

# Children & Young People Overview and Scrutiny Committee

Date: Tuesday 27 September 2022  
Time: 10.30 am  
Venue: Council Chamber, Shire Hall

## Membership

Councillor Yousef Dahmash (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Jo Barker  
Councillor Brett Beetham  
Councillor Barbara Brown  
Councillor Peter Gilbert  
Councillor Brian Hammersley  
Councillor Marian Humphreys  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince  
Joseph Cannon  
John McRoberts  
Rev. Elaine Scrivens

Items on the agenda: -

## 1. General

### (1) Apologies

### (2) Disclosures of Pecuniary and Non-Pecuniary Interests

### (3) Minutes of the Previous Meeting

5 - 18

## 2. Public Speaking

## 3. Question Time

### (1) Questions to Cabinet Portfolio Holders

Up to 30 minutes of the meeting are available for members of the Children & Young People Overview and Scrutiny Committee to put questions to the Cabinet Portfolio Holder for Education and Cabinet Portfolio Holder for Children & Families.

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

## **(2) Updates from Cabinet Portfolio Holders and Assistant Directors**

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

## **4. Children and Families Workforce Strategy Review (including Social Worker Health Check)**

**(1) Annual Social Work Health Check** 19 - 32

**(2) Children and Families Workforce Strategy Review** 33 - 46

**5. Performance Progress Report Quarter 1 2022/2023** 47 - 68

**6. Work Programme** 69 - 70

To consider the enclosed work programme, updated following the meeting of the Chair and Group Spokespersons. The programme includes an update from the Forward Plan showing items relevant to the remit of this Committee.

## **7. Any Other Business**

## **8. Date of Next Meeting**

The next meeting has been scheduled for 8 November 2022 at 10am

The meeting will be held at Shire Hall.

Meetings for 2022/2023 have been scheduled as follows:

- 14 February 2023 at 10am
- 11 April 2023 at 10am

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

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- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
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Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web  
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

### Public Speaking

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

### COVID-19 Pandemic

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# Children & Young People Overview and Scrutiny Committee

Tuesday 14 June 2022

## Minutes

### Attendance

#### Committee Members

Councillor Yousef Dahmash (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Jo Barker  
Councillor Brett Beetham  
Councillor Barbara Brown  
Councillor Peter Gilbert  
Councillor Brian Hammersley  
Councillor Marian Humphreys  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince

#### Officers

Nigel Minns, Strategic Director for People  
Chris Baird, Interim AD for Education  
Rachel Barnes, Health and Wellbeing Delivery Manager  
Helen Broughton, Commissioner (Vulnerable People)  
Andy Carswell, Democratic Services Officer  
Jo Davies, Service Manager (Practice Improvement)  
Sarah Duxbury, Assistant Director - Governance & Policy

#### Others Present

Councillor Kam Kaur, Portfolio Holder for Education  
Councillor Jeff Morgan, Portfolio Holder for Children and Families  
Councillor Izzi Seccombe, Leader of the Council and Portfolio Holder for External Relations and Overall Strategic Partnerships  
Chris Evans - General Manager, Mental Health Services for Children & Young People at Coventry & Warwickshire Partnership NHS Trust

### 1. General

#### (1) Apologies

There were none.

## **(2) Disclosures of Pecuniary and Non-Pecuniary Interests**

There were none.

## **(3) Minutes of Previous Meetings**

The minutes of the meetings held on 11 April 2022 and 17 May 2022 were agreed as a true and accurate record. There were no matters arising.

## **2. Public Speaking**

None.

## **3. Question Time**

### **(1) Questions to Cabinet Portfolio Holders**

Councillor Jill Simpson-Vince said primary schools in the Rugby district had been asked to consider bulge classes for Years 4-6 from September, and secondary schools had been asked to consider bulge classes for Year 8. She asked if the sufficiency strategy could be reviewed, as she considered it too close to the start of the next academic year for schools to be asked to consider bulge classes. Councillor Kam Kaur said this was not a situation that was unique to Rugby. The sufficiency strategy was in the early stages of being reviewed and the district and borough councils were being consulted as part of this, to learn more about where development was taking place and where future schools needs would come from. The Chair said a Task and Finish Group looking at this issue had been proposed. He said he had seen figures in relation to this topic and informed the Committee that he had questioned the robustness of these figures.

### **(2) Updates from Cabinet Portfolio Holders and Assistant Directors**

Councillor Jeff Morgan reminded members of the policy of trying to increase the number of children's homes in Warwickshire. He said that the home in Stratford was now ready to be occupied, while accommodation in Leamington would be forthcoming in a few months. The property was currently occupied, with the tenant due to move out shortly. A third children's home that would be adapted for children with disabilities was planned to open in Nuneaton. An offer on the property had been accepted but the purchase had not been completed.

Councillor Morgan said the Council was trying to get the District and Borough Councils in the county to sign to a pledge to help care leavers by providing things such as housing, access to leisure facilities and guaranteed job interviews. Councillor Morgan said the pledge was being reviewed by the chief executives of the various councils but the response had been mixed. He said all councils had a corporate parenting responsibility, and asked members to contact the chief executives of their district or borough council if they had close connections to them.

Nigel Minns said Ofsted and the CQC are establishing a new SEND inspection framework, and the Council had agreed to take part in a pilot inspection. It had begun the previous day and was being run virtually over a two-week period, before an in-person visit. Nigel Minns reiterated this was a test run of the new methodology to be used and was not a formal

inspection, although some feedback would be provided.

#### **4. Approach to Levelling Up**

The item was introduced by Nigel Minns, who reminded members that levelling up was a key national priority. Work was now underway to shape a countywide approach to Levelling Up, which would be presented to Cabinet for approval in July.

Nigel Minns told the Committee that the Levelling Up White Paper had four objectives: to boost productivity, pay and living standards by growing the private sector; improve public services and spread opportunities, particularly in places where they were weakest; restore a sense of community and local pride; and to empower local leaders and communities. Additionally there were 12 national missions to help achieve these objectives; one of these was devolution. There would be a national measurement and accountability framework to monitor achievement of the objectives. The notion of levelling up was a long-term aim towards 2030 and beyond. The emerging countywide approach envisaged a dual focus on specific communities of place and communities of interest (particular cohorts and groups of people where levelling up would be most relevant) for levelling up.

Members were told the national Levelling Up missions, and how they would shape the policy for Warwickshire, were; to share the Council's commitment to Levelling up with its communities; to complement everyone's organisational plans and strategies; to influence current and future strategies; to recognise and build on the power of Warwickshire's communities, partnerships, networks, and forums; and to inform the future collective work on devolution. Nigel Minns said this would complement existing strategies and help influence future strategies. The approach has been shaped through engagement with key partner organisations, and would identify targeted places, cohorts and priorities for levelling up that affected the whole county or certain places, including those at a hyper-local level.

Of the 12 national missions, three had been identified as being particularly relevant to the scope of the Committee. These were to significantly increase the number of primary school children achieving the expected standard in reading, writing and maths; narrowing the gap in healthy life expectancy; and increasing the number of people to have completed high-quality skills training.

Members' attention was drawn towards the various existing strategies and areas of work and how they would link in the Levelling Up programme, and what funding streams were available. Some of these were very specific, such as the Nuneaton Education Strategy and the Tackling Social Inequality Strategy.

Six principles for levelling up had been identified. The first of these was to take a holistic approach and involve partner organisations. Nigel Minns said this was about levelling up Warwickshire; it was not a project specific to Warwickshire County Council and partnership working would be important in shaping the Levelling Up programme. Some of these partners would be from outside the county. The second principle was to take a long-term approach and improve things for future generations. The third principle was to identify root causes of issues, particularly the complex ones that created longstanding inequalities within communities. Nigel Minns said it was acknowledged that had this project been run 20 years ago then the same issues being identified now would have been the same then, which demonstrated that the root causes had not been adequately addressed. The fourth principle was to use the strengths of individuals, communities, places and

interest groups to improve their quality of life, whilst not holding back other places or groups. Each area or group would have different strengths and it was important not to take a one size fits all approach. The fifth principle was to use data to monitor progress and evolve the approach to levelling up. The final principle was to prioritise the communities of place and communities of interest, which had been identified through the use of data, that needed the most support. Rob Powell said it was important to acknowledge there was no one size fits all approach to levelling up across the county.

A 'working definition' of what levelling up meant for Warwickshire had been created and four pillars to support it had been identified. These were increasing opportunities and social mobility; reducing disparities; building community power; and creating sustainable futures. Members were shown a diagram outlining how the 12 missions fitted in with each of the four pillars.

Members were told the Voice of Warwickshire residents' panel had taken part in an exercise specifically relating to levelling up. It had been noted that levels of pride in local area were typically lower in Nuneaton and Bedworth than elsewhere, but levels of happiness were generally higher. In larger urban areas residents' sense of 'place' was their immediate neighbourhood, whereas for rural residents it would be their village. The panel had identified access to health provision, levels of safety and the quality of high streets as its priorities for improvement. In addition to parks and open spaces, the panel had however also identified levels of safety as one of the three things that made them proud to live in their local area. There did not seem to be a link between how safe an area was and how important safety was to residents. The panel considered the three most important things for a great place to live as being parks and outdoor spaces, shops and local facilities and education provision/schools. Healthcare provision had been noted as an issue amongst residents living in rural areas.

Members' attention was drawn to the evidence base that would be used towards shaping the strategy, such as indices of multiple deprivation and the results of the Joint Strategic Needs Assessment's State of Warwickshire report.

Councillor Pete Gilbert said there wasn't anything in the report that could be disagreed with. However it was important action was taken and the report did not remain a series of platitudes. Councillor Gilbert said actions should be driven locally. He disagreed with the assertion levels of pride in Bedworth with low, stating pride levels should be tapped into to help develop the policies relevant to Nuneaton and Bedworth.

Councillor Brett Beetham said he represented one of the most deprived wards in the county, and stated that residents and children living there had been failed over the years. He said this had been caused by longstanding issues. Councillor Beetham said it was the job of elected members to get involved and make a difference, and not just to say they supported the proposed policy and be a tick in a box. He said some of the findings of the State of Warwickshire Report in respect of children's educational attainment in Nuneaton and Bedworth were harrowing. Councillor Beetham said the aim should be to improve achievement and attainment in areas where it was poorer, rather than decrease standards elsewhere.

Councillor Brian Hammersley said Bedworth was traditionally an area where most jobs were in manual labour and there was still a desire to seek employment in those sectors. Referring to the three most important aspects for residents' happiness, Councillor Hammersley suggested that having a job and an income was also key to making people happy.



Councillor Marian Humphreys said there was a lack of school places in the north of the county, and in her area all schools had lengthy waiting lists. She said during school holidays she would be inundated with calls from parents who had not obtained a place at their preferred school, asking when their child would manage to get a place. She stated this was due in part to the lack of Section 106 funding contributions from developers. Councillor Humphreys said the lack of school places was particularly affecting children who had special educational needs but were unable to access the education they required.

Nigel Minns accepted the point Councillor Hammersley made about low-skilled jobs, but stated many people in such employment were in low income households and in relative poverty. The issue that needed tackling was ensuring low skilled jobs did not necessarily mean low pay. Issues relating to attainment levels at school were down to sufficiency and quality of education. Nigel Minns said that although not everyone would be able to go to their first preference of school, that did not mean a child's education attainment would be less if they attended a different school. Councillor Morgan said providing people with their first job opportunities was important for stimulating the economy.

Councillor Beetham said he would be interested in receiving a more detailed breakdown of responses to the Voice of Warwickshire survey. Noting in the report that town and parish councils would be engaged with as part of the strategy, Councillor Beetham said he lived in a district where there were no town or parish councils.

Councillor Gilbert said there was no provision for grammar school places for children in Nuneaton and Bedworth, despite an ambition for some. The Chair said he concurred with the view there was a desire for grammar school provision in the north of the county.

Councillor Jerry Roodhouse said the Devolution Working Party had met for the first time the previous day. He said the group had been told work was taking place regarding early years provision, but issues around attendance and attainment linkages had not been addressed when there was a requirement to do so. He said an NSPCC report released the previous week had highlighted an increase in the number of cases of neglect. Councillor Roodhouse stated his belief that making decisions by leading on issues was the best approach to take. He highlighted the priority families scheme as an example of a project that had done this well, as it had helped bring together services relating to pupil premium and free school meals. He added he had recently had a meeting with representatives of Warwickshire College, which ran a number of vocational qualifications, and they had asked to have an input into the Levelling Up agenda.

Nigel Minns said engagement with a number of partners was being sought. Regarding education he said the subject of grammar schools was a political issue, but on a factual basis he was able to confirm that it is currently against the law to establish a new one. Nigel Minns said he was unsure if there was a detailed breakdown of the Voice of Warwickshire feedback but said this could be circulated if it was available.

Councillor Jo Barker said she was a supporter of the new T Level qualification and said these could be a way of improving educational attainment for less academically-minded pupils. She stated her belief there was a perceived snobbery towards professions such as bricklaying and plumbing, even though there was a shortage of providers and people in those job areas were able to make a healthy wage. Nigel Minns said communities of interest – where there were groups

affected by a common issue but were not bound by geography – was an area that had been highlighted as a priority. He said one community of interest was children living in a low income household.

Councillor Simpson-Vince said her ward contained a further education college that was within easy reach of many pupils, but there were insufficient secondary school places. Families were being impacted further during the current cost of living crisis as they were unable to afford either a bus pass to get their children to school, or the fuel to drive them. Councillor Simpson-Vince said it was important the strategies were worked on in full so money wasn't wasted on schemes that it was later discovered did not work properly. Councillor Kerridge said it would be important to engage with as many community and social groups as possible and ensure they had the resources and investment needed to take part in the levelling up agenda. Nigel Minns said it was expected that more detail on how the strategy would be developed would be included in the full report that went to Cabinet. He said Community Powered Warwickshire was engaging with the different groups and this was helping to develop a coherent strategy.

Councillor Barbara Brown said there were some issues that the Council did not have a great deal of direct control over, or, in the case of schools, its control was diminishing. Councillor Brown asked what would be expected of the delivery of the strategy in 12 months' time. Nigel Minns said more detail of anticipated timelines would be included in the report to July's Cabinet.

Councillor Izzi Seccombe said the Levelling Up Approach was not a quick fix, but a strategy that would shape what it was hoped Warwickshire would look like in ten years' time. It was important to ensure that what was hoped for was viable to achieve, with an aim to reduce inequalities and build opportunities.

## **Resolved**

That the Committee considered and commented as above on the proposed approach to Levelling Up in Warwickshire ahead of its consideration by Cabinet.

## **5. SEND Written Statement of Action**

The item was introduced by Chris Baird, who reminded members that an inspection of SEND provision across the whole of Warwickshire – not just in schools and education settings – had been undertaken last year. Weaknesses had been identified in a number of areas, so a written Statement of Action outlining how these would be addressed was required to be produced. The draft statement had been signed off by Ofsted and the CQC, which recognised the action plan that had been developed and how services would be developed over the course of several years. Monitoring meetings had been taking place with the Department for Education and NHS England, the most recent of which had been on 17 May. At this meeting the positive progress that had been made, and the pace at which it had occurred, had been noted.

Rachel Barnes said there had been good levels of input into the Written Statement of Action from parents and carers, including those from the newly relaunched Parent Carer Forum. Rachel Barnes reminded members there had been five areas of significant weakness that had been identified. The first of these was in relation to waiting times for autism diagnosis. Rachel Barnes said waiting times were reducing, and there had been increased staffing capacity to make diagnoses. There had been improvements to the self-help offer, including a conference that had

been well attended. An e-booklet was due to be launched soon. A new model of assessment to streamline current processes was being piloted.

The second area of weakness related to communication with parents and carers. A new monthly SEND newsletter had been launched, as had a Facebook page specific to the SEND Local Offer, which had more than 500 followers. The main website on the Local Offer contained a section titled 'You Said, We Did' to show what progress had been made. Additionally a series of webinars and online workshops had taken place, which had been well attended and good feedback had been generated. Nearly 100 members of staff had received training in restorative practice, which was aimed at building trusting relationships with families and schools.

Areas three and four were closely linked to each other, regarding inclusion and workforce development in schools. Rachel Barnes said 'change champions' had been allocated within each school consortium to lead on this and help develop an inclusion charter. A new inclusion framework aimed at providing earlier interventions was being trialled within 17 schools in Rugby. Another trial regarding children with behavioural challenges was taking place within a further five schools, based on the work of Dr Ross Greene. Rachel Barnes said feedback on this had been positive and it was intended to roll this out to another 25 schools this year. The fifth area of weakness related to the Local Offer webpages. Rachel Barnes told the Committee these had been relaunched and traffic to them had increased by 50 per cent. Additionally literature had been provided to schools, children and family centres, libraries, and also GP surgeries and presentations has been made to various groups. The Committee was told there had been two monitoring meetings with Department of Education and NHS England so far and a third was planned to take place in October 2022.

Councillor Beetham said the improvements made to date had been impressive. He noted the longest wait time for an autism diagnosis was four years, and the target was to reduce waiting times to 13 weeks. He asked if this target was on track, and asked to see projections to see how this could be delivered. Regarding the improved communication on the Facebook page, he noted that on 8 June there had been seven posts and then the day before the meeting there had been two posts within a short space of time. He stated his belief it would be better if posts were better spaced out, as there was a possibility some of them would be missed by users. Rachel Barnes said she would share this feedback. Regarding the reduction in waiting times, she said this was a target to be implemented by the end of March 2024. She was happy to share the methodology with members outside of the meeting.

Councillor Simpson-Vince asked if the improvements meant the service was now at a level where it ought to have been, or if they had gone further than that. Chris Baird said the focus had been on addressing the five identified areas of weakness, but a change improvement plan had been implemented at the same time to look at a wider range of issues. There would be areas of increased pressures, such as the number of referrals for children with an EHCP, and these would need to be kept under review.

Responding to a question from Councillor Kerridge about reducing the timeframes for autism assessments, Nigel Minns said there would be short and medium term aims to be implemented to drive this. For example different teams of professionals could be employed to undertake them; although it might take time to commission this, once it was implemented it would help speed up the process of getting the assessments done. Nigel Minns said there had been an increase in capacity in child psychologists to do this work. Additionally there were a range of short and long term

funding streams available. Nigel Minns highlighted the longest waiting times prior to Covid-19 had been two to two and a half years, and the pandemic had exacerbated waiting times.

Rachel Barnes said there needed to be increased communication to highlight the fact there was a misconception that families were unable to access autism services without a diagnosis. In fact families are able to access support without a formal autism diagnosis.

Councillor Seccombe highlighted that a third of the funding for autism services came from the Council and the remainder from the health service, highlighting the need for collaborative working. Of the areas of concern outlined in the report, Councillor Seccombe said the first two required the intervention of medical professionals. By getting the rest of them right, it would remove the stigma in young people's minds of needing medical or professional help. Councillor Seccombe said that by getting the support levels right as outlined in the third and fourth areas of concern, the issues raised in the first and second areas of concern would be allayed. She said it was important for children to remain in their regular school and community environments.

Responding to comments from Councillor Roodhouse, Nigel Minns said there were challenges regarding recruitment. External service providers were also having difficulties with recruiting and retaining staff. He reiterated the point raised earlier about communicating the fact services could be accessed without requiring an autism diagnosis; otherwise families would be in the situation of potentially waiting four years for a diagnosis, only to realise they had unnecessarily waited that time to try and access services they were eligible for. However it was important to make sure children were accessing the correct treatment pathway for their particular needs.

Councillor Humphreys said in cases where a class contained a child who was being disruptive, this would have a bearing on the learning or not just that child but the others in the class if there was no additional assistance. She did not want to see children excluded from classes but said more resources were needed to help children with behavioural issues. Rachel Barnes said there was a pilot scheme whereby teachers could receive a manual that would help them address the root causes of disruptive behaviour. It was expected that results from the pilot scheme would be ready within a few months.

Responding to a question from the Chair, Nigel Minns said there were considerable differences in how headteachers addressed autism and wider special educational needs, despite there being a good variety of training schemes available. Some schools had a more inclusive approach than others. This disparity had been noted by the CQC. Nigel Minns said the Schools Forum had been asked to help with funding for training, but they had decided against doing so following additional pressures to overall funding. Chris Baird said when a new headteacher came into post they would be informed of the various training available to them. He said Ofsted had noted in its inspection that SEND provision varied amongst different areas and on an individual level. Rachel Barnes said feedback was being gathered from the Parent Carers Forum, as well as capturing feedback before and during the intervention process. The responses would then be used to form key messages that could be circulated out.

Responding to points raised by Councillor Hammersley, Nigel Minns said the provision of special schools in Warwickshire remained high. As well as the special schools themselves, there were a number of specialist units within mainstream schools that could meet children's additional needs and the Council commissioned places in independent special schools where appropriate. Pupils made good progress so long as they were provided with the required levels of support and schools

were asked to make reasonable adjustments rather than to go above and beyond in terms of additional support. Nigel Minns said that studies showed that children in the past who had not received the support they needed had achieved poorly in adulthood; for example research showed a higher prevalence in the prison population and unemployment rates.

Responding to a question from Councillor Brown, Rachel Barnes said there were 471 children in Warwickshire currently not on a school roll, excluding those being electively home educated. These figures had been submitted to Ofsted as part of the pilot of the new inspection framework. Regarding the monitoring of the level of education provided to children being home schooled, Chris Baird said the Council did have some duties but the specifics in terms of delivery was down to the parents and carers. This was their legal right, although this was being examined in the Schools White Paper.

Rachel Barnes said there had been a lower engagement rate with parent carers from the north of the county, and alternative ways of engagement were being looked into.

### **Resolved**

That the Committee endorsed the progress made to date to deliver the Written Statement of Action.

## **6. The Impact of Covid-19 on Children and Young People**

The Chair stated his belief that the report should have been entitled 'the impact of the response to Covid-19'.

The item was introduced by Chris Baird, who drew members' attention to the three main topics that were summarised in the report. These were school attendance, missing education and attainment; mental health; and the children and families service, including social care. Chris Baird said it was important to recognise that schools had been open throughout the pandemic unless there had been staffing issues. However it was noted there were instances of attendance falling. Patterns of attendance – and the implications for children moving from an early years setting to an infant or primary school, or from primary to secondary – was outlined in the report. It was recognised there had been delays in development, or children were not at the level they would have been expected to be at had the pandemic not occurred. In particular it had been noted some children were behind in terms of language and vocabulary, as they had not been exposed to social and word-rich environments. However there had been additional impacts on a range of areas affecting how children performed at school and how they were learning. This was a position that had been reflected in national studies. Chris Baird said this had been recognised by schools, who were working through this with the help of services being supplied by the Council.

Helen Broughton told the Committee that there had been a significant impact on demand for mental health services for children. There had been an increase in incidents of self-harm, suicides and suicide attempts. Rates of self-harm were already high in Warwickshire before the pandemic, and figures suggested during 2021 it had been 33 per cent higher than the national average. The demand for services relating to eating disorders was also extremely high and there were issues around recruiting staff for specialise fields such as this. Helen Broughton said during the pandemic there had been issues relating to young people transitioning between services for children and

those for adults. The RISE mental health service had managed to help by providing some services online during lockdowns and throughout the pandemic.

Helen Broughton said a strategy group had been formed to look at transforming services for children presenting in crisis, with a workshop bringing together various partnership organisations being held the previous week. Additional funding had been awarded for services relating to eating disorders, and to roll out the provision of Mental Health Support Teams into schools. Initially this would be taking place in the south of the county before a further rollout in Nuneaton and Bedworth and North Warwickshire. The final rollout in Rugby would take place next year. In regard to suicide prevention, Kooth had been commissioned to provide young people with support online including online counselling and peer support chats. A countywide Suicide Prevention Strategy was currently out for consultation. In relation to the transitions work, Helen Broughton said a working party had been established and a peer mentoring support service had been commissioned, which would be delivered through Coventry and Warwickshire MIND. This was a pilot project that was due to be completed by Christmas.

In relation to the impact on children and family support services, Jo Davies told the Committee that the Council had continued to provide services to children and families, balancing the risks for young people against the safety risks associated with making home visits during the pandemic. It was noticed that some young people struggled to adapt to the boundaries associated with lockdowns and there were increased instances of anxiety due to not being in school. Jo Davies said there were challenges relating to increased complexity of need, including possible risks of exploitation, and younger adults being more likely to be affected economically by the pandemic as they were the ones who were most likely to be furloughed or lose their job. However there were also a number of key strengths relating to service provisions and these were set out in the report.

The Chair stated his belief that lockdowns had not worked and created some mental health problems in young people where they had not existed previously. Councillor Humphreys said one of her grandchildren had started secondary school during the pandemic and provision of online learning had been poor; on occasions lessons had not taken place and it was hard to get feedback from teachers. She said she was concerned that not all schools had access to mental health services provision. Helen Broughton reminded members there was an intention for this to be rolled out in due course. Chris Evans, Assistant Director of Operations, Mental Health Services for Children & Young People at Coventry & Warwickshire Partnership NHS Trust, said the mental health in schools team was borne out of a government Green Paper designed at providing low-level interventions. It was likely there would be lessons learned from the first phase of the rollout to schools in the south, enabling a better understanding of what was required for the second phase in the north. All schools would have access to the support programmes and the professionals who would be providing the service. Chris Evans said it would be important to listen to young people and research what support could be given to them, as they were in a unique situation where they had not been able to rely on peer to peer support to regulate their emotions. He said this had been the intention of the Kooth service. Councillor Humphreys said provision of this was particularly important in rural areas, where some young people found it harder to see their friends. Councillor Roodhouse also endorsed Kooth as a good service.

Councillor Kaur said the report was comprehensive and showed what had worked well and what had not. She said some parents had raised with her the issue of online learning, with some saying it had not been good enough.

Councillor Barker said she supported the Chair's earlier statement that the report should have been entitled 'the impact of the response to Covid-19'. She stated her belief that lockdowns had not worked and the rise in demand for mental health services caused by young people being in lockdown could have been easily predicted. Councillor Roodhouse pointed out that schools remained open throughout the pandemic, providing in-person education for children of key workers, and teachers and teaching assistants were physically present in schools. Jo Davies said additional resources had been provided to youth services as part of the transformation plan. An extra £800,000 had been allocated to community organisations as part of a joint virtual offer. Jo Davies said not all youth groups had been able to provide virtual support and the some of the funding had been intended to help the community groups as much as possible.

Jo Davies said suicide cluster meetings had been taking place with health colleagues looking at psychological support in relation to young people with suicidal ideation and self harming. Critical incident meetings had been held, some of which had escalated to safeguarding reviews. Some of these were in relation to young people in supported accommodation. Jo Davies said multi-agency learning considered the impact of Covid-19 and the relevant reviews will be available to view on the Warwickshire Safeguarding Partnership website.

Chris Evans said RISE now had scope to continue delivering services online for those who wanted to access them in this way. Learning exercises had taken place so that services could continue to be delivered in the event of future health crises. It was noted that residential placements had been impacted by Covid-19 as it was not possible to deliver this service, as the units were commandeered for other purposes during the response to the pandemic and in any case there were no staff available to man them as residential units. Chris Evans said a values-based approach was in the process of being embedded; the ethos was now based on how services could be delivered rather than where.

Councillor Beetham noted the report stated young people were most anxious about infection rates of Covid-19 due to being in school, rather than contracting the disease itself. He stated his belief that appropriate levels of support should be in place to enable young people the chance to bounce back from having their progress through school put on hold as a result of the pandemic. He said it was important the Committee received regular updates on the progress that was being made. He said he would like to see some more statistics in relation to transition services in particular, stating this had been a problematic area pre-pandemic. Regarding the families who received help through the provision of laptops and vouchers, Councillor Beetham said he would like to see a detailed breakdown of which geographical areas were provided with them. Chris Evans said the transition service for people aged 18-25 was a key part of both the Council's commissioning strategy and the NHS England strategy. A peer support programme was an integral part of this. However there were difficulties in resource allocation. For example those with eating disorders had been disproportionately negatively affected by lockdown, due to being unable to access external help and the food they needed. There was a training programme based around eating disorders being developed, along with programmes relating to mental health in schools.

Councillor Morgan noted a tutoring and catchup programme had been mooted by central government. Chris Baird said he was unaware of the progress of this but would find out and circulate an answer to members. Councillor Barker said she was aware of a school where, in her opinion, the coaching had been implemented too early. Chris Baird said it was for the schools to decide on an individual basis when to introduce it.

## **Resolved**

In accordance with standing order 28.7, as the meeting had lasted for three hours members held a vote on whether to continue the meeting. Members voted unanimously to carry on.

Councillor Kerridge said it was important to note that not all children had suffered hardship as a result of lockdowns and the pandemic in general. Regarding rates of suicides and self-harm, he asked if it was possible for the figures to be delivered in numbers rather than percentages, as these could sometimes be misleading. Councillor Kerridge said he had attended a meeting of the children and families response team and had been impressed with the work that was taking place.

Chris Evans said it was important for people to talk about their feelings, adding there was a perceived stigma around emotional difficulties. Although anxiety in itself wasn't a clinically diagnosable condition and was a normal human emotion, sometimes support was needed in cases where people were unable to stabilise their feelings. If left unchecked it could lead to a situation requiring intervention.

Councillor Simpson-Vince said although there were disparities in the quality of online learning that was delivered, teachers had been thrown in at the deep end and were expected to find new ways to deliver lessons in a very short space of time. Additional disruption was caused by teachers being ill and having to isolate, meaning they could not deliver lessons. Chris Evans said a study had suggested 79 per cent of pupils surveyed said they felt they would be OK when restrictions were lifted. However it was important to help children feel confident and supported, as some had shown signs of being emotionally dysregulated.

Chris Evans said there was a perception that people's lives needed to return to normal as quickly and safely as possible. Warwickshire was leading the national response to the trauma suffered by children and young people during the pandemic. In this instance the trauma or anxiety affecting the sufferer did not mean they were mentally ill.

Councillor Hammersley asked if teachers were on full pay when they were off ill due to Covid, and therefore some would be reluctant to teach classes as a result. Nigel Minns said teachers' contractual arrangements varied so he could not provide an answer, but he was happy to provide Councillor Hammersley with a sample of teachers' conditions and sickness arrangements. Nigel Minns reiterated that throughout the pandemic all schools remained open for vulnerable children and those whose parents were key workers, and teachers and teaching assistants were in class teaching. It was accepted the quality of online teaching did vary.

Members asked for updates on the progress that was being made. Nigel Minns said that in terms of educational attainment it would be unlikely there would be a significant update before the autumn term. In terms of an update regarding healthcare provision, Nigel Minns said he would liaise with colleagues at the CCG about suitable timeframes for an update.

## **7. Work Programme**

Members noted the content of the work programme. It was noted there were a number of items scheduled for the next meeting, and there may be a requirement to schedule an additional meeting.

## **8. Any Other Business**



There were no other items to discuss.

**9. Dates of Future Meetings**

Members noted the dates of forthcoming meetings.

The meeting rose at 1.22pm

.....  
Chair

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# Workforce strategy review 2022

Jo Davies, Service Manager (Principal Social Worker) and Cornelia Heaney, Practice Improvement & Workforce Academy

## National children and families workforce context.

- There is a national shortage of children and families social workers. In the year to September 2021 5,000 social workers left the workforce, an increase of 16% on the previous year. (DfE)
- National vacancy rates in 2021 were up 7% on the previous year and were the highest number in the last 5 years.
- The number of children and families social workers in employed via agencies increased by 3% .
- Local Authorities and Trusts in the West Midlands are all experiencing difficulties recruiting social workers into their children and families teams, in particular social workers with any amount of post qualifying experience.
- This has resulted in a very competitive employment context where many employers are using additional payments, at the point of recruitment and/or after a period of employment to attract and retain social workers.

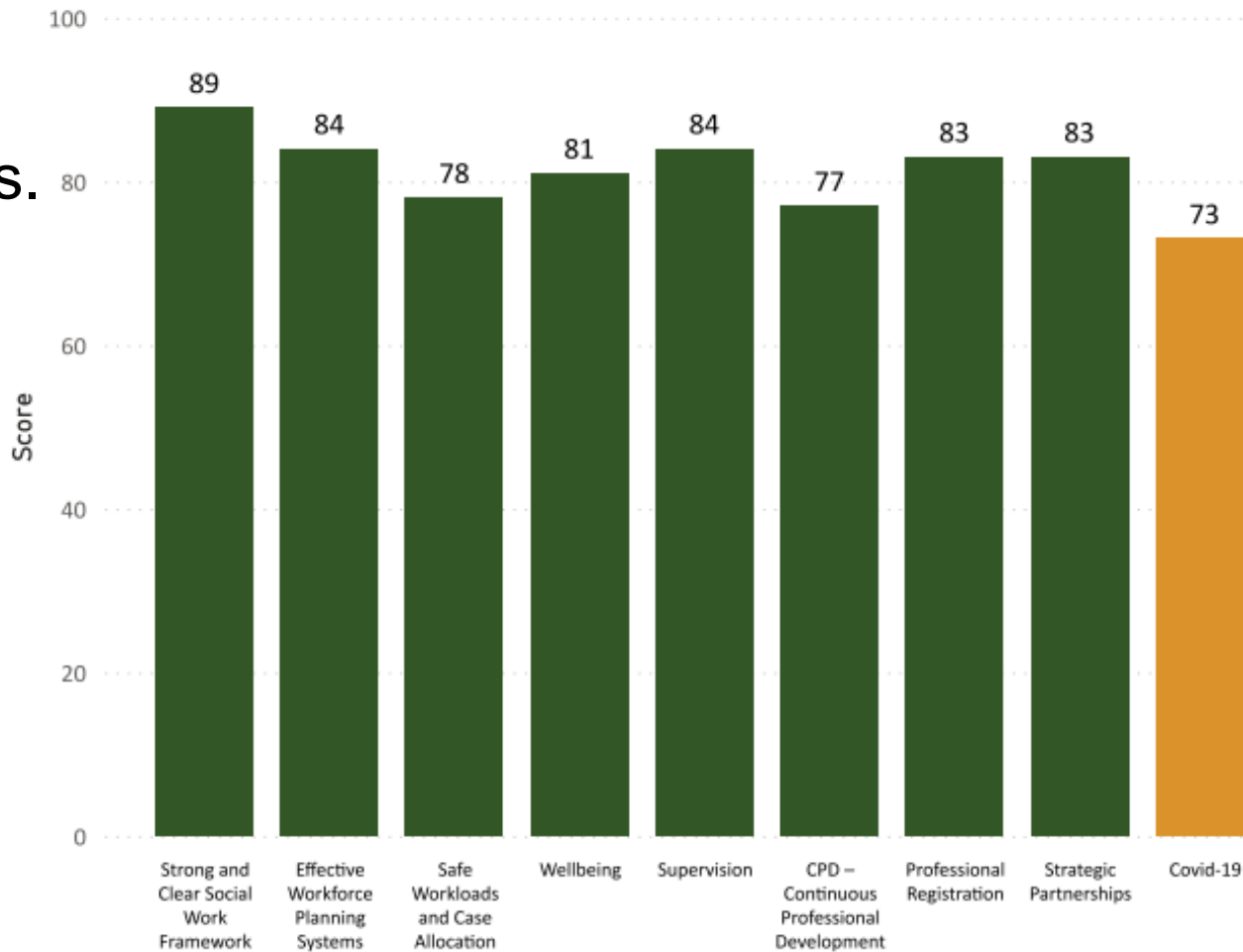
# Children & Families Workforce strategy

- The recruitment and retention strategy in Warwickshire Children and Families has been to develop an employment context for social workers which is intrinsically attractive. This has meant focusing on caseloads, professional development, good quality reflective supervision and career development opportunities.
- We have established a Children and Families Academy providing learning and development to all our staff, promote our practice model and support progression through career pathways.
- We have created new career development opportunities for social workers, with a Lead Practitioner role combining social work decision making responsibilities with modelling social work practice, and enhanced Team Leader roles which are at a regionally competitive salary.
- We commissioned a well regarded Children and Families Practice Supervisor development programme (originally developed for commission by DfE) for all our Team Leaders
- We have a strategic group progressing the workforce strategy.

# LGA Annual 'Healthcheck' Summary

- The LGA evaluation of performance against the standards for employers of social workers ('social work health check') found that overall we perform well both in absolute terms and also in comparison to regional and national employers.
- Highest scores were for having a strong and clear social work framework and questions relating to availability of support and supervision, these are good results.
- Time, resources and opportunity for CPD was lowest scoring, in the 'amber' band.
- The Workforce strategy agreed last year set out that all staff should be enabled to have at least 5 CPD days each year, but further work is required to ensure managers understand the role they need to play in encouraging and supporting staff to plan useful CPD activities and be released to take part in them.

# Survey headlines.



# Workforce Snapshot and Comparison 2019-2022

	Warks 2019-2020	Warks 2020-2021	Warks 2021-2022	WM Average	Range from	To	National
Social Worker Turnover Rate	16.6%	26.5%	17.8%	18.8%	9.3% (Shropshire)	29.3% (Sandwell)	15.4%
Social Worker Turnover Mean over 4 years	11%	13.9%	17.1%	17.7%			15.7%
Agency Rate	2.5%	15.7%	8.1%	16.1%	2.5% (Telford & Wrekin)	32.5% (Herefordshire)	15.5%
Vacancy Rate	12.7%	9.25%	9.2%	18.2%	0 (Shropshire)	27% (Dudley)	16.7%
Absence Rate	3.1%	TBC	2.7%	3.8%	2.2% (Shropshire & Walsall)	5.3% (Sandwell)	3.1%
Caseload Average	17.1	16	15.9	16.3	13.3 (Walsall)	23.2 (Dudley)	16.3
5 years +	33.3%	29%	23.9%	38.9%	57.9% (Stoke)	19% (Coventry)	40.3%



## HR Performance data: relative successes:

- We have reduced agency use from 15.7% to 8.1% and we are once again well below regional and national averages. (16.1 and 15.5%)
- Vacancy rates are stable and remain lower than regional and national averages: 9.2% in WCC C and F compared with 18.2% in the West Midlands and 16.7% nationally.
- Caseloads are lower on average than last year, 15.9 compared with 17.1 when the snapshot figure was reported to DfE. Although positive, this average mask variation from quarter to quarter and from team to team, we know caseloads have not always felt safe and manageable for individual social workers.
- Turnover of social workers (average over all grades) is 17.1% This is a decrease since last year and 1% lower than the West Midlands average as reported to DfE and based on data from 1<sup>st</sup> September 2021 though lower than the National average of 15.4%
- Retention of level 2 (ASYE) social workers has improved markedly over the year.

## HR data: areas for continued work

- Retention of level 3 social workers has been stable rather than improved and retention of level 4 social workers has decreased.
- The proportion of social workers who are level 2 is 21.5%, a marginal fall from last year and close to our objective of 20%. The proportion of social workers who are level 3 remains 51%, which is much higher than we would like (30%) and the combined proportion of level 4 and 5 social workers is 27.5%, which is much lower than the 50% we are aiming for.
- We are continuing to target recruitment activity on experienced social workers, and we will work with HR to identify additional ways to streamline progression through the social work career pathway to ensure we are fostering home grown experience.

## Summary analysis

- Consistent and considerable recruitment effort over the year has had some success in increasing the number and rate of social work recruitment, although there has been less success in recruiting experienced social workers than we would have liked.
- Social media campaigns have been successful in driving increased hits on our jobs page and is a relatively low-cost form of promotion.
- The new Enhanced Team Leader job description has resulted in greater success attracting good external applicants to vacancies demonstrating the importance of ensuring our pay is in line with neighbours' rates.
- ASYE retention has improved significantly, from a low of 77.4% in May 2021 to 87.7% in March 2022, this coincided with the launch of the ASYE Academy.

## Analysis cont.

- Our policies on minimum CPD time and good quality induction are the right ones, but responses to the LGA survey ('Social Work Health Check') suggest managers have not heard the message about these being important. We need to promote a management culture of proactively engaging with PDP development of their staff, planning over months rather than weeks to book training and other activities that meet specific learning needs.
- The level 5 posts are a more mixed picture – initial recruitment resulted in less than half being offered to external applicants as opposed to the target of 70%. Feedback from post holders is that they are not yet realising the potential of the role, spending most of their time on case work. They are presumably filling the gap left by a reduction in the number of level 4 social workers in teams.
- Improving retention of level 3 and 4 social workers is required to improve the balance of experience in our teams.

# Proposed activity for 2022-23

- *Work with strategic HR colleagues to identify the recruitment support needed by Children and Families to maintain the high level of recruitment activity that has been undertaken this year.*
- *Continue to provide opportunities for experienced social workers to remain in practice and routinely collate information about the implementation of the level 5 role.*
- *Review and launch a streamline progression route*
- *Continued Team Leader progression to an enhanced level, through a centralised assessment process.*
- *Increase opportunities to “grow our own” through social work apprenticeship.*
- *Support 25 Social Workers to relocate from abroad to work in Warwickshire*

## Proposed actions cont.

- *Review the development framework for family support workers.*
- *Training and mentoring in the Academy for practice supervisors and aspiring practice supervisors will be offered from the autumn 2022.*
- *An Academy offer for experienced social workers in family facing roles is being developed. This will include links to local universities to access their research and contribute to their social work skills teaching.*
- *An Academy performance dashboard is being developed reporting on ASYE/EPD progression, access to 5+ CPD days a year and other measures.*
- *Promote Letters of Appreciation and 'High Five'. Continue with our annual Children & Families Service Awards to celebrate good practice and outcomes achieved for children.*
- *Continue to promote the taking of a wellbeing day, including volunteering opportunities for teams*

Any questions?

Data sources:  
LGA survey of employer standards (SW healthcheck)  
[suite of reports](#)  
and  
HR data: [Full Workforce review report](#)



## Children & Young People Overview and Scrutiny Committee

27 September 2022

### Children and Families Social Worker Health Check (2021)

#### Recommendation(s)

That the Children and Young People Overview and Scrutiny Committee considers and comments upon the Social Work Health Check annual report presented to DLT on 10<sup>th</sup> August 2022.

#### 1. Executive Summary

- 1.1 The LGA evaluation of performance against the standards for employers of social workers ('social work health check') found that overall Warwickshire children and families service perform well both in absolute terms and also in comparison to regional and national employers.
- 1.2 The conclusion of the report outlines the following findings:
  - As a whole local authority, (i.e. looking at both Children's and Adults Services) we were placed 26<sup>th</sup> (33<sup>rd</sup> in 2020) in the Country and 5<sup>th</sup> (3<sup>rd</sup> in 2020) in the Region.
  - For Children's Social Work, the majority of standards were in the 'good' range. No areas were graded as requiring clear steps to improve, a small number had moderate scores, i.e. were capable of improvement.
  - Staff overwhelmingly appreciate and acknowledge that we have a strong and clear social work framework.
- 1.3 Our key strengths from the Survey in 2021 included:
  - 89% agreed with a Strong and Clear Social Work Framework
  - 88% felt cared for by their supervisor/manager and encouraged/motivated development
  - 87% reported supervision with skilled supervisor, with 84% receiving coaching in professional judgement, creativity and autonomy, with 89% identifying their CPD needs
  - 85% know where to get help in the organisation if concerned about their wellbeing in respect of amount or nature of work expected to do
  - 82% agreed that they have been supported to work safely and effectively within a clear social work practice framework and raise any concerns around quality of supervision

1.4 Comparing outcomes against the 2020 health check the area showing the highest increase in scoring was Supervision with a jump from 77% to 84% followed by Strong and Clear Social Work Framework.

1.5 However, although our score increased there is work to do across all teams, following the comments from Ofsted that:

*Supervision varies in quality. Social workers themselves find supervision and group team discussions helpful, enabling them to reflect on their practice. In teams where supervision is stronger, social workers benefit from reflective discussions, with actions from previous sessions followed up. In other teams, supervision records indicate limited discussion, and actions on casework do not align sufficiently with the child's plan. Leaders are already taking action to improve the quality of supervision.*

1.6 Areas for Improvement from the Survey in 2021 continue to be in respect of workload and CPD:

- 68% felt they had a satisfactory level of control over workload
- 62% found the programme they completed for their ASYE was effective.

1.7 Before this annual survey we had sought more detailed feedback on these areas and incorporated into our Academy planning, feedback is now more positive now from the participants.

- 68% felt that they had the time, resources, and opportunity to carry out CPD workload
- 72% felt that they had an effective induction
- 72% felt encouraged & empowered to make time for wellbeing and selfcare activities
- 73% felt that allocation of work was a fair process taking account of workload, capability, health and wellbeing
- 77% felt satisfied with their Continuous Professional Development

All learning has been incorporated into our strategic review and our Action Plan.

1.8 Further information is provided in Appendix 1. This includes the Warwickshire Children and Families workforce strategy annual review, dated July 2022.

1.9 Previously the Overview and Scrutiny Committee enjoyed the opportunity to meet some social workers in person to discuss their experiences. We continue to offer this opportunity to the committee.

## **2. Financial Implications**

There are no direct financial implications arising from this report.. However, the findings of the review do reference to the ongoing financial pressures of recruitment for children's social workers. These increasing costs are managed within the cost centres of recruiting managers.

**3. Environmental Implications**

None

**4. Supporting Information**

None

**5. Timescales associated with the decision and next steps**

5.1 None

**Appendices**

1. **Children and Families Social Work Health Check Report - DLT on 10/08/2022**

**Background Papers - None**

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Portfolio Holder	Portfolio Holder for Children & Families	Jeffmorgan@warwickshire.gov.uk

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<b>Report To:</b>	<b>People Group DLT</b>
<b>Report Title:</b>	<b>Social Work Health Check 2021</b>
<b>Report Author:</b>	<b>Jo Davies, Service Manager, Children and Families</b>
<b>Date:</b>	<b>10<sup>th</sup> August 2022</b> NB: 27 <sup>th</sup> July 2022 SLT considered as part of a fuller report named Workforce Strategy review June 2022

Decisions Required		<input checked="" type="checkbox"/> Endorse Recommendations	<input type="checkbox"/> For Information
No.	Contents:		
1.	Recommendations		
2.	Purpose of Report		
3.	Executive Summary		
4.	Conclusions		
5.	Analysis		
6.	Environmental Implications		
7.	Financial Implications		
8.	Appendix		

1. The Recommendations of this report are that Children and Families SLT	
No.	Recommendation
<b>R01</b>	<b>Review feedback from social workers/others in C&amp;F as part of the LGA Annual Social Work Health Check.</b>  <b>Note that all the learning is incorporated into our annual Workforce review, which is attached for reference.</b>
<b>R02</b>	<b>Agree communication strategy of the social work health check across Childrens and Adults services.</b>

## C&F Social Work Health Check 8<sup>th</sup> August 2022



### 2. Purpose of Report

In 2021 Children and Families completed a comprehensive review of our workforce needs and challenges and formulated a revised workforce strategy and plan based on this information. This full report summarised progress actioning our 'Strengthening our Workforce' plan over the year since it was initiated.

This report focuses on the annual 'healthcheck' of social work and social care staff as well as progress monitoring information overseen in the regular strategy implementation meetings held by the Principal Social Worker.

### 3. Executive Summary

3.1 The LGA evaluation of performance against the standards for employers of social workers ('social work health check') found that overall we perform well both in absolute terms and also in comparison to regional and national employers.

### 4. Conclusions

As a whole local authority, Childrens and Adults Services, we were placed 26<sup>th</sup> (33<sup>rd</sup> in 2020) in the Country and 5<sup>th</sup> (3<sup>rd</sup> in 2020) in the Region. For Childrens Social Work, the majority of standards were in the 'good' range. No areas were graded as requiring clear steps to improve, a small number had moderate scores, ie were capable of improvement. It reports that staff overwhelmingly appreciate and acknowledge that we have a strong and clear social work framework.

#### **Our key strengths from the Survey in 2021:**

- 89% agreed with a Strong and Clear Social Work Framework
- 88% felt cared for by their supervisor/manager and encouraged/motivated development
- 87% reported supervision with skilled supervisor, with 84% receiving coaching in professional judgement, creativity and autonomy, with 89% identifying their CPD needs
- 85% know where to get help in my organisation if I am concerned about my wellbeing in respect of amount or nature of work I am expected to do
- 82% agreed that they have been supported to work safely and effectively within a clear social work practice framework and raise any concerns around quality of supervision

Comparing outcomes against the 2020 health check the area showing the highest increase in scoring was Supervision with a jump from 77% to 84% followed by Strong and Clear Social Work Framework.

## C&F Social Work Health Check 8<sup>th</sup> August 2022



Ofsted also noted:

*Supervision varies in quality. Social workers themselves find supervision and group team discussions helpful, enabling them to reflect on their practice. In teams where supervision is stronger, social workers benefit from reflective discussions, with actions from previous sessions followed up. In other teams, supervision records indicate limited discussion, and actions on casework do not align sufficiently with the child's plan. Leaders are already taking action to improve the quality of supervision.*

So, though there was an increase we do need to do further work across all teams.

### Areas for Improvement from the Survey in 2021:

The areas for improvement continue to be in respect of workload and CPD and workload:

- 68% felt they had a satisfactory level of control over
  - 62% found the programme they completed for their ASYE was effective.
- Before this annual survey we had sought more detailed feedback on this and incorporated into our Academy planning, feedback is more positive now from the participants.

- 68% felt that they had the time, resources, and opportunity to carry out CPD workload
- 72% felt that they had an effective induction
- 72% felt encouraged & empowered to make time for wellbeing and selfcare activities
- 73% felt that allocation of work was a fair process taking account of workload, capability, health and wellbeing
- 77% felt satisfied with their Continuous Professional Development

All learning has been incorporated into our strategic review and our Action Plan.

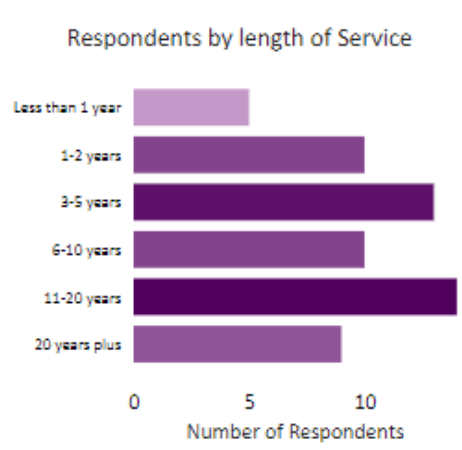
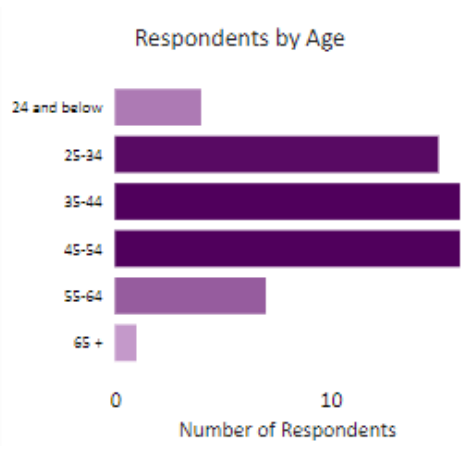
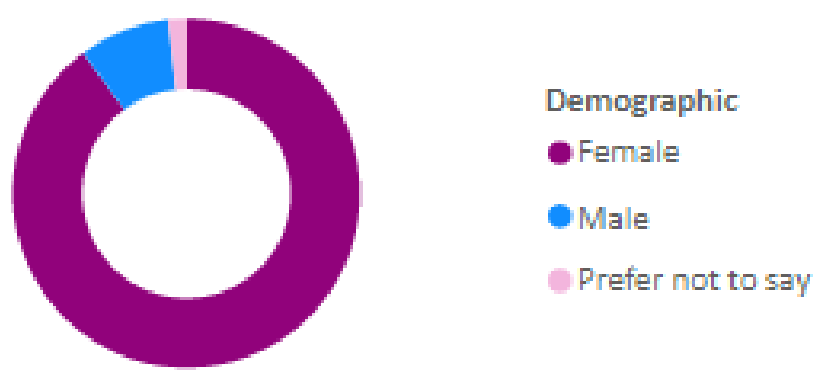
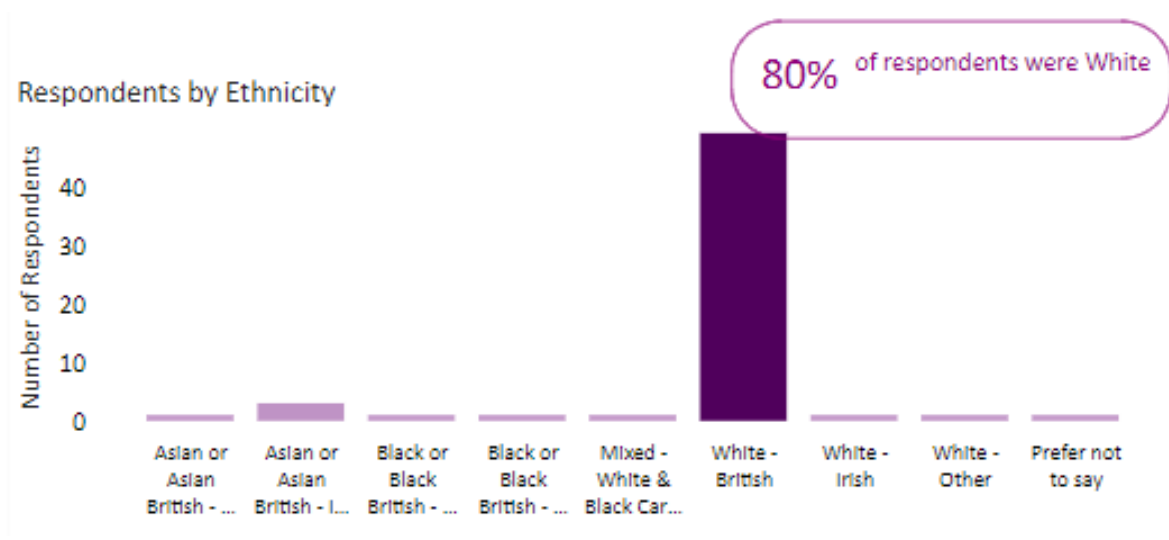
## 5. Analysis

### 1. Overview of our current situation:

#### 1.1 LGA annual 'Social Work Health Check' of success against standards for employers of social workers – completed in December 2021

This was completed in Nov-December 2021. Unfortunately, there were only 61 respondents as we were prioritising the Ofsted Inspection at the time of release. This was a slight reduction on the previous year of 88 respondents. We have in the region of 340 social workers employed at the time, including agency.

**C&F Social Work Health Check 8<sup>th</sup> August 2022**



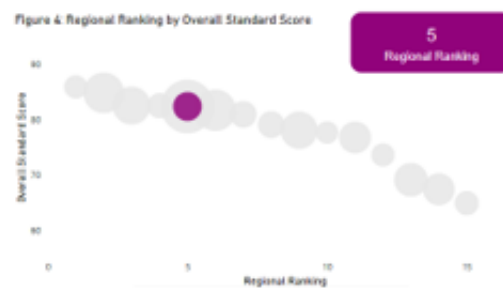
The health check data showed that Warwickshire continues to be an authority which is well regarded by staff as a place to work, and which, bearing in mind the universal challenges of our sector, provides a good environment in which to practice social work. As a whole local authority, Childrens and Adults Services, we were placed 26<sup>th</sup> (33<sup>rd</sup> in 2020) in the Country and 5<sup>th</sup> (3<sup>rd</sup> in 2020) in the Region. This graph below represents the pattern of ranking in the



## C&F Social Work Health Check 8<sup>th</sup> August 2022



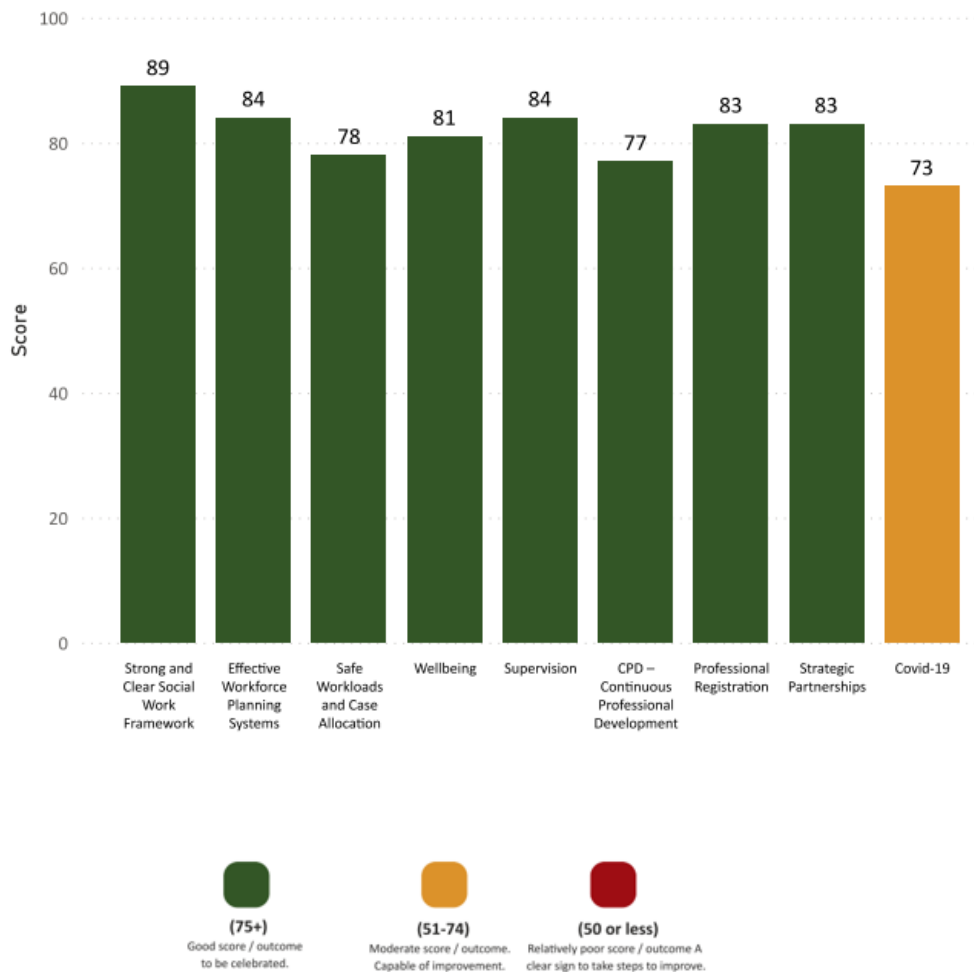
country and region. Unfortunately, this data is not provided as a split within the authority roles.



A separate report is provided for Childrens Social Workers. The majority of standards were in the 'good' range. No areas were graded as requiring clear steps to improve, a small number had moderate scores, ie were capable of improvement. It reports that staff overwhelmingly appreciate and acknowledge that we have a strong and clear social work framework.

The graph below represents the level of satisfaction against each standard, the high level of greens indicate many areas for us to celebrate. All areas saw an increase in score since 2020 with Supervision having the biggest increase followed by Strong & Clear Social Work Framework

## C&F Social Work Health Check 8<sup>th</sup> August 2022



There are some strong scores for drivers for people to stay in their role/authority:

Standard	Score
CPD – Continuous Professional Development	77
Wellbeing	81
Effective Workforce Planning Systems	84
Safe Workloads and Case Allocation	78
Covid-19	73

At a more granular level we are strong in:

- accessibility of senior managers (88%)
- caring and effective systems for responding to concerns about safety (84%)
- have clear policies for recruiting and training practice educators and supervisors (81%)

A word cloud of our perceived organisational personality of children and families service:

## C&F Social Work Health Check 8<sup>th</sup> August 2022



### For Children's Social Workers:

#### Our key strengths were:

- 89% agreed with a Strong and Clear Social Work Framework
- 88% felt cared for by their supervisor/manager and encouraged/motivated development
- 87% reported supervision with skilled supervisor, with 84% receiving coaching in professional judgement, creativity and autonomy, with 89% identifying their CPD needs
- 85% know where to get help in my organisation if I am concerned about my wellbeing in respect of amount or nature of work I am expected to do
- 82% agreed that they have been supported to work safely and effectively within a clear social work practice framework and raise any concerns around quality of supervision

#### Areas for Improvement:

Only 77% felt satisfied with their Continuous Professional Development which was the same score as in 2020. There was most positive feedback about being able to up to date with CPD, non-discriminatory processes, appraisals, accessibility to CPD and a clear plan. However,

- 72% felt that they had an effective induction'
- 68% felt that they had the time, resources, and opportunity to carry out CPD'

We have implemented an expectation that staff are enabled to take at least 5 CPD days a year, and a new induction policy/induction guidance. However, this survey response strongly suggests further action is required to ensure all managers are aware of these expectations and that their managers in turn provide quality assurance of their implementation.

## C&F Social Work Health Check 8<sup>th</sup> August 2022



There are a number of scores which were related to workload, and these indicate pressure upon individual social workers:

- *68% felt they had a satisfactory level of control over workload*
- *72% felt encouraged & empowered to make time for wellbeing and selfcare activities*
- *73% felt that allocation of work was a fair process taking account of workload, capability, health and wellbeing'*

We have worked hard to talk about wellbeing and what this means, it is likely that the lower score for this question is linked to the verb 'empowered' rather than 'encouraged'. Senior Managers are well aware of the pressures staff feel due to increasing demand across the service and will not be surprised this is a lower scoring area. However there is some reassurance that they are at the higher end of the 'moderate' range.

The lowest score overall was for the question asking if social workers who completed their ASYE in the last 3 years found the programme effective in helping them to learn and develop as a social worker, with only 62% agreeing.

This is not surprising because many of the social workers in scope for this question had been learning their new profession under 18 months of the Covid pandemic. During most of 2020 and 2021 there was a reduction of the support provided to the NQSWs. This was due to requirements for workplaces to be COVID Secure which resulted in minimum attendance in offices, so reducing the number of the shadowing opportunities. Much of their learning was also virtual based. At the same time, the Academy Social Workers were also diverted into service delivery, providing less group learning and support. In the summer of 2021, the Academy Social Workers resumed providing co-ordinated support to NQSWs, once again providing an allocated practice educator and structured group learning.

Every Local Authority is required to provide a minimum of 10% of an ASYEs time to be protected for their ASYE programme, which is the basis of 1 day/fortnight being an Academy Day currently. Alongside this there is a general expectation that the volume and complexity of their caseloads are gradually increased to enable them to develop their skills and confidence in the new role. A regional analysis was completed and C&F SLT agreed that ASYEs should have reduced workloads for NQSWs, which would start them at 50% in the first months of the year, progressively increasing to 90% by the final stage. However, this has not yet been implemented due to the demand of work, recruitment challenges, and the high risk of attrition of more experienced social workers. This was agreed in principle, but not implemented until the impact is manageable across all the social workers. Once this is implemented, it would further enable NQSWs to take time for learning and reflection as they consolidate their social work skills.

For those who had been employed as social workers for over 2 years, we were using a different approach to their ASYE programme, commissioning an external provider to provide

## C&F Social Work Health Check 8<sup>th</sup> August 2022



6 one day workshops and we offered 6 half day PSWP run learning sets. Teams were responsible for identifying learning and development activities to make up the remaining 17 days.

Our previous research indicated that ASYEs benefited best from a relational approach to learning, so the Academy was designed to maximise relationship building with other ASYEs across teams, with an allocated Academy Social Worker providing individual support. SLT will recall that several ASYE models were offered for consideration, and a model was chosen in which NQSWs are based in their team from the beginning, with scheduled time in the Academy. The relative merits of a full day a fortnight versus half a day a week were considered, and all agreed that taking whole days less frequently would better meet objectives for service delivery and protected learning time.

Comparing outcomes against the 2020 health check the area showing the highest increase in scoring was Supervision with a jump from 77 to 84 followed by Strong and Clear Social Work Framework.

Ofsted also noted:

*Supervision varies in quality. Social workers themselves find supervision and group team discussions helpful, enabling them to reflect on their practice. In teams where supervision is stronger, social workers benefit from reflective discussions, with actions from previous sessions followed up. In other teams, supervision records indicate limited discussion, and actions on casework do not align sufficiently with the child's plan. Leaders are already taking action to improve the quality of supervision.*

So, though there was an increase we do need to do further work across all teams.

### **Other Professionals:**

36 other professionals also completed the Health Check across Childrens and Adults Services. The scores for these were all considered good scores (above 75%) with a outcome to be celebrated. They were extremely positive about our seeking support (97%), practice framework (90%), supervision (89%), wellbeing (87%) and CPD opportunities (80%). There also scored higher in respect of COVID (80%). The only areas for improvement were understandably, the inappropriate questions related to social work registration.

### **ACTION:**

- *Communication of the finding in a Blog across the children and adult's workforce.*
- *Areas for improvement have been incorporated into the Workforce Action Plan.*

**Recommendation 2 Agree communication strategy of the social work health check across childrens and adults services.**

## C&F Social Work Health Check 8<sup>th</sup> August 2022



### 6. Environmental Implications

- There are no specific environmental implications in this report.

### 7. Financial Implications

- There are no specific financial implications in this report.

### 8. Appendix

## Children & Young People Overview & Scrutiny Committee

27<sup>th</sup> September 2022

### Council Plan 2022-2027 Integrated Performance Report Quarter 1 2022/23 Period under review: April to June 2022

#### Recommendations

That the Committee considers and comments on Quarter 1 organisational performance and progress against the Integrated Delivery Plan.

#### 1. Executive Summary

- 1.1 This report summarises the Council's performance at the end of the first quarter (April-June 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 1 Integrated Performance and Finance reports Cabinet considered on the 8<sup>th</sup> September. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary dashboard is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out, for the first time, a combined picture of the Council's delivery, performance, and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.6 The Council's overall performance remains strong, despite a volatile, uncertain, and high-risk external environment. Of the 22 measures in the remit of this Committee, at Quarter 1 11 are available for reporting, 45% (5) of KBMs are assessed as On Track with performance being at an expected level, and 55% (6) being Not on Track. Appendix 1 details performance for all the Committee related measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the 2022/23 Performance Report available at this [link](#).

1.7 Notable aspects of positive performance for specific measures include:

- the percentage of care leavers not in education, employment and training.

1.8 The main performance challenges relate to:

- the numbers of children under Child Protection Plans, No. of children in care excluding unaccompanied asylum seeking children and No. of children with an open Child in Need category including Child Protection Plans and Children in Care; and
- the percentage of children with Education, Health and Care Plans in mainstream schools which, while improving, remains below national averages and expectations as set out in the recent local area inspection report.

1.9 The report sets expected trajectories for performance, which it is important to recognise are considerably more volatile than usual as a result of external factors.

1.10 The position is also positive in terms of delivery of the 33 Children and Young People actions set out in the Integrated Delivery Plan, with 82% being On Track and 3% Complete. Fifteen per cent of actions are At Risk, and it is these actions which are reported on in Appendix 2 on an exception basis.

1.11 A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.

1.12 One of the Councils 18 strategic risks relates to children and young people services directly and currently has a red status (Special Educational Needs and Disabilities resources are insufficient to meet demand), and two other red rated strategic risks relating to inflation and the cost of living, and the economy may impact on service provision and service demand. At service level the ability to deliver the Special Educational Needs and Disabilities Written Statement of Action is a significant risk.

## **2. Performance against the Performance Management Framework**

2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.

2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the



Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.

- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Report](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.5 This is the first quarter to benefit from a new automated process, delivered through PowerApps, to collect performance against the KBMs/KBIs. As the approach to integrated reporting continues to develop, automation will be applied more widely to collect other performance data such as the Integrated Delivery Plan.
- 2.6 There are 22 KBMs in total that are in the remit of this Committee. Of the 11 KBMs which are being reported at Quarter 1, 5 (45%) are On Track and 6 (55%) Not on Track.
- 2.7 All 11 measures have a forecast projection from the responsible Service for the forthcoming period. Of the 5 measures that are forecast to be On Track at Quarter 2, 2 are forecast to improve and 3 to remain static over the next quarter. Of those 6 that are forecast to be Not on Track, 4 are forecast to improve and 2 to remain static at the next reporting period, with none forecast to decline.

### **3. Progress on the Integrated Delivery Plan**

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the seven Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan in relation to Children & Young People is included at Appendix 2. The majority of deliverables are On Track or complete (84%), with any exceptions covered in Appendix 2.
- 3.3 There are 224 actions within the Integrated Delivery Plan, of which 33 are assigned to Children and Young People
- 3.4 Reporting on the Integrated Delivery Plan is not yet automated; Quarter 1 progress has been collated manually and therefore there is no Power BI dashboard for reporting. As outlined in the report to Cabinet in May, where the Integrated Delivery Plan was approved, this is a work in progress with colleagues in the Commissioning Support Unit and ICT enabling this. Discovery underway with ICT to explore high level solutions, however we are

now gathering detailed requirements before progressing further. Learning from the manual exercise is being factored into these requirements.

## 4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 8<sup>th</sup> September 2022.

Metric	Target	Performance at Quarter 1 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	0.18% underspent
Performance against the approved savings target as measured by forecast under/overachievement	100%	40.88% under achievement
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	No variance

## 5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level 18 strategic risks are monitored and currently 1 strategic risk relating to the remit of this Committee is rated currently rated as high risk.
- Special Educational Needs and Disabilities resources are insufficient to meet demand.
- 5.2 Mitigating actions are in place in respect of this risk for example through the activities of the Special Educational Needs and Disabilities and Inclusion Strategy and the Education Sufficiency Strategy.
- 5.3 At a service level there are 13 risks recorded against services relating to Children and Families and Education Services. In this report key risks at service level are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more above target. Risk targets have been recently introduced and this is the first quarter reporting on this risk target metric. To highlight the key risks a table of both red risks and risks above target is provided at Appendix 4. The risks that are both red and above target are the most significant risks and are highlighted below:
- Being unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required

## timescales

- 5.4 Mitigating actions are in place in respect of this risk including that the Written Statement of Action was assessed as fit for purpose by Office for Standards in Education, Children's Services, and Skills and the Care Quality Commission, and there is the ability to escalate via the Special Educational Needs and Disabilities and Inclusion Steering Group or Corporate Board if necessary.
- 5.5 Other strategic risks rated red will also impact on children and young people's services, in particular inflation and the cost of living, and the economy slowing or stalling which may impact on service provision and service demand.

## 6. Environmental Implications

- 6.1 There are none specific to this report.

## Appendices

- Appendix 1 – [Quarterly Performance Report Quarter 1](#)  
 Appendix 2 – [Progress on the Integrated Delivery Plan](#)  
 Appendix 3 – [Management of Finance](#)  
 Appendix 4 – [Management of Risk](#)

## Background Papers

Cabinet Report 8<sup>th</sup> September 2022

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## 1. Children & Young People OSC Quarterly Performance Report Quarter 1

- 1.1 Detailed measure-by-measure performance reporting is accessible through the **2022/23 Performance Report**.
- 1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as ‘a Great Council and Partner’. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at Quarter 1.

Area of Focus	No. of KBMs	No. of KBMs available for reporting Quarter 1
Create vibrant places with safe and inclusive communities	8	7
Deliver major infrastructure, digital connectivity and major transport options	7	5
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	9	3
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	3
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	6
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	14	7
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	13	10
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Quarter 1
Harnessing community power	1	1
Our people and the way we work	8	6
Using our data and digital solutions to improve service delivery	4	3

### 1.3 Key Insights for Quarter 1 2022/23

There are 22 KBMs in total that are in the remit of this Committee, the full performance summary is contained in Appendix 1. Chart 1 details the reported status of the 11 KBMs which are being reported at Quarter 1.

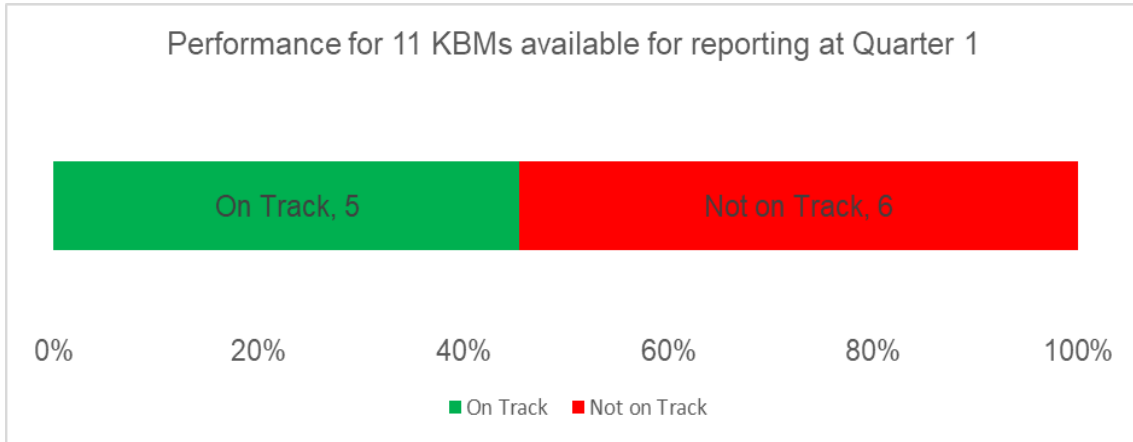


Chart 1

Chart 2 details the service forecast for the future performance trajectory of the 11 reportable KBMs at the next quarter.

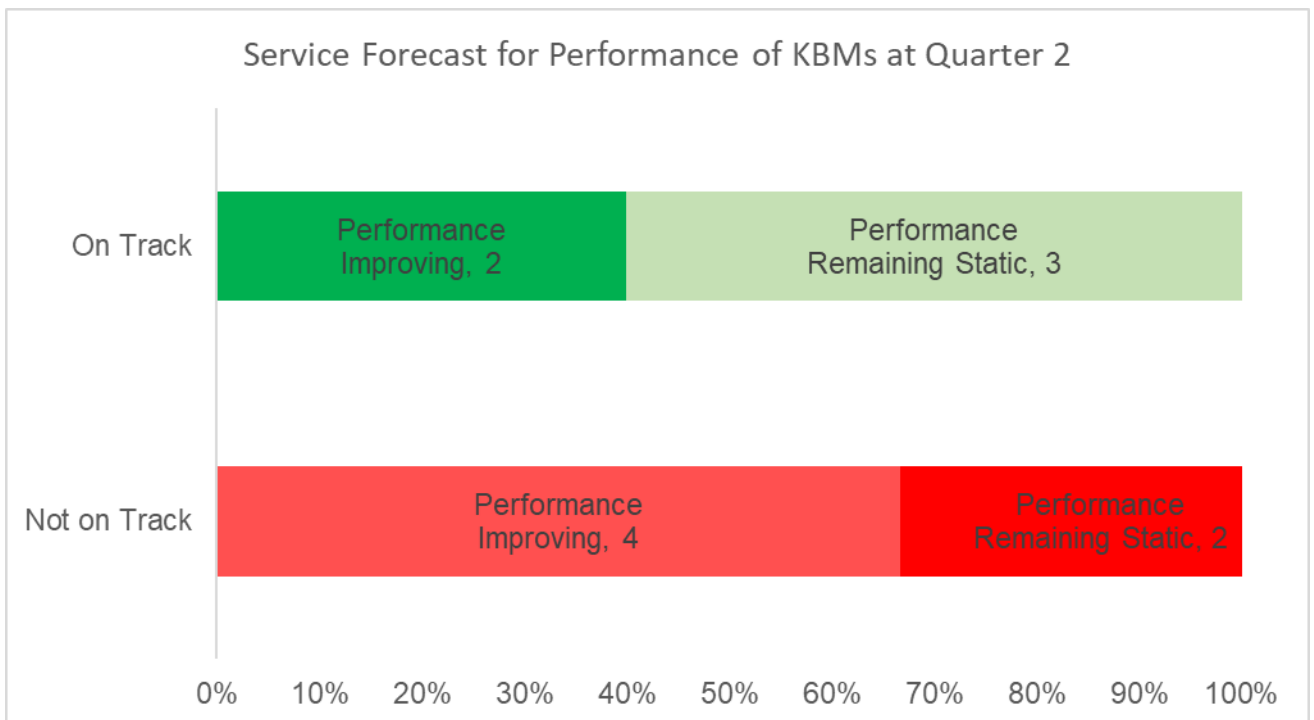


Chart 2

#### Explanatory Notes on Summary Tables

The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Committee report on Power Bi and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power Bi which provides full detail on the measure including charted data, performance narrative, improvement activity, trends and targets if applicable;

- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;
- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;
- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power Bi report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power Bi report;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate; and,
- as the framework is more responsive there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

## 1.4 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of Children receiving a 6-8 Week Health Check	50.80	90	Not On Track	Not on Track Performance Remaining Static
No. of children subject to a Child Protection Plan	423	350	Not On Track	Not on Track Performance Improving
No. of children with an open Child in Need category including Child Protection Plans and Children in Care	4,198	3,500	Not On Track	Not on Track Performance Improving
No. of Children in Care excluding unaccompanied asylum seeking children	730	670	Not On Track	Not on Track Performance Improving
% of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)	33	33	On Track	On Track Performance Improving
% of women who smoke at the time of delivery across Warwickshire (Cov & Warks)	9.30	9.6	On Track	On Track Performance Remaining Static
% Population vaccination coverage – Measles, mumps and rubella (MMR) (5 years old)	89.60	This is an annual lagged measure with new data available February 2023		
No. of hospital admissions for intentional self-harm in children (10-24 year olds)	494.30			
No. of under 18 hospital admissions for alcohol, per 100,000 population	41.10			

Improvement activity due to a continuing rising trend and target not being achieved for:

- [No. of children subject to a Child Protection Plan;](#)
- [No. of children in care excluding unaccompanied asylum seeking children;](#) and,
- [No. of children with an open Child in Need category including Child Protection Plans and Children in Care.](#)

Improvement activity as significantly below target and levels have been reducing over last few reported periods:

- [% of Children receiving a 6-8 Week Health Check.](#)



### 1.5 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of Early Years providers graded as Good or Outstanding	95	97	Not On Track	Not On Track Performance Remaining Static
% uptake of places for eligible 2 year olds	75	75	On Track	On Track Performance Improving
% of children accessing 3 & 4 year old entitlement	94	96	On Track	On Track Performance Remaining Static
% of Good and Outstanding Maintained Primary Schools	93	n/a	On Track	On Track Performance Remaining Static
% of children and young people with an Education, Health and Care (EHC) plan attending mainstream school	32	48	Not On Track	Not On Track Performance Improving
% of top three school place primary & secondary preferences	95.60	Due for reporting in October		
% of Key Stage 2 children looked after achieving the expected standard for combined reading, writing and maths	31	Provisional data will be available in October, validated data will be available in March		
% of Key Stage 4 children looked after achieving grades 5 or above in English and Maths GCSE	7			
No. of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy	Due for reporting in November			
% of 16-17 years olds participating in education and training	89	Due for reporting in September		
% of 19 year olds qualified to Level 2 including English and Maths	73.40	Due for reporting in May 2023		

Area of Good Progress:

- [% of children accessing 3 & 4 year old entitlement.](#)

Improvement activity with performance being below target and national comparison:

- [% of children and young people with an Education, Health and Care \(EHC\) plan attending a mainstream school.](#)

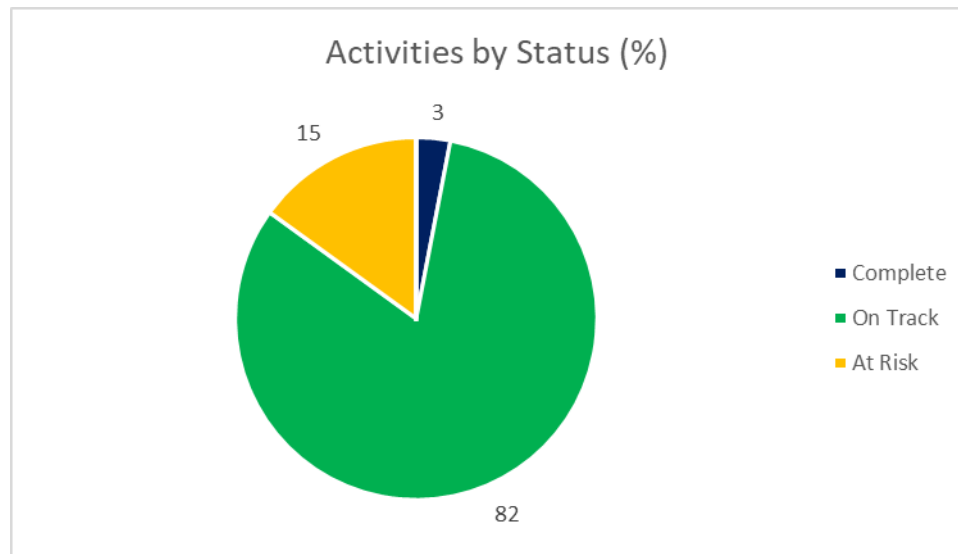
## 1.6 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Latest Figure	Target	Measure Status	Service Forecast for next period
No. of suicide rates for those aged 10 & over, directly standardised rate per 100,000 population	9.20			Annual measure due in September
Under 18 conception rate, crude rate per 1,000 females aged 15-17				Annual measure due in November

Data and commentary for the measure within this Area of Focus is updated annually, therefore at this time there are nothing in need of highlighting.

# 1. Children & Young People OSC Progress on the Delivery Plan Quarter 1

## 1.1 Key Insights for Quarter 1 2022/23



There is positive progress within Quarter 1 with 82% of activities being on track to achieve their objectives within the set timeframes.

### Completed activity:

The following activity has been completed this Quarter;

1. Improve the health of children and young people in Warwickshire: Work with partners to deliver “50 things to do before you’re 5” project to highlight developmental learning and Warwickshire place-based activities for children to engage with; undertake a “Healthy movers” pilot project to improve physical activity in early years settings; develop a place-based approach to reducing obesity in the early years through a steering group. **A pilot has been delivered and the “50 things to do before you’re 5” app is in place.**

- 1.2 Activity within the Integrated Delivery Plan is aligned to the delivery of the priorities within the Council Plan 2022 -27, progress is therefore shown below against the Area of Focus “**Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children**” . Commentary is by exception, with detail provided against activity that is at risk, compromised or not started.

## 1.3 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

Activity	Status	Narrative
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: Open our first Children's Home and identify properties for three other homes open by December 2023.</p>	At Risk	<p>Internal Children's Home 1 will open in September 2022, it is currently going through the registration process following a delay due to 2 previous Registered Managers being recruited and then declining the offer at late notice.</p> <p>Internal Children's Home 2 will open 2023; an asset has been identified and engagement with the community has commenced. Architects have completed building drawings for new layout which will be shared as part of the engagement. Consultation with multi-agency partners has been initiated.</p> <p>Internal Children's Home 3 &amp; 4 - these remain in early stages with properties being sought. An offer was made on one in June but was not successful. A Technical specialist is continuing to drive forward with identification and purchase of new properties for childrens homes 3&amp;4. DfE bid was submitted to support development but was unsuccessful. Round 2 of bidding has been opened again, WCC will be submitting a second bid.</p>
<p>Working alongside Coventry &amp; Warwickshire Partnership Trust and other partner agencies to develop a Warwickshire &amp; Coventry Children &amp; Young People's Mental Health Improvement Strategy and action plan: Continue to develop the eating disorder pathway and services.</p>	At Risk	<p>Additional investment from the Supplementary Mental Health Funding has been allocated to the Rise service to boost their Eating Disorder services. This will see an expansion of the service for Children and Young People (CYP) up to the age of 19 and to also include Avoidant/restrictive Food Intake Disorder and crisis interventions. There are workforce challenges impeding the progress here. A meeting with senior CYP</p>

		mental health leads has taken place to identify mechanisms to mitigate against this. Improving performance in relation to urgent and routine referral times into the Eating Disorder service remains a focus given the current position.
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's (CYP) Mental Health Improvement Strategy and action plan: Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders.	At Risk	<p>Multi-agency meetings are taking place to support CYP in crisis. A dedicated offer is in place via the Acute Liaison Team to support CYP who require treatment or support. The current target is that 95% of CYP who require a crisis intervention are seen within 48 hours. Performance remains below this and improvement is a priority, including:</p> <p>work is taking place to consider the particular mental health needs of CYP who may enter residential settings within Warwickshire; commissioners and operation leads are working together to develop a business plan to consider appropriate models of support; commissioners from CYP mental health and Autism/ Learning Disability are working with partner agencies to support the implementation of the Autism Strategy; and, there is dedicated CYP mental health provision linked to the Youth Justice Team. There are no issues to escalate in relation to this.</p>
Open our first Family Hub at the Wheelwright Lane Centre which will specialise in support for children, young people and their families with Special Educational Needs and Disabilities (SEND) and Social Emotional Mental Health (SEMH) issues.	At Risk	Detailed property surveys have been completed and plans for the first hub have been drafted. Corporate Board will consider proposals over the summer.
Increase access to Early Help and Targeted Youth Work: Open the new Youth Centre in Bedworth.	At Risk	Whilst completing a further evaluation of the Crox Building, we are also commissioning a

survey/appraisal of old Fire Service Training Centre in Bedworth. No final decision on either building has been made as yet but we are seeking more information, to determine the most appropriate and cost efficient building for our purpose

## 2 The following activities are On Track

### Activity

Establish and implement a Children's Services Sustainability and Improvement plan, that maintains "good" graded services (Ofsted Inspection published February 2022) addressing areas for improvement and maintain the new ways of working implemented by the £12m Children's Change Fund received 2020-2023 from the Council and the Department for Education (DfE).

Increase access to Early Help and Targeted Youth Work: Increase youth outreach work on the streets through the Youth Service bus being out and about out in all communities.

Increase access to Early Help and Targeted Youth Work: Provide free youth services led support in schools.

Increase access to Early Help and Targeted Youth Work: Establish capital programme to improve and extend capacity at Youth & Community Centres and Children & Family Centres.

Increase access to Early Help and Targeted Youth Work: Continue to provide free parenting courses and advice, including exploration of new parenting approaches.

Increase access to Early Help and Targeted Youth Work: Further increase timely access to brokerage and family support workers.

Increase access to Early Help and Targeted Youth Work: Provide a warm welcome and support to navigate services for refugees from Ukraine and other countries moving to Warwickshire.

Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): Sustain and develop the Caring Dads offer to improve our engagement with fathers to improve the lives of children.

Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): Extend our use of Family Group Conferences (FGC) by guaranteeing access to an FGC for all children on the edge of care and subject to a child protection plan.

Continue to implement and evaluate Warwickshire Family Values (Council & DfE funded until 2023): Continue to train Children's Services and other professionals in Restorative Practice.

Continue to identify and protect children at risk of abuse and neglect: Provide advanced training to council and key partner agencies in County Lines and Child Exploitation.

Continue to identify and protect children at risk of abuse and neglect: Evaluate and seek to sustain Family Drug & Alcohol Court (funded by DfE until March 2023)

Continue to identify and protect children at risk of abuse and neglect: Evaluate and seek to extend across the county Warwickshire Family Safeguarding being piloted in the north of the county, which integrates professionals specialising in mental health, substance misuse and domestic abuse with children's services social workers.

Continue to identify and protect children at risk of abuse and neglect: Improve the timeliness of Children and Family Assessments.

Continue to identify and protect children at risk of abuse and neglect: Improve the timeliness of work undertaken pre-proceedings & continue to use this mechanism to divert from care proceedings.

Continue to identify and protect children at risk of abuse and neglect: Review and implement new integrated Adolescent Support Team, to reduce homelessness, missing episodes and divert adolescents from entering care.

Improve stability and outcomes for young offenders, children in care and care experienced young people: Ensure that Youth Justice and Children in Care Teams are sensitive to all aspects of diversity and work to address unfavourable disproportionality in the system.

Improve stability and outcomes for young offenders, children in care and care experienced young people: Increase the number of Warwickshire foster carers by 10% by 2027.

Improve stability and outcomes for young offenders, children in care and care experienced young people: Implement new placement hub to identify the best homes for children in care and increase wrap around support for foster carers and children in care.

Improve stability and outcomes for young offenders, children in care and care experienced young people: Review and improve the quality of supported accommodation for 16 –24 year olds in line with new legislation.

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: Further explore and establish action plan for alternative methods to identify, assess, diagnose and support autistic children, to reduce assessment waiting times.

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies to develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: Further develop the mental health in schools trailblazers programme.

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: Establish an 18-25 transitional offer for those moving from children/ young people's service into adult mental health service.

Implement the Tackling Social Inequalities Strategy action plan: Increase the number of children accessing Holiday and Food (HAF) scheme.

Implement the Tackling Social Inequalities Strategy action plan: Continue to provide support to families experiencing negative impact of increased cost of living through advice and support to maximise income and other measures to address fuel, food and digital inequality.

Improve the health of children and young people in Warwickshire: Deliver the Child Accident Prevention work

programme in partnership with key stakeholders.

Improve the health of children and young people in Warwickshire: Coordinate a targeted project focused on piloting a community-based Health Champions programme across 3 priorities (childhood obesity, child poverty, Black and Asian and under- represented ethnic communities).



### Appendix 3 Management of Financial Risk

#### 1.1 Performance against the latest approved revenue budget as measured by forecast under/overspend

Service Area	Approved Budget	Service Forecast	(Under) /Overspend	% Change from Budget	Represented by:			
					Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m	£m
Children & Families	83.246	83.098	<b>(0.148)</b>	<b>(0.18%)</b>	0.329	(0.144)	0.309	(0.642)

#### 1.2 Performance against the approved savings target as measured by forecast under/overachievement

Saving Proposal	Target £'000	Actual £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	107	0	0	107	Not achieved/ identified
<b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children in care placements and income from safeguarding training.	300	150	250	50	Education Safeguarding training income not achieved
<b>New ways of working</b> - Reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	56	0	0	56	Current forecasts predict an overspend in this area of £0.090m.

<b>Rightsize Children's and Families budgets</b> - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	10	10	10	0	Reduction in budget applied with forecast balanced.
<b>Adoption</b> - Education contribution to the Authority's share of the Adoption Central England costs.	48	48	48	0	Reduction in budget applied with forecast balanced.
<b>Total</b>	<b>521</b>	<b>208</b>	<b>308</b>	<b>213</b>	

### 1.3 Performance against the approved capital programme as measured by forecast delays in delivery

Service	Approved 2022-23 Capital Programme £'000	New Projects in Year £'000	Net Over / Under Spend £'000	Total Capital Prog. £'000	Budget Reprofile £'000	Delays £'000	Forecast In Year Capital Spend £'000	% of Delays
Children & Families	1,720	192	0	1,912	0	0	1,912	0.0%

## Appendix 4 CYP OSC Management of Risk Quarter 1

## Key Service Risks Summary

## Children and Young People's Services

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
Risk level has not exceeded the target for 3 quarters in a row	<ul style="list-style-type: none"> <li>• 11 other risks</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(CYP Services)</b> Children and Young people and vulnerable adults suffer avoidable injury or death</li> </ul>
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	<ul style="list-style-type: none"> <li>• none</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Education)</b> Being unable to deliver Local Area SEND Inspection Written Statement of Action within required timescales</li> </ul>

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**Children and Young People Overview and Scrutiny Committee: September 2022**

Meeting Date	Reports	Details
27 September 2022	<ul style="list-style-type: none"> <li>Quarter 1 Performance Report</li> <li>Children and Families Workforce Strategy Review</li> </ul>	
8 November 2022	<ul style="list-style-type: none"> <li>Youth Council and Children in Care Council Annual Participation Update</li> <li>Cultural Change in Children's Social Care – performance and sustainability plan (to include information on Keeping Families Together)</li> </ul>	
14 February 2023	<ul style="list-style-type: none"> <li>Post-16 Participation in Education, Employment and Training Performance Report 2022</li> </ul>	
11 April 2023		

**Outstanding Reports/Visits**

- OFSTED Inspection report and action plan (postponed from 22 February 2022)
- Visit for the Committee to be arranged to the Warwickshire Academy (Formerly the PEARS site)
- Visit for the Committee to be arranged to the House Project

**Future Items to be added to the Work Programme**

- The recent SEND Inspection may generate items for the work programme
- Joint meeting with the Adult Social Care and Health OSC in relation to Mental Health and its impact on Children
- Children missing school/NEETS
- Children and Families Workforce Strategy Review (including Social Worker Health Check)

**Motions from Council** – none currently

**Briefing Notes/Information to be circulated outside the meeting**

- Evaluation of Social Workers in Schools
- Post Covid – impact on services/RISE/Family Support Workers etc
- Information in relation to the work done by the Closing the Gap Board (ahead of a full item at a future meeting)
- Different Futures – Annual Report 2022

**Items on the Forward Plan relevant to the remit of the Committee**

Decision	Description	Date due	Decision Maker
None as at 13 <sup>th</sup> September 2022			

**Next Committee Meeting – please note additional meetings may be added for additional agenda items such as performance reviews. These meetings will be held at Shire Hall, Warwick unless otherwise stated.**

- 8 November 2022 @ 10am
- 14 February 2023 @ 10am
- 11 April 2023 @ 10am
  
- **Next Chair and Spokes Meeting - these meetings will be held virtually via Microsoft Teams**
  - Thursday 27th October 2022 at 11am