

# Children & Young People Overview and Scrutiny Committee

Date: Tuesday 13 June 2023  
Time: 10.00 am  
Venue: Committee Room 2, Shire Hall

## Membership

Councillor Marian Humphreys (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Barbara Brown  
Councillor Brian Hammersley  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince  
Councillor Clare Golby  
Councillor Penny-Anne O'Donnell  
Councillor Jeff Morgan  
Councillor Chris Mills  
Joseph Cannon  
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

To receive the minutes of the Children and Young People's Overview and Scrutiny meeting held on 26 April 2023 and of the Annual Meeting of the Children and Young People's Overview and Scrutiny held on 16 May 2023.

5 - 14

## 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. Corporate Parenting Panel Update**

The Portfolio Holder for Children & Families to provide an update on the work of the Corporate Parenting Panel.

To include an update from the Children in Care Council and other forums.

**5. Q4 Integrated Performance Report** 15 - 50

**6. Children & Family Centre Updates and Strategic Direction** 51 - 66

**7. OSC Customer Feedback Report 2022/2023** 67 - 88

**8. Work Programme and items on the Forward Plan** 89 - 92

Up to date work programme to be presented to the Committee.

Items from the Forward Plan relevant to the remit of the Committee to be noted.

### **9. Any Other Business**

### **10. Date of Next Meeting**

The next meeting will be held on 19 September 2023 @10am.

The meeting will be held at Shire Hall, Warwick.

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

## Disclaimers

### Webcasting and permission to be filmed

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

### Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- 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
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

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

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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# Children & Young People Overview and Scrutiny Committee

Wednesday 26 April 2023

## Minutes

### Attendance

#### Committee Members

Councillor Yousef Dahmash (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Brett Beetham  
Councillor Peter Gilbert  
Councillor Brian Hammersley  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince

#### Officers

Helen Barnsley, Senior Democratic Services Officer  
John Coleman, Assistant Director - Children and Families  
Laura Greenacre, Delivery Lead Education Traded Services Development  
Nigel Minns, Strategic Director for People  
Nici Scott-Moylan - Team Lead Attendance Service  
Sarah Tregaskis, Service Manager - Education Service Delivery

#### Others Present

Councillor Kam Kaur, Portfolio Holder for Education

#### 1. General

##### (1) Apologies

Apologies were received from Councillor Jo Barker, Councillor Barbara Brown and Councillor Marian Humphries.

Apologies were also received from Councillor Jeff Morgan, Portfolio Holder for Children & Families.

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

None.

## **(3) Minutes of the Previous Meeting**

The minutes from the meeting held on the 14<sup>th</sup> of February 2023 were agreed as a true and accurate record. There were no matters arising.

## **2. Public Speaking**

There was no public speaking.

## **3. Question Time**

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

There were no questions to the Portfolio Holders.

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

Councillor Kam Kaur, Portfolio Holder for Education provided an overview to the Committee in relation to Primary School Places. On the 17<sup>th</sup> of April 2023, offer letters were sent out via electronic letters, with less than 90 sent out via post. It was confirmed that robust planning and support from ICT meant that parents/carers received guidance to accept offers made.

The Committee noted that 500 calls were received on Offer Day with 90% answered – an increase from last year. Following a question in relation to unplaced offers (offers made for a school that was not a preferred choice), it was confirmed that only 1% of offers were unplaced but that every child had a place in a Warwickshire school. It was agreed that Councillor Kaur would send out further information as a briefing note.

John Coleman, Assistant Director - Children & Families confirmed that there had been a recent inspection focused on the services for young people aged 16 to 25 years old. The final report is due to be published on the 9<sup>th</sup> of May and will be shared with the Committee. It was noted that there are no further inspections expected until the Inspection of Local Authority Children's Services (ILACS) in 2024.

## **4. Corporate Parenting Panel Update**

Councillor Jeff Morgan (Portfolio Holder for Children & Families) sent his apologies for this meeting so this item will move to the meeting on the 19<sup>th</sup> of June 2023.

## **5. Quarter 3 Integrated Performance Report Quarter 2 2022/23**

John Coleman, Assistant Director - Children & Families presented the performance report to the Committee who noted that 11 targets were currently on track, with 5 targets not on track.

The following highlights were presented –

- The target for Child Protection is on track.
- Children in Care is also on track. Warwickshire has the lowest number of children entering care in the region. The Committee noted that there is a lot of work in supporting families so that they can safely care for their children.
- The 6-to-8-week health care check remains an area on concern. The performance is not on track
- Warwickshire saw 86 conceptions to under 18s which is a reduction of 10 from 2020. This is slightly above the National average. The Committee noted that the data is not the most up to date but were reassured that officers were working on being in a position to present more up to date information.
- The Committee was happy to note that performance in relation to NEETs was continuing to improve.

In relation to education, Nigel Minns, Strategic Director People Directorate confirmed that while performance in this area is not on track, members of the Committee have been made aware of the issues and are aware of the improvement plan that is in place. It was confirmed that recent data shows a significant improvement in this area. In particular, in relation to the issues of summer 2022 and school placements, the new system is now working well and is having a positive effect.

Following a question from Councillor Brett Beetham, it was confirmed that there had been an overspend of the budget within the Children and Families Service area. Officers are currently reviewing the data but believe that the main area of the overspend is in relation to staffing and agency costs and the cost of residential care. The Committee noted that these costs were not in relation to the number of children in care but in the cost of each placement. It was agreed that there will be a more detailed report at a future meeting.

John Coleman Assistant Director - Children & Families confirmed that opening of council owned children's homes will reduce costs for the service. In addition, the homes will provide knowledge and reassurance that good quality care is being provided and at a reduced cost to the Council. There will also be a reduction in the use of external foster placements which will also result in savings to the council.

It was confirmed that there are more resources in place for Early Help services with a high number of families receiving support. Officers are determined to focus on this area of work and are aiming for continuous improvement. It was noted that there is a waiting list for early help support, but members were reassured that families are kept regularly updated with progress and will receive some level of support every week.

Following a question from Councillor Justin Kerridge, Nigel Minns confirmed, in relation to the 6-to-8-week health checks and the use of additional staff that progress was being made but it was down to the banding of NHS staff in developing a wider workforce. Members learnt that local authorities can only record a health check visit as complete by qualified health visitors. Commissioning arrangements are currently being reviewed and an update will be provided to the committee.

Councillor Jerry Roodhouse asked for further information in relation to NEETs and the recent Cabinet discussion around apprenticeships. Sarah Tregaskis Service Manager - Education Services Trading, Development and Delivery was able to confirm that officers from the leaving care team are supporting all young people into positive destinations and that this does include NEETs. Councillor Kam Kaur, Portfolio Holder for Education confirmed that the figures for Warwickshire County Council relating to NEETs are better than the National average and that she would send the information to elected members via email. It was agreed that the promotion of the work being done by officers could be better and that this is an area that officers will continue to look to improve in.

Councillor Brett Beetham asked for clarification of the work being done in relation to SEND education needs assessments. Nigel Minns was able to confirm that the figures are improving and continue to be on track./ The biggest challenge to officers is the increase in demand in this area but that there has recently been some additional funding made available. The Committee noted that regular updates on this matter will be brought to the meetings and that officers understand the importance of it.

In relation to a question about the new youth centre proposed in Bedworth and the risks now associated with it, the Committee learnt that major defects had been discovered on site that had not been evident during the initial surveys. The commitment to open a youth centre in the area was still very much with officers, but it must be the right building. The council's property service team is undertaking surveys at the moments and officers will report back once they have been completed.

Councillor Jill Simpson-Vince asked officers for reassurance in relation to school places, and that spaces were being offered in suitable and local schools. It was confirmed that the closest school to a family is always a priority and officers do not want to be asking parents/carers to travel long distances. Members were reminded that children who go to school outside the county mean that they are eligible for home to school transport which is an additional cost to the council. It was agreed the information relating to the average travel distance for this cohort of children would be sent through to the Committee.

## **6. Outdoor Education and Learning Strategy progress report**

The report was presented to the Committee by Sarah Tregaski -Service Manager - Education Services Trading, Development and Delivery and Laura Greenacre - Delivery Lead – Education Services Development.

It was confirmed that the strategy was launched in June 2022 and so far has been very well received. It was also confirmed that the budget has been approved from three years.

The following points were highlighted –

- There has been an upward trajectory with engagement with more schools engaging
- There are 92 different organisations subscribed to the newsletter
- Officers are working to identifying good practice and share with colleagues
- 60 professionals attended a recent online training session with very positive feedback. Attendees stated that they feel more confident providing outdoor education in their own available space.

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26.04.23



- Officers have plans in place for the next two academic years with additional plans to identify further spaces that can be used.
- There are three potential schools that are interested in being champions for the strategy.

Following questions from Councillor Pete Gilbert and Councillor Jerry Roodhouse in relation to potential additional providers for the strategy, it was agreed that officers would contact the Duke of Edinburgh Award scheme and local commercial providers of outdoor activities. It was noted that officers have been in touch with colleagues at the District and Borough councils to look into how they would work with Warwickshire County Council.

Councillor Pete Gilbert commented that while it was good news that the strategy was in place for an additional year, it should really be a continuous offer from the Council. A commitment from members of the Committee was agreed that they are committed to the outdoor strategy and that the impetus must be maintained.

It was noted that schools can use the webpage to keep up to date with what was on offer across the county. Officers agreed that more could be done to encourage more use of the website as well as doing more to encourage local businesses to come forward to promote their services on the site. Following further discussions in relation to the website, officers agreed to look into the possibility of adding search filters for the type of activities on offer. It was agreed that the addition of filters may make the site more user friendly.

Councillor Jill Simpson-Vince asked for clarification in relation to the measure of success, which is mentioned in the report, asking officers how this was going to be evidenced. It was agreed that future reports would include a clearer presentation of the measure of success.

The officers thanked the Committee for all their comments and feedback stating that it had been very positive for them all.

The Chair agreed with the earlier comment from Councillor Pete Gilbert in relation to the need for the strategy to continue beyond the agreed three years.

## **7. School Attendance Performance Report - 2021/2022**

The report was presented to the Committee by Sarah Tregaskis, Service Manager - Education Services Trading, Development and Delivery and Nici Scott-Moylan - Team Lead Attendance Service.

It was confirmed that the report covered the last academic year up to the 21<sup>st</sup> July 2022. The data was published by the Department of Education on the 16<sup>th</sup> March 2023. The Committee noted that since the Covid Pandemic there had been significant disruption to school attendance in Warwickshire, and nationally. It has been identified as a high priority for officers/

It was confirmed that the Attendance Alliance is working with council officers on getting children back into school on a regular basis. The joint approach is focusing on all schools and academies. Members noted that officers are collaborating closely with John Coleman, Assistant

Director - Children & Families and Marina Kitchen, Service Manager for Early Help & Targeted Support Services.

It was noted that the overall school absence rate had increased from 4.7% to 8.1% in Warwickshire. Prior to Covid, performance in this area had always been in line with statistical neighbours and nationally. The current review involves looking at why recovery from covid has been slower in Warwickshire in relation to attendance. Members learnt that North Warwickshire has the highest percentage of non-attendance in Warwickshire, and Warwick District has the lowest percentage.

The Chair commented that there has been a lot of concern about the recovery from covid and that the report highlights this.

Councillor Pete Gilbert commented that questions were raised about some of the decisions made by Warwickshire County Council and the Government in relation to the covid response. The data in the report suggests that members were correct in asking the questions at the time. Councillor Gilbert added that should there be a 'next time,' lessons must be learnt.

The Chair added that the information in the report suggests that those who are most vulnerable have been the worst affected. Sarah Tregaskis responded that there is still a lot of data that needs to be unpacked, and that the data is coming direct from the schools. Nici Scott-Moylan added that moving forward will involve a lot more collaborative working in order to get support to the most vulnerable as soon as possible. County officers are working to maximise a multi-agency approach to improve outcomes for children.

The Chair questioned how much was known at the time; for example, information on which children weren't logging in for lessons, or didn't have IT provisions must have been available. Sarah Tregaskis responded that the data in the report was for the last academic year, when there was still a high number of covid cases. During the primary lockdown, officers were working closely with schools. But it was an unknown period of time and a lot of lessons have been learnt that will be taken forward.

The Committee noted that more up to date information is now available that suggests that there has been an improvement in attendance across Warwickshire. The Department of Education will now provide termly information. The Committee was asked to concentrate on the work that was currently underway, while not losing sight of the historical data.

Councillor Kam Kaur – Portfolio Holder for Education told the Committee that there had been a recent Head Teacher conference with over 100 attendees. Attainment and attendance had been a key focus and it was confirmed that there is a high level of multi-agency work underway to ensure that work keeps going in the right direction. It was also confirmed that there is a current task and finish group at the Council in relation to attainment.

Councillor Brian Hammersley thanked the officers for the details in the report and in particular the absence codes used. Councillor Hammersley raised concerns about the impact of pupils being honest about the reasons for non-attendance. In addition, the issue of holidays, and parents taking children out of school during the school term because they cannot afford to go away during the holidays. Sarah Tregaskis confirmed that children being taken out of school during term time for holidays is a national issues, especially in view of the current cost of living

crisis. Warwickshire County Council works closely with schools and other agencies to address this and there has been an increase in referrals to fine families who do this.

Nici Scott-Moylan responded to the comment in relation to the use of absence codes and confirmed that all schools are legally bound to record morning and afternoon attendance for each pupil. It was confirmed that the coding of the most vulnerable children is a key area of focus. There are many systems in place nowadays for recording attendance. Warwickshire County Council work to offer support and guidance to schools and academies to try and get a everyone on the same page.

Following a question from Councillor Jerry Roodhouse in relation to getting further analysis on the data, it was confirmed that officers are currently reviewing it and that the Department for Education have produced a new tool – Wonde – which will allow officers to access live data. Currently, 82% of schools in Warwickshire have signed up and officers are in contact with those who haven't to encourage them to do so. There will be a lot of data available via Wonde that officers will be able to review to gain a better understanding of the issues schools are facing.

Concerns were raised by Councillor Jill Simpson-Vince that some schools are still risk adverse as in if you have any germs, please don't come in. Councillor Simpson-Vince asked if there was any information in relation to this. It was confirmed that with more parents being able to work from home since the pandemic, it was often easier for them to keep children at home if required to, without the need to have to find childcare.

Sarah Tregaskis confirmed that schools received guidance from Public Health in relation to Step A, Norovirus and Chicken Pox and that there was a marked increase in absences after this. It was noted that different academy trusts take different approaches.

To finish, it was confirmed to the Committee that the collaborative approach that officers have in place will be so important moving forward. not just within the council but also with agencies and partners outside the council. It is a different way of working and working together is going to be crucial.

## **8. Work Programme**

The Committee noted and agreed that updated work programme and items on the Forward Plan relevant to the remit of the Committee.

Councillor Brett Beetham requested a report in relation to child exploitation in Nuneaton and Bedworth following recent coverage in the local news. John Coleman, Assistant Director - Children & Families suggested that a briefing note would be more appropriate in the first instance due to the sensitive nature of the topic and live operations currently underway which the council needs to be sensitive of. It was agreed that a briefing note would be sent to members of the committee.

The agenda for the next meeting of the Committee on the 13<sup>th</sup> June 2023 has the following items (in addition to the standing items including an update from the Corporate Parenting Panel and the Performance Report) –

- School Admissions Review to include update on transfer offers and in year arrangements

- Children & Family Centre Updates and Strategic Direction

Items for the work programme and future meetings of the committee will be discussed at the next Chair & Spokes meeting which will be held on 23 May 2023 @ 10am.

The meeting will be held virtually via Microsoft Teams

## 9. Any Other Business

The Chair encouraged all members of the Committee to attend member development and training sessions that are relevant to the Committee –

- OFSTED - How schools are inspected – 27th April at 2pm
- Overview Session on Education Services – 17th May at 2pm
- Children & Families - a brief overview (including Corporate Parenting) – 7th June at 10am
- Education Services (SEND) – Session 3 – 27th June at 3pm (members were reminded that they do not have to have attend the previous sessions to go to the session in June)

## 10. Date of Next Meeting

The next meeting will be held on Tuesday 13 June 2023 @ 10am

This meeting will be held at Shire Hall, Warwick.

The meeting rose at 15:50

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Chair

# Children & Young People Overview and Scrutiny Committee

Tuesday 16 May 2023

## Minutes

### Attendance

#### Committee Members

Councillor Barbara Brown  
Councillor Clare Golby  
Councillor Brian Hammersley  
Councillor Marian Humphreys  
Councillor Justin Kerridge  
Councillor Chris Mills  
Councillor Jeff Morgan  
Councillor Penny-Anne O'Donnell  
Councillor Jerry Roodhouse  
Councillor Jill Simpson-Vince

### 1. General

#### (1) Apologies

None.

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

None.

### 2. Appointment of Chair

#### Resolved

That Councillor Marian Humphreys be Chair of the Children and Young People Overview and Scrutiny Committee for the ensuing municipal year.

### 3. Appointment of Vice-Chair

#### Resolved

That Councillor Jerry Roodhouse be Vice-Chair of the Children and Young People Overview and Scrutiny Committee for the ensuing municipal year.

The meeting rose at 11:50

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Chair

## Children & Young People Overview & Scrutiny Committee

13<sup>th</sup> June 2023

### Council Plan 2022-2027 Integrated Performance Report Year End 2022/23

**Period under review: April 2022 to March 2023**

#### Recommendations

That the Committee considers and comments on Year End organisational performance and progress against the Integrated Delivery Plan, management of finances and risk.

#### 1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at Year End (April 2022 - March 2023) 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 Year End Integrated Performance and Finance reports to be considered by Cabinet on the 15<sup>th</sup> of June. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and Appendix 1a. Summary performance for the Warwickshire Outcome Measures is contained within Appendix 1b and changes to the PMF are outlined in the Appendix 1c.
- 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 table 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 a combined picture of the Council's delivery, performance, and risk. Officers continue to embed the new approach and performance framework. The format and content of these integrated performance reports has continued to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan have recently been reviewed in preparation for the 2023/24 reporting period.
- 1.6 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables

Overview and Scrutiny Committees the opportunity to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the Performance Portal in Power Bi to further monitor performance on an ongoing basis.

- 1.7 Overall for the Council's performance at Year End, with 10 more annual measures being reported, there has been a consistently strong performance delivered against the PMF. This is an encouraging position despite the continuing volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about a number of key national policy areas.
- 1.8 There are 24 KBMs in total that are in the remit of this Committee. 22 KBMs are being reported at Year End. The remaining 2 KBMs are annual measures that are not available for reporting on at this time due to the scheduled release of data. For the KBMs available for reporting, the following table indicates an assessment of performance comparing previous Quarters:

Quarter	On Track	Not on Track
1	45% (5)	55% (6)
2	50% (6)	50% (6)
3	69% (11)	31% (5)
Year End	73% (16)	27% (6)

- 1.9 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal accessible through this [link](#).
- 1.10 There are some emerging issues within this Integrated Report, including:
- Increasing demand being reported in the Children & Families Service, where Social Workers workloads have increased this quarter and in the number of applications made through the Local Welfare Scheme; and,
  - Previously capacity and workload issues are impacting delivery across the organisation. Staff feedback has highlighted the issue, which is a high priority. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market have been highlighted previously and although overall there has been some improvement at Year End there remain issues within specific service teams for example, for Children's & Families. Other services have specific challenges such as, absence in Social Care. The Our People Strategy year 3 priorities have identified 5 key priority areas for action, recruitment and retention, pay and reward, strategic workforce planning, equality diversity and inclusion and engagement, which will be progressed through the year.



1.11 Notable aspects of positive performance for specific measures include:

- No. of children subject to a Child Protection Plan, which has seen figures reduce this Quarter and return to a longer-term norm, the target for the next reporting year will be reflective of this position;
- No. of Children in Care excluding unaccompanied asylum-seeking children, which has reached 678, the lowest figure reported since December 2019;
- % of in year applications that have a school place offered within the statutory deadline of 15 school days, which reached 97% this month and is a significant improvement since the last time of reporting following the strengthening of admissions processes and teams.

1.12 The main performance challenge relates to:

- The % of Children receiving a 6-8 Week Health Check has had reducing levels over the last two years due to a lack of qualified Health Visitors. This is being monitored and an action plan being undertaken after discussion at the Health and Wellbeing Board, which includes a local measure to ensure children get a visit from a professional within 13 weeks.

1.13 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.

1.14 At Year End for the Integrated Delivery Plan (IDP) 70% of activities are On Track to achieve their objectives within the set timeframes. 16% of activities are At Risk or Compromised, 11% Completed and a further 2% are yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.

1.15 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 most significant risks relate to the ability to deliver the Special Educational Needs and Disabilities Written Statement of Action, and the impact of Covid on learning outcomes.

1.16 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.

1.17 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very

challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.

- 1.18 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. Our reporting will track and highlight these impacts on delivery and performance. Our analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the Performance Management Framework.

## **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. In addition there are three further areas to support the council to be known for as 'a Great Council and Partner.' The full performance summary is contained in [Appendix 1](#).
- 2.2 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal. The number of reportable measures will change each Quarter as the framework considers the availability of new data.
- 2.3 There are 24 KBMs in total that are in the remit of this Committee. 22 KBMs are being reported on at Year End. The remaining 2 KBMs are annual measures that are not available for reporting on at this time due to the scheduled release of data. At Year End 16 (73%) are On Track and 6 (27%) are Not on Track.
- 2.4 The overall Direction of Travel for the KBMs, where there is sufficient data, is predominantly positive and improving or staying in the same positive position; this is the case for two thirds (66.6%) of the measures. There are 4 KBMs where the Direction of Travel to date has shown a declining picture.
- 2.5 All reported measures have a forecast projection from the responsible Service for the forthcoming period. 16 are forecast to stay On Track; with 9 remaining static and 7 improving. The 6 measures that are Not on Track at Year End are expected to remain as Not on Track for Quarter 1.
- 2.6 16 KBMs were reported on at Quarter 3. It was forecast that 11 would be On Track at Quarter 3, with 5 Not on Track. Performance has materialised broadly as expected for those forecast last Quarter that are also being

reported on at Year End. Two measures that were forecast to be Not on Track are On Track this Quarter due to focussed improvement activity, these are:

- % of in year applications that have a school place offered within the target deadline of 10 school days
- % of in year applications that have a school place offered within the statutory deadline of 15 school days

One measure was forecast to be On Track but is Not on Track at Year End due to a rise in 18–21-year-olds who are recorded as NEET due to ill health or a disability:

- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET).

2.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a [dashboard](#) informing our ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics.

2.8 Of the 39 Warwickshire Outcome Measures that are currently reportable, Warwickshire performs better than the national average in 22 of them. The areas where Warwickshire outperforms the national average to the greatest degree include the employment rate, levels of pay, unemployment, homelessness and child poverty. Areas where Warwickshire's performance falls notably behind the national average include school attainment levels for disadvantaged children and greenhouse gas emissions per capita.

2.9 As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in Appendix 1c. The review of the Service Business Plans and the Integrated Delivery Plan have identified the changes being requested to ensure that the Performance Management Framework supports delivery of the agreed priorities.

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

3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the agreed 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 is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.

- 3.3 Of the remaining 192 actions within the Integrated Delivery Plan, 46 are attributable to the Children's Social Care OSC. At the end of this Quarter (70%) of activities are On Track to achieve their objectives within the set timeframes. 9% of activities are At Risk, 7% are Compromised and a significant 11 (19%) have now been Completed and a further 2% are yet to start, with any exceptions covered in Appendix 2.

## 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 15<sup>th</sup> June 2023.

Metric	Target	Performance at Outturn 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	3% overspent

The headline revenue overspend reported at Outturn is £2.5m (3%), however, once funding has been transferred to earmarked reserves, the adjusted remaining service variance is £3.3m (3.9%)

Performance against the approved savings target as measured by forecast under/overachievement	100%	20% under achievement
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	-64.1%

## 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 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. 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
- The impact of Covid upon learning outcomes

5.4 Mitigating actions are in place in respect of these risks 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. In respect of Covid impacts on learning outcomes, actions include strategic alignment of existing teams to focus on the share objectives of reducing the numbers of children without a school place, and the county wide focus on levelling up.

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](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

## Background Papers

Cabinet Report 15<sup>th</sup> June 2023

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## 1. Children & Young People OSC Quarterly Performance Report Year End

1.1 Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).

1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition there are three further areas to support 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 Year End.

Area of Focus	No. of KBMs	No. of KBMs available for reporting Year End
Create vibrant places with safe and inclusive communities	8	8
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	8
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	5
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	10
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	16	15
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	12	11
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Year End
Harnessing community power	3	3
Our people and the way we work	8	7
Using our data and digital solutions to improve service delivery	4	4

### 1.3 Key Insights for Year End 2022/23

There are 24 KBMs in total that are in the remit of this Committee. 22 KBMs are being reported on at Year End. Chart 1 details the reported status of these 22 KBMs; 11 are On Track and 5 are Not on Track. The remaining 2 KBMs are annual measures that are not available for reporting on at this time due to the scheduled release of data.

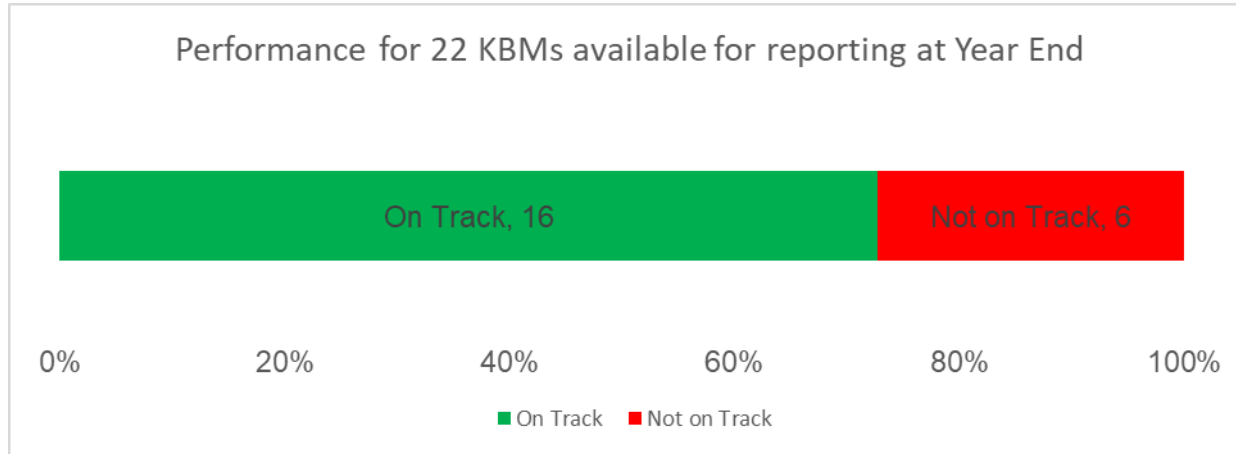


Chart 1

Chart 2 details the overall Direction of Travel for the KBMs being reported at Year End. There are 21 KBMs where there is sufficient data at this time to determine a Direction of Travel.



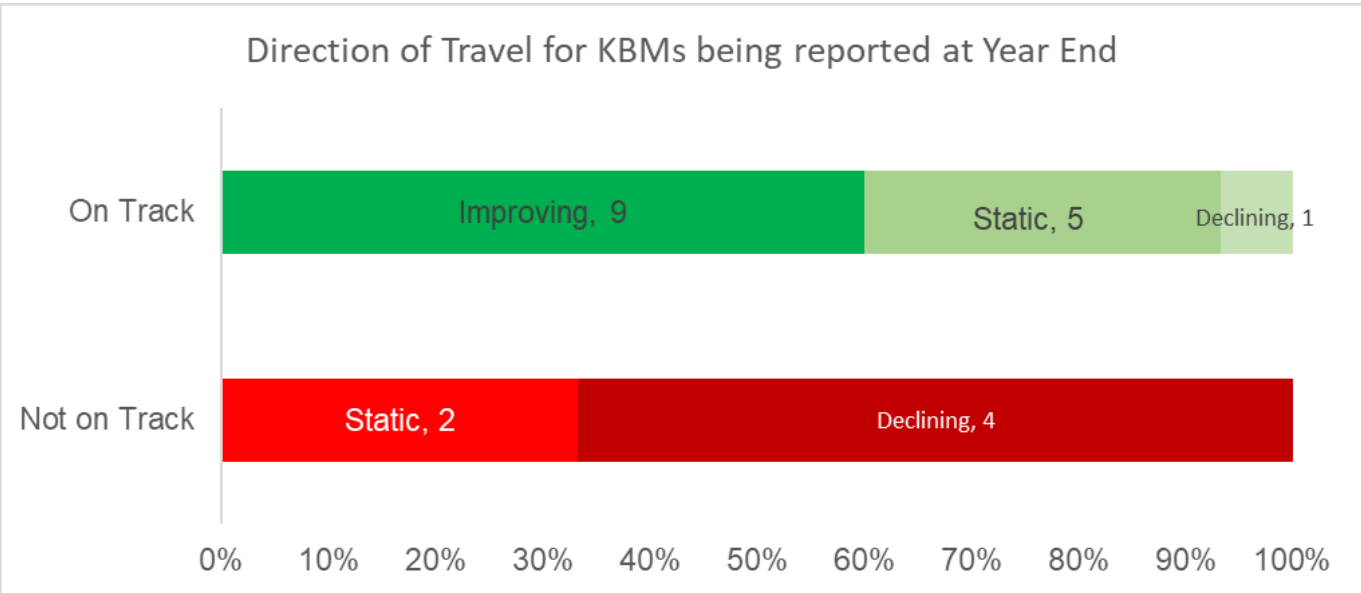


Chart 2

Chart 3 details the projected performance based on the service forecast of the 22 reported KBMs at the next Quarter (which is Quarter 1).

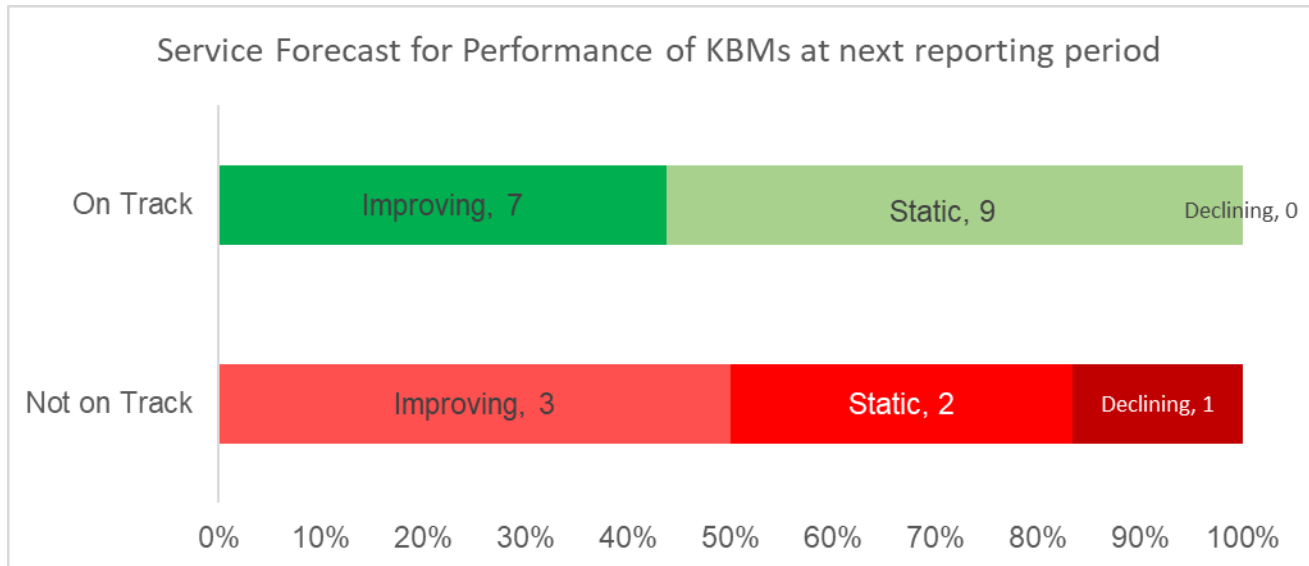


Chart 3

### 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;
- Direction of Travel is an indication of whether performance is improving based on trend data where available;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate, where there is no target the table is populated with N/A; 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.

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% of Children receiving a 6-8 Week Health Check	35.9	90	Not on Track	Declining	Not on Track Performance Improving
No. of children subject to a Child Protection Plan	309	350	On Track	Improving	On Track Performance Remaining Static
No. of children with an open Child in Need category including Child Protection Plans and Children in Care	3,577	3,500	On Track	Improving	On Track Performance Remaining Static
No. of Children in Care excluding unaccompanied asylum seeking children	678	670	On Track	Improving	On Track Performance Improving
% of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)	39	33	Not on Track	Declining	Not on Track Performance Remaining Static
% of women who smoke at the time of delivery across Warwickshire (Cov & Warks)	8.1	9.6	On Track	Static	On Track Performance Remaining Static
% Population vaccination coverage – Measles, mumps and rubella (MMR) (5 years old)	90.5	N/A	On Track	Static	On Track Performance Remaining Static
No. of hospital admissions for intentional self-harm in children (10-24 year olds)	572.6	N/A	Not on Track	Declining	Not on Track Performance Improving
No. of under 18 hospital admissions for alcohol, per 100,000 population	41.10	N/A	Not on Track	Static	Not on Track Performance Improving
Under 18 conception rate, crude rate per 1,000 females aged 15-17	15.8	N/A	Not on Track	Declining	Not on Track Performance Declining

At Year End performance within this Area of Focus presents a mixed picture. There has been some strong performance related to numbers of Children in Care and those with a Child Protection Plan, which has been improving over time and is forecast to continue. However, half of the measures within this Area of Focus are forecast to remain Not On Track at the next reporting period and have had either a declining or static Direction of Travel to date. Overall, for the measures reported at Quarter 3, performance has remained similar, except for one KBM, the % of care leavers who are NEET, which was anticipated to be On Track with improving performance but has declined this Quarter.

Area of good progress due to figures steadily declining and reaching the lowest figure reported since December 2019:

- No. of Children in Care excluding unaccompanied asylum seeking children

Area of good progress due to figures reducing this Quarter and returning to a longer-term norm. The target for the next reporting year will be reflective of this position:

- No. of children subject to a Child Protection Plan

Improvement activity as figures are significantly below target and levels have been reducing over the last two years due to a lack of qualified Health Visitors. This is being monitored and an action plan being undertaken after discussion at the Health and Wellbeing Board, which includes a local measure to ensure children get a visit from a professional within 13 weeks.

- % 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	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% of Early Years providers graded as Good or Outstanding	94	97	Not on Track	Static	Not on Track Performance Remaining Static
% uptake of places for eligible 2 year olds	91	75	On Track	Improving	On Track Performance Improving
% of children accessing 3 & 4 year old entitlement	97	96	On Track	Improving	On Track Performance Improving
% of Good and Outstanding Maintained Primary Schools	93	N/A	On Track	Static	On Track Performance Remaining Static
% of children and young people with an Education, Health and Care (EHC) plan attending mainstream school	50	48	On Track	Static	On Track Performance Remaining Static
% of top three school place primary & secondary preferences	95.6	N/A	On Track	Static	On Track Performance Remaining Static
% of Key Stage 2 children looked after achieving the expected standard for combined reading, writing and maths	29	N/A	On Track	Declining	On Track Performance Remaining Static
% of Key Stage 4 children looked after achieving grades 5 or above in English and Maths GCSE	16	N/A	On Track	Improving	On Track Performance Remaining Static
No. of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy	75	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
% of 16-17 years olds participating in education and training	94.9	N/A	On Track	Improving	On Track Performance Improving
% of 19 year olds qualified to Level 2 including English and Maths	75.3	N/A	Annual measure 2022 due for reporting in June		
% of in year applications that have a school place offered within the target deadline of 10 school days	93	N/A	On Track	Improving	On Track Performance Improving

% of in year applications that have a school place offered within the statutory deadline of 15 school days	97	N/A	On Track	Improving	On Track Performance Improving
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At Year End performance within this Area of Focus is positive and within expected levels for all but 1 measure, with 11 out of the 12 measures due for reporting being On Track. Positively the Direction of Travel for the measures within this Area of Focus has predominantly been improving or static over time. One measure has remained consistently Not On Track and has had a static Direction Of Travel, which is the % of Early Years providers graded as Good or Outstanding. Performance of this measure has remained at 94 or 95% since Quarter 1 2021/22, against a target of 97%, which is the national average for this metric.

Area of Good Progress due to significantly improved performance since the last reporting period:

- % of in year applications that have a school place offered within the statutory deadline of 15 school days

#### 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	Direction of Travel	Service Forecast for next period
No. of suicide rates for those aged 10 & over, directly standardised rate per 100,000 population	11.20				Annual measure 2022 data due in September

#### 1b Warwickshire Outcome Measures

For 2022/23, an additional layer of ‘outcome’ measures was added to the Performance Framework. These sit above the KBMs and are indicators that WCC is interested in and can influence, but cannot fully control. They are also influenced by other drivers, such as partner activity and national drivers. Examples include the unemployment rate or crime rate.

The table below presents the latest reported figures for the 2022/23 suite of Warwickshire Outcome Measures. It is important to note that these indicators are typically published by central government departments and can often have a lag period of a year or more. The table identifies when each measure was last published and, where possible, provides regional and national benchmarks for comparative purposes, the [State of Warwickshire Dashboard](#) contains information in graphical form.

Indicator	Latest Date	Warwickshire	West Midlands Region	National
Gross Valued Added (GVA) per hour worked	2020	£38.40	£33.10	£37.70
Average personal wellbeing estimates - Anxiety (% Very Good)	2021/22	33%	33%	33%
Average personal wellbeing estimates - Happiness (% Very Good)	2021/22	30%	29%	30%
Average personal wellbeing estimates - Life Satisfaction (% Very Good)	2021/22	25%	24%	24%
Average personal wellbeing estimates - Worthwhile (% Very Good)	2021/22	34%	31%	31%
Newly born enterprise 5-year survival rate	2021	43.5%	34.6%	38.4%
Business start-up rate (new businesses as % of all businesses)	2021	12.0%	14.2%	12.4%
Percentage of people that live in the local area who are in managerial or professional occupations	2021	48.9%	41.7%	46.5%
Business density per 10,000 population	2022	525	434	480
Gross Valued Added (GVA) per job filled	2020	£58,661	£50,463	£58,054
Employment rate for 16 to 64 year olds	2021/22	79.8%	73.5%	75.4%
Gross median weekly pay	2022	£578.20	£516.20	£532.50
Median housing affordability ratio (ratio of house price to income)	2021	8.55	7.55	9.05
Unemployment (claimant count aged 18-64)	Jan-23	2.6%	4.8%	3.6%
Indicator	Latest Date	Warwickshire	West Midlands Region	National

Healthy life expectancy at birth – Males (years)	2018-2020	62.1	61.9	63.1
Healthy life expectancy at birth – Females (years)	2018-2020	64.1	62.6	63.9
Infant mortality rate (per 1,000 live births)	2019-2021	4.03	5.63	3.93
Percentage of premises with Gigabit capable broadband	May-22	66%	n/a	67%
Percentage of people using public transport to travel to work	2021	2.2%	5.4%	8.2%
Proportion of adults (aged 18+) classified as overweight or obese	2020/21	65.6%	66.8%	63.5%
Proportion of Year 6 children classified as overweight or obese	2021/22	35.9%	40.8%	37.8%
Households owed a duty under the Homelessness Reduction Act (per 1,000 households)	Q3 2022	2.43	2.80	3.03
Early years - percentage of all children achieving a good level of development	2022	66.0%	63.7%	65.2%
Early years - percentage of disadvantaged (Free School Meal eligible and claiming) children achieving a good level of development (GLD)	2022	45.6%	50.5%	49.1%
KS2 - proportion of all children achieving the expected standard in Reading, Writing and Maths	2022	60.5%	57.5%	58.9%
KS2 - proportion of disadvantaged children achieving the expected standard in Reading, Writing and Maths	2022	40.1%	43.9%	42.7%
KS4 - proportion of all children achieving 9-5 (strong pass) in English and Maths	2022	52.6%	47.2%	50.0%
KS4 - proportion of disadvantaged children achieving 9-5 (strong pass) in English and Maths	2022	23.8%	30.8%	29.7%
Proportion of pupils attending an Ofsted judged 'good' or 'outstanding' school	Jan-23	88.0%	85.4%	87.8%
Proportion of 16/17-year-olds recorded in education or training (EET)	2022	94.89%	93.23%	92.92%
Vacancies - number of job postings per 10,000 population aged 16-64	Feb-23	520	n/a	n/a
Percentage of 19-year-olds qualified to Level 3 (two or more A-levels or equivalent vocational qualification)	2020/21	61.7%	57.4%	62.2%
Recorded rate of neighbourhood crime (per 1,000 population per year)	Sept-22	11.0	15.2	12.9
Children in relative low-income families (child poverty)	2021/22	14.2%	27.0%	20.1%
Killed and Seriously Injured road casualties (per billion vehicle miles)	2021	44.29	41.38	56.60
Greenhouse Gas Emissions per capita - Nitrous Oxide (N <sub>2</sub> O) and Carbon Dioxide (CO <sub>2</sub> ) kilotonnes CO <sub>2</sub> equiv.	2020	7.86	4.64	4.87
<b>Indicator</b>	<b>Latest Date</b>	<b>Warwickshire</b>	<b>West Midlands Region</b>	<b>National</b>



Reduction in county-wide per capita CO2 emissions since 2005	2020	38.9%	46.7%	48.9%
Net carbon emissions in Warwickshire per capita (kilotonnes CO <sub>2</sub> equiv.)	2020	7.57	4.41	4.56
Proportion of clients who use services who are satisfied with their care and support (aged 18-64)	2021/22	56.7%	65.7%	66.7%
Proportion of clients who use services who are satisfied with their care and support (aged 65+)	2021/22	59.9%	60.0%	61.8%
Access to Green Space (average number of parks, public gardens or playing fields within 1km)	2020	n/a	4.23	4.43

Note: National figures could be England, Great Britain or UK depending on the indicator.

### 1c Performance Management Framework 2023/24

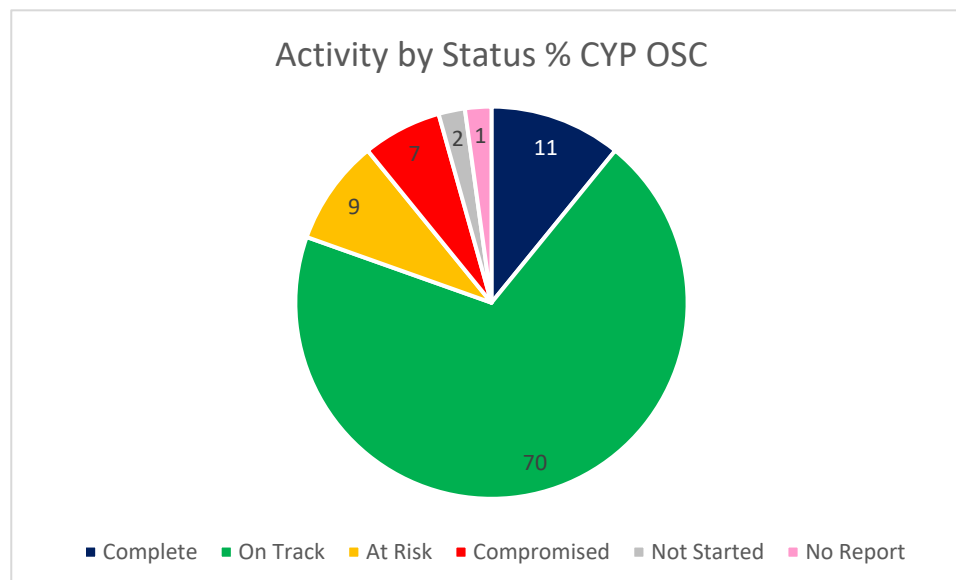
As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in this Sway presentation [Performance Management Framework 2023/24](#). The review of the Service Business Plans and the IDP have identified the changes being requested to ensure that the PMF supports delivery of the agreed Priorities.

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# 1. Children & Young People OSC Progress on the Integrated Delivery Plan Year End

## 1.1 Key Insights for Year End 2022/23

Of the remaining 192 actions within the Integrated Delivery Plan, 46 are attributable to the Children & Young People OSC. At Year End 70% of activities are On Track to achieve their objectives within the set timeframes. 16% of activities are At Risk or Compromised, 11% Completed and a further 2% are yet to start.



### Completed activity:

The following activity has been completed this Quarter;

- 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).**  
 The Family Drug & Alcohol Court is working well and agreed will be sustained and contract being signed for continual service.
- 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.**  
 The Family and Adolescent Support Service was soft launched in January 23. The Service has now recruited to 90% of posts and is working with a number of young people.

- **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).**  
This work is complete.
- **Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Increase knowledge and confidence of primary and secondary school staff by developing a robust training programme for SEND across Warwickshire.**  
All training has been reviewed and is currently placed in one site.
- **Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Review the quality of the online SEND local offer by ensuring all information is relevant and up to date so that families, key stakeholders and professionals can be signposted to information.**  
Complete. Recruitment to a substantive post of Local Offer Information Manager role has been completed. This role will ensure continuous improvement of Local Offer.

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

Activity	Status	Narrative
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).	No Update	
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.	Compromised	Options for the Pears site are being explored for children and young people.
Increase access to Early Help and Targeted Youth Work: <b>Open the new Youth Centre in Bedworth.</b>	Compromised	Delayed due to building issues, the Service are working on alternative plans to expedite this

<p>Increase access to Early Help and Targeted Youth Work: <b>Establish capital programme to improve and extend capacity at Youth &amp; Community Centres and Children &amp; Family Centres.</b></p>	Not Started	Rescheduled to 2023/24
<p>Continue to identify and protect children at risk of abuse and neglect: <b>Improve the timeliness of Children and Family Assessments.</b></p>	At Risk	Current performance remains below our ambitious target and has slightly slipped further. Challenge in relation to workforce has continued, with social worker caseloads increasing again this quarter.
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>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.</b></p>	Compromised	There are considerable concerns regarding the lack of placements and the quality of placements for children in residential care, leading to too many children experiencing instability. We are however placing more children with their connected families and we have a new marketing campaign for foster carers which has resulted in 6 foster carer applications in one month in September.
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Open our first Children's Home and identify properties for three other homes open by December 2023.</b></p>	At Risk	<p>Home 1: The Home was inspected and granted Ofsted registration in March 2023, as a result, the Home is now operational and the first child is in occupancy, with future referrals on track to achieve full occupancy.</p> <p>Home 2: Public consultation with neighbouring residents was successful, and subsequently planning permission was granted. Building Contractors have been on site since mid-March 2023. Following the complete refurbishment and Ofsted inspection, this Home is expected to accept its first resident in early November 2023.</p> <p>Home 3: A property has been purchased in Nuneaton. There were some concerns raised during the public consultation process. Planning permission was submitted on 30th March 2023. Residents have been advised and sent planning submission reference number. Awaiting results of submission before proceeding any further.</p> <p>Home 3A: A bid has been accepted for a small property in Bedworth. It will be used as "annexe" for solo occupancy and is expected to be opened alongside CH3, which is within close</p>

		<p>proximity of this property. Home 4: Work continues to explore the market and purchase a suitable property.</p>
<p>Working alongside Coventry &amp; Warwickshire Partnership Trust and other partner agencies develop a Warwickshire &amp; Coventry Children &amp; Young People's Mental Health Improvement Strategy and action plan: <b>Continue to develop the eating disorder pathway and services.</b></p>	<p>At Risk</p>	<p>Work has been ongoing to improve performance in relation to urgent and routine referral times into the Eating Disorders service. In response to the carenotes outage, the service created its own dashboard to monitor patient journey flow into the service and wait times. This has assisted greatly in understanding issues and blockages and these are being addressed by the service. National Health Service England has been assisting in helping to understand where further improvements can be made and linkages have been made with other NHS Trusts in the region who have their wait times on track. Work has also been ongoing to develop an offer for Avoidant Restrictive Food Intake Disorder (ARFID). Three workshops have taken place with partner organisations to look at how an offer could be delivered - this has resulted in a plan to offer consultation to professionals around ARFID cases and also to provide support for parents/carers who have children with ARFID.</p>
<p>Working alongside Coventry &amp; Warwickshire Partnership Trust and other partner agencies develop a Warwickshire &amp; Coventry Children &amp; Young People's Mental Health Improvement Strategy and action plan: <b>Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders.</b></p>	<p>At Risk</p>	<p>For children in crisis, an action plan has been developed across Coventry and Warwickshire and is owned by the bronze multi-agency group. An options paper has been written setting out future actions for dealing with children presenting in crisis and a workshop is planned in May/June for system partners to come together to discuss these options. An admissions avoidance service was commissioned and went live in January, delivered by Fine Futures and is to be piloted for 7 months until July. Internal within WCC, commissioners are working together to look at all aspects of children in crisis and to identify gaps in service provision and what further support needs to be commissioned.</p> <p>An offer to support mental health for foster carers and also for staff working in the new residential care homes is currently being developed. The offer will also include support where required for</p>

the children living in these homes. A service specification is being developed with a view to commission and establish a new service in the Autumn.

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

There are no exceptions to report on this Quarter.

## 2 The following activities are On Track

### Activity

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.**

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: **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.**

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.**

Work with partners and early years providers to tailor support to improve outcomes for children at the end of Reception to secure school readiness for all Warwickshire children and increase the take up of funded 2-year-old places to include: **Providing more subsidised places on Early Years training.**

Work with partners and early years providers to tailor support to improve outcomes for children at the end of Reception to secure school readiness for all Warwickshire children and increase the take up of funded 2-year-old places to include: **Increasing the number of practitioners who attend the Early Years Aspiration Networks to share peer support.**

Work with partners and early years providers to tailor support to improve outcomes for children at the end of Reception to secure school readiness for all Warwickshire children and increase the take up of funded 2-year-old places to include: **Improving transition arrangements for children moving from nursery to reception.**

Work with education settings to continue to secure good quality education and improve academic outcomes for children in care by ensuring prompt intervention and effective support and challenge through delivering a programme of monitoring visits against identified priorities and providing support to designated teachers.

Work with our local universities, colleges, schools and partners to improve young people's aspiration for further and higher education opportunities including: **Participating as part of the "Think Higher" outreach programme.**

Work with our local universities, colleges, schools and partners to improve young people's aspiration for further and higher education opportunities including: **Developing an options appraisal on the potential for the County Council to further work with local universities and other partners to improve education attainment and social mobility, particularly focussing on areas of the county where educational attainment is lower.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **Supporting the work of the Nuneaton Education Alliance which provides free resources for all schools in Nuneaton with training for school staff on a variety of subjects, including detailed autism training, and training on learning behaviours.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **Working with colleges to improve information given to school leavers around post 16 study options, setting up a Nuneaton Careers Alliance to allow careers teachers networking opportunities with careers advice providers and working with North Warwickshire and South Leicestershire college to provide free events on careers in science, technology, engineering and maths.**



Ensure high quality school places are provided across the County where they are needed by: **Reviewing the school sufficiency strategy to develop a refreshed pipeline capital programme to meet the projected demand for school places, aligned to anticipated population and housing growth in the County.**

Ensure high quality school places are provided across the County where they are needed by: **Building a new all-through School and Nursery at Oakley Grove for South Leamington/ Warwick anticipated by September 2024.**

Ensure high quality school places are provided across the County where they are needed by: **In line with the Schools Admissions Code, respond to the immediate need for school places to accommodate children and families arriving in Warwickshire under the Homes for Ukraine scheme (and other refugees) and ensure those children can settle into an education setting and be supported to learn well.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Reduce waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Develop a pathway of support for children, young people and adults awaiting a diagnostic assessment and/or post autism diagnosis that meets their needs.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Strengthen relationships with parents and carers to build trust and confidence in the SEND system by developing an effective approach to communication and a whole system approach to co-production at a strategic level.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Improve mainstream school leaders' understanding of why the placement of some children needs to be addressed by co-producing an inclusion charter with school leaders for children and young people.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Further develop the role of the Area Analysis Group (AAG) and Education Challenge Board to enable challenge and support for school leaders.**

Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: **Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model.**

Improve our Education, Training & Employment outcomes for young people and residents across the County by **working with partners to support young people aged 16-18 (up to 25 for young people with SEND) into Education, Employment or Training.**

Improve our Education, Training & Employment outcomes for young people and residents across the County by **offering targeted support to any young person identified as not in education, employment or training (NEET).**

Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: **A programme of visits to identified schools from an experienced Head Teacher to support curriculum recovery, identifying children needing support and other interventions with the activity evaluated against the Quality of Education strand of the OFSTED criteria.**

Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: **Encouraging schools requiring support to engage with locality-based consortia groups where small groups of schools and governors can have supportive and challenging conversations about self-evaluation of performance.**

Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: **Reviewing the latest schools performance data due to be published (not available since 2019 due to the pandemic) at each of the key stages from Early Years to Key Stage 3 and 4 and allocating support to schools to address identified areas requiring performance improvement.**

Support young people and schools catch up on learning from Covid-19 by supporting schools with peer support initiatives to include: **Implementing a programme of support interventions for new and existing Head Teachers including weekly team briefings, communications, wellbeing support and opportunities for Head Teachers to ask for specific support according to individual needs.**

Launch Warwickshire's Outdoor Education & Learning Strategy that will promote and support education settings to deliver and/or access a range of outdoor opportunities and develop and implement its delivery plan.

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.**

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.**

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**Appendix 3 Management of Financial Risk**

1.1 The table below details performance against the latest approved revenue budget as measured by outturn overspend, further information and reasons for variances can be found in the [Cabinet Outturn Report](#).

Service Area	Approved Budget	Actual Spend	(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	85.460	88.037	2.577	3%	(0.446)	(0.568)	0.274	3.317

1.2 The table below details performance against the approved savings target as measured by forecast under/overachievement.

Saving Proposal	Target £m	Actual £m	Shortfall/ (Overachievement) £m	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.	0.107	0.107	0	Not achieved/ identified but this has been compensated for by additional surplus generation of UASC grant to fund services to UASC clients across the service.
<b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children in care placements and income from safeguarding training.	0.300	0.250	0.050	Education Safeguarding training income not achieved but offset by additional contributions for placements,
<b>New ways of working</b> - Reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	0.056	0	0.056	Service overspends in this area of £0.132m.
<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.	0.010	0.010	0	Reduction in budget applied with outturn balanced.
<b>Adoption</b> - Education contribution to the Authority's share of the Adoption Central England costs.	0.048	0.048	0	Reduction in budget applied with outturn balanced.
<b>Total</b>	<b>0.521</b>	<b>0.415</b>	<b>0.106</b>	

1.3 The table below details performance against the approved capital programme as measured by forecast delays in delivery.

Service	Approved 2022-23 Capital Programme	New Projects in Year	Net Over / Under Spend	Total Capital Prog.	Budget Reprofile	Delays	Forecast In Year Capital Spend	% of Delays
	£m	£m	£m	£m	£m	£m	£m	
Children & Families	1.887	0.049	-0.004	1.932	0.002	(1.239)	0.695	-64.1%

**Children & Families Services - £1.239m**

- Work to establish Childrens' Homes within Warwickshire over the three individual sites has been delayed (£0.989m). In one instance this has been due to a change in the scope of the project and additional inflationary pressure, another is due to planning processes around change of use of a property. A third project is still seeking a suitable property for the anticipated cohort.

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Appendix 4 CYP OSC Management of Risk

**Key Service Risks Summary**

**Children and Young People’s Services**

At a service level there are 13 risks recorded against services relating to Children and Young People’s Services. Key risks 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 over target.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
<p><b>Risk level has not exceeded the target for 3 quarters in a row</b></p>	<ul style="list-style-type: none"> <li>• 9 other risks</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Education)</b> Oakley Grove All Through School delay</li> </ul>
<p><b>Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target</b></p>	<ul style="list-style-type: none"> <li>• <b>(Children and Young People)</b> Children and young people and vulnerable adults suffer avoidable injury or death</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> <li>• <b>(Education)</b> Impact of Covid on learning outcomes</li> </ul>

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## Children & Young People Overview and Scrutiny Committee

13<sup>th</sup> June 2023

### Children & Family Centre Updates and Strategic Direction

#### Recommendation(s)

That the Children and Young People Overview Scrutiny Committee (the Committee) considers and comments upon the performance and delivery of the Children and Family Centres.

#### 1. Executive Summary

- 1.1 The children and family centres are commissioned services, currently delivered by two voluntary sector providers. Thirteen Centres are managed by Barnardo's and one by St Michaels. The contract will cease in August 2024.
- 1.2 An independent review of the service was completed in January 2023 which, along with contract management information and commissioning activity, has identified strengths within the current service provision whilst also highlighting some areas where improvements could be made.
- 1.3 Strengths outlined are as follows:
  - Strong 0-4 provision within core centres with positive feedback evidencing the value and support received by families.
  - Partnership working with speech and language colleagues increasing the targeted and universal elements of the speech and language programme to support school readiness.
  - Targeted support of the WCC countywide KPI for improving the take up rate of 2-year old funded nursery education places, for eligible families.
  - Partnership working with Health Visiting and Midwifery colleagues has been instrumental in facilitating baby self-weigh clinics and Baby Well clinics across the county.
  - Continued and increased support to families experiencing hardship through financial support and guidance, food parcel schemes, toy and clothes swap facilities and providing a listening ear in a safe and warm space for those families in need.
- 1.4 Outreach delivery and service provision for 5–19-year-olds remain an area for improvement. Where these gaps have been evidenced, the service needs to drive improvements to ensure that the children and family centre service supports families that are most in need, including those communities in lower

Index of Multiple Deprivation (IMD) deciles, rural communities and underrepresented groups.

- 1.5 Both providers remain committed to working in partnership with Warwickshire County Council (WCC) and its wider partners to redress gaps within the current service delivery. This work has seen a doubling of the outreach provision by Barnardo's between Q2 2022/23 and Q4 2022/23. St Michael's have worked extensively within the local community and have established networks with local faith groups that have seen their reach into the communities grow, whilst focusing on those families most in need.
- 1.6 Monthly meetings with Barnardo's in addition to the quarterly contract reviews have supported a more focused approach to addressing the current gaps within service delivery.

## **2. Background**

- 2.1 In November 2022, the Committee received a briefing updating it on the children and family centres performance and outlining the purpose and aims for the independent review taking place from October 2022 to January 2023. The update outlined the expansion of key service priorities to drive service performance, with a particular focus on engagement of the 5-19 and special educational needs and disabilities (SEND) population as well as increasing the scope and depth of the outreach service.
- 2.2 The independent review, combined with contract monitoring and quality information, concluded the following in the relation to the children and family centre service delivery:
  - Outreach remains under KPI requirements for Districts where there is more than one centre, reflecting the resources required to operate multiple centres.
  - Delivery of services to 5-19 is mainly achieved via partner delivery.
  - Both providers facilitate and work in partnership with Health Visiting and Midwifery services.
  - KPI's do not allow for an equitable comparison of service delivery between districts and providers.
  - A 'Family Hub' model of service delivery was referenced throughout the report as the recommended direction of travel for services.
  - Feedback given by Barnardo's highlights the financial disparity between funding for a single operational children and family centre within a District, e.g North Warwickshire, to those districts where there are multiple centres within a district.
- 2.3 In March 2023, a one-year contract extension was agreed to the children and family centre service until 31<sup>st</sup> August 2024. Barnardo's will continue to manage and deliver services from 13 centres across the county and St

Michael's (operated by Coventry Diocese Multi Academy Trust) will manage and deliver services from one centre in Bedworth.

### 3. Partnership Working

- 3.1 In response to the findings of the independent review and commissioning activity, both Commissioning and Early Help and Targeted Support (EHTS) continue to meet monthly with Barnardo's to give strategic support and oversight to develop and drive improvements within their service provision.
- 3.2 This work has overseen the implementation and monitoring of a service action plan with specific focus on outreach and 5-19 delivery. Barnardo's continue to work in partnership with WCC to look at the most effective structures within their centres to maximise the front-line staffing contact which has supported the expansion of their outreach provision. Barnardo's are broadening the skill sets of their workforce to support the 5-19 cohort and continue to work in collaboration with community partners to deliver a more flexible service outside of school hours for older children.
- 3.3 A 'district mapping' process has been introduced that provides oversight to the outreach delivery ensuring that services are available to those communities most in need within each district. This information is shared monthly with EHTS and commissioning to align service provision in the community with all partners ensuring the right services are delivered in the right location based on local need.

### 4. Service Performance

- 4.1 The table below demonstrates the service performance of Barnardo's and St Michael's for 12 months from April 2022 to March 2023 against the enhanced KPI measurements introduced in April 2022.

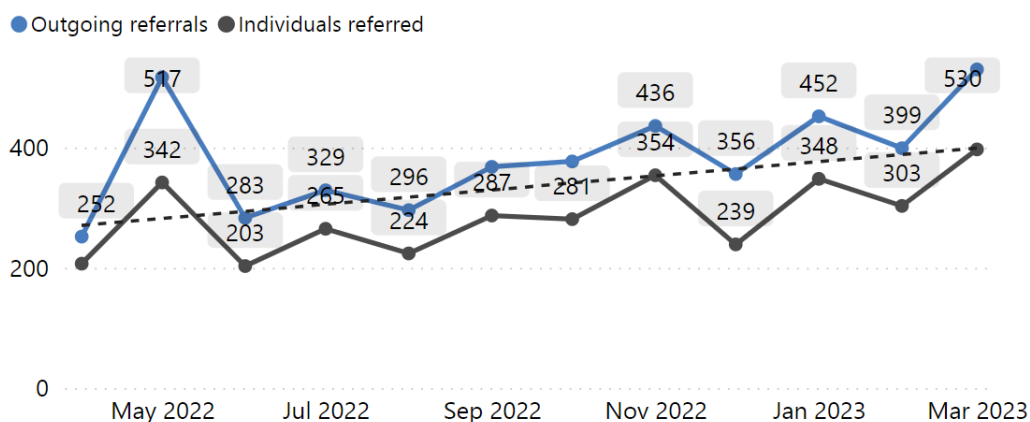
Reporting Activity	Target	Barnardo's	St. Michael's
<b>100% delivery against core operational hours</b>	100%	<b>100.4%</b>	<b>99.97%</b>
<b>Average % of delivery against 6 high performance outcomes</b>	Minimum of 50%	<b>92.7%</b>	<b>85.0%</b>
<b>Service delivery at outreach venues</b> <i>% of total hours delivered through outreach venues</i>	Minimum of 15%	<b>9.6%</b>	<b>22.8%</b>
<b>Service delivery by partner services*</b> <i>% of total hours delivered by partners</i>	Minimum of 50%	<b>54.8%</b>	<b>68.5%</b>
<i>% of total hours delivered by partners targeting 5-19</i>	Minimum of 15 %	<b>15.1%</b>	<b>30.3%</b>
<b>Service delivery supported by volunteers</b> <i>% of total hours supported by volunteers</i>	Minimum of 10%	<b>23.4%</b>	<b>141.3%</b>

<p><b>Developing and enhancing the service offer across the age range, 5-19 years</b></p> <p>Within the 5-19 yrs. age range, at least the following:</p> <ul style="list-style-type: none"> <li>—15% of all CFC registrations;</li> <li>- 15% of all (distinct) CFC attendees;</li> <li>- 15% of total partner hours;</li> </ul> <p>10% of total partner service representation at District Advisory Boards</p>	<p>% outlined as a minimum</p>	<p><b>6.4%</b></p> <p><b>7.6%</b></p> <p><b>15.1%</b></p> <p><b>59.8%</b></p>	<p><b>8.1%</b></p> <p><b>15.5%</b></p> <p><b>30.3%</b></p> <p><b>46.7%</b></p>
<p><b>In collaboration with the Early Years Sufficiency and Family Information Service (FIS) teams, supporting improving the take rate of 2-year funded nursery education places, for eligible families.</b></p>	<p>Minimum 75%<sup>11</sup> take up rates, to overall 85% target rate</p>	<p><b>78.3%</b></p>	<p><b>86.5%</b></p>
<p><b>Ongoing review of all outreach locations</b></p> <ul style="list-style-type: none"> <li>• increase in attendances at CFC activities at outreach locations.</li> </ul>	<p>Minimum 20%</p>	<p><b>12.7%</b></p>	<p><b>19.1%</b></p>

- 4.2 Where KPI requirements are met or exceeded this is highlighted in green. Both providers perform well against most of the KPIs. On average St Michael's continues to perform higher than Barnardo's, although it is not an equitable comparison due to size of the services and the number of core sites in each district.
- 4.3 Both St Michael's and Barnardo's fall below the KPI requirements for 5-19 CFC registration, although St Michael's does meet the requirements for the number of 5-19 year old attendees. Both providers continue to look creatively at how they can increase this area of the service offer. St Michael's offer a full Holiday Activity Fund Programme (HAF) which supports a larger proportion of 5-19's in the school holidays whilst focusing on those families that are most in need. Barnardo's have run a trial HAF pilot in April 2023 with the view to offering a full HAF programme in the 2022/23 Summer Holidays.
- 4.4 Direct delivery by the centres highlights a challenge for the 5-19 cohort for both providers, although this remains a priority focus within their service planning. St Michael's has expanded on its partner delivery to supports this age group whilst it continues to run some after school activities such as dance and karate. They now facilitate a weekly space for a Church led after school group which has increased their 5-19 footfall and introduced new children and families to the service. St Michael's 5-19 partner delivery KPI remains almost double the KPI requirement. Barnardo's are undergoing an extensive skills mapping exercise and are looking to recruit workers specifically to deliver well-being and emotional support activities to this age range which will increase their 5-19 partner offer which is currently on target with the KPI requirement.

- 4.5 Service delivery at outreach venues remains below the required 15% KPI for Barnardo's. The provider is working hard to address this area of their service provision which has resulted in outreach delivery increasing from 6.3% in Q2 2022/23 to just under 12% in Q4 2022/23. The highest increase was seen in North Warwickshire district which delivered outreach at 31% of total service delivery in Q4 and is the highest outreach delivery across all districts in this quarter.
- 4.6 Providers continue to develop and maintain partnerships with Health and Early Help colleagues and have facilitated a successful roll out of baby self-weigh clinics across all districts. Both Barnardo's and St Michael's contributed to the significant increase in the WCC KPI to improve the take up rate of Year 2 funded nursery education places for eligible families. Both providers have delivered an increase in the number of targeted speech and language sessions with all universal sessions now offering an element of speech and language focus. They continue to work in partnership with speech and language colleagues to support school readiness across the county and have established classes that support the prevention agenda.
- 4.7 Both providers have increased their levels of support to families in need to meet demands within the current financial climate. The graph below shows the number of outgoing monthly referrals made over 12 months between April 2022 and March 2023 across all districts has increased from 252 to 530.

OUTGOING REFERRALS, BY DATE



- 4.8 The service continues to support families via signposting, advice and guidance and works within each community to support specific needs with food parcels, hardship vouchers, access to grants and funding, as well as providing clothes and toy swap facilities. The centres have provided warm spaces and a 'listening ear' to families across the county.

## 5. Service Impact

- 5.1 The service specification requires children and family centre services work to enable every child in Warwickshire to have the best start in life through a whole family approach, that builds independence, resilience and ensures that services are accessible proportionate and seamless based on need.

5.2 Although the KPI measurements are used to determine service performance; service impact, effectiveness and value for money are also evaluated. Both the Warwickshire 0-5 JSNA and the NHS Core 20 plus 5 initiative support the underlying values of the children and family centre service in delivering services to those most in need as part of the universal and targeted stepped approach to minimise families escalating to requiring statutory interventions.

5.3 The data below for the 12-month period between January 2022 and December 2022 demonstrates that although improvements have been seen in some areas of service delivery, there remains a gap in service provision in delivering to our most vulnerable families and those most in need.

Table 1 – Attendances across the CFC estate, by IMD decile

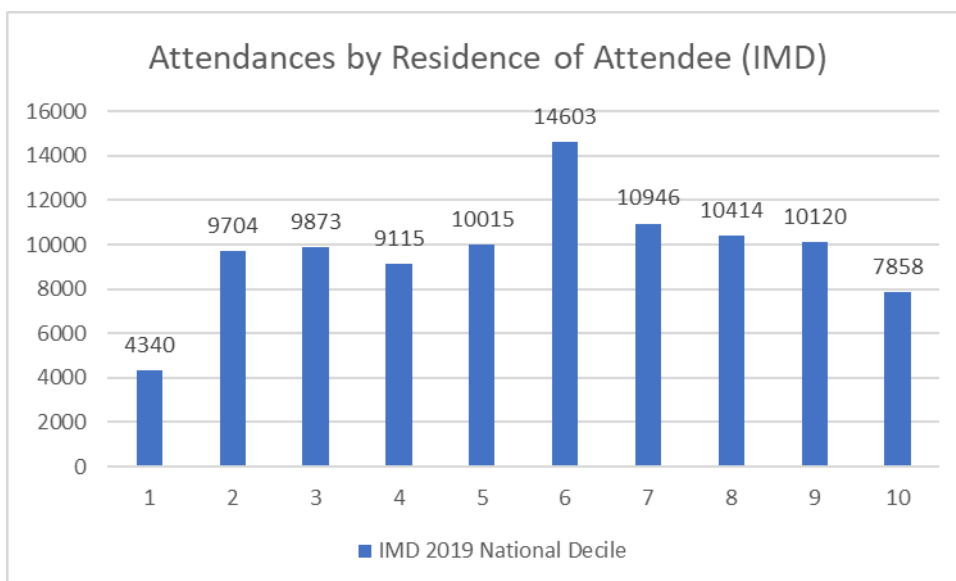


Table 2 – Percentage of attendance by IMD decile and District

District	Number of attendances from IMD 1-3	% of attendance from IMD National Decile 1-3	% of attendance from IMD National Decile 1
Bedworth	5980	45.2%	1.2%
North Warwickshire	1589	17%	3.4%
Nuneaton	11091	47.9%	16.7%
Rugby	2804	12.2%	0%
Stratford	343	3.1%	0%
Warwick	2093	12.1%	0%



- 5.4 Table 1 shows the percentage of Children and Family Centre attendance by IMD decile for each district and shows that the highest attendance is within IMD 6. The second and third highest attendances are by those living within IMD 7 and 8 respectively.
- 5.5 Table 2 shows the breakdown by district of attendances by IMD decile. Nuneaton and Bedworth Children and Family Centres attendance figures show the biggest percentage of those families living in areas of higher deprivation, which is reflective of those communities, however North Warwickshire are minimally represented by attendances within IMD decile 1 and IMD deciles 1-3 at 3.4% and 17% respectively.
- 5.6 Rugby, Stratford and Warwick districts do not have any LSOA areas within IMD 1, but the children and family centre attendance for those in IMD deciles 1-3 remain underrepresented at 12% or below.
- 5.7 The Children and Family Centre total attendances for 12 months between January 2022 and December 2022 represented 4.5% of the population within IMD 1 and only 24.7% of those within IMD 1-3.
- 5.8 A mapping exercise undertaken for outreach provision delivered in Q4 2022/23 demonstrates that the outreach provision is underrepresented in most rural areas and that existing community assets remain underutilised. Please see Appendix 1.

## **6. Service Development**

- 6.1 Work will continue with both providers to support those communities most in need and to develop a service that offers flexibility ensuring that working parents and guardians as well families and children over the age of 5 are able to access services in the right locations at the right time
- 6.2 Areas of focus will continue to look at the outreach delivery each month and work in partnership with EHTS to ensure that services are not duplicated and deliver where needed.
- 6.3 Barnardo's have already engaged with different partners to support delivery of a 5-19 programme, and this will continue to be monitored across all provision.
- 6.4 Service delivery for both afterschool and weekend activities as well as partnership working with HAF to deliver activities during school holidays for eligible families will remain a priority for both providers.

## 7. Financial Implications

7.1 The budget for children and family centres for 2023/24 is £2,040,000.

St Michaels	£ 274,488.12
Barnardo's	£1,765,511.88
<b>Total</b>	<b>£2,040,000</b>

## 8. Environmental Implications

8.1 The environmental implications for this contract relate to the centre buildings and the potential travel implications for an outreach model. These considerations continue to apply to ensure that the service contributes to the Council's ambitions as outlined in the Sustainable Futures Strategy.

## Appendices

1. Appendix 1 Outreach Mapping by District

	<b>Name</b>	<b>Contact Information</b>
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Strategic Director	Nigel Minns Strategic Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Councillor Sue Markham Portfolio Holder for Children & Families	suemarkham@warwickshire.gov.uk

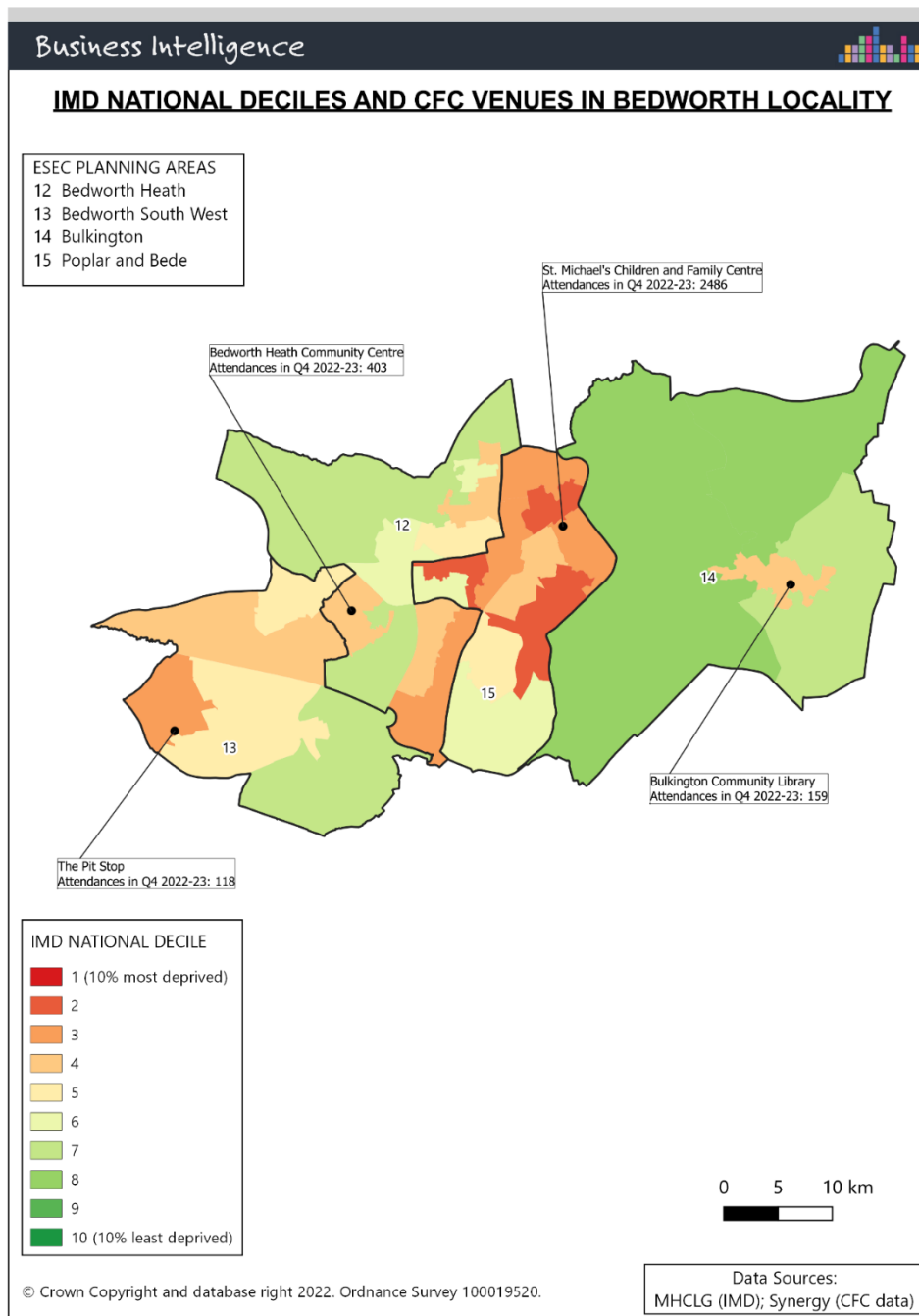
The report was circulated to the following members prior to publication:

Local Member(s): n/a

Other members: Councillor Kam Kaur, Portfolio Holder for Education and  
Councillor Sue Markham, Portfolio Holder for Children & Families.

## Outreach Overview by District Q4 2022/23

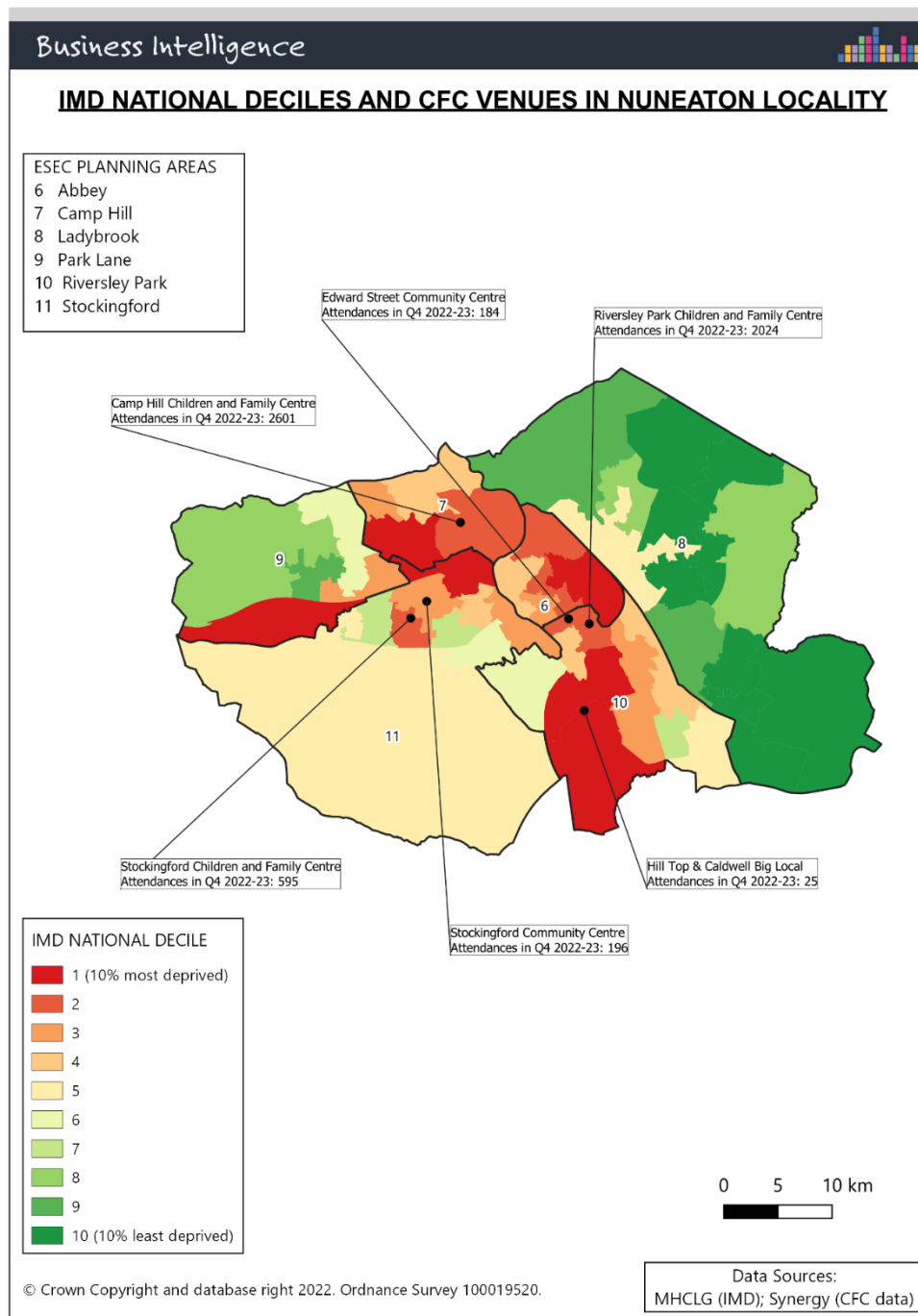
### Bedworth



**There were 3 outreach delivery sites in Q4 in Bedworth. These are:**

- **Bulkington Community Library with 159 attendances**
- **The Pit Stop (Kersely) with 118 attendances**
- **Bedworth Heath Community Centre with 403 attendances**

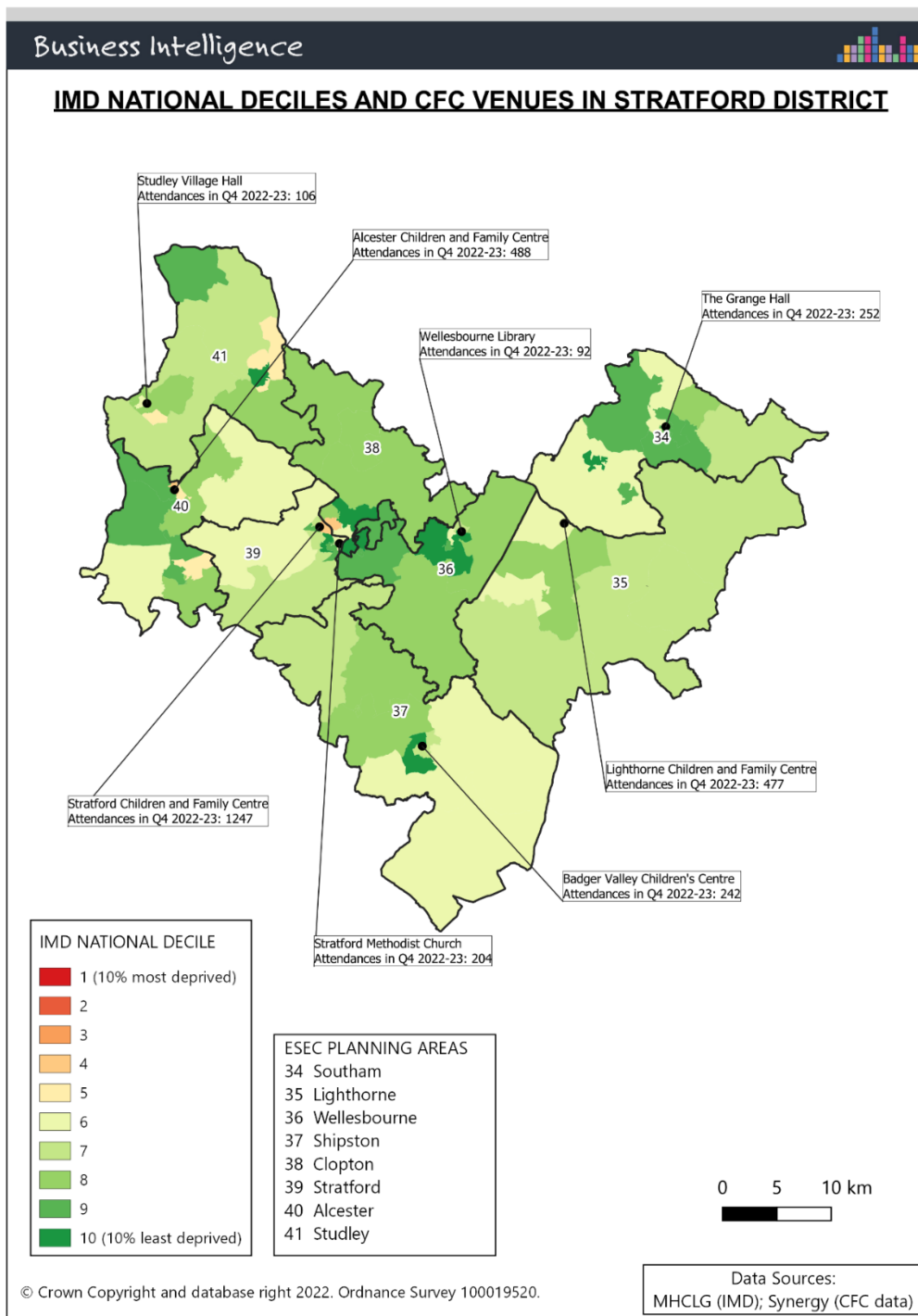
**Nuneaton**



**There were 3 outreach delivery sites in Q4 in Nuneaton. These are:**

- **Edward Street Community Centre with 184 attendances**
- **Stockingford Community Centre with 196 attendances**
- **Hilltop and Caldwell Big Local with 25 attendances**

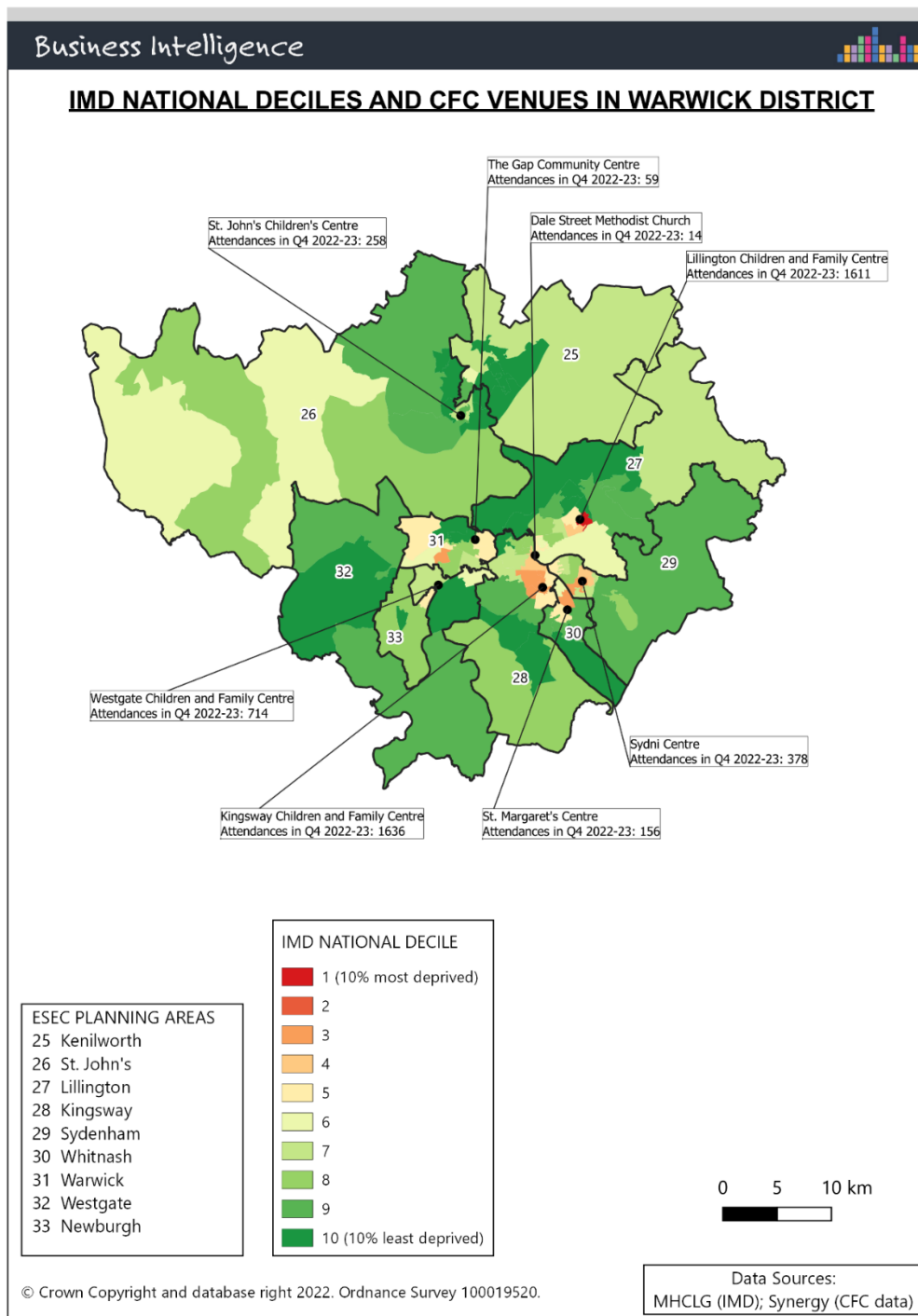
**Stratford**



**There were 5 outreach delivery sites in Q4 in Stratford. These are:**

- **Studley Village Hall with 106 attendances**
- **Wellesbourne Library with 92 attendances**
- **Grange Hall (Southam) with 252 attendances**
- **Badger Valley (Shipston-On-Stour) with 242 attendances**
- **Stratford Methodist Church with 204 attendances**

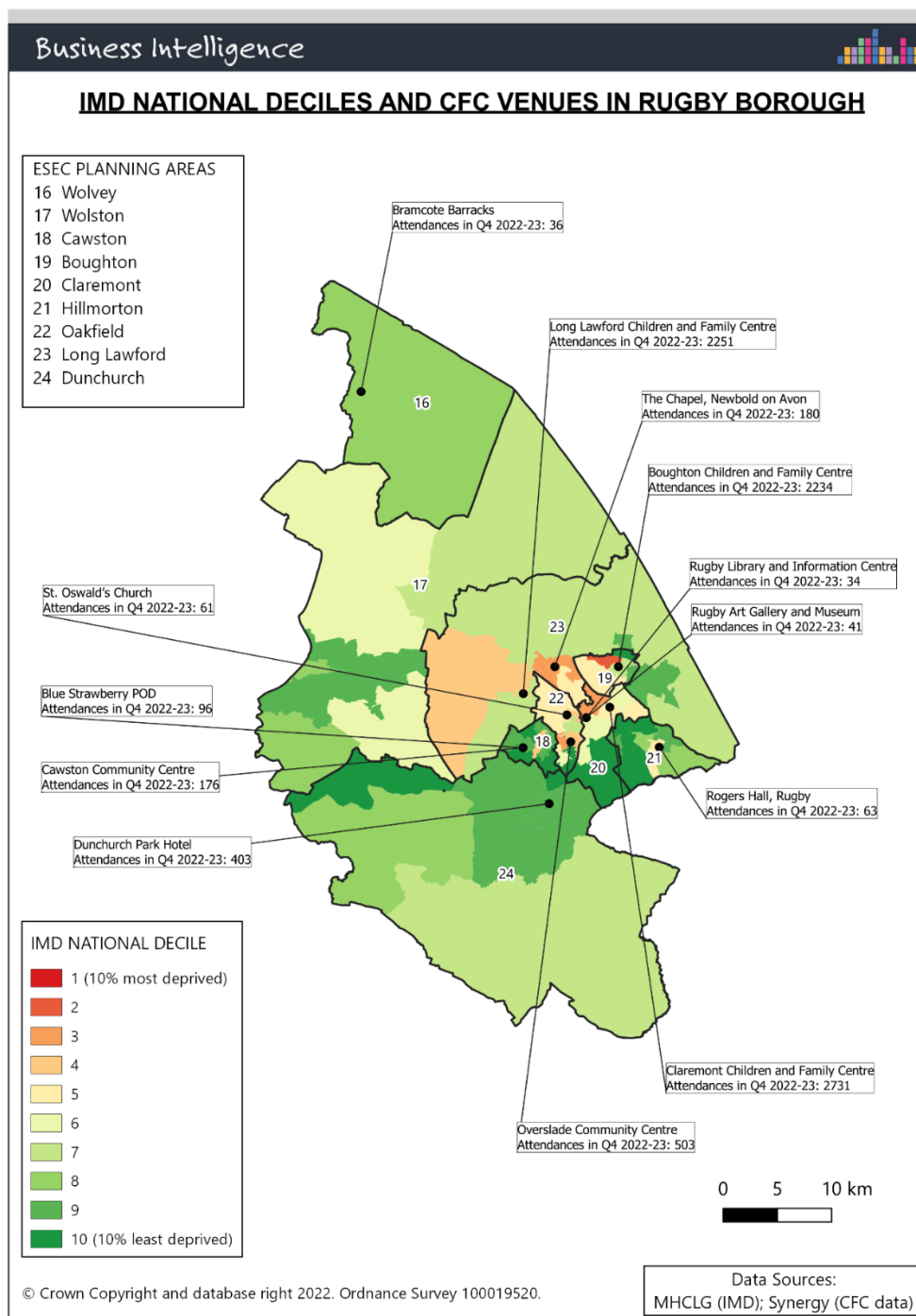
**Warwick**



**There were 5 outreach delivery sites in Q4 in Warwick. These are:**

- **St Johns Centre Kenilworth with 258 attendances**
- **The Gap Community Centre with 59 attendances**
- **Dale Street Methodist Church with 14 attendances**
- **Sydni Centre with 278 attendances**
- **St Margaret's Centre (Witnash) with 156 attendances**

## Rugby



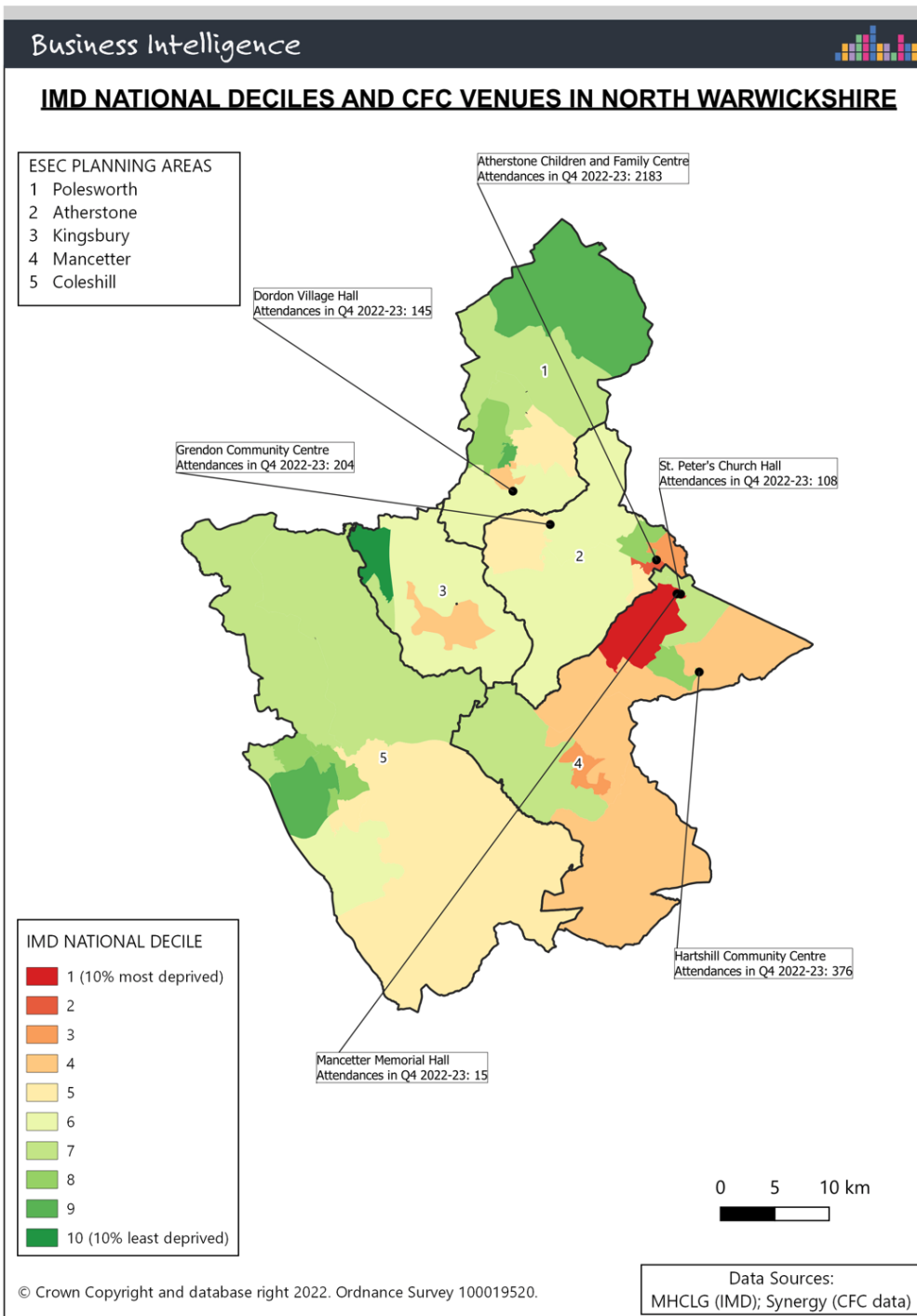
There were 10 outreach delivery sites in Q4 in Rugby. These are:

- **Bramcote Barracks with 36 attendances**
- **The Chapel (Newbold On Avon) with 180 attendances**
- **Rugby Library with 34 attendances**
- **Rugby Art Gallery with 41 attendances**
- **Rogers Hall Hillmorton with 63 attendances**
- **Overslade Community Centre with 503 attendances**
- **Dunchurch Park Hotel with 403 attendances**
- **Cawston Community Centre with 176 attendances**

- **Blue Strawberry Day Care Centre with 96 attendances**
- **St Oswald's Church (Oakfield) with 61 attendances**

North Warwickshire





There were 5 outreach delivery sites in Q4 in North Warwickshire. These are:

- **St Peter's Church Hall (Mancetter) with 108 attendances**
- **Hartshill Community Centre with 376 attendances**
- **Mancetter Menorial Hall with 15 attendances**
- **Grendon Community Centre with 204 attendances**
- **Dordon Village Hall with 145 attendances**

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## Children & Young People Overview and Scrutiny Committee

13 June 2023

### Customer Feedback Annual Report 1 April 2022 to 31 March 2023

#### Recommendation

That the Children and Young People Overview and Scrutiny Committee considers and comments on the contents of the report.

#### 1. Executive Summary

- 1.1 This is the Annual Customer Feedback Report for the Children's and Families and Education Services covering the period 1 April 2022 to 31 March 2023.
- 1.2 The report summarises the compliments, complaints and comments received by the two services including the lessons learned. The data, trends and themes have been collated over the last 3 years.
- 1.3 An accessible version of this report is available if required

#### 2. Complaints Process

- 2.1 Every Local Authority with a responsibility for Social Care Services is required to provide an Annual Report, outlining the workings of both their Adults and Children's complaints and representations procedures.
- 2.2 The procedure for dealing with children's statutory complaints (those raised by or on behalf of children relating to our Social Work Services) and representations is determined by the following legislation:
  - The Children Act 1989, Representations Procedure (England) Regulations 2006.
  - The Children & Adoption Act 2002 and Children (Leaving Care) Act 2000 and the accompanying guidance 'Getting the Best from Complaints' (DfES July 2006)
- 2.3 The requirement contained in the Children Act 1989; Representations Procedure (England) Regulations 2006, is that every Local Authority with a responsibility for Children's Social Care Services is obliged to have in post a Complaints Manager, part of whose role is to provide an Annual Report into the workings of the complaints and representations procedures.

- 2.4 Complaints relating to Children's Services, which do not fall within the boundaries of the Statutory Social Care Complaints Process, are processed via the Council's Corporate Complaints Process.
- 2.5 The Statutory Complaints and Representations procedure serves four main purposes:
- i.) To provide a way for a child/young person, or a person acting on their behalf, to give their views of the service they have received.
  - ii.) To enable Council services to learn from complaints and compliments and to change, review or maintain its services accordingly.
  - iii.) To ensure that complaints are properly recorded and acted upon and that where necessary, things that have gone wrong are put right promptly.
  - iv.) To ensure that staff and service users understand their rights and responsibilities within the complaints process.
- 2.6 The Statutory Complaints Procedure, used for complaints raised by, or on behalf children receiving a service from Children's Social Work Services, has three stages:
- Stage One - Local resolution.
  - Stage Two - An independent complaint investigation.
  - Stage Three - An independently chaired Review Panel.
- 2.7 Full details of the Statutory Complaints Procedure is set out in Appendix 1.

### **3. Analysis of the Customer Feedback Received During 2022 and 2023**

- 3.1 Feedback from members of the public is recorded on a customer relations software referred to as 'Contact Us'. Feedback can be shared through either an online portal, telephone or via email and is divided into Complaints, Compliments, Comments or Questions. Depending on the type of contact, feedback will be processed through different internal procedures.
- 3.2 The County Council takes every submitted case seriously, especially complaints, as it wants to make sure its complainants are dealt with fairly, consistently and within timelines. It is essential that Warwickshire County Council (WCC) deals with all feedback efficiently to provide good service, learning and improvements.
- 3.3 Procedures relating to how WCC deals with and responds to complaints is detailed in WCC's complaints policy- [Warwickshire County Council's Complaint's Policy](#).
- 3.4 This policy has been developed in line with best practice recommendations and legislation that covers complaints about local authorities' services. This

policy is also being reviewed and updated to ensure it covers all up to date legislations. In the policy, a complaint is defined as:

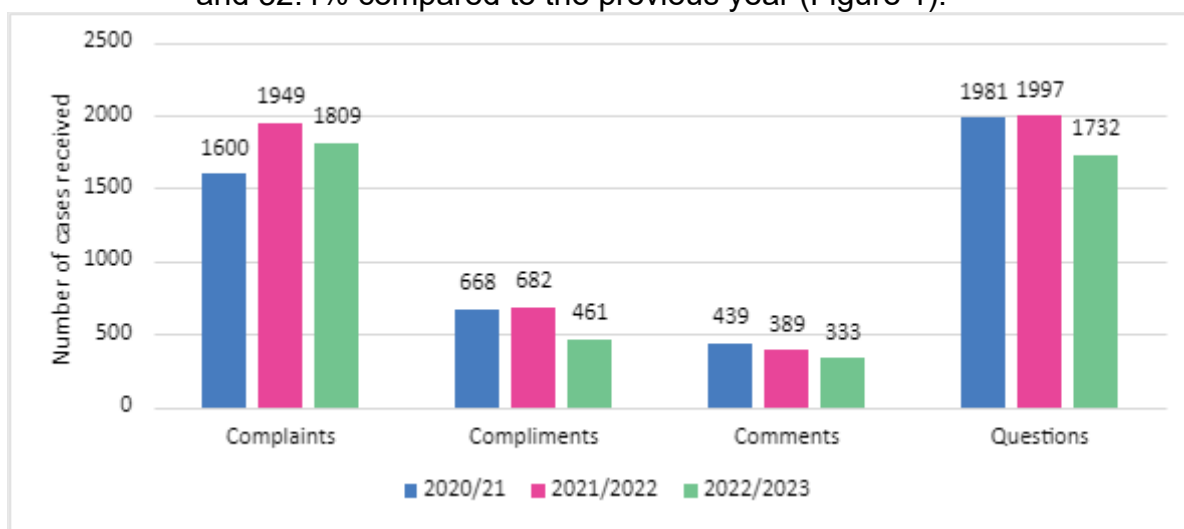
*“... any expression of dissatisfaction with a service that the Council (or one of its partners or contractors) has provided, and that requires a response.”*

3.5 Methods of how the report has been collated:

- i.) Data was extracted for the past three years, i.e., 2020/2021; 2021/2022 and 2022/2023. Where appropriate, data was summed over different time intervals, and averages and percentage changes over time were calculated. In all sections, data is presented as percentage, with the number of cases this refers to in parentheses (n= number of cases).
- ii.) The lessons learned presented at the end of this report were organised into categories based on their themes. This allowed related lessons learned to be grouped together, making it easier to determine the frequency of specific recommendations.

3.6 Trends in received cases over time:

- i.) During the year 2022/2023, there were a total of 4,335 cases raised on Contact Us across all Directorates of the Council. This shows a decrease in the total number of cases of 13.6% compared to the previous year 2021/2022, where there was a total of 5,017 cases. The number of cases received in the 2021/2022 year is greater than the number of cases received during 2020/2021, with 4,737 total cases.
- ii.) Comparing the type of cases received highlights that despite an overall decrease in cases from 2021/2022 to 2022/2023, particularly the volumes of questions and compliments decreased. While the number of questions and compliments remained similar during 2020/2021 and 2021/2022, during 2022/2023 these figures have decreased by 13.3% and 32.4% compared to the previous year (Figure 1).



*Figure 1: Number of cases received during the years 2020/2021, 2021/2022 and 2022/2023 across all Directorates within the Council by type of case.*

- 3.7 Once a case is received, it is reviewed by WCC's Customer Relations Team (CRT). Depending on each case, CRT can assign a case to the team it concerns or complete a case themselves. This occurs when:
- cases are referencing a service that is not provided by WCC (For example, a complaint about a teacher- this would need to be sent to the school directly for them to follow their complaints procedure);
  - cases do not fall in the specific subject area of any other WCC team;
  - cases are submitted anonymously and cannot be followed up; and
  - CRT staff can answer and close cases without sending them to the services directly, due to broad knowledge of many areas.
- 3.8 During 2022/2023, 44.2% (n= 1,915) of cases were assigned to the CRT, which is an increase of 9.1% compared to the previous year. Compared to the year 2020/2021, cases assigned to the CRT have nearly doubled. Of the remaining 2420 cases received during 2022/2023, 245 were assigned to Children & Families, and 197 to Education Services (Table 1).

Service	Children & Families			Education Services		
	2020/21	2021/22	2022/23	2020/21	2021/22	2022/23
Complaints	172	246	212	101	103	133
Compliments	84	40	18	2	3	2
Comments	2	3	6	12	3	3
Questions	20	14	9	143	58	59
<b>Total</b>	<b>278</b>	<b>303</b>	<b>245</b>	<b>258</b>	<b>167</b>	<b>197</b>

*Table 1: Number of cases assigned to Children & Families and Education Services by type over the previous three years.*

- 3.9 Looking at cases assigned to Children & Families and comparing trends over time, the number of cases received in 2022/2023 has decreased by 19.1% compared to 2021/2022 and decreased by 11.9% compared to 2020/2021. In 2022/2023, the type of cases included 86.5% complaints, 7.3% compliments, 3.7% questions, and 2.4% comments. Since 2020/2021, the number of complaints has increased from 61.9%, while compliments decreased from 30.2%.
- 3.10 For Education Services, the number of cases received during 2022/2023 was 23.6% lower than volumes of cases observed for the year 2020/2021, while an increase of 18.0% of cases was recorded from 2021/2022. During 2022/2023, the type of cases Education Services received included 67.5%complaints, 29.9% questions, 1.5% comments and 1.0% compliments. While the number of types of cases were similar over the previous two years, during 2020/2021, the number of complaints remained the same at 39.1%, whilst 55.4% of all cases related to questions asked by members of the public.

### Complaints Data

#### 3.11 Data on Complaints received via Contact Us:

- i.) When comparing the number of complaints received by Children & Families per month over the past three years, similarities between the years 2020/2021 and 2022/2023 are apparent. During 2022/2023 the highest number of complaints was received during June 2022 and January 2023 with 26 and 27 cases (Figure 4).

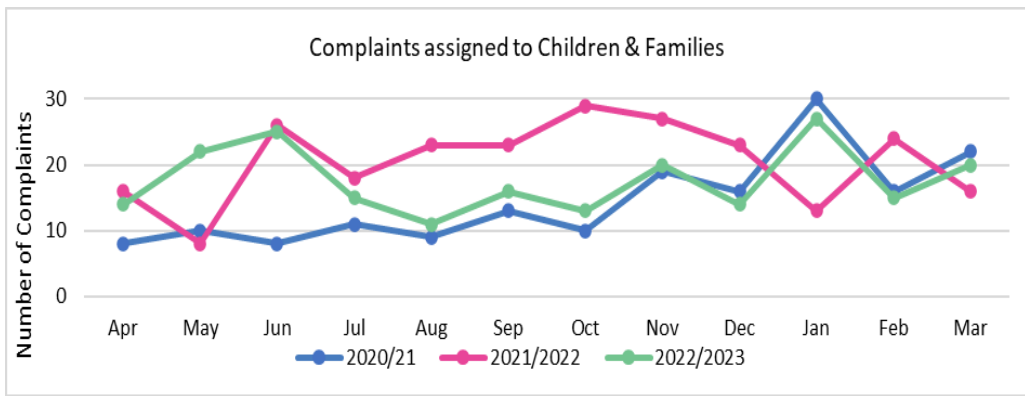


Figure 4: Number of complaints assigned to Children & Families over time.

- ii.) This trend could be down to a significant rise in the number of children that Children and Families were engaged with at that time due to Covid, which led to more volume of complaints, as the service were involved with more families than the service would usually.
- iii.) Volumes of complaints received by Education services per month over the previous three years were similar. In all three years, the highest number of complaints was received in September, peaking at 28 complaints received during 2022/2023 (Figure 5).
- iv.) The highest number of complaints received in September are likely to be due to school places and admissions issues.

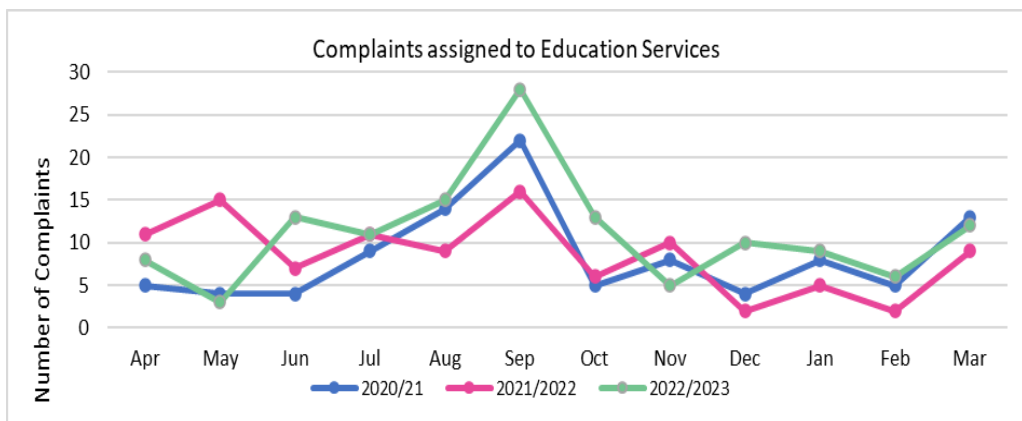


Figure 5: Number of complaints assigned to Education Services over time.

### **Case Volumes**

- 3.12 Children & Families' complaint case volumes were influenced by several teams, of which Children's Initial Response has made up the highest number since 2020/2021, with 26.4% (n=56) of complaints assigned to this team during 2022/2023. This was followed by the Bedworth and North Warwickshire Children's Team with 10.9% (n=23) of cases.
- 3.13 In the year 2020/2021, nearly all complaints received by Education Services were assigned to the team 'Education Services', with 94.1% (n=95) complaints assigned to this team. This decreased to 74.8% (n=77) of total complaints in 2021/2022 and decreased to 1.5% (n=2) of total complaints in 2022/2023. For the year 2022/2023, the team with the highest number of complaints were School Admissions, accounting for 51.1% (n=68) of total complaints received in Education Services. Second to this was SENDAR (Special Education Needs Assessment and Review), which received 41.4% (n=47) of the total complaints received in 2022/2023, which is an increase from 11% (n=12) in 2021/2022.

### **Stages of Complaints**

- 3.14 In 2022/2023, the majority of complaints received by both Children & Families and Education Services were at the initial investigation stage (Stage 1).. In the year 2022/2023, stage 1 complaints made up 97.6% (n=207) for Children & Families and 94.0% (n=125) for Education Services.
- 3.15 Stage 2 and 3 cases are usually assigned to the CRT. In 2022/2023, 97.8% (n=45) of stage 2 cases were received by the CRT. The remaining 2.2% (n=1) were received by School Admissions. This had decreased from 2021/2022 as 99.0% (n=96) were received by the CRT and 1.0% (n=1) were received by Bedworth and North Warwickshire Children's team. In 2020/2021, 97.6% (n=40) of complaints were received by the Customer Relations Team. The remaining 2.4% (n=1) were received by the team relating to enquiries about Eleven Plus.
- 3.16 The 2.2% and 2.4% of stage 2 complaints which were received by the School Admissions Team and Eleven Plus team, were categorised incorrectly due to an administrative error. In total this was only two complaints which were affected by this error in April 2020 and April 2022.
- 3.17 The one stage 3 case received in 2020/2021 was assigned to the Customer Relations Team. Similarly, all stage 3 cases received in 2021/2022 (n=6) and 2022/2023 (n=10) were received by the Customer Relations Team. This is because CRT organise, prepare and attend the Stage 3 panel meetings along with the service.



### Subject Categories

- 3.18 In 2022/2023, subject categories of complaints assigned to Children & Families most often related to issues in 'Communication' and 'Protection of user', whereas most complaints assigned to Education Services addressed issues in communication and WCC Service standards (Table 2).

Subject Categories	Children & Families		Education Services	
	Number of cases	%	Number of cases	%
Protection of user	83	39.2%	22	16.5%
Communication	70	33.0%	68	51.1%
Staff conduct	28	13.2%	4	3.0%
WCC Service standards	17	8.0%	26	19.5%
Financial Issues	10	4.7%	2	1.5%
Physical environment issues	3	1.4%	2	1.5%
Discrimination	1	0.5%	3	2.3%
Policy	0	0.0%	3	2.3%
Commissioned Service Provision	0	0.0%	2	1.5%
Outside contact us process	0	0.0%	1	0.8%

*Table 2: Subject Categories of complaints assigned to Children & Families and Education Services during 2022/2023.*

- 3.19 In 2020/2021 the number of complaints assigned to Children & Families that addressed issues in communication was 65.1% (n=112), this decreased to 54.1% (n=133) in 2021/2022 and further decreased to 33.0% (n=70) for the 2022/2023 year. Complaints relating to the protection of users increased steadily from 14.5% (n=25) in 2020/2021 to 39.2% (n=68) in 2022/2023. In both the 2021/2022 and 2022/2023 years, the third most common subject category for complaints was staff conduct, whereas in 2020/2021 this was WCC Service standards.
- 3.20 Complaints assigned to Education Services were mostly related to communication, accounting for 81.2% (n=82) of complaints in 2020/2021, 60.2% (n=62) in 2021/2022, and 51.1% (n=68) in 2022/2023. Similarly, compared to 2020/2021, the number of complaints relating to WCC service standards and Protection of user has decreased from 8.9% (n=9) in 2020/2021 to 4.0% (n=26) in 2022/2023.

### Complaints Closed

3.21 The number of complaints closed by Children & Families has fluctuated throughout the last three years. In 2020/2021, a total of 97.1% (n=167) complaints received were closed, which increased to 98.8% (n=243) complaints in the following year, 2021/2022. In 2022/2023, the number of complaints closed was 100.0% (n=212).

3.22 Over the past three years, Education Services have experienced a steady increase in the number of complaints closed. In the year 2020/2021, 95.0% (n=96) complaints were closed, which increased to 97.1% (n=100) complaints in the following year, 2021/2022. In 2022/2023, complaints closed has increased to 98.5% (n= 131) (Figure 6).

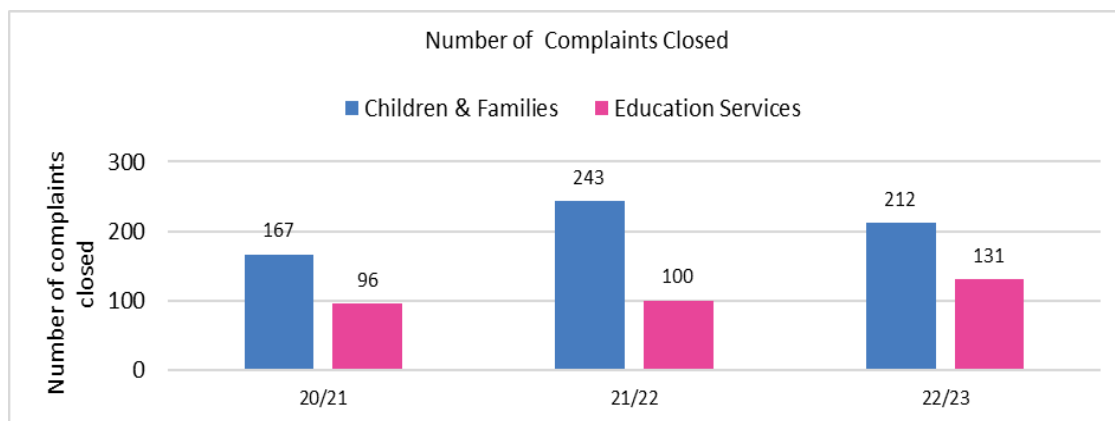


Figure 6: Total Complaints Closed for Children & Families and Education Services over time.

3.23 Of the total number of complaints closed in in 2022/2023 for Children & Families, 56.6% (=120) were within the Service Level Agreement (SLA). This was a decrease from 2021/2022 as 63.0% (n=155) complaints were closed within SLA. However, in 2020/2021, 62.8% (n=108) of complaints were closed within SLA.

3.24 In contrast, Children & Families’ number of closed complaints that exceed the SLA has gradually increased over the last three years. In 2020/2021, 34.3% (n=59) complaints exceeded SLA, increasing to 35.8% (n=88) complaints the next year, 2021/2022. In 2022/2023, 43.4% (n=92) of closed complaints exceeded SLA.

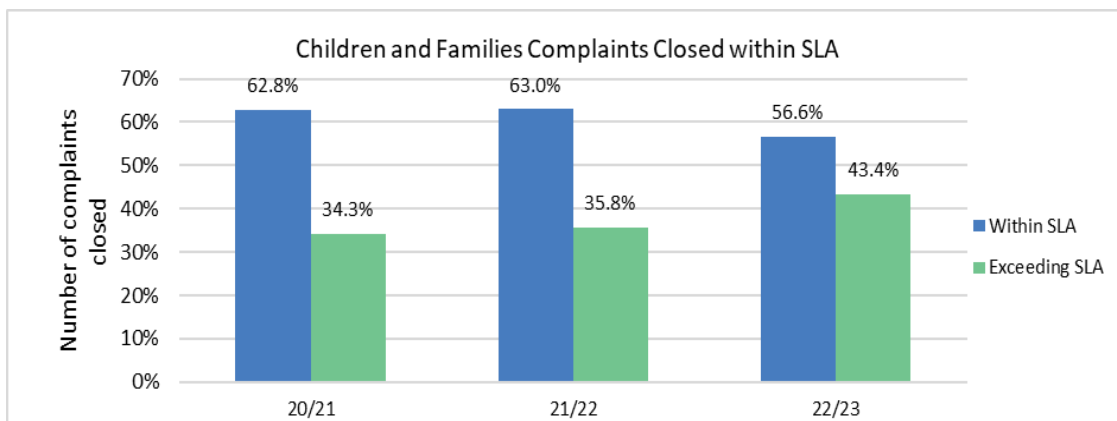


Figure 7: Total Complaints Closed for Children & Families within SLA over time.

3.25 Of the total number of complaints closed in 2022/2023 for Education Services, 63.2% (n=84) were within SLA. This was a decrease from 2021/2022 as 82.5% (n=85) complaints were closed within SLA. In 2020/2021, 87.1% (n=88) of complaints were closed within SLA.

3.26 For Education Services, the percentage of closed complaints that exceeded the SLA has gradually increased over the last three years. In 2020/2021, 7.9% (n=8) complaints exceeded SLA, increasing to 14.6% (n=15) complaints the next year, 2021/2022. In 2022/2023, 35.3% (n=47) of closed complaints exceeded SLA.

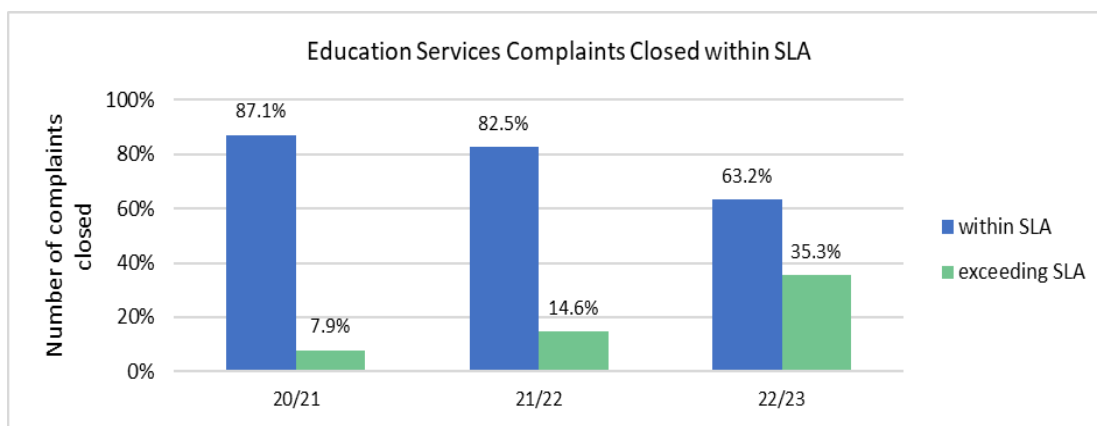


Figure 8: Total Complaints Closed for Education Services within SLA over time.

3.27 When a member of staff closes a complaint, they complete additional data fields including information on how a case was resolved. This is referred as remedy. More than one remedy can be selected for each case.

3.28 For Children & Families in 2020/2021, cases were most resolved by was providing an explanation, which accounted for 79.9% (n=131) of all closed complaints. Apologies and providing a service, accounted for 18.3% (n=30) and 10.4% (n=17) of remedies, with the remaining 2.4% (n=4) referring to changing a process and 1.2% (n=2) relating to financial remedies.

- 3.29 In the following year, 2021/2022, the number of explanations increased to 83.1% (n=196) of all complaints resolved. Apologies also increased to 29.7% (n=70), while other remedies remained stable. This refers to providing a service (12.3%; n=29), changing a process (3%; n=7), and changing a policy (0.4%; n=1).
- 3.30 In 2022/2023, explanations remained the most common remedy at 80% (n=140). Apologies increased to 41.1% (n=72) and service provided increased to 12.6% (n=22). The remaining complaints were remedied by changing a process (2.9%; n=5) and financial remedies (1.1%; n=2) (Table 3).

Complaint Remedies	Children & Families		Education Services	
	Number of cases	%	Number of cases	%
Explanation Provided	140	80.0%	56	45.9%
Service Provided	72	12.6%	13	10.7%
Apology	22	41.1%	93	76.2%
Change in Process	6	2.9%	1	0.8%
Financial Remedy	5	1.1%	1	0.8%
Change of Policy	0	0.0%	0	0.0%

*Table 3: Closed Complaint Remedies for Children & Families and Education Services in 2022/2023.*

- 3.31 In the year 2020/2021, the most common complaint remedies for Education Services were providing a service and explanations, accounting for 51% (n=49) and 39.6% (n=38), respectively. Apologies accounted for 39.6% (n=38) of complaint remedies, while changes in a process were only recorded for 1.0% of complaints (n=1).
- 3.32 In the following year, 2021/2022, providing explanations and/or a service remained stable, accounting for 50.5% (n=49) and 42.3% (n=41), respectively. Apologies decreased slightly to 34.0% (n=33), while changes in processes remained at 1.0% (n=1).
- 3.33 In 2022/2023, apologies were the most common remedy, accounting for 76.2% (n=93) of all complaints. Providing explanations and/or a service were used to a lesser extent, accounting for 45.9% (n=56) and 10.7% (n=13). Once remedy each referred to changing a process and a financial remedy (0.8%).
- 3.34 Along with stating how a complaint was resolved, the staff member closing a case also assigns an outcome to a case. This field provides information on whether a complaint has been upheld, partially upheld, or not upheld. This will vary from case to case depending on if we are able to consider the complaint (e.g., the customer does not have parental responsibility for the person they are complaining on behalf of, therefore we would be unable to investigate the complaint; this would be classed as 'complaint not upheld.' Should the complainant raise several points within their complaint, and we were only able

to investigate a particular number of points, this would be considered as partially upheld).

3.35 Within Children & Families, complaint cases were closed with several outcomes, of which Complaint: Not Upheld has made up the highest number since 2020/2021, with 26.9% (n=57) of complaints assigned to this outcome during 2022/2023. This was followed by Complaint: Partially Upheld outcome with 26.4% (n=56) in 2022/2023. 17.5% (n=37) complaint outcomes were blank and therefore unknown (Figure 9).

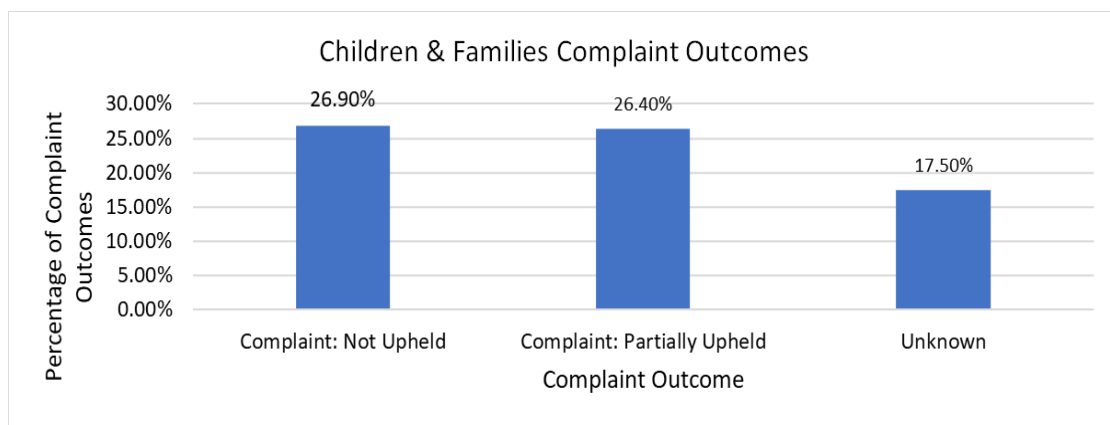


Figure 9: Complaint Outcomes for Children & Families in 2022/2023.

3.36 Within Education Services, complaint cases were closed with several outcomes, of which Complaint: Upheld has made up the highest number in both 2020/2021 and 2022/2023, with 51.9% (n=68) of complaints assigned to this outcome during 2022/2023. This was followed by Complaint: Not Upheld and Complaint: Partially Upheld outcomes both with 13.0% (n=17) in 2022/2023 (Figure 10).

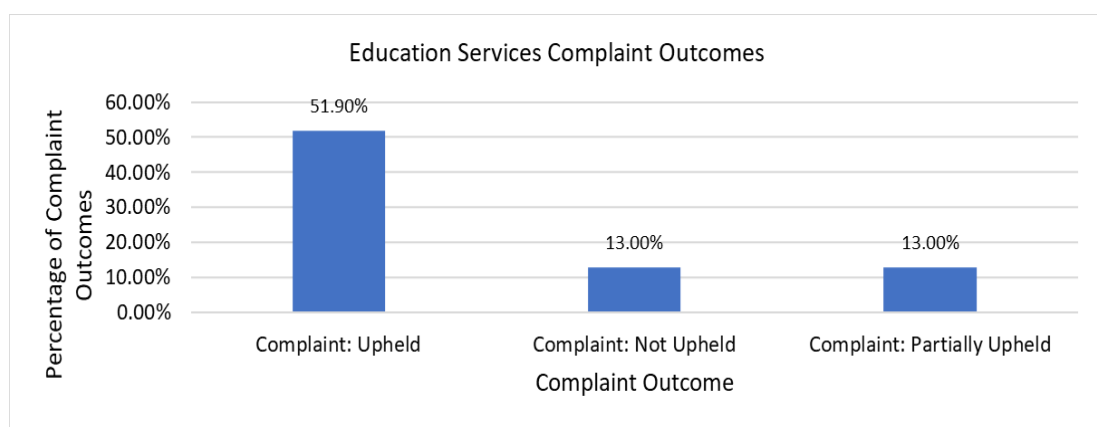


Figure 10: Complaint Outcomes for Education Services in 2022/2023.

### Lessons Learned

3.37 When a complaint, question, comment, or compliment is completed and closed, colleagues have some mandatory fields to complete. One of these fields is 'Lesson's Learned.' This is an opportunity for staff to reflect on how that case could have been prevented/gone better and we, as a Council, can improve with future cases. This is then used for learning and training

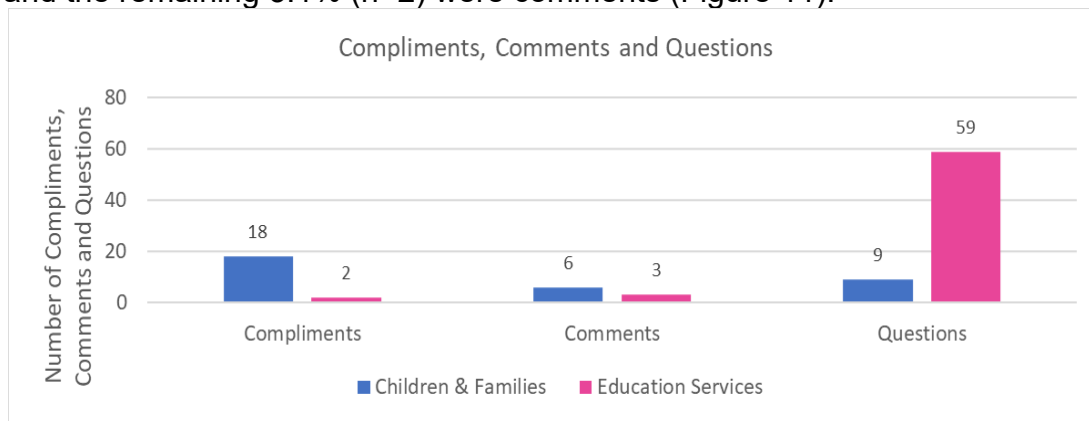
purposes for not only the team who have handled the case, but also for the wider Council.

- 3.38 The Customer Relations team encourage colleagues to complete this section as in depth as they can, so that we can be more specific when reviewing how we can do better.
- 3.39 In 2022/2023, lessons learned were recorded for 59.9% (n=127) of closed complaints within Children & Families. Of those 127 lessons learned, 11.3% (n=24) related to the theme of improving communication. 9.4% (n=20) were related to organisation processes and 5.2% (n=11) were learning from social worker issues. A further 3.8% (n=8) were associated to additional training being delivered.
- 3.40 For Education Services, lessons learned were recorded for 33.6% (n=4) of closed complaints in 2022/2023. 13.0% (n=17) related to process adjustments, 6.9% (n=9) addressed lessons regarding communication. 1.5% (n=2) of the lessons learned were related to application delays.
- 3.41 Examples of Lessons Learned from past cases within Children & Families and Education Services include:
- School Admissions – Communications including website updates;
  - SENDAR- School have remedied the situation with regards to the drain cover;
  - Advice given on Education Health Care Plan (EHCP) process;
  - Stratford Children’s Team- Explanation of processes issued by letter on 20/12/2022;
  - Children’s Fostering- Problem was no email address online to send enquiry to;
  - Email address of Fostering Enquiries provided NFA closed;
  - School Admissions- application process needs to be reviewed so it is clear for everyone; and
  - Children’s Initial Response- Clearer communication regarding decision making.
- 3.42 The lessons which have been learnt and implemented throughout Children & Families and Education Services have been to update their webpages to make these more ‘user-friendly’ for the public to navigate around, clearer communication from WCC staff to families when they are completing processes (e.g. EHCP’s, Children and Family Assessments) and looking at updating policies and procedures, such as the Complaints Policy.

### ***Compliments, Comments and Questions***

- 3.43 For 2022/2023, compliments, comments and questions recorded via Contact Us made up 13.5% (n=33) of the total cases assigned to Children & Families, this is a 42.1% decrease from 2021/2022. In 2022/2023, 54.5% (n=18) of the total compliments, comments and question cases received were compliments. 27.3% (n=9) were Comments and 18.2% (n=6) related to Questions.

- 3.44 For Education Services, 32.5% (n=64) of total cases were compliments, comments and questions, which was the same as what was received in 2021/2022. In 2022/2023, 92.2% (n=59) of the total compliments, comments and question cases received were questions, 4.7% (n=3) were compliments and the remaining 3.1% (n=2) were comments (Figure 11).



**Figure 11:** Number of Compliments, Comments and Questions for Children & Families and Education Services in 2022/2023.

- 3.45 In 2020/2021, Children & Families received a total of 106 comments, questions and compliments. Of that number, 90.6% (n=96) were closed within SLA, while 9.4% (n=10) exceeded SLA. In 2021/2022, the number of comments, questions and compliments decreased to 57 and 87.7% (n=50) were closed within SLA leaving 12.3% (n=7) exceeding. The following year, 2022/2023, only 33 comments, questions and compliments were received, with 57.6% (n=19) closed within SLA, 39.4% (n=13) exceeded and 3.0% (n=1) were not closed.
- 3.46 For Education Services in 2020/2021, 157 comments, questions and compliments were received. Of that number, 87.3% (n=137) were closed within SLA, while 12.7% (n=20) exceeded SLA. In 2021/2022, the number of comments, questions and compliments decreased to 64 and 60.9% (n=39) were closed within SLA leaving 39.1% (n=25) exceeding. The following year, 2022/2023, remained consistent with 64 comments, questions and compliments received. 45.3% (n=29) closed within SLA, 54.7% (n=35) exceeded.
- 3.47 Anecdotally we believe that services receive more compliments than complaints, but this cannot be verified as not all compliments are records on Contact Us This is an area we are working on with the teams as we would like to celebrate these compliments widely within the organisation and learn from the compliments.
- 3.48 A full range of compliment examples can be found in Appendix 2- Compliments.

### **Customer Platform**

3.49 Cabinet in January this year agreed the Microsoft Technology Platform as the Council's customer platform and as a replacement for the existing customer relationship management system (Firmstep) solution.

3.50 A single customer platform for the Council, allows:

- Direct 1-to-1 communication with citizens so they can view and easily understand where they are in any process with us;
- A single view of the citizen;
- Consistent and quality data collection and analytics accessible to our reporting tools; and
- Simple and repeatable digitisation for those able to use it.

3.51 The first release currently planned for August includes Customer Feedback including complaints. There will be a single customer platform which would allow officers to view the full history of citizen interaction and actions taken previously. This would allow officers to access a fuller record of contact, to provide a more joined up response. Further releases are planned throughout the financial year.

3.52 It is important that the Council has an effective and efficient customer feedback system in place which ensures that:

- We will actively listen and respond empathetically and professionally to concerns, complaints or queries from members of the public and we will work with colleagues to provide the best response within the timescales determined by the appropriate complaint's procedure, by working with the service area to achieve this;
- Complaints and compliments are accurately recorded, which leads to accurate performance data being produced;
- When things have gone wrong, they are put right as quickly as possible;
- Both complainants and staff understand the relevant complaints procedure, how it relates to them and their rights and responsibilities within it;
- Any learning from complaints is acknowledged and that the Customer Relations Team, work with the appropriate service area to ensure that the necessary changes are made to improve services provided; and
- High quality and timely performance reporting is provided to management teams, to ensure that they are aware of issues arising and can work with the Customer Relations Team to resolve these and maintain a high-quality service.

## **4. Financial Implications**

4.1 The Customer Platform funding was approved by Cabinet on 27th January 2023.



## 5. Environmental Implications

5.1 There are no direct environmental implications arising from this report

### Appendices

Appendix 1- Complaints Procedure

Appendix 2- Compliments

### Background Papers

None

	<b>Name</b>	<b>Contact Information</b>
Report Author	Michelle Sherwood	michellesherwood@warwickshire.gov.uk
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Portfolio Holder	Cllr Dahmash Portfolio Holder for Customer and Transformation	cllrdahmash@warwickshire.gov.uk

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

Councillors Yousef Dahmash, Sue Markham and Kam Kaur

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## **Children's and Social Care Complaints Procedure**

The Statutory Complaints Procedure, used for complaints raised by, or on behalf of children receiving a service from Children's Social Work Services, has three stages:

- Stage One - Local resolution.
- Stage Two - An independent complaint investigation.
- Stage Three - An independently chaired Review Panel.

Stage One – Local Resolution Stage 1 offers the relevant social work team, the first opportunity to consider the complaint and respond on behalf of the Directorate. In most cases and where possible, this involves the Team Manager/Assistant Team Manager at the closest point to the service delivery seeking to resolve the complaint as early as possible.

Good practice would be for the service to liaise with the customer as soon as possible to agree the complaints to be investigated. This gives us the opportunity to either apologise for any mistakes made and correct any resulting disadvantage (upholding the complaint); or establish that the work undertaken was correct and enables us to explain this to the complainant (not upholding the complaint).

It is important that the response is informative, accurate, fair, timely and as helpful as it can be. There is an initial statutory 10 working day timescale for responding to the complaint, with an extension to 20 working days with the agreement of the complainant, where complaints are complex or if time is needed to appoint an advocate.

Stage Two - Investigation -Where a complainant is unhappy with the outcome of their Stage 1 complaint, they can request consideration of their complaints at Stage 2.

All Stage 2 investigations are carried out by an Independent Investigating Officer, alongside an Independent Person, as required by the regulations. The Independent Investigating Officer and Independent Person, compile a report with findings, conclusions and recommendations. A relevant Senior Manager (normally the Service Manager) then adjudicates the reports and provides a formal response to the complainant, along with an action plan to implement any recommendations or changes arising from the learning from the complaint.

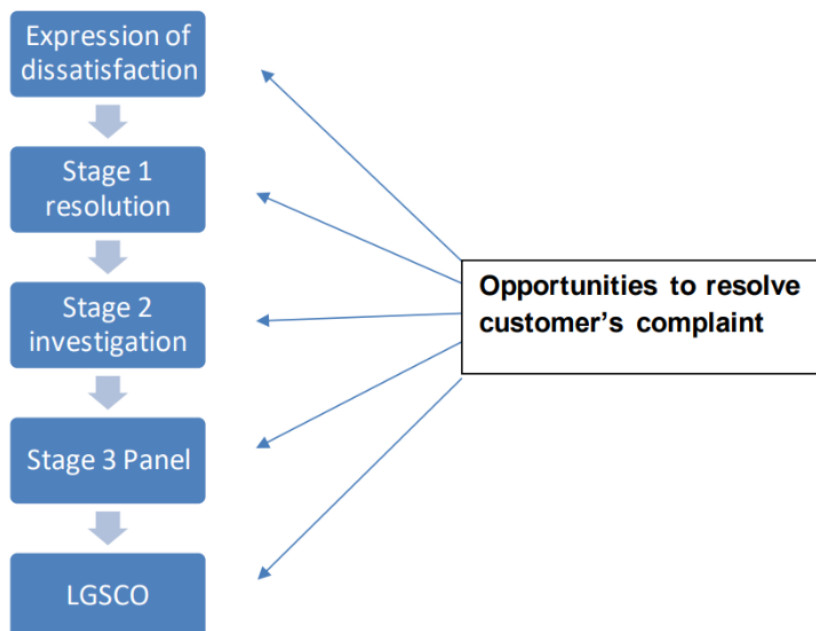
The timescale for a Stage 2 investigation is 25 working days; however, this can be extended to 65 working days, with the agreement of the complainant, if there is a significant amount of detail or involve complex issues to investigate.

Stage Three – Review Panel- where a complainant remains unhappy with the outcome of the Stage 2 investigation, they can request a Stage 3 Review Panel.

The Panel is made up of three independent people consisting of a Panel Chair and two Panel Members. A Stage 3 Panel is administered by the Customer Relations Team who provide the necessary administrative arrangements in forming the panel papers and by attending the stage 3 Panel Hearing.

The timescale for setting up the Panel is 30 working days.

The Panel's remit is to review the investigation; however, it cannot re-investigate a complaint. The Panel provides their findings in writing to the complainant within 5 working days. After this the Director then considers the Panel's findings and produces the Local Authority's response to the Panel's findings, which is sent to the complainant within 15 working days of receipt of the Panel Hearing report.



Complaints about other areas of Children's Service:

The procedure for dealing with some complaints linked to children's service can be investigated and considered under the Corporate Complaints Procedure (non-statutory complaints procedure) if the matter cannot be considered under the Children's Statutory Complaints Procedure.

The Ombudsman in its (via its Guide 'Guide for Practitioners - Children's Statutory Complaints Process March 2021' confirms the following areas of Children's Services instead to be exempt from the Children's Statutory Complaints Process:

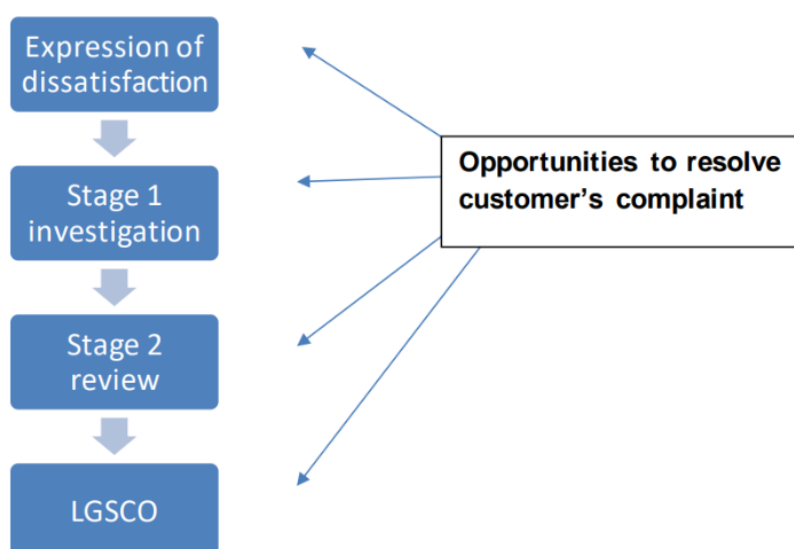
- Early Help
- Child Protection including Section 47 and Child Protection Conference
- Assessments of potential Foster Carers and Adopters and Foster carer registration
- Section 7 and Section 37 court reports

**Corporate Complaints Procedure has two stages:**

Stage One- This stage is like Stage 1 of the Statutory Complaints Procedure and offers the relevant Team Manager, the first opportunity for considering the complaint and responding on behalf of the Directorate. It is good practice, where appropriate, for the Team Manager to contact the complainant to resolve complaints as early as possible. Complaints at this stage should be responded to from 10 to 30 working days. The 30 working days' time frame should only be in exceptional circumstances, linked to more complex complaints and with the agreement of the complainant.

Stage Two- If the customer is not satisfied that the investigator's response has answered all the points raised/they are not happy with the resolution, then they can request to proceed to Stage 2 of the procedure. A review of the Stage 1 complaint response at Stage 2 is a review to consider whether any other actions can be recommended to help resolve the complaint. This is reviewed by (or on behalf of) Customer Relations Team. The review and response to any recommendations made via a stage 2 review is sent out by the Senior Manager from the service to which the complaint originates from to complete the two stage complaints process. This should be completed within 30 working days.

The Local Government & Social Care Ombudsman (LGSCO) -\_If a complainant remains unhappy after exhausting all stages of a complaints process, they can take their complaint to the LGSCO. A complainant can access the LGSCO at any point during the complaint process; however, the LGSCO normally allows the Local Authority the opportunity to process a complaint through every stage of the appropriate complaint's procedure, before investigating it themselves. Complaints referred to a Local Authority by the LGSCO to process under the relevant complaints process are classed as 'premature' complaints- <https://www.lgo.org.uk/>



Education Services predominately use the Corporate Complaint Procedure to manage their complaints. Although in some rare cases where there is a service overlap with the Children and Families Service, we would then consider using the Children's and Social Care Complaints Procedure.

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## Compliments examples from Children and Families and Education Services

1<sup>st</sup> April 2022- 31<sup>st</sup> March 2023

### Children & Families:

“Many thank for the work you have done for [ XXX] and [XXX] and of course me; you have been amazing and gone above and beyond what I would have expected. If other support workers were as diligent and caring as you, the country would be in an amazing place. We were incredibly lucky to have you working on behalf of [XXX], I hope going forward he receives the same high standards you have set, from other areas. If he does, then I will most definitely sleep better at night knowing there are people who care. From the bottom of my heart, thank you! I wish the very best of luck personally and professionally.”

“I just wanted to also say how much I appreciate the support you are giving us. Having you check in with us with such compassion and also saying 'you are doing great!' really does mean a lot.”

“Last week we had the final hearing for [XXX] and [XXX], with the LA seeking Care Orders for both children. Prior to issuing their mother had made serious allegations of domestic abuse, with the family moved to a place of safety where sadly serious concerns about their mother’s ability to also provide safe care was identified; this lead to care proceedings being issues.... I wanted to highlight the excellent working from the key practitioners and the working relationships between the Children’s Team and Legal. Just to add, this was also [XXX] first time giving oral evidence which was a big surprise for the Guardian’s Solicitor!”

“Just wanted to say you were brilliant in giving evidence to-day in court with what was a very heavily challenging counsel and your first time in court so early in your new career! You remained professional, focused succinct and clear in terms of statutory responsibilities, with very considered responses, with some challenge back and with the clear needs of [XXX] kept very much the focus.

Well Done!

[XXX], also thank you for supporting [XXX] and being clear regarding our next steps, much appreciated.

[XXX] this was a very well-presented case, both [XXX] and [XXX] did a very good job and complimented each other really well.”

“Our family would like to compliment our family support worker for her years of dedicated service to your team and us as a family.

[XXX] and the service/support she has provided us with has been such a relief when we have been going through very stressful times including cancer treatment, operations, Covid, etc

She has always dealt with us in a professional empathetic manner. She has been instrumental in assisting us with setting up personal assistants for our disabled daughter and obtaining funding. The respite your service has funded has enabled us to spend time with our son (the non-disabled child) and each other as parents which has given us time to reflect and reconnect allowing us to be better parents.

We are thankful for the many years of support and services your team have provided us with and highly commend [XXX] who is a credit to your team.”

### **Education Services:**

“I wanted to pass on my thanks to everyone within the team who has offered support and advice over the last 2 and a half years. Whenever I have had a query, I have received a helpful response quickly. I can only imagine how many other questions were coming in at the same me and this made the speed of response even more impressive...”

“At the end of a mad day, I just wanted to say thank you for your support with [XXX]. You are amazing. I feel like I have so much more confidence in managing parental conflicts since our conversation two weeks ago and since implementing your policy on parental conduct.”

“Myself and [XXX] are working together to support [XXX]. [XXX] has been nothing but AMAZING over the past couple of weeks and her support, guidance and efforts have been incredible. [XXX] has helped support [XXX] and her family by understanding her needs to then be able to ensure [XXX] was able to attend and complete her Year 11 exams. [XXX] has been proactive and has really advocated for [XXX] which is surely appreciated! [XXX] has also worked efficiently and effectively to ensure the ball is rolling to gain [XXX] a post 16 place. Thanks come from not only myself but from xxx and her mum and I really just wanted to highlight how amazing she has been!”

“We would like to express our thanks and gratitude to everyone who has supported our school and staff with [XXX] his family and trying to meet his needs. It is very much appreciated!

“Just thought I'd send you a message to say thankyou for everything you are doing for [XXX] always tells me how hard you work for [XXX] and the constant problems with School you have to battle. We really appreciate what you are doing and your hard work has had a massive impact on [XXX]. It's been horrible last few years for our family but with the help from people like you things are getting better. Sorry I've not been around to thank you in person but I'm always working. Me and XX are so grateful that XX has you. Without your help things would be very different and XX would not be where she is now. Thanks again”



**Children and Young People Overview and Scrutiny Committee: June 2023**

Item	Report Detail	Date of Meeting
Questions to Cabinet Portfolio Holders	Up to 30 minutes of the meeting are available for members Committee to put questions to the Cabinet Portfolio Holder for Education and Learning and Cabinet Portfolio Holder for Children's Services.	Standing items for every meeting
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.	
Corporate Parenting Panel Update	<p>Portfolio Holder for Children &amp; Families is invited to provide an update on the work of the Corporate Parenting Panel.</p> <p>To include an update from the Voice, Influence &amp; Change Team.</p> <p>Verbal Update from Care Leavers Joint Forum Meetings (next due 14<sup>th</sup> November 2023)</p>	
Integrated Performance Report	<p>Quarterly performance updates presented to the Committee.</p> <p><a href="#">Link to Power BI Platform</a></p>	Quarterly Reports – next due on 13 June 2023
Report Detail		Date of Meeting
<ul style="list-style-type: none"> <li>Children &amp; Family Centre Updates and Strategic Direction</li> </ul>		13 June 2023
<ul style="list-style-type: none"> <li>School Attendance Performance</li> <li>School Admissions Review to include update on transfer offers and in year arrangements</li> </ul>		19 September 2023
<ul style="list-style-type: none"> <li>Verbal Update from Care Leavers Joint Forum Meetings (11/07 &amp; 10/10)</li> </ul>		14 November 2023

Report Detail	Date of Meeting
	27 February 2024

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

- Visit for the Committee to be arranged to the Warwickshire Academy (Formerly the PEARS site)
- Joint meeting with the Adult Social Care and Health OSC in relation to Mental Health and its impact on Children
- Sustainable Futures Strategy (*possibly September meeting*)

### Motions from Council – none currently

### Briefing Notes/Information to be circulated

- Briefing note in relation to unplaced offers at schools (Councillor Kam Kaur)
- School Absence Data Comparison – *information circulated via email 04/05/2023*
- Briefing regarding Exploitation in Nuneaton and Bedworth (restricted content) – *Circulated via email 05/05/2023*

### Member Development Sessions relevant to the committee

- Education Services (SEND) – Session 3 – 27<sup>th</sup> June at 3pm

Please note all member development sessions are held via Microsoft Teams, unless otherwise stated. Please contact Democratic Services if you have not received a Teams calendar invitation.

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

Decision	Description	Date due	Decision Maker
School Sufficiency Strategy	A report setting out updates to the School Sufficiency Strategy	25 July 2023 County Council	13 July 2023 Cabinet
Warwickshire 0-25 Education Sufficiency Strategy	Refresh of the Warwickshire Education Sufficiency Strategy	25 July 2023 County Council	13 July 2023 Cabinet
Annual Education Sufficiency Update 2023	Annual Education Sufficiency Update 2022 - providing updated data and context in support of the Education Sufficiency Strategy	12 October 2023	Cabinet

- **Next Committee Meeting. These meetings will be held at Shire Hall, Warwick.**
  - 19 September 2023 @10am
  - 14 November 2023 @ 10am
  - 27 February 2024 @ 10am
- **Next Chair and Spokes Meeting - these meetings will be held virtually via Microsoft Teams**
  - *TBC – date for Chair & Spokes meeting before the 19<sup>th</sup> September committee meeting*
  - 25 October 2023 @ 10am
  - 13 February 2024 @ 10am

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