 - Access to the service for those with a learning disability and with mental health problems is an issue
 - The service meets national requirements
- 1 The CAMHS in Warwickshire meets national standards and has skilled and enthusiastic staff. It has undergone a double transition, firstly in terms of the merged PCT as commissioner, and secondly in relation to the creation of a new provider service for Warwickshire and Coventry. The impact of the variable histories across the previous PCTs is still visible. The “offer” to children, young people and their families is likely to remain uneven for some time, with a thinner service on offer in the north of the county.
 - 2 It is important to note that there are different perspectives on the responsiveness of services, with some head teachers expressing concern about delays, and the CAMHS teams emphasising the proportionate use of scarce resources at the appropriate tiers. It will be quite a challenge to make the services more evenly accessible, although both commissioners and providers are working together to ameliorate this dilemma.
 - 3 One area that needs early attention is equitable access to services by children and young people with both a learning disability and a mental health problem.
 - 4 There is also a separately commissioned counselling service taken up by all but three secondary schools which is provided by Relate. The head teachers believe that this is an important service, which is not affordable at present for primary schools.
 - 5 CAMHS are using the SEAL programme and associated resources to support the emotional wellbeing of children, and would like to do more to help those pupils with higher levels of need at tiers one and two.

Speech and Language Therapy

- Inconsistent approaches between North and South of county have left a problem
 - Disagreement between the authority and the PCT about the level of support to secondary schools
- 1 Speech and Language Therapy has been recognised as a fundamental service for children and young people, especially those with special needs and from disadvantaged communities. However, there is a national problem of resourcing for SLT.
 - 2 A new county-wide service level agreement is in preparation, and there is evident determination to overcome the historical problems of uneven resource allocation and access. The current inequity between north and south does need to be rectified, especially given the disagreements between the agencies about apportionment over a long period. These are positive developments.
 - 3 Greater clarity will be needed in relation to SLT provision for new children's centres.
 - 4 Inevitably, given the scale of the gaps in these services, there are concerns from both primary and special schools about limitations in the services available.
 - 5 Also of concern is the apparent uncertainty about access to services by a relatively small number of secondary school pupils needing SLT, which will be of concern to the JAR team unless resolved. Parents are less concerned about the rights and wrongs of the history of inter-organisational conflict than about fair access now.

Health partnerships - areas of progress

- Healthy Schools
 - sound model
 - strong push to catch up
- Sex and relationship education
 - appropriate actions in place through 'Respect Yourself'
 - exciting arts-based programme -'Loud Mouth'

- 1 The Healthy Schools programme is an area of demonstrable progress. The Healthy Schools Programme is working to the national model, and since it was moved across into the core team, the rate of take-up has accelerated. It will be important to model and monitor the trajectory of take-up to ensure that the targets for implementation continue to be met. The scheme is strongly supported by head teachers, and local implementation depends, of course, on the hard work of the school teams. The partners will need to make sure that the JAR team can find evidence of consistent multi-agency working in these teams, despite the pressures on school nursing time.
- 2 There is still a problem with teenage conceptions in parts of the county. The "Respect Yourself" campaign seems well-designed and doing appropriate work. It has been well received by schools, and is seen as a helpful programme. Teachers and school nurses are working together to promote good personal and sexual health, with the campaign providing help and a recognisable "brand".
- 3 It was good to hear about the developments with pharmacists, and about the creative approach of "Loud Mouth", which could be used to illustrate to the JAR team the variety of approaches taken in the county.
- 4 The JAR team will however need to see that as county-wide improvements are being made, there continues to be extra attention in those areas of greatest need.

Alcohol strategy

- The draft strategy is a good start
 - Resource constraints will hinder implementation:
 - national redirection of funding
 - absence of local funds to support children of alcohol-misusing parents
- 1 This is a difficult subject for most councils, given the relative neglect of alcohol in national policies until recently. The draft strategy is a good start and there has clearly been considerable inter-agency development work. Young people in the county report that they drink more than elsewhere, although the secondary heads report that they do not see evidence of this in school, and their concern is more with parents who drink to excess. Alcohol-related hospital admissions for young people are relatively low, although weekend binge drinking is recognised as a problem seen particularly by the Police and NHS.
 - 2 The draft policy recognises that parental misuse of alcohol is a serious problem, and this also cuts across the Every Child Matters theme of keeping children safe. The problem is that sources of funding are not clear, and the JAR team will want to know how this commitment is to be met.
 - 3 The national emphasis on prevention comes at the same time that resources are in fact being diverted into treatment, and Warwickshire, like most places, is struggling to fund preventive initiatives. Partners need to consider how best to fund the policy, and over what phases, especially given the interest that the JAR team is likely to have in policy implementation.
 - 4 It might also be helpful to cross-reference the policy to other strands of council work, e.g. licensing and enforcement, to show that there is an integrated corporate approach.

Community nursing

- Praise for school nurses and health visitors
 - Increasing workloads
 - Effective levels of community support need to be put in place and maintained
- 1 There was widespread praise for school nurses and health visitors as key members of local service networks, and it was good to see that professional leadership posts had been established despite resource constraints. The decision to allocate health visitors to geographical patches was helpful in focusing resources to support public health.
 - 2 Given the financial pressures on the local NHS, it is understandable that for a time non-critical posts have not been filled when vacant. The local approach of not covering maternity and sickness is also widespread in the NHS, although it is more controversial.
 - 3 However, the nursing workloads in some places are now very high, and this has hindered the capacity of staff to be effective local partners and to become more involved in preventive work. Given the recent affirmations given by the Secretary of State about the importance of both groups of staff for the development of children’s services, the PCT might like to review this situation once finances are more stable.
 - 4 For JAR purposes, it will be important in particular to show that there are consistent levels of support available from both health visitors and school nurses.
 - 5 It will also be important to define the levels of support that can be available for each of the new Children’s Centres. Clearly, there will be insufficient resources to provide cover “in-depth” to each one, some degree of division of labour and skill-mixing will be required, and the JAR team will be looking for equity and clarity in resource allocation given local needs.

Youth Offending Team

- Strong partnership working
 - Substance misuse work well resourced
 - More focus needed on diversionary agenda to reduce re-offending at 13+
 - Need to develop a protocol with partners to address looked after children re-offending
 - Concern over capacity, influence & tactical integration across teams
- 1 The Youth Offending Team has been in place for seven years, is very well thought of for its partnership working and the YOT leadership has addressed and resolved many integrated working issues. It meets most of its targets and those not met are a cause of concern across all authorities. An example of successful partnership is the fact that the YOT has been successful in getting the Police to abandon their early enforcement target in favour of adopting the YOT diversionary target.
 - 2 There is a substance misuse team in the YOT which is well resourced by health and its work is effective, but funding for prevention is being withdrawn by government to focus on treatment
 - 3 Through an SLA Barnardo's run a support scheme for young people on remand which reduces the risk of re-offending
 - 4 Re-offending at 13+ is a concern: a focus on diversionary activities in the 10-13 age group has resulted in hardly any new entrants to the criminal justice system from this age group. There is now a need to focus resources on diversionary activities for the 13+ age group and monitor any impact on re-offending.
 - 5 When they commit an offence looked after children are currently treated just the same as any young person, in spite of their disadvantage. In other authorities the authority as corporate parent has agreed a protocol with partners, including the Police, such that looked after children when they first offend will be channelled into reparatory schemes and will not formally enter the criminal justice system at this stage. This has resulted in an improvement in levels of offending for looked after children. It is suggested that Warwickshire could follow this example and monitor the effect on re-offending rates for looked after children.
 - 6 The YOT has a good understanding of what it needs to be doing and an ambitious business plan, however, even at present resource levels it is struggling to meet its targets. Funding partners will need to consider how to maintain and preferably increase YOT funding allocation to allow it to continue to meet targets and address those targets it is not meeting.
 - 7 The placement of the YOT within the Community Safety block of the Local Area Agreement is unusual. If the YOT is to remain in this block it will be important for the Council to monitor its activities, influence and support needs. Since the manager of the

YOT is based in Community Safety it may well be desirable for the Community Safety Directorate to be formally represented in the Community Safety block to ensure the continued link between the CYPP and the YOT.

Child Protection data & referrals

- Well thought of Child Protection referral system
 - The Local Safeguarding Children Board is providing leadership and support
 - The Timing of Child Protection reviews is being monitored
 - The coding of re-referrals needs review
 - Operational staff are beginning to make use of local data about categories of referral but there is a need for a better understanding of data concerning assessments
- 1 There was evidence of a good understanding of the balance between safeguarding and promoting welfare e.g. bullying work undertaken by the Local Safeguarding Children Board to support the preventative agenda
 - 2 Schools and officers commented very positively about the clarity and effectiveness of the Child Protection referral system for dealing with referrals that are clearly Section 47
 - 3 The Local Safeguarding Children Board had a business plan with clear targets, monitoring of Performance Indicators; the Local Safeguarding Children Board officer was well regarded and offered training to a wide range of partners including corporate parenting for District Council officers and members
 - 4 Third sector organisations can have associate membership of Local Safeguarding Children Board to encourage them to access training and information
 - 5 The Local Safeguarding Children Board has a reporting/scrutiny link to the Cabinet and to the Children, Families and Young People Scrutiny Committee but it seems not to have had a reporting link to the Children and Young People Partnership Board, which would be desirable.
 - 6 The Local Safeguarding Children Board Chair was concerned about the capacity of the Local Safeguarding Children Board to take on Child Death Reviews as well as the targets in its business plan.
 - 7 Schools commended the excellent new safe recruitment policy and one gave an example of outstanding support in relation to a recent child protection issue involving a staff member.
 - 8 Safeguarding reach and engagement with outside agencies is strong – most make financial contributions, but there is an issue about continued funding for the Local Safeguarding Children Board from all partners in the absence of a statutory formula
 - 9 The Child Protection review indicator for completion within timescale was below 95%; this has been investigated and officers consider that the drop was due to a number of reviews having to be cancelled because key people could not attend and an associated difficulty in

re-scheduling reviews so that key people could all be present: it may be that a reminder to staff of the importance of sticking to scheduled review dates would be timely.

- 10 Child Protection re-referrals were described as not as high as appears because of method of reporting; perhaps it would be best to revert to standard methods for calculating re-referral figures so comparator data can be used
- 11 Local operational staff appreciated the quality of data they are now receiving about referrals and the support recently given by the Local Safeguarding Children Board officer in interpreting data about categories of Child Protection registrations
- 12 Operational staff in social work teams need to be given further support in understanding and monitoring data about assessments so that they can reflect on the impact of their operational practice on data levels.

Child Assessment Framework & Enhanced Support Network

- Very positive feedback on CAF & ESN implementation in the 2 rollout areas
 - Already evidence of impact on outcomes for children
 - No exploration yet of link between CAF & safeguarding e.g. around initial assessment
 - CAF teams unsure about follow-up and 'closing' a CAF
- 1 CAF & ESN implementation is going well in Rugby & Nuneaton & Bedworth. It was useful to have the opportunity to visit Rugby & meet people who have been involved in completing CAFs. Examples were cited where the use of CAF had resulted in earlier intervention with children and effective solutions for these children, resulting in improved outcomes; some of these should be written up as case studies. One example given was a primary teacher, having taken on a child excluded from several other schools. She was very new to CAF process but took on lead professional role & as a result of CAF a Family Link worker worked with child & family at home, resolving the behaviour issues. The child's father went from passive 'I want him taken out of home' to saying that he liked his child and engaging in leisure activities with him
 - 2 Staff at different levels were not sure about how CAF linked to the safeguarding process, especially about the relationship between a CAF assessment and an Initial Assessment. It seemed that CAF work and safeguarding were operating as two parallel strands of work at operational and even tactical level. This is an issue that should be addressed before the JAR in order that staff at all levels understand how the continuum of needs is reflected in the system for supporting children and young people.
 - 3 Operational staff involved in early adoption of CAF were now beginning to confront particular issues around the use of CAF. They were unsure about when/whether a CAF should be closed and if this meant that there was no further follow-up with the family unless a new problem emerged. They were also wondering about the correct course of action for a family which was not making progress in spite of a CAF being actioned. These are queries which arise because they are ahead of everyone else, but attention needs to be given to addressing these issues with the early adopters and pre-empting them for staff in Nuneaton & Bedworth and in Warwick as CAF is rolled out.

Thresholds

- Caution about potential risk leads to high Child Protection Register figures
 - Schools concerned over contact arrangements and the quality of advice on potential Child Protection referrals
 - Non CAF areas are adjusting Child Protection thresholds & ‘over recording’
- 1 There was concern from some head teachers about contact with duty officers and slow responses to enquiries.
 - 2 In non CAF areas head teachers feel burdened by having to broker support from various agencies
 - 3 There was not a lot of time to look at thresholds, but the evidence gained from those interviewed suggests that the relatively high numbers of children on the Child Protection register are a result of great caution exercised by staff in Warwickshire and a high level of risk aversion. If in doubt, staff make a section 47 referral. It was not clear from discussions with senior managers whether they expect Child Protection register numbers to drop as CAGF is implemented across the authority. An argument was advanced that a number of authorities regarded as high performing have high Child Protection register numbers. If Warwickshire wishes to take this argument to JAR inspectors then strategic and tactical staff will have to have a high level of understanding of the data in order to evidence their case.
 - 4 Notwithstanding the above, there are two areas where it would be advisable to look at practice prior to the JAR, as present practice seems likely to result in inappropriate referrals and in cases being taken to core assessment which are not evidently section 47 referrals. First, schools reported frustrations in trying to contact social care duty officers for advice before making a referral. Apparently phone calls to the duty office were often answered with a response that the duty officer was out. Whilst the duty officer is only office committed in the mornings, it seems that a system that requires schools to ring the office and leave a message or ask the office to give them a mobile number for the Duty Officer (not a permanent contact number just an office pool handset) is unnecessarily cumbersome. Practice elsewhere suggests that the issuing of personal mobiles to Duty Officer and the communication of Duty Officer mobile numbers to schools could avoid this.
 - 5 Second, tactical managers in areas not yet involved in CAF spoke about ‘keeping’ cases in the Child Protection system after initial referral, although not deemed to be section 47, because they were concerned that no other action would be taken if social care did not keep them under review. This is bound to have an inflationary effect on Child Protection data and seems to be the result of people ‘waiting’ for CAF before they consider actioning support for families which might involve another agency, e.g. a family support worker or a health visitor. Since it will be a year before the last two areas are using CAF, the authority and its partners should consider what advice to give to staff in these two areas to encourage them to initiate joint support activities without attempting to follow the full CAF process before they are trained. The model for such action would be the ‘Child Concern’ model originally developed in Bolton, since the staged intervention process is the basis of CAF as well.

Children Looked After

- Strong support system for LAC, including TELAC
 - Innovative work with Rainer Trust on developing a WCC 'pledge' for LAC
 - Links between offending rates and accommodation being investigated
 - Annual review completion now 95%+
 - Corporate parenting responsibility of the whole council needs to be demonstrated
 - Risk of not being able to meet 'pledge' commitments
 - Need for more explicit guidance on stability of school placement for LAC
 - The virtual Head Teacher for looked after children should work to ensure equity of Personal Education Plans for looked after children placed outside Warwickshire
- 1 The support system for looked after children in Warwickshire is comprehensive, including an experienced teaching service. Work is ongoing on a protocol with Further Education colleges for looked after children leaving care and the virtual head teacher & governing body pilot is about to start
 - 2 Review figures were partly a problem of the method of counting; that has been addressed and data is now reported to be at target levels
 - 3 The foster care development officer has no operational responsibilities and thus time to give good support
 - 4 Each year the council holds a celebration event described as the looked after children Achievement Award – usually like a schools award ceremony, but may change format next year.
 - 5 The Youth Offending Team has begun an investigation of the link between YOT re-offending figures and the accommodation of children looked after, since YOT staff believe that inappropriate accommodation plays a major part in offending by looked after children. There is a shortage of appropriate accommodation for young people who require close supervision after a custodial period. If the investigation confirms the need for more carefully supervised accommodation the partnership will have to consider how this can be funded
 - 6 The council in conjunction with Barnardo's has been working with the Care Leavers forum, supported by the Rainer Trust, to develop a 'pledge' which would be signed up to by the council, promising to meet certain minimum standards of support for LAC and care leavers.

- 7 Whilst it was evident that the council was engaging in discussion with District Councils about how the accommodation needs of looked after children could be addressed, it was not clear whether other departments of the council and local elected members were being pro-active in their corporate parenting role. We didn't have time to explore this in any detail, just need to ask it as a question and to signal that the JAR team is likely to ask about this.
- 8 The date for agreeing the pledge with looked after children is the 13th of December; it is important that the council understands that it will have to meet the commitments signed up to and there are several quite serious demands. One issue high up on the pledge list is stability of school placement. While staff reported that they always try hard to maintain a school placement when a LAC moves home placement, there is no explicit policy or guidance about this. It is suggested that, to emphasise the importance of this issue and to ensure consistent practice, the council should develop clear guidance for staff that school placement should be maintained (within certain limits) and that funding is available to support travel to school from the new home placement
- 9 The virtual Head Teacher has yet to get off the ground, so at present looked after children at school outside the authority have their Personal Education Plan completed by social care staff rather than the TELAC; this appears to be inequitable, so it is hoped that the virtual Head Teacher process will sort this out

Prevention & needs analysis

- Establishment of new children’s centres must support the prevention agenda
 - CAF & ESN need to show they focus on prevention and early intervention
 - Central needs analysis work is strong
 - It is important to develop locally based needs analysis and local targets
- 1 Children’s centres are meant to be the front line in the move to a prevention agenda and to support early intervention. It is therefore expected that their work will result in fewer children entering the Child Protection system and fewer children becoming looked after. At present the implementation of Children’s Centres in Warwickshire seems to be having no effect on pre 5 years Child Protection register numbers. This may be partly due to ‘awareness raising’ but the council will need to keep a close eye on figures and be able to explain to JAR in 6 months why figures are not beginning to fall if the trend continues as at present.
 - 2 The council supports the partnership with a high quality central data gathering and analysis system. As locality working is developed, staff at local level will have to be supported in engaging in local-based needs analysis and data interpretation to allow them to tailor local services to meet needs which are specific to particular local areas

Housing

- ‘Supporting people’ provide two workers to support vulnerable groups
 - Concern over suitable and sufficient accommodation for vulnerable groups
 - Concern over the ability of ‘supporting people’ to deliver on their priorities
 - The effect of the regional spatial strategy on school places needs to be worked up
- 1 The regional spatial strategy proposes significant numbers of new housing in the county for the period up to 2026, with Rugby, Nuneaton, Warwick and Leamington being identified for the development of significant numbers of new homes. This will have implications in the long term and medium term for school-place planning. At present there is insufficient detail on which to base firm plans and therefore the spatial strategy will need to be monitored carefully as it develops. Close co-operation will be needed with District Councils (planning) and Housing Associations on the location and type of provision.
 - 2 There have also been a number of other factors, such as the recent growth in the birth rate and inward migration, which will have an affect on the demand for housing.
 - 3 The authority has carried out a pilot study of the ‘pupil product’ of new housing to determine the effect on school provision.

District/Borough Councils

- On the whole positive about their relationship with the County Council
 - Some real champions at this level
 - Districts and Boroughs are keen to deliver at locality level and want services to be outcome-based and related to local need
 - A fear that structures may prove to be over bureaucratic
- 1 There are generally good working relationships with the District/Borough Councils in the County. There are a number of identified children's champions amongst officers of the District/Borough councils; however elected member involvement from this tier could be improved. There was a good example of the Cabinet Member for Children, Young People and Families taking the Councillors from one District to see facilities being operated by the County in the geographical area of another District Council.
 - 2 District/Borough councils welcome the opportunity for locality working as long as it is outcome based, but worry that bureaucratic systems may be put in place along with an unwieldy structure, preventing the addressing of local community need.

Governance and Scrutiny - Cabinet members

- Experienced, knowledgeable Cabinet Members in Children’s Services
 - The role and accountability of the Lead Member for Children Services needs clarifying
 - Cabinet Members should be more involved in policy formation at an early stage and need to be seen to lead the agenda
 - Children and Young People Partnership Board
1. Councillor Mrs Izzy Seccombe (Cabinet Member for Children, Families and Young People) and Councillor John Burton (Cabinet Member for Schools) are the two Cabinet Members that directly cover the responsibilities of the Directorate of Children, Young People and Families. Councillor Burton is responsible for schools and also some aspects of early years, some youth work and the 14-19 agenda. Councillor Mrs Seccombe is the designated Lead Member for Children’s Services and is responsible for children’s care services, and youth work.
 2. The blurring of responsibilities between the two Cabinet members is contradictory to the statutory requirement of having one Lead Member responsible for all children’s services. The formation of the new Directorate was an ideal opportunity to redefine and confirm the Lead member role.
 3. External partners have commented that both Cabinet members are confident on their areas of responsibility, knowledgeable, approachable and communicate effectively with both partners and children and young people, including having regular meetings with looked after children and children from vulnerable groups. Councillor Mrs Seccombe is described as an excellent, inclusive chair of the Partnership Board.
 4. A difficult decision was taken recently to close an under performing secondary school. However a number of difficult decisions will need to be made on improving performance at key stage 4 and the review of surplus school places, and the Cabinet Members will need to give an early political policy steer. It has been stressed that officers need to ensure that they support the ultimate decision making role of elected members.
 5. Councillor Mrs Seccombe has taken District Councillors to look at the Rugby Enhanced Support Network to understand joint working initiatives.
 6. The two Cabinet members receive regular briefings from senior officers of the Directorate often at the same time as opposition spokesmen. Meetings cover the cabinet agenda, hotspots, performance management, finance and the youth service. There would be an advantage in time being available for the two Cabinet members to jointly work up policy or give policy steers with the Director and senior management team. However when asked about efficiency savings to speech and therapy in the north both were unaware.
 7. The two Cabinet members receive agendas and minutes for SMT and can attend if they desire. As part of the Cabinet they have the opportunity of meeting with SCMT usually as part of an away day.
 8. Elected Members recognised there are changes being made to align to requirements of the Public Service Board. The members knew this meant an increase in the number of

District/Borough Council representatives on the partnership board but were less clear on the effects on the current area committee structure and options for locality partnerships and locality governance and working.

Governance and Scrutiny – Corporate Parenting

- Who is the Panel chair?
 - Irregular programming of Panel meetings
 - No effective reporting from Panel
 - Work programme needs to be developed
 - Requires the involvement of both Cabinet Member and frontline Councillors
1. Officers and members have developed a corporate parenting plan and a corporate parenting group has been set up. The Cabinet Member for Children, Families and Young People has the view that frontline councillors should be more involved and has taken the conscious decision to stand back in order to involve more elected members. It is not clear among senior councillors who is the chair of the Corporate Parenting Panel, how often or when it meets or where the minutes/findings are reported. Additionally its work programme was not clear.

Governance and Scrutiny – Overview and Scrutiny

- Has set up a number of working groups
 - Committee is now receiving dedicated officer support
 - No effective scrutiny of the Executive
 - No policy formation role
 - Confusion over the scrutiny of 'call-in'
 - Confusion over areas of responsibility
1. Both Cabinet members stated that they do not feel that they are scrutinised at the Committee. There is a feeling by members that they are on a journey to reach effective overview and scrutiny, and the role of policy formation is a distant destination. The view was expressed that there is difficulty in getting officers and elected members out of old 'committee ways'. The chair and committee have received specific officer support, which is appreciated. There is a view that call-in is not effective. Demarcation between overview and scrutiny committees on youth offending was not clear. Elected Members have set up working groups to look at formula funding, and will be looking at surplus school places and performance at key stage 4.

Governance and Scrutiny – Frontline Councillors

- Need to develop their role as champions for children, families and young people
- Need information to develop a challenging role in relation to service provision
- Need to be more visible at a locality level

1. Frontline Councillors are involved in a number of consultation events with children and young people. However, they could be further used to champion and challenge the performance of Children’s Services. For example they could receive notification of Ofsted reports of schools in their Divisions in order to celebrate success with those performing well and to challenge those performing less well. They could be involved in governance arrangements at the locality level. Partners and officers stated that ‘visibility’ of elected members in connection with Children’s services needed to be improved. Opportunities such as 11 million takeover day should be used to show elected members at the forefront of children’s services. Greater effort should be made by officers to engage elected members in their work, and elected members should be enthusiastic in the take up of the opportunity.

Consultation and Engagement

- Young people’s involvement in decisions affecting their lives is good
 - Wide range of consultations and surveys seek the views of children and young people, less certainty that this is the case for parents/carers?
 - Some good examples of children and young people influencing service delivery
 - The ‘Warwickshire Award for Involvement’ scheme sets excellent standards for engagement
 - Involvement of children and young people in service design and evaluation is just beginning
 - Consider extending the Participation Strategy to incorporate the Award scheme
 - Will be important for the authority to reach these standards for involvement
 - Consider developing a detailed strategic involvement plan for the next 18 months
 - Systematically record the impact of involvement activities
1. The County Council and the Strategic Partnership are committed to implementing the UN Convention on the Rights of the Child and there was much evidence that children and young people are closely involved in the decisions which affect their lives
 2. We saw numerous examples of surveys and other consultation activities that demonstrate that children’s views are sought.
 3. We were not offered any evidence to demonstrate the involvement of parents and carers and the partnership may wish to review progress in developing its strategy for parent/carer engagement.
 4. The Award scheme provides an excellent set of standards that can be used by any partner wishing to ensure that the voices of children and young people can be fully heard by organisations. We found a few excellent examples of children and young people engaged in influencing service development (for example the forthcoming event for looked after children and councillors in December to develop a Council “pledge” for entitlement to standards of service). However, we were disappointed to find that most services were not able to demonstrate how children and young people are involved in the early stages of service design, how they influence implementation or are used to assess service quality.
 5. One year on, the Partnership may wish to review its Participation Strategy. In particular, the strategy would benefit by the inclusion of the principles behind the Award scheme. The strategy could also be supported by a strategic involvement plan which sets out how children and young people will be involved in major service development activity over the next 18 months.

6. In particular, leading partners (e.g. the authority and the PCT) should use the Involvement Award's standards to measure how well they are doing overall, and the extent to which their individual services effectively engage young people.
7. It will be important to record the impact of involvement activities both to measure progress against the Award standard and for services to be able to demonstrate the effective engagement of children and young people for the JAR inspectors.

Integrated working

- Accelerated progress in the last few months and a genuine appetite for change
 - A number of key forums are being established to promote integrated working
 - There remain a few whose perception reflects previous rather than current ways of working
 - A number of areas for development corporately and within the CYPF directorate are identified
1. Across the whole authority we found WCC staff to be self reflective and open to challenge, both in terms of individual directorate contributions to the change for children agenda and improved corporate working in general. Much progress has been made recently and we found there to be a clear message from the most senior staff downwards that integrated working was the favoured option.
 2. There is an undoubted appetite for change and an acknowledgement that in the past opportunities have not always been sufficiently developed. We found that especially in the past quarter but also dating back over the previous twelve to eighteen months there has been a growing push to join up services across directorates. The momentum has significantly increased in recent months and many initiatives date from that period.
 3. Evidence of significant progress included
 - The regular meetings that now occur between SDLT and the Cabinet
 - The informal Heads of Service group meetings
 - The Locality Working and Governance groups
 - The new process for developing the budget based on submissions tested against corporate priorities
 - The renewal of the New Ways of Working Programme Board
 - The ongoing process of simplification of the LAA targets to meet LAA 2 guidance
 - The reinvigoration of the Education Business Partnership
 4. In terms of specific examples of the integration of CYPF with other directorates we found the following examples of corporate working in practice
 - There was a strong push from the DLT in favour of corporate working which gave a clear signal to the rest of the organization of the required direction
 - Other Directorates all spoke very highly of the DLT and other officers within the CYPF directorate in terms of their commitment to corporate working
 - Within the work of the CYPF directorate we found many examples of integrated or corporate working in terms of specific CYPF priorities, CYPF contribution to others priorities and shared services across directorates
 5. Unfortunately the legacy of the strong LEA and its own relationship with the corporate centre continues to influence individuals' perception and language and we frequently heard mention of the education service and other terms that do not reflect the reality of the current CYPF directorate practice. It is unfortunate that the legacy of old ways of

working continue to have resonance when there is little foundation for it in current practice.

6. We found that there were areas for further development and we summarise these below

Corporate

- There is a need to ensure that all directorates are fully up to speed with current safeguarding practice. We found that policies in relation to such matters as CRB checks were consistent with good practice but that there was no evidence of for example risk assessment training for managers in terms of child protection issues. The CYPF directorate and the LCSB could make a contribution to ensuring that best practice standards are equally applied across all directorates
- The current integration of education and social care services within the CYPF directorate needs to be emphasized to counter the tendency of some we interviewed to retain separate reference to education and children's social work.
- We acknowledge the journey that WCC has taken to identify its own strategic vision and top three priorities. We also acknowledge the difficulty of defining place within the county, in the absence of a clear brand for Warwickshire in the way that other places have been able to develop. The authority needs to continue to refine its vision of place in relation to Warwickshire and to ensure that the political ambitions for the county are clear.
- We were uncertain where might exist a forum, or series of forums, for ensuring issues were dealt with in a joined up way. This is most relevant where there exist issues whose impact is not solely one of cost. For instance, access to transport for young people would contribute or detract from the meeting of directorate and corporate priorities such as teenage access to leisure and consequent impact on health and well being for young people, and the decrease of NEET by improving access to training,. We were impressed with the reception to our discussions around this issue and the awareness of all that many issues would cross directorates in terms of impact but were unsure how these various different impacts of a seemingly stand alone issue could be raised and discussed. How decisions on such issues will be made will be a measure of whether cross directorate concerns can be effectively prioritized.
- The Healthy Schools agenda, the development of environmental issues within education and the Skills agenda are all areas where there are links across E & E and CYPF in particular. These provide further examples of where synergies and cross directorate contributions need to be constantly maintained and improved, although this is not to say that we didn't find evidence of this happening already, rather that there is a need for the operational links that have been established to be reflected in strategic consideration of the way both directorates can assist each other to meet their own targets and priorities.
- The pace of change in terms of corporate working will need to be maintained. For many services e.g. HR, this has meant an increase in centrally managed services and a decrease in officers located under individual directorates. Communications and ICT are other areas with a similar dynamic. The most effective balance between retaining directorate specific expertise and the efficiency of corporate or shared services is still developing. We found evidence that the fears associated with these moves have not proved to be grounded, and it may be timely to consider other more 'contentious' areas for inclusion in shared or corporate provided services.
- The SDLT and the Cabinet are now holding regular meetings to discuss key issues and there are a number of groups at head of service level meet informally and formally to discuss cross directorate issues. It is important to make sure that the

issues highlighted in the bullets above, and other cross cutting issues can be debated in the appropriate location so that corporatism and integration is intensified. There is a risk that some issues may fall in the gap between strategic and operational concerns.

- There are obvious benefits in enhancing the existing links in terms of workforce development between HR, Adult Health & Community and CYPF. There are many ways in which this is being progressed at present and we found many examples of good cross directorate working. The council as a whole does need to develop a workforce strategy linked to its vision for the future of the county. It could also look to enhance its role a corporate parent by investigating how it could promote employment and training opportunities within its own workforce for children looked after and other vulnerable groups for which it has a responsibility.

CYPF

- There were some issues raised in relation to KIMs in terms of the provision of data to the corporate centre and corporate risk assessment protocols. We know that the CYPF DLT is aware of these issues. Whilst not overly significant in themselves this does provide a clear opportunity for CYPF to demonstrate unequivocally its commitment to corporate working.
- We refer elsewhere in our report to the importance of engaging the community of schools in the development of services. The development of locality working and the natural role of schools as service hubs within their communities only serves to emphasise the importance of the contribution CYPF can play to the implementation of the locality working programme. So too the CYPF roll out of side by side a.k.a. the enhanced support network should be as fully integrated with locality working as is possible. Again we saw examples of how this is being developed. One way in which the connections between the two programmes could be enhanced would be to make clear these parallels and links in corporate and directorate communications and in newsletters such as TLC.
- The primary strategy for change programme that CYPF is about to embark upon, and Building Schools for the Future provide two examples of where effective cross directorate working can enhance effectiveness and there are obvious links with the expertise and capacity within Resources Directorate upon which CYPF can draw in developing these two programmes. Both Directors recognize this as providing an excellent opportunity to further develop integrated working. The BSF programme in particular provides an opportunity to develop a holistic approach to implementation drawing upon the centrality of schools in locality working and the importance of education and learning in the political vision for Warwickshire in the future.
- Resources Directorate also identified the issue of financial advice to school governors as an area where it could develop its offer in terms of moving from simple good governance to best use of resources so enhancing the effectiveness of both directorates to the benefit of the local community.

Concluding questions

Finally, there are a few thoughts that although not within the brief which the team was given it may be helpful to articulate:

- A vision for integrated authority based children’s services and a joint vision for the development of the Partnership
 - Demonstrated commitment at the highest level from all partners
 - A Vision for Learning
 - Plans for integrated locality delivery and management
 - The Leadership role of middle managers
 - Is this underpinned by a properly articulated workforce development strategy
 - What are the implications of these visions for current directorate structure
 - Is ‘single-track’ thinking still an issue
 - The pace of change and momentum
 - A single story for this place
- 1 As part of the JAR inspection the authority and the partnership will need to demonstrate their ambition for the area and how services are being reconfigured to deliver this ambition.. It will therefore be important for a vision of children’s services into the future to be clearly articulated by elected members and senior officers and to be understood by staff, partners and stakeholders. Whilst this may not all be in place for the visit of the JAR team, a route map for completing the vision, as well as an implementation strategy, should form part of Warwickshire’s armoury. This could include:
- The authority’s vision for an integrated children’s service that places the child at the centre
 - A joint vision of the role and broad strategy for the Partnership which demonstrates commitment by each partner at the highest levels
 - A vision for learning well into the future, jointly developed with children, schools, other learning providers and the community, which can inform the development of schools and other learning provision as well as the roll-out of ‘Building Schools for the Future’.
- 2 A good start has been made on better co-ordination of services through the CAF and the Enhanced Services Network. The Partnership now needs to articulate more fully how it

intends to move towards more integrated approaches to delivery and management so that teams are built 'around the child'. However this is done, it will be important that families, schools and fieldworkers can readily identify who will comprise the team for any specific child and that clear protocols and processes are in place so that decisions about collaboration, interventions and resources can be made as close to the family as possible.

- 3 Middle and senior managers provide the skills base on which good services for children, young people and their families can be developed. We met a very large number of skilful and knowledgeable middle and senior managers who are committed to their work. Such staff are well-placed to support further development and the authority may wish to consider the value of developing their leadership skills further.
- 4 However, both managers and fieldworkers require a new skill set to deliver the Change for Children agenda and the authority and its partners should ensure that there is a properly articulated workforce development strategy in place that ensures there are sufficient staff with the necessary skills to work in these new ways.
- 5 As this vision is developed or reviewed, it may well have implications for how the Directorate and individual teams are currently organised.
- 6 A major implication of the new ways of working is that it requires managers and fieldworkers to work beyond their narrow brief so that they accept and contribute to the delivery of their co-workers' objectives whilst still delivering their own. The senior managers may want to reflect on the extent that their staff have actively accepted this multi-faceted approach or whether there are still examples of 'single track thinking'.
- 7 There is always a balance to be struck between implementing changes thoroughly so that they become well-embedded and introducing them fast enough to benefit the whole county. There is a risk that a too-measured approach might introduce inequalities which in the shorter term will have an adverse affect on a number of families.
- 8 It would be beneficial for all staff, partners and stakeholders if there were a clear and simple statement of the vision for Warwickshire that can allow them all to see why changes are being made, what the overall project is about and how they can make a personal contribution.
- 9 The brief for the team was to assess the risk factors for Warwickshire. We have therefore not systematically sought out good practice or recorded the many positive activities that we saw that were beyond our brief. Even so, we found a great deal to impress us, much outstanding work, and skilful elected members, officers and head teachers with a deep commitment to the children and families of Warwickshire.

John Rylance Review Manager

On behalf of the pre JAR health check team

December 2007

**Warwickshire County Council
CPA/JAR Improvement Plan – March 2008**

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
Ambition	Key political and SDLT decisions are communicated and understood widely across the organisation.		Raise Member visibility in the media; Web site; Intranet and publications.	
	Leaders Liaison Group, SDLT and Cabinet are reviewing the effectiveness of corporate decision making processes.		Increase Member involvement in inter-agency relationships, brokering political arrangements with partners and engaging with the wider public services.	
	Regularised briefings for Portfolio Holders, O&S Chairs and Party Spokes provided by Strategic Directors and Heads of Service.			
	Implementing the Localities approach to build community identity and shape places.			
	Health Partnerships PCT and County Council to reach agreement about priorities, the direction of travel for local management and the collective resources to be provided for children's services.	The LA and PCT have sought to align priorities. The LDP and the CYPP have the same priorities. The CYP block of the LAA had full engagement from PCT and arrived at shared priorities.	Discussion at Children and Young People's Partnership Board concerning pooling of budgets.	
	Area Forums	ACLPs continue to meet with partner agencies recognising the valuable impact the cluster coordinators can have in developing links with schools. Progress reports considered against 2007/08 actions. Cluster Coordinators and Extended Services Development Officers to be invited to the Spring	Cluster Coordinators and Extended Services Development Officers to be invited to the Spring meetings of the ACLP to ensure active engagement in the planning process.	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
		meetings of the ACLP to ensure active engagement in the planning process.		
	<p>Partnerships and Governance Developing engagement and effective governance.</p>	<p>Partners from a wide range of agencies and sector representatives gathered at the Ricoh Arena for a successful conference that helped determine the county's priorities for children, young people and families. A new emphasis was placed on identifying local priorities and using these to build a countywide picture. The priorities and indicators selected have been included in the submission to the Government Office for the West Midlands.</p> <p>The Partnership Board has been meeting with an expanded membership and talks are progressing about the future governance arrangements.</p> <p>Some local (district/borough) level partnerships have set local priorities and have formed sub groups to examine the task in more depth. The Voluntary and Community Sector Forum gave input to the parenting strategy at its termly meeting.</p>	<p>Discussions are taking place with partners to identify new recruits for the local partnerships and to encourage partner agencies to take on the role of chairing these groups. Discussions are also in place with a variety of groups about securing their involvement at a local level, in particular the Police Authority, school governors and young people.</p> <p>The governance review will shortly be circulated to partners for comment and return to the Board in April for sign off and approval.</p>	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
Prioritisation	New Ways of Working Programme Board established to oversee Change and Improvement Programmes to ensure its outcome is focused and widely understood across the organisation.			
	Performance management framework will ensure delivery of our agreed priorities.			
	The Corporate Business Plan and Budget provides the prioritised framework for all improvement and service development activity.			
	Front Line First project is being delivered in support of the Corporate Vision.			
	Corporate Parenting Action Plan	<p>The momentum from the Elected Members seminar in December has continued and a further meeting of young people with the members on the Corporate Parenting Steering Group was held in March.</p> <p>Models for a children in care council are starting to be considered. The Record of the Event will be widely cascaded soon.</p> <p>The Corporate Parenting Action Plan 2 is in draft format and incorporates aspirations of the Virtual School Head and RIGHT2BCARED4 pilots as well as the well-being agenda.</p>	<p>Health resource – address with lead manager.</p> <p>Pledge work – address within SLT – CIN.</p> <p>Working group in place and corporate HR input is being progressed.</p> <p>Awareness raising and training under RIGHT2BECARED4 (April onwards) should secure engagement/commitment of whole Council and partner agencies.</p>	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
	Supported accommodation for young people leaving care	Young people living in the north of the county identified as a priority supported housing need by Supporting People.	Identifying appropriate property and partner as provider. Ongoing partnership work with the Nuneaton & Bedworth District Council and Supporting People to develop a revised strategic approach to tendering.	Established further negotiations with potential providers.
	Sustainable Capital Infrastructure			
	Close attainment gap for disadvantaged groups (looked after children)	20 students, mainly year 11, accessing interim private tutoring via schools. Fleet Tutors appointed to deliver private tutoring. Presentations made to School Performance Team, SLT in Children in Need, Operations Managers in Social Care to raise awareness. Education Advocate from Barnardos to join Virtual School governing body. Good quality progress information collected from schools about year 10 students – to identify need for private tutoring.	Visits to primary schools and secondary schools to introduce VSH and to raise awareness of importance of tracking progress and remediation. Private tutoring project fully running to support year 6, 9, 11 prior to SATs and GCSEs. Having up-to-date data available on all pupils and young people in care so that progress can be tracked and support can be offered through private tutoring scheme.	
	Develop the Educational Achievement of Young People (age 16/KS4)	Standards in Warwickshire have risen including at Key Stage 4. The number of pupils achieving 5+ A-C grades including English and maths is the highest it has ever been in 2007 (49%). Performance in some schools targeted for intervention has improved significantly.	See the Secondary Strategy Plan and 14-19 Plan for details of the LA support for secondary schools. There is targeted support for specific schools, support for all schools to improve assessment and pupil tracking. There is training for schools on Study Plus designed to improve achievement for C/D borderline pupils in English and maths. There is specific additional support for children in care and for some groups of ethnic minority pupils.	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)																																																																																																																																																						
	<p>Not in Education Employment or Training – Youth and Connexions Services</p> <p>Further improvement presents a challenge, because of reducing job opportunities.</p>	<p>Progress to date is given in the tables below which have been prepared following an analysis of the national results for the 2007 Year 11 Activity Survey:</p>																																																																																																																																																								
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CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
	Offending – Specific Groups	<p>An analysis of looked after children has been completed indicating that 20 young people who were looked after children prior to their involvement with YOS offended during 2007 and 22 young people were accommodated subsequent to YOS involvement.</p> <p>There has been an overall reduction in first time entrants to the Youth Justice System since last quarter with a considerable decrease in numbers in the 13+ age group.</p>	<p>YOS are making recommendations to Police and CPS about targeting resources to reduce the numbers of early convictions for young people with the possible use of restorative justice interventions.</p> <p>Approaches are being made by YOS management to private children's homes to attempt to minimise their involvement with police.</p>	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
Capacity	Identify enhanced secretarial support to the Leader and Cabinet.		Clear job descriptions, roles and expectations to be developed for the different functions of Elected Members.	
	Identify the provision of appropriate touch down space for Cabinet within the Shire Hall Complex.		Annual Personal Development Reviews for all Members.	
	Regular Cabinet and SDLT meetings in place to review progress on the change and improvement agenda.		An element of Member allowances to be linked to identified development activity.	
	Cabinet and SDLT demonstrate clear leadership and commitment to “One Organisation” ethos by supporting collective decisions.		Review the way we work; and the purpose and outcomes of joint meetings with other public agencies.	
	Leaders across the organisation challenging non-corporate behaviour wherever it occurs.		Complete the Partnership Toolkit and Strategy.	
	Work with partners to maximise the potential for integration with other public services.			
	Safeguarding needs and thresholds Non Common Assessment Framework areas are adjusting Child Protection thresholds & ‘over recording’ 1.	Following the completion of a case-file audit, a paper is under consideration by the Quality and Information subcommittee of WSCB which sets out proposals for managing cases where there are differences of view between professionals about the threshold for intervention being applied. The intention is that this will form the basis for a procedure that can be written into current safeguarding procedures.		
	Governance and Scrutiny The blurring of responsibilities between the two Cabinet members is	Over the last quarter the new governance arrangements for the Partnership has been	Clarify Cabinet responsibility. Redrafted TOR will go to the CYP Partnership Board for approval on 9th	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
	<p>contradictory to the statutory requirement of having one Lead Member responsible for all children's services.</p> <p>District/Borough Council representatives on the Partnership Board but were less clear on the effects of the current area committee structure and options for locality partnerships and locality governance and working.</p>	<p>consulted on and agreed. This has resulted in the abolition of the Children and Young People's Forum and the strengthening of the Board. This now includes representatives from all district and boroughs. The former County Partnership for Action Group has been replaced by an officer group. Membership of this group includes: the chairs of the local partnerships, the leads from the ECM outcomes and the voluntary sector. We have also agreed to create a joint commissioning unit to work to the Board.</p> <p>Scrutiny has been discussed and agreed. At present, the CYP&F O&S Committee will scrutinise the partnership. It may be possible to second other partners to this Board for short periods.</p>	<p>April.</p>	
	<p>Support Services to Schools Who does what after changes?</p>	<p>Clarification has been received about what the task actually is and plans are in place to incorporate this task into a wider communications project for the Directorate.</p>	<p>The task will be built into a new project in the CYPP addressing a wide range of Directorate communications issues. This will then lead to clearer communications for schools, as well as all staff in the Directorate and wider WCC, about who they need to contact about what.</p>	
	<p>Workforce Development</p>	<p>Children's Workforce Strategy Manager appointed.</p> <p>Meetings with internal key stakeholders planned or already held for CWSM induction.</p> <p>Links made with Contact Point</p>	<p>Developing a project plan and timeline.</p> <p>Organising conference to share work of regional CCIP project and establish baseline data of where common induction is currently in place, needed and issues with its introduction. This will shape the</p>	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
		Project Manager, regional Children's Workforce Development Council and regional Children's Common Induction Pilot (CCIP) Management Board.	development of the workforce plan which needs to be in place by April 2008.	
	Needs Analysis Project	The Needs Analysis Field study is now complete. The report is going to DLT after successfully passing through the Project Board. We will be embedding results into the CYPP and communicating with young people who took part in the exercise.	The paper will be presented to DLT and its key finding and recommendations should then be clear to be added to the CYPP.	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
Performance Management	All scrutiny activities to have demonstrable links to Corporate and LAA priorities, and community concerns.			
	Local Area Scrutiny underway and providing outcomes for local people. Develop Scrutiny within the partnership environment to a clear specification.			
	Performance Management Framework (for Integrated Disability Service)		<p>1. To audit the range of performance standards currently in place for the whole service. Individual service standards continue to be met.</p> <ul style="list-style-type: none"> – However there is a need to develop IDS performance standards which will effectively act as a co-ordinating link between different service areas. – A self assessment audit on overall current standards for the component parts of the IDS is required and will form part of a mapping exercise for the subsequent plan. <p>Action: Ensure these tasks are taken forward into the next plan.</p> <p>2. To establish an overall dataset and integrated reporting mechanisms for the current standards. This has been completed:</p> <ul style="list-style-type: none"> – An overall integrated dataset has been agreed within the single business process. – Hear By Rights assessment tool for the involvement of children and 	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
			<p>young people to be undertaken. Action: Improvements in data collection methods will be considered.</p> <p>3. To establish overarching performance targets which support the integration of services.</p> <p>4. To establish a performance management framework within the IDS that reflects the requirements of the Directorate and partner agencies. This work will be ongoing: – The Professional Development Group will continue to discuss performance management. – Future targets will be established. Action: Add to subsequent SDP.</p>	

CPA KLOE	Actions Underway	Progress to date (October 2007 – March 2008)	Actions to Progress	Progress to date (October 2007 – March 2008)
Achievement	Actively celebrate our successes – visibly.		All Directorate Briefing cycles to fit the Core Briefing Cycle.	
	Present key, Council-owned achievements through a strong corporate communication function.		Undertake O&S review of Customer Ethos within the Council.	
	Establish locality forums to be responsive to communities.			
	Delivering all change orientated corporate training and development programmes.			
	LAA – CYP 19 Increase Participation Consider extending the Participation Strategy to incorporate the Award scheme.	Complete Every Child Matters survey which has yielded the views of approximately 7,000 children and young people.	Achievement of Hear By Right standard for all divisions within this Directorate and ultimately all partners in due course.	

Pre JAR Improvement Plan

Pre JAR	Actions Underway	Progress to date (November 2007 – March 2008)	Actions to Progress	Progress to date (November 2007 – March 2008)
Be Healthy	Commissioning Executive Group	Research and evidence of good practice that currently exists with neighbouring authorities as to how they have developed their Commissioning Executive Groups has been undertaken, this information will be used to agreed membership and terms of reference for the Executive Group.	We are at present agreeing the membership of the group, establish function and frequency of meetings.	
	Speech and Language Therapy	Baselining exercise underway. PCT using data from LA and PCT records plus key stakeholder feedback to inform an in depth review of services across the County. By April 2008, a new structure will be proposed which will seek to achieve equity in terms of delivery and quality of provision. A portfolio of evidence based practice is being compiled and this will inform an agreed care pathway to meet speech, language and communication needs.	The review of therapy services will inform a Service Level Agreement and support effective commissioning.	
	Portage Service	A combined Portage service is provided across the whole of Warwickshire. Currently the PCT provides funding for a small team in the South of the County whilst IDS funds this service across the whole area within pre-school services. These two provisions		

Pre JAR	Actions Underway	Progress to date (November 2007 – March 2008)	Actions to Progress	Progress to date (November 2007 – March 2008)
	CAMHs Commissioning	<p>are joined through a combine referral process but are described under different banners and we need professional understanding and partnership agreements over a consistency of approach.</p> <p>This month has seen the first CAMHs Strategy Group which has split the purchaser provider functions. An action plan drawn up in response to the Self Assessment Matrix is being constructed by this group to be implemented in the financial year 2008/09. A conference is being organised for 11th April to raise awareness about CAMHs and associated services but also to consult with generic professionals about gaps in service and areas of improvement.</p>		
Stay Safe	Child Protection Data and Referrals	<p>Following the completion of a case-file audit, a paper is under consideration by the Quality and Information subcommittee of WSCB which sets out proposals for managing cases where there are differences of view between professionals about the threshold for intervention being applied. The intention is that this will form the basis for a procedure that can be written into current safeguarding procedures.</p>		

Pre JAR	Actions Underway	Progress to date (November 2007 – March 2008)	Actions to Progress	Progress to date (November 2007 – March 2008)
Enjoy and Achieve	Strategy for Inclusion of Pupils with Emotional Behavioural and Social Difficulties	<p>Enhanced Support Network continues to work with school partnerships through Area Behaviour Panels. Admissions Section invited to attend Panel meetings to discuss the admission of pupils under the In Year Fair Access protocol.</p> <p>Schools ring fenced for Phase 2 Nurture Groups invited to submit a bid which will be considered by the Steering Group.</p> <p>LABSS working to support the LSU network and provide evidence of impact by the end of the Spring term.</p> <p>EBSB maintained provision to explore links with Youth Centres to support the delivery of Individual Pupil Packages in localities.</p> <p>Behaviour Review completed on time.</p>		
	Promote Good Patterns of Attendance in Education	<p>The review of the Education Social Work Service is now in its final stages. Consultation results have been analysed and the following key actions have been identified: raising of referral threshold (likely new level 80%), localisation of services (linked ESW to school clusters), improved assessment processes and communication with schools (to be achieved via Common Assessment Framework processes).</p>		

Pre JAR	Actions Underway	Progress to date (November 2007 – March 2008)	Actions to Progress	Progress to date (November 2007 – March 2008)
		We will now finalise new intervention protocols by means of a 'task and finish group' during March 2008.		
Positive Contribution				
Economic Well Being	Developing Children's Centres	There are 13 Children's Centres from Phase 1 that are fully operational. 15 of the 17 in Phase 2 are now designated but will not receive their full operational funding until April 2008, although they are delivering some services now. All Centres are offering parent support and stay and play sessions.		
	Embed the Common Assessment Framework (CAF) across the age range and spectrum of services for children and young people Practitioners are clear about follow-up and "closing" a CAF	Advice sought and provided by Legal Services in respect of consent and information-sharing issues when CAF closes. Family Support Meeting paperwork provides mechanism for recording closure of CAF. Adrian Over has met Vic Tuck and identified potential for CAF to provide more effective early identification of and intervention into cases of neglect and emotional abuse.		
Service Improvement	CYPP-JAR Develop a vision for integrated local authority children's services (CYPP)	Our vision is that every child and young person, including those who are vulnerable and disadvantaged, have the greatest possible opportunity to be the best they can be; this has now been incorporated into the		

Pre JAR	Actions Underway	Progress to date (November 2007 – March 2008)	Actions to Progress	Progress to date (November 2007 – March 2008)
		<p>basic introductory presentation for JAR. This presentation is being given to all internal services and teams and all partner agencies as part of the marketing and communication build up to the JAR.</p> <p>The vision has now been incorporated into all CYPP – JAR material, including website, posters and leaflets.</p>		
	Relationships with Schools			