

Children & Young People Overview and Scrutiny Committee

Date: Tuesday 25 February 2025
Time: 10.00 am
Venue: Committee Room 2, Shire Hall

Membership

Councillor Marian Humphreys (Chair)
Councillor Jerry Roodhouse (Vice-Chair)
Councillor Parminder Singh Birdi
Councillor Barbara Brown
Councillor Piers Daniell
Councillor Justin Kerridge
Councillor Chris Mills
Councillor Penny-Anne O'Donnell
Councillor Jill Simpson-Vince
Councillor Tim Sinclair
Michael Cowland
Phil Johnson

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting

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 Directors

Cabinet Portfolio Holders and 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. Quarter 3 Integrated Performance Report 2024/25 15 - 34

6. Warwickshire Education Strategy Performance Update 35 - 58

7. Work Programme and items on the Forward Plan 59 - 62

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.

8. Any Other Business

9. Date of Next Meeting

The next meeting will be held on 8th April 2025 at 10am.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

Disclaimers

Webcasting and permission to be filmed

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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

Tuesday 26 November 2024

Minutes

Attendance

Committee Members

Councillor Marian Humphreys (Chair)
Councillor Jerry Roodhouse (Vice-Chair)
Councillor Parminder Singh Birdi
Councillor Barbara Brown
Councillor Piers Daniell
Councillor Justin Kerridge
Councillor Chris Mills
Councillor Penny-Anne O'Donnell
Councillor Jill Simpson-Vince
Councillor Tim Sinclair

Officers

Johnny Kyriacou, Director of Education
Nigel Minns, Executive Director for Children and Young People
Helen Barnsley, Senior Democratic Services Officer
Zoe Mayhew, Director of Health and Care Commissioning
Sophie Thompson, Intervention Data and Project Management Officer
Sarah Tregaskis, Head of School Services and Post 16 Education
Leah Adams, Head of Early Years & School Effectiveness

Others Present

Councillor Kam Kaur, Portfolio Holder for Education
Councillor Sue Markham, Portfolio Holder for Children and Families

1. General

(1) Apologies

Apologies were received from Michael Cowland (co-opted member).

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the Previous Meeting

The minutes from the meeting held on the 17th September 2024 were agreed as a true and accurate record.

There were no matters arising.

2. Public Speaking

None

3. Question Time

(1) Questions to Cabinet Portfolio Holders

None

(2) Updates from Cabinet Portfolio Holders and Directors

Councillor Sue Markham, Portfolio Holder for Children and Families provided an update on commissioning activity after a request from Councillor Sinclair. It was confirmed that short breaks and respite has now gone out to tender; Other projects will be put out for tender in April 2025 and updates will be provided to the committee when available and appropriate

In relation to Families First for Children's Pathfinder, it was confirmed that it is an initiative aimed at transferring the way support is provided to children and families. It brings together key services to address challenges before they escalate and is tailored to the unique needs for each family to avoid crisis. Central to the Pathfinder approach is the focus on strengthening family resilience and ensuring children's voices, and lived experiences are at the heart of any decision making. The approach will foster trust among everyone.

The Pathfinder also promotes integrated working amongst professionals across health, education, social care, police and community organisations by sharing information, expertise and resources, the programme creates a holistic understanding of each family's needs. While sharing responsibility for the decision making..

Councillor Markham then provided an update in relation to the Warwickshire Safeguarding Children's partnership which is fully embedded alongside family services, police and health services. Teams will be based in localities based on the five districts in borough areas with a real focus on delivering support in the communities, and this change will go live from the 2nd of January 2025. Events to share and explore the partnership work will be launched in January 2025.

It was confirmed that on the 18th November 2024, the Government announced their intentions about children's social care reform in a document called keeping Children Safe, helping families thrive. This is being closely monitored by officers to see what the next step will be; the committee will be kept updated.

The Chair thanked Councillor Markham, adding that it is encouraging to see that there is a

team in place to support children and their families. Thank you for such a comprehensive report.

Councillor Kam Kaur, Portfolio Holder for Education gave an update to the committee in relation to the new Education Programme which went live in June 2024 and replaced the previous SEND inclusion and change programme. It now includes eleven projects that are at various stages of development.

It was confirmed that the resource provision project focuses on increasing the number of specialist resource provisions across the county. The committee noted that there are now sixty new places in the north, south and central Warwickshire and 5 inclusion mentors to offer support to staff and children. The project is on target in all areas for delivery.

It was noted that the project is trialling a framework to increase collaboration and peer-to-peer support between local schools to increase teaching and knowledge to meet the needs of children with send. It is currently focused on the areas of rugby Bedworth and Stratford and forty schools have been recruited to participate in the trail.

In relation to digital infrastructure, Councillor Kaur confirmed that there has been an enhancement to the case management system to improve the education business model.

In relation to early years performance and the new entitlements, the committee was pleased to note that Warwickshire continues to perform slightly above national average with 90% of places now filled. In addition, the admissions team has worked extremely hard to avoid late applications; targeting vulnerable families and 96% applications are now completed on line.

The education team has been developing a new model to reduce exclusions. At a meeting last week, it was confirmed that a new targeted approach will be in place from January 2025.

4. Corporate Parenting Panel Update

Councillor Sue Markham, Portfolio Holder for Children and Families provided an update to the committee on the work of the Corporate Parenting Panel and confirmed that a full report had been made available in the document pack for this meeting and includes the Children in Care Council and Care Leavers Forum & Voice, Influence and Change Team Update report that was presented at the meeting of the Corporate Parenting Panel on the 18th November 2024.

In relation to the Unaccompanied Asylum Seekers football team, the committee was pleased to note that the team now has forty players and that the team keeps picking up trophies and soon, may need another pitch!

In relation to the Brother's and Sister's strategy, it was confirmed that the video they created won an award and that Warwickshire is now being asked to share this with other local authorities.

Councillor Markham recommended that members, if they get the opportunity, go and see the Albany Theatre performance "Walk in Our Shoes"; a performance about children in care and their journeys, showing resilience and determination. It is incredibly moving and thought provoking.

It was confirmed that the stability of children in care performance has shown significant reduction which was noted as positive. Regarding the performance of the virtual school, it was confirmed that overall performance remained stable. There has been a rise in the attainment of children in care across the board and it was noted that Warwickshire children in care performed higher than the national average.

5. Quarter 2 Integrated Performance Report

Johnny Kyriacou, Director of Education presented the report to the committee and confirmed that from the Council Delivery Plan's 59 activities, ten are relevant to this committee. It was confirmed that 50% of the ten are currently on track, 30% are currently showing at risk and 20% are complete.

The following points from the report were highlighted to the committee –

The new multi-agency safe guarding groups are now live. Agenda setting is well underway to ensure that the right people are in the right place and information is shared with the right people

There has been notable progress in the five-year plan for capital investment. There is a robust plan in place which maps out how the council will meet the needs of children and young people.

The committee noted that 85% of key business measures are on track (out of 14). It was confirmed that the uptake of early education and childcare entitlements currently at around 87%. It's a consistently strong area of focus for the council.

It was further confirmed that the council has created all the additional class places needed. All additional primary places have been found.

One key setback has been the delay in the opening of the Academy which was due to open and provide alternative provision places for up to sixty young people. It was confirmed that this was a Department for Education project so, although the places are needed, it is currently out of the council's hands.

A further set back in terms of performance has been the percentage of education, health and care plans (EHCP) being completed within 20 weeks. Currently only 22% are being completed within 20 weeks. It was confirmed that 1971 requests for EHCP have been received this year, compared to 1418 last year, an increase of just over 500 around 39%. The highest number of requests was received in July 2024 at 231.

Following a question from Councillor Penny-Anne O'Donnell, it was confirmed that there has been a huge improvement in the performance relating to EHCP annual reviews; currently at 85% completed on time. There is now a specific team in place, and it is having a great impact.

An update in relation to EHCP planned conversions confirmed that while the process could still be frustrating, the team is making good progress. Performance is being measured month to month due to the high demand. The team is working hard against a background of staff shortages. It was confirmed that the headlines in the performance report don't show that there

is no detriment to children. EHCP funding is always back dated so schools can start the provision knowing that they will receive all the funding.

Following a question from Councillor Jerry Roodhouse, Councillor Kam Kaur, Portfolio Holder for Education, stated that sometimes, too much information could be overkill. It is important to note that every officer within the team is doing what they can and working hard. It was noted that everything heard today is linked to the council plan; but if the committee would like deeper information in relation to the strategic view then that is a different road map, but one that can be designed in time.

Following a further question about whether resources currently match the demand, it was confirmed that there are many different stories from children that could be shared from early years until 25 years old. Information that is more targeted and more specific could be presented to the committee, showing a transformation journey.

Following a query from Councillor Justin Kerridge in relation to alternative provision, it was agreed that a member development session on this subject could be arranged. Johnny Kyriacou, Director of Education confirmed that alternative provision is a high priority for us. There has been a spike in exclusions from primary schools and it is an area that is costing the council a lot of money.

It was further noted that the schools in Warwickshire are facing challenging times with children with complex needs and the council is working on bringing everyone together – it is a fragmented system at the moment.

Councillor Tim Sinclair questioned the percentage of Warwickshire County Council Children Homes places that are currently occupied; the performance report shows that it is on track, yet behind target. Nigel Minns, Executive Director for Children and Young People confirmed that the number of children in Warwickshire owned homes is quite low at the moment which can skew the figures. There are children due to be placed in homes tomorrow so the number will change again.

Recommendation

That the Children and Young People Overview & Scrutiny Committee (the Committee) considers and comments on Quarter 2 2024/25 organisational progress against the Council Delivery Plan, performance, management of finances and risk in relation to those areas within its remit.

6. School Attendance in Warwickshire

Sarah Tregaskis, Head of School Services and Post 16 Education presented the report to the committee, providing an update on school attendance across Warwickshire; since the Pandemic, there has been a focus on attendance nationally and locally. The committee noted that there has been a change in need and experiences that children bring to school.

It was confirmed that national rates post covid were concerning but there is now an increase in school attendance both nationally and within Warwickshire. It is recognised that there is not

one size fits all in relation to school attendance and officers are working to understand the barriers to attendance and identify the most appropriate support for each family.

The key messages from the Department for Education's statutory guidance are that improving school attendance is everyone's business and improving attendance should be built on existing early intervention support. Children transitioning between schools is another area of focus.

Absence rates are showing trends for particular groups, both nationally and in Warwickshire; Year 11. This cohort were in Year 6 during covid and were transitioning from primary to secondary; and their Year 7 was also severely impacted by the pandemic; up until Year 8.

It was noted by the committee that evidence suggest that fining parents doesn't reduce absenteeism; it won't change the behaviour. Officers need to work to understand the absenteeism. However, it was noted that fining does have a place – e.g. unauthorised leave of absence (holidays). Holidays are a parental choice, so some penalty notices are produced. The committee was asked to note that one factor for parents taking children out of school for holidays is clearly the economic climate at the moment and the fact it can be cheaper to go on holiday outside traditional school holidays.

The following points from the report were also highlighted to the committee –

- There has been an increase in applications for home education. 316 referrals for elective home education since September. This is a national trend
- The Children's Wellbeing Bill is a proposal for a national register of children out of school which will improve visibility for all agencies involved.

Following a question from Councillor Piers Daniell, it was confirmed that an annual report in relation to unauthorised absence and the number of children known to the council could be bought to the committee. The data can be broken into age group with the reason for elective home education. Families electing for home education are all contacting to ensure they understand what is required of them and what support is available to them.

It was then confirmed that there has been a national debate for a long time in relation to school holidays. Local authorities set term dates, but academies don't have to comply with those dates. What holiday companies charge is out of the council's control. Local authorities tend to try and work together on holiday dates because some families may have one child in primary school in one area, and a second child in a different area.

Councillor Tim Sinclair noted that some home educating families are doing fantastic jobs. Sarah Tregaskis confirmed that as part of statutory duties the team will make annual visits to all home educating families. Some families will refuse the annual visit and there are no national guidelines on this. Warwickshire teams do work to build strong relationships with the families. An offer a report covering home educating families and the work done by the team was made.

There was a discussion in relation to the data available to the team and it was confirmed that currently, data is lagged by two terms. The comparable data through the school portal is accessible three times a year. It was confirmed that since September 2024, officers have been able to access data that is just two weeks lagged. The school's portal (WOND) can provide

information on how schools are performing, and the schools can see this. The figures are moving in the right direction. Schools can view statistical neighbours and geographical neighbours. Good practice is regularly shared and is blended into the approach across Warwickshire.

There is an attendance charter being used in Sheffield and Warwickshire is currently exploring this as an option. All agencies involved with a charter would pledge three things that they would do to support families. Sheffield's charter included a pledge of support from the housing team.

Resolved

That the Children and Young People's Overview and Scrutiny Committee considers and comments on:

1. the changes taking place in Warwickshire to support school attendance and those opting for elective home education; and
2. the latest data published by the Department for Education (DfE), in relation to attendance and the wider education landscape

7. School Outcomes Report – Early Headlines including Virtual Schools

Leah Adams, Head of Early Years & School Effectiveness presented the report to the committee and confirmed that today's report is a preliminary report; and extensive report is due to be presented to the committee at the meeting in April 2025.

The committee noted that work is continuing in relation to the levels of engagement across the county. The team currently works effectively with thirty-three academies across Warwickshire. It was noted that seven academies have 100% of their schools in Warwickshire; and all but one are secondary schools.

It was confirmed that from the 1st September 2024, the overall effectiveness grade was removed and that meant that some schools in the county went without an OFSTED inspection. This has led to the team reporting on a new measure; that is looking at the proportions of schools who have not received a sub-judgement and then tracking the schools who are under performing in relation to school outcomes. This is a very comprehensive way of reporting to the committee how all the schools are doing.

In relation to section three of the report, it was noted that work on the school effectiveness strategy has been paused because of changes that are due in respect of OFSTED and potential changes within the Department for Education. The committee was pleased to note that although work on the strategy has been paused, the team is still working closely with stakeholders and academies to build and maintain close relationships.

In relation to the School Approach Team, Leah Adams confirmed that work is underway to move away from responding to a crisis; to trying to get to know the schools earlier, before any concerns are raised and therefore preventing crisis. The team is working to join up with other agencies to get a better understanding of how the school works before they need extra support

with attainment. One thing that, as a local authority, council officers can do, is provide data and information that schools can use to improve performance.

In relation to section four of the report, it was confirmed that most of the Early Years settings in Warwickshire have been rated Good or Outstanding by OFSTED. There is a wide range of diversity across the settings, and some significant challenges for our quality standards and safeguarding team to ensure that all children are being reached so this is positive news to report. In addition, it was noted that there are early indications for improvement because of the positive work being done in connection with early intervention for speech and language that will help to close attainment gaps.

In relation to exclusions, alternative provision and severe absenteeism, it was noted that the team has moved into a model of working that is at a more local district and borough level. This provides clearer data intelligence for the team to be able to work with; and allows smoother interactions with difficult or challenging conversations. The team has two meetings to enable this; one is purely about the data and identifying areas that need to be address and then the second meeting will be a direct feed at a more local level to see the right people about specific, local issues.

In relation to the Virtual School, it was confirmed that the outcomes were positive this year and there is a lot of work underway to further improve relationships and get teams working even closer together. This will result in making services more stable, offering a more stable placement for a child.

Councillor Penny-Anne O'Donnell thanked the officers for their report and commented that it had been good to see the non-silo approach to education. Councillor O'Donnell asked what success would look like for Warwickshire and it was confirmed that it will be reflected in collaboration with other agencies, and creating positive outcomes to help close the gap. There are plans for lessons learnt activities; with the lived experiences of children and families at the heart of it.

Following a question from Councillor Jill Simpson-Vince in relation to key stage 2 results, it was noted by the committee that there are no concerns about the quality of the schools in certain areas; however, it was further noted that there are some complex issues involved in areas in Rugby. Officers are working very closely with colleagues linked to SEND and inclusion; and partnership meetings are being used as an area to focus on this. Members were invited to attend partnership meetings if they felt they would be helpful, and it was agreed that members would appreciate being part of some meetings.

It was confirmed that the school effectiveness offer has allowed officers to provide a nuance relationship across all schools. Teachers can see what support is available and which teams will rally around them; this will enhance already positive relationships.

It is clearer for academies; where leaders have been very welcoming in the provision of the data available to them and the support they get. The best way forward for the children in the strength of the relationships we are creating.

Councillor Tim Sinclair asked a question in relation to the potential new gradings for OFSTED inspections. It was confirmed that designs for a 'report card' are currently being investigated

and that there may be as many as ten sub-judgements. There is also a lot of research in to the definition of vulnerable learners to focus on how inclusive school settings are going to be for these learners.

The committee noted that there is a lot still to confirm, but it will be in place by September 2025. Training and information for members will be provided nearer the time.

The Chair thanked all the officers involved for the report stating it had been fantastic to see such enthusiasm across the teams and from the members.

Recommendation

That the Children and Young People Overview and Scrutiny Committee consider and comment on the performance of primary age children in Warwickshire's state-funded schools in statutory national tests.

8. Work Programme and items on the Forward Plan

It was agreed that a report covering Speech and language therapists (SALT) assessments & EHCP assessments will be added to the work programme

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

9. Any Other Business

The Chair thanked everyone who had taken part today – it has been a really positive, engaging meeting.

10. Date of Next Meeting

The next meeting will be held on the 25th February 2025 at 10am.

The meeting will be held in Committee Room 2, Shire Hall, Warwick

The meeting rose at 12:35

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Chair

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Children and Young People Overview & Scrutiny Committee

25 February 2025

Council Plan 2022-2027 Integrated Performance Report Quarter 3 2024/25

Recommendations

That the Committee considers and comments on Quarter 3 2024/25 organisational progress against the Council Delivery Plan, performance, management of finances and risk.

1 Executive Summary

- 1.1 This report provides a summary of the Council's performance at Quarter 3, April 2024 – December 2024, against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, finance, and risk enabling scrutiny and transparency for the organisation, partners, and the public:
- progress against the Council Delivery Plan (CDP) is summarised in Section 2 and more fully presented within [Appendix 1](#);
 - performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 3 and [Appendix 2](#);
 - management of Financial resources is summarised in Section 4 and the summary dashboard is presented in [Appendix 3](#); and
 - management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 This summary report also enables Overview and Scrutiny Committees (OSC) to consider performance within their own remits. All Members have access to the CDP and PMF using the [Performance Portal](#) in Power BI to monitor performance.
- 1.3 The approach to strategic performance reporting continues to evolve and reflect the Council's key priorities and pressures. Members will be aware of the wealth of information and data available at both strategic and service levels, and emerging national metrics. As such, the Council's performance framework will continue to evolve, and be streamlined to ensure that Members have the most useful performance data.

- 1.4 Of the 57 activities listed in the CDP 7 are attributed to Children and Young People OSC. Quarter 3 results show 86% (6) of these On Track with 14% (1) At Risk, [Appendix 1](#) gives more information about progress.
- 1.5 The 2024/25 PMF contains 67 KBMs, 63 of which are available for reporting at Quarter 3. There are 15 KBMs within the remit of this Committee, and 14 are available for reporting this Quarter, the other 1 is new and due for reporting at Year End. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	70% (7)	30% (3)
Quarter 2	85.7% (12)	14.3% (2)
Quarter 3	85.7% (12)	14.3% (2)

Table 1

When reviewing trend information for measures reported at Quarter 3 as On Track, performance has either been improving or static for the 8 where enough historic data is available. For the 2 Not on Track KBMs, one has been declining and the other improving. The forecast position for the next reporting period is that overall, the position will remain stable however a significant proportion of measures are forecasting improvement in their individual performance.

- 1.6 At the end of Quarter 3, the Services are reporting a net Service overspend of £7.267m (after the use of earmarked reserves is taken into account) equivalent to 6.3% of its revenue budget. This is primarily driven by and related to two main areas: children's placements (including WCC Homes) and staffing. Savings targets are forecast to be under-achieved by £2.461m whilst the delivery of current capital schemes remains varied with 0% of Children's schemes and 11.83% of Education schemes delayed. Details of the forecast as well as the planned management action are included in the Quarter 3 Finance monitoring Report and annexes.
- 1.7 Of the nine strategic risks, seven are linked to the work of this committee. Further detail is included in Section 5 below.
- 1.8 At a service level there are 9 risks recorded in service areas relating to CYP. Inherent risk levels are high for Children's & Education. One risk was closed this quarter as a result of mitigations.
- 1.9 The Council continues to operate in a challenging and rapidly changing environment which impacts all aspects of our work. A challenging financial outlook in the short- to medium-term is impacting on the Council's resources. Resourcing challenges are both financial and workforce, reflecting levels of demand, and uncertainty about medium-term national policy direction in several key areas of our work. Performance reporting will continue to track and highlight our delivery and performance and inform prioritisation of activity and resources.

2. Performance against the Council Delivery Plan

- 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 themes that will help the Council to be known as ‘a Great Council and Partner.’ The CDP aligns priority activity from across all Service areas against the areas of focus within the Council Plan 2022-27. It shows how activity across Services collectively contributes to delivering these priorities.
- 2.2 Of the 57 activities listed in the CDP 7 are attributed to Children and Young People OSC. Quarter 3 results show 86% (6) of these On Track with 14% (1) at risk, Appendix 1 gives more information about progress.
- 2.3 Challenges being seen this quarter relate to the following:
- The provision of the Teleton Academy, which contributes to the Area of Focus “Through education, improve life opportunities for children, young people and those with special educational needs” is delayed by the Department for Education (DfE), who are responsible for the funding, commissioning and delivery of the school. The Service are in touch with the DfE to glean further information about what that means in terms of delivery timescales

3. Performance against the Performance Management Framework

- 3.1 The Council Delivery Plan outlines deliverables relevant to each Area of Focus and KBMs have been assigned to measure impact; a full performance summary against all KBMs is contained in Appendix 2 and more comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the PMF. The number of reportable measures will change each quarter as the framework reflects the availability of new data.
- 3.2 Of the 14 KBMs available for reporting at Quarter 3, 85.7% (12) are reported as being On Track and 14.3% (2) being reported as Not on Track.
- 3.3 Notable aspects of positive performance for specific measures include:
- The % of children and young people with an Education Health and Care (EHC) Plan attending a mainstream school has reached 37% (2,549 out of 6,887 children); the highest proportion since 2018. As part of the Delivering Better Value (DBV) programme, the Council continues to promote inclusion in mainstream schools and where appropriate place children with EHC Plans in mainstream settings;
 - The DBV programme also focuses on increasing the use of resourced provision across the county. Resourced provision allows children to attend mainstream school whilst accessing specialist provision. This Quarter 81%

(219 out of 272) resourced provision places are being utilised, with places filled in accordance with each child's individual needs; and

- 86% (6 out of 7) of WCC owned children's home placements are occupied. Beechwood House and Acorn Lodge are both at 100% occupancy, and Cherry Tree House is at 75% occupancy, having successfully supported 2 children to return home to their parents' care in December 2024. Utilising WCC owned children's homes means fewer children need to move away from their family and friends when placed in care. It also means WCC can improve the outcomes for children in care.

3.4 There are performance challenges this Quarter, most notably:

- At 30% (67 out of 224), the % of Education Health Care plans (EHCP) completed within 20 weeks remains an area for improvement at Quarter 3, although the percentage figure has slowly increased since Quarter 4 2023/24 from 14%. Performance is due to very significantly increasing demand and a backlog of EHCPs to process. A process review has taken place to optimise ways of working whose recommendations are being implemented, but these can only mitigate the fundamental challenge of the rapidly increasing levels of demand.

3.5 Within the current PMF there are 10 measures of the 14 available for reporting to this Committee where there is enough trend data available to ascertain a direction of travel. 8 of these measures have a trend that is On Track, all of which have been either improving or static. For the 2 Not on Track KBMs, one has been declining (% Education Health Care plans completed within 20 weeks) and the other improving (No. of children open to an Early Help Pathway).

3.6 Within the current PMF 11 reportable KBMs have a forecast projection from the responsible service for the forthcoming period. Of the measures that have a current Quarter 3 status of On Track, 58.3% (7) are forecast to improve and 41.7% (4) are forecast to remain static in that position for the next reporting period. Of the 2 KBMs that are currently Not on Track, at the next reporting period, 1 measure is forecast to improve. The other has a status of Not Applicable due to service changes meaning this measure may need to be redefined.

3.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but is not solely responsible for, are reported in a State of Warwickshire reporting [dashboard](#) which includes Creating Opportunities and Cost-of-Living metrics.

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 Quarter 3 Finance Monitoring Report presented to Cabinet on 28th January 2025.

Metric	Target	Service	Performance at Q3 2024/25
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Children & Families	7.2% overspent
		Education	(2.8%) underspent

Table 2

- 4.2 The net revenue forecast reported at the end of Quarter 3 is £7.267m (6.3%). The headline overspend forecast of £5.849m (5.0%) shows the position before funding has been transferred to earmarked reserves.

Performance against the approved savings target as measured by forecast under/overachievement	100%	Children & Families	26% forecast to deliver
		Education	100% forecast to deliver
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Children & Families	0.00%
		Education	-11.83%

Table 3

5. Management of Risk

- 5.1 Following the adoption of a revised risk management approach in Quarter 2, Corporate Board commissioned a 'deep dive' into all strategic and directorate risks during Quarter 3. All Directorate Leadership Teams, along with risk and control owners were subsequently asked to review their directorate risk registered and the relevant strategic risks, during December 2024. The ask was to complete a full review and update of the detail of all relevant risk detail including title, definition, ownership, controls, rating and where necessary identify risks that could be deleted, merged and new risk added as needed.
- 5.2 Risks are monitored in risk registers at a strategic level and at service level.
- 5.3 At the strategic level the following risks are more directly related to Children and Young People's OSC:
- Mismatch between demand and resources;
 - Business Continuity;
 - Being unable to keep vulnerable children & adults safe;
 - Insufficient skilled and experienced workforce;
 - Cyber-attack;
 - Failure of governance arrangements; and
 - A safe environment may not be sustained.

- 5.4 At a Service level there are 9 risks recorded in service areas relating to this committee. One risk was closed this quarter relating to insufficient numbers of social workers, following successful implementation of a two-year plan to tackle this. Five risks are currently on target. Additional information is provided at [Appendix 4](#).

6. Financial Implications

- 6.1 There are none specific to this report.

7. Environmental Implications

- 7.1 There are none rising directly from this report.

Appendices

Appendix 1 – [Progress on the Council Delivery Plan](#)

Appendix 2 – [Quarterly Performance Report](#)

Appendix 3 – [Management of Finance](#)

Appendix 4 – Management of Risk

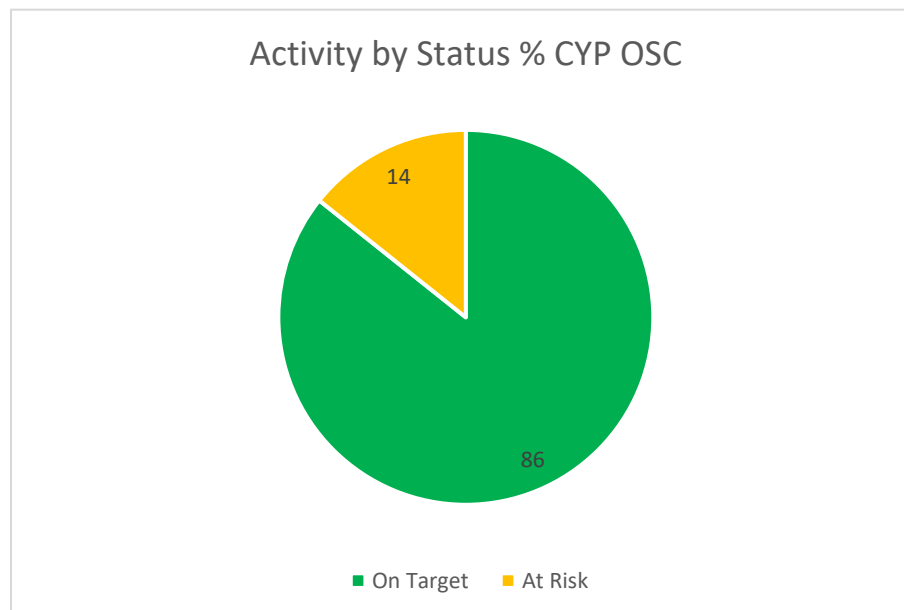
Background Papers

Role	Name	
Report Author	Vanessa Belton, Business Intelligence Service Manager (Performance and Quality)	vanessabelton@warwickshire.gov.uk
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Portfolio Holders	Cllr Sue Markham, Children's, Families Cllr Margaret Bell, Adult Social Care & Health Cllr Kam Kaur, Education Services	suemarkham@warwickshire.gov.uk cllrbell@warwickshire.gov.uk cllrkaur@warwickshire.gov.uk

1. Children & Young People OSC Progress on the Council Delivery Plan Quarter 3

1.1 Key Insights for Quarter 3 2024/25

Of the 57 activities in the Council Delivery Plan 7 are attributable to the Children & Young People Directorate. Of these, 86% of activities are On Track, with 14% At Risk. It is these actions which are reported on below on an exception basis.



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

Activity	Status	Commentary
Support the timely delivery of the new alternative provision academy (Talenton Academy) by the Department for Education to ensure opening in September 2025.	At Risk	Warwickshire County Council are in regular contact regarding the status of this provision which is due to be commissioned and funded by Department for Education. Following the change of government we still have no confirmation as to whether the scheme will proceed. Given the current position the September 2026 starting date would be compromised even if a scheme was approved during January 2025.

2 The following activities are On Track

Activity

Increase the number of Warwickshire foster carers and open the agreed programme of Children's Homes, enabling us to provide local placements for children whilst stabilising and reducing costs.

Implement a new short and long-term support offer for children and young people with social, emotional and mental health issues working in partnership with Coventry and Warwickshire Partnership Trust and Coventry and Warwickshire Integrated Care Board.

Agree a SEND Delivering Better Value Programme to include: Roll-out the Inclusion Framework trial to further families of schools to improve SEN Support in schools.

Agree a SEND Delivering Better Value Programme to include: Deliver a workforce development programme, designed with school leaders, to maintain support and confidence for supporting children with EHC plans in mainstream schools.

Agree a SEND Delivering Better Value Programme to include: Agree a business case and implement proposals for establishing and expanding new and existing SEND Resourced Provision – as an additional level of provision and an alternative to specialist provisions where appropriate.

Implement a range of agreed initiatives, to further establish an integrated multi-agency service, following the Government's new children's social care strategy "Stable Homes Built on Love" and enable more children to receive support earlier, particularly for children under the age of five years old

1. Children & Young People OSC Quarterly Performance Report Quarter 3

- 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 which are supported by one other where the Council is 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 this Quarter.

Area of Focus	No. of KBMs	No. of KBMs available for reporting at Quarter 3
Create vibrant places with safe and inclusive communities	5	5
Deliver major infrastructure, digital connectivity and major transport options	10	9
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	7	7
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	7
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	7	6
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	10	10
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	12	10
<i>To make this happen, we will be a great Council and partner</i>	9	9

1.3 Key Insights for Quarter 3 2024/25

There are 15 KBMs in total that are in the remit of this Committee and 14 KBMs are being reported on this Quarter. Chart 1 details the reported status of these KBMs.

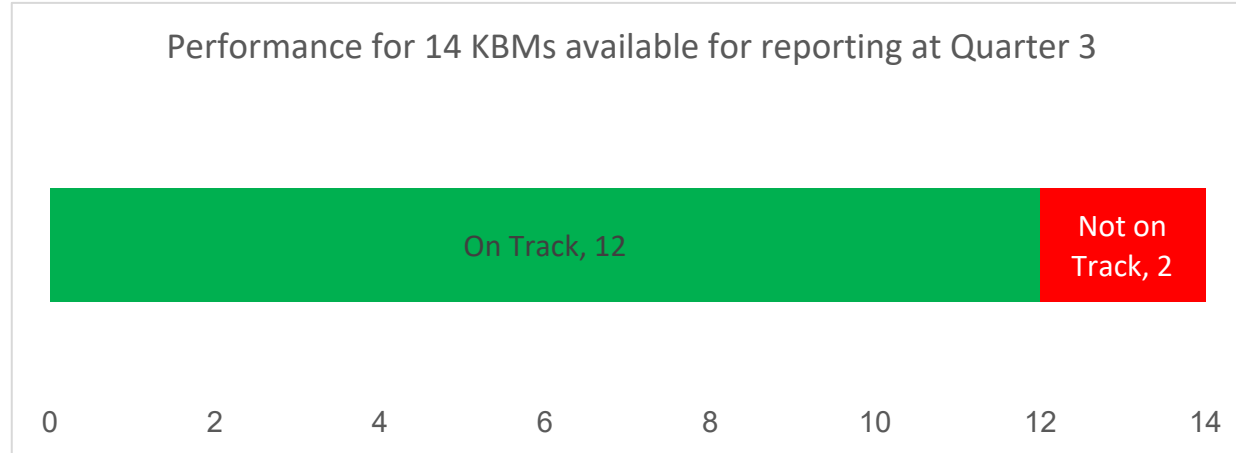


Chart 1

Chart 2 details the overall Direction of Travel, where trend data is available, assessing whether the performance has been improving or declining.

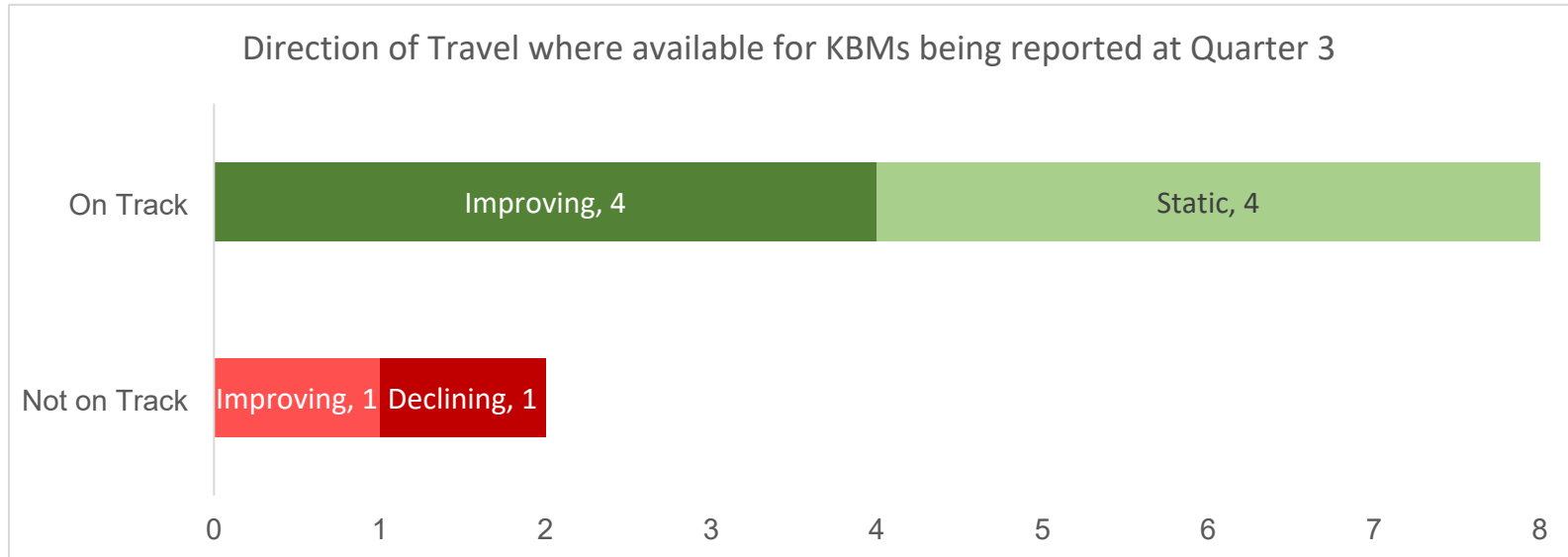


Chart 2

Chart 3 details the projected performance based on the service forecast of the reported KBMs at the next reporting period.

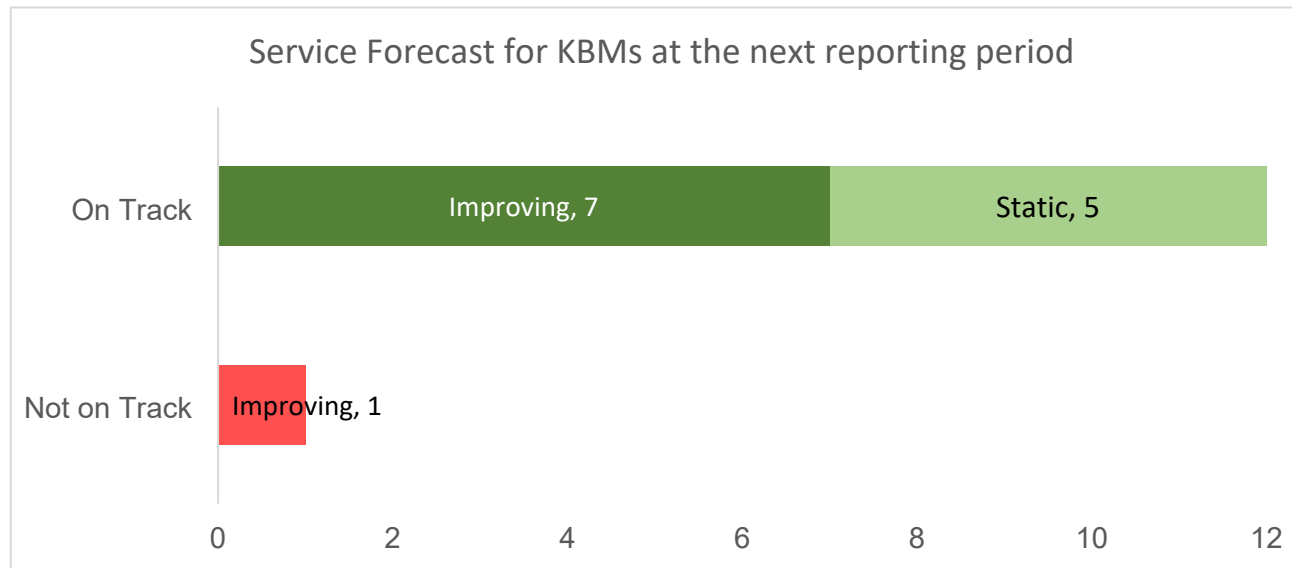


Chart 3

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 which can be assessed against many factors such as compared to previous year, trend over time, sector comparison data;

- 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	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of Children in Care that are placed with a WCC Foster Carer	40.5	40	On Track	Improving	On Track Performance Improving
No. of new WCC owned children's home placements open and available	New annual measure due for reporting at Year End				
% of WCC owned children's home placements occupied	86	80	On Track	Improving	On Track Performance Improving
% uptake of funded early education/childcare places for eligible children aged 9 months plus (working families entitlement)	92	National average (87)	On Track	N/A Insufficient data	On Track Performance Improving
% uptake of funded early education/childcare places for less advantaged 2 year olds (2 Help scheme)	77	85	On Track	Static	On Track Performance Remaining Static
% of 3 & 4 year old children accessing funded early education/childcare places (universal entitlement)	96	96	On Track	Static	On Track Performance Remaining Static
No. of children open to an Early Help Pathway	3055	3200	Not on Track	Improving	Not Applicable

Within this Area of Focus 4 out of 6 of reported measures are On Track and forecast to improve or remain stable over the next reporting period. No. of children open to an Early Help Pathway has a status of Not Applicable due to service changes meaning this measure may need to be redefined.

Area of good progress due to effective use of WCC children's home placements:

- % of WCC owned children's home placements occupied

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

Measure Name	Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of additional class places created for pupils at reception above Pupil Allocation Number (PAN) based on forecasted requirements	98	98	On Track	N/A Insufficient Trend Data	On Track Performance Remaining Static
% of families at reception transfer that are awarded one of their first three choice preferences	98.8	98	On Track	Static	On Track Performance Improving
No. of additional class places created for pupils at Year 7 above Pupil Allocation Number (PAN) based on forecasted requirements	277	317	On Track	N/A Insufficient Trend Data	On Track Performance Remaining Static
% of families at Year 7 transfer that are awarded one of their first three choice preferences	94.2	95	On Track	Static	On Track Performance Improving
% of in year applications that are notified with an outcome within the statutory deadline of 15 school days	94	94	On Track	Improving	On Track Performance Remaining Static
% of resourced provision places utilised compared to final target	81	N/A	On Track	N/A Insufficient Trend Data	On Track Performance Improving
% of children and young people with an Education Health and Care Plan attending a mainstream school	37	N/A	On Track	Improving	On Track Performance Improving
% Education Health Care plans completed within 20 weeks	30	National average (50)	Not on Track	Declining	Not on Track Performance Improving

Within this Area of Focus 7 of the 8 measures available for reporting are On Track. The same 7 measures were also On Track at Quarter 2, showing consistent performance.

Area of good progress due to activity that supports inclusion in mainstream schools, where appropriate to do so:

- % of resourced provision places utilised compared to final target
- % of children and young people with an Education Health and Care Plan attending a mainstream school

Improvement activity due to below target performance through increasing demand and a backlog of plans to address:

- % Education Health Care plans completed within 20 weeks

Appendix 3 Management of Financial Risk

1.1 The table below details performance against the latest approved revenue budget as measured by forecast overspend, further information and reasons for variances can be found in the Quarter 3 Finance Monitoring report presented to Cabinet on 28th January 2025.

Service Area	Approved Budget	Forecast Spend	(Under) /Overspend	% Change from Budget	Represented by:		
					Investment Funds	Impact on Earmarked Reserves	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m
Children & Families	105.116	111.376	6.260	7.9%	0.000	(1.317)	7.577
Education Services - Non-DSG	10.886	10.475	(0.411)	(3.8%)	0.000	(0.101)	(0.310)
Total	116.002	121.851	5.849	5.0%	0.000	(1.418)	7.267

This large forecasted overspend is primarily driven by and related to the two main budget blocks for Children & Families – Children's Placements (including WCC Homes) and staffing. Details are provided in the Quarter 3 Finance monitoring report.

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

Saving Proposal	Target £m	Forecast £m	Shortfall/ (Overachievement) £m	Reason for financial variation and any associated management action
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	240	240	0	
Reduce spend on Residential Care - Reduce the cost of care/services including the increased use of WCC homes, boarding schools and residential schools.	2,361	0	2361	This budget is experiencing extreme pressure both from the forecasted increases of children placed on residential (605 more weeks) and to a more extreme extent the increase in average unit cost per week by £470, taking the average weekly cost to £6,230 per week or the equivalent of £0.325m per year. The various initiatives to achieve the saving are continuing but under the pressures faced are making some headway.
External foster care - Reduce the cost of care/services by reducing spend on external foster care through increasing number of internal foster carers.	200	200	0	Although external Foster care is underspending (hence saving on this budget achieved)- the forecasted internal foster care expenditure is less than 23/24.
Grant income - More effective use of grant income to support the core activity of the service and contribute to the service overheads.	100	0	100	New arrivals have slowed down and hence the expectation for the levels of grant to be fully maintained to maximise grant. Correspondence with the Home Office to accept NTS children is underway and therefore it is hoped this trend will be reversed.

Saving Proposal	Target £m	Forecast £m	Shortfall/ (Overachievement) £m	Reason for financial variation and any associated management action
Third-party contributions - Maximise contributions from other agencies for care packages for children in care.	250	250	0	
House project - Reduce the cost of 16 plus supported accommodation through the expansion of the House project.	100	100	0	
Reduction in staff costs - Reduction in staffing costs flowing from the successful implementation of the Sustainability Plan	91	91	0	
Children & Families	3,342	881	2,461	
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	15	15	0	
Traded income - Increased traded income from Governor and Attendance services as well as a review to modernise music services.	5	5	0	
Education (Excluding Dedicated Schools Grant)	20	20	0	

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

Service Area	Approved 2024-25 Capital Programme	New Projects in Year	Net Over / Under Spend	Budget Reprofile	Delays	In Year Capital Spend	% of Delays
	£m	£m	£m	£m	£m	£m	
Children & Families	1.790	0.000	0.008	0.005	0.00	1.803	0%
Education	78.784	-0.036	-0.004	1.660	-9.316	71.088	-11.83%
Total	80.574	-0.036	0.004	1.665	-9.316	72.891	

Summary of the variances between the approved Capital Programme and in year spend:

Education Services - £7.584m:

- Myton Gardens Primary School (£7.523m) - Delays have resulted from the requirement to relocate a badger sett. This is subject to planning. Quotes for the overall scheme have come in higher than the original estimates, WCC property team are reviewing the construction programme to bring scheme back within budget.
- Little Learners, Nuneaton - Installation of Modular Building (£0.270m) Allocation of £38k S106 and £232k Childcare Expansion grant to Provider scheme - delays in contract sign off meaning all payments expected in 2025-26.
- Oak Wood Secondary Nuneaton expansion - new centre at Bermuda Park (£1.128m) The need for additional funding approvals has delayed the project. Additional High Need funding £1.025m approved at Portfolio Holders Meeting 15/11/24.
- Houlton School - S106 Funds for Urban and Civic (£1.660m in year increase) This payment has been brought forward.
- There are a number of schemes delays below £0.250m details of which are in Quarter 3 Capital Monitoring Report and Annexes.

Children & Young People - analysis

Key messages

- Deep Dive Review undertaken – controls reviewed and refreshed as appropriate.
- 1 risk removed- Insufficient supply of social workers, following successful 2 year action plan
- Overall, 5 risks on target and 4 below

Red risks:

- SEND provision/demand and HNB

New risks this Quarter:

- None

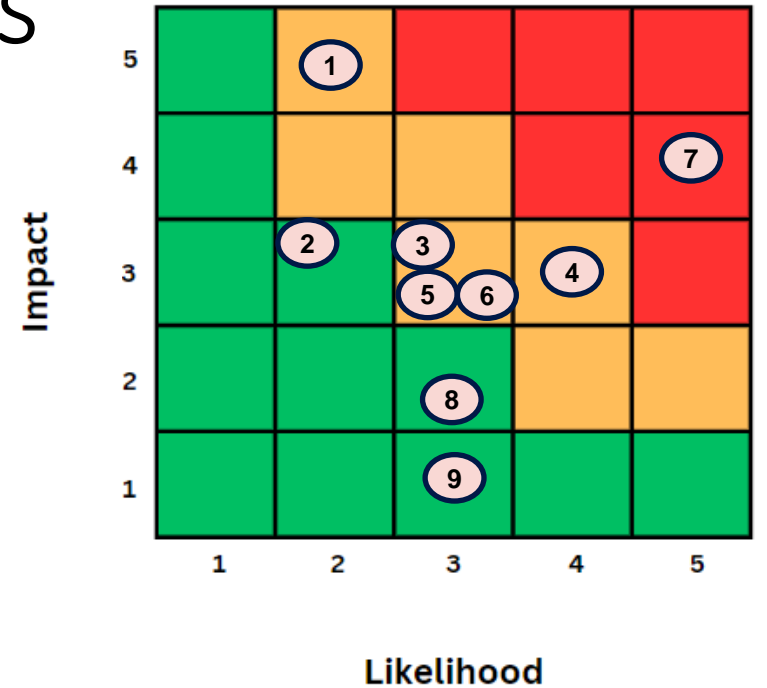
Closed risks this Quarter: Insufficient Social workers

Amended this Quarter

- Risk 4- better description
- Risk 7- description improved to acknowledge impact on whole WCC
- Risk 8- improved cause statement
- Removed risk on Lack of social workers as mitigating actions have had positive effect

Risk owners: John Coleman, Johnny Kyriakou

Control action owners: Mathew Biggs, Sarah Tregaskis, Ross Caws, Leah Adams



Residual risk - Analysis	
Number of risks	9
Risk is on target	5
Risk level has exceeded the target for 3 quarters in a row	3
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	1

Appetite	
Averse	
Minimalist	3
Cautious	5
Open	1
Hungry	



Children & Young People

			Inherent risk	Residual risk	Target risk	Appetite
CYP 1	Children and Young people, and vulnerable adults suffer avoidable injury or death	John Coleman	15	10	10	Minimalist
CYP 2	Inability to manage public perception around the safeguarding children and adult agendas	John Coleman	12	6	6	Cautious
CYP 3	There are insufficient suitable homes and accommodation options for Children in Care	John Coleman	15	9	9	Minimalist
CYP 4	Risk of safeguarding incidents increases from our ownership of children's homes and supported accommodation – New Q2 24/25	John Coleman	15	12	9	Minimalist
CYP 5	Failure to meet our statutory duty to ensure sufficient education provision across early years, school, post 16 and SEND.	Johnny Kyriacou	12	9	6	Cautious
CYP 6	Increasing numbers of children and young people not accessing education provision.	Johnny Kyriacou	12	9	9	Cautious
CYP 7	Increased demand on statutory services within SEND that is linked to the 'High Needs Block' outweighs available resources and threatens the Council's financial resilience and stability.	Johnny Kyriacou	25	20	16	Cautious
CYP 8	Local Area Inspection of SEND finds widespread and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with SEND, which the local area partnership must address urgently.	Johnny Kyriacou	12	6	6	Cautious
CYP 9	Schools in deficit that are forced to academise, with financial impact on the Council.	Johnny Kyriacou	4	3	2	Open

Children & Young People Overview and Scrutiny Committee**25 February 2025****Warwickshire Education Strategy 2024-2029 update****Recommendation**

That the Children & Young People Overview & Scrutiny Committee notes the progress of the implementation of the Warwickshire Education Strategy 2024 – 2029 and its associated Delivery Plan.

1. Executive Summary

- 1.1 This report seeks to update Members on the implementation and delivery of the Warwickshire Education Strategy 2024 – 2029.
- 1.2 The Warwickshire Education Strategy 2024 – 2029 was approved at Council on the 23rd July 2024 and formally launched at the Warwickshire Education Conference in October 2024.
- 1.3 The Strategy now operates as the key strategic driver for Warwickshire's Education Service, providing the foundation for all current and future work and nurturing a unified approach across the Council towards addressing the key challenges. It is focused on the delivery of the following four priorities:

Priority one: Best Start - To secure the very best start for all children in the county.

Priority Two: SEND and Inclusion - To encourage ambition, create opportunity, and support all learners to be the best they can be.

Priority Three: Sufficiency and Admissions - To ensure that Early Years, school and post 16 places are provided in the right place at the right time.

Priority Four: Strong System - To operate as strong systems leader across the county to strengthen, influence and develop high quality, inclusive education provision that is accessible to all.

- 1.4 It is further bolstered by a Strategic Pipeline consisting of additional supporting strategies which include:
 - The Warwickshire Education Sufficiency Strategy 2024 – 2029 which was approved by Council in July 2024.
 - The Warwickshire SEND and Inclusion Strategy 2024 – 2029 which was approved by Cabinet in December 2024.

- The Early Years Integrated Plan which was approved by the Warwickshire Health and Wellbeing Board in September 2025
- The Warwickshire School Effectiveness Strategy 2025, which is currently in development.
- The Outdoor Education Strategy 2022.

- 1.5 A Delivery Plan has been developed which has been updated for Quarter Three of 2024/25 (please note that this is the first full quarter that the Strategy has been in place); further details of can be found outlined in Appendix A (**Appendix A - Delivery Plan update Quarter Three 2024-25**). The Delivery Plan encompasses all elements of activity that has been, or is in the process of being implemented, including the specific projects that are being delivered within the Education Transformation Programme (ETP).
- 1.6 The impact of the Strategy is being measured via a range of performance indicators which directly impact and complement the Council Plan and its associated Key Business Measures.

2. Financial Implications

- 2.1 There is no direct budget assigned to the delivery of the Education Strategy 2024 – 2029. It is however supported by the Education Transformation Programme which has resources of £1.8m allocated towards its delivery during 2024/2025 and 2025/2026 and is further bolstered by £1m of Delivering Better Value (DBV) funding from the Department of Education for 2024/2025.

3. Environmental Implications

- 3.1 There are no direct environmental implications associated with the Strategy. However the Strategic Pipeline does encompass the current Outdoor Education Strategy 2022, the ambitions of which impact on the environment and include:
- *That all children and young people have access to and enjoy high-quality outdoor education and learning, appropriate for their age, ability, and experience.*
 - *That educators value and embed outdoor education and learning in their curriculum planning.*
 - *That education settings provide regular, frequent, enjoyable, and challenging opportunities for all children and young people to learn outdoors.*
 - *That a culture of outdoor education and learning is developed within all education settings, raising awareness of the importance of the outdoors for leisure and learning for both children and their families.*

4. Supporting Information

- 4.1 The Delivery Plan for 2024/25 outlines a range of activities that are planned or already being implemented. It will be updated annually to reflect ongoing or new areas of work, along with any changes in national policy, emerging guidance, or statutory requirements.

5. Timescales associated with the decision and next steps.

- 5.1 The Delivery Plan for 2025/26 is in the process of being updated. It will be monitored on a quarterly basis, with a further progress report to the Children and Young People Overview and Scrutiny Committee provided in Autumn 2025.

Appendices

Appendix A – Warwickshire Education Strategy 2024 – 2029: Delivery Plan for Quarter Three.

Background Papers

There are no background papers supporting this report.

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

Local Member(s): None – this is a County wide report
Other members:

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Warwickshire County Council



Education Strategy Delivery Plan 2024 – 2025: Quarter 3





Priority One: Best Start: *We will secure the very best start for all children in the county.*

We will measure our performance by monitoring the indicators outlined below and the associated targets:

Performance measure	Baseline	2024/25 Target	Quarter 3
% uptake of places for eligible children aged 9 months.	September 2024 87%	New measure	92%
% uptake of places for eligible 2 year olds.	2023 reporting year Warwickshire = 73% National = 74%	85%	77%
% of children accessing 3 & 4 year olds universal entitlement.	2023 reporting year Warwickshire = 102% National = 94%	96%	96%
% of Early Years providers graded Good or Outstanding by Ofsted.	2023 reporting year Warwickshire = 97% National = 97%	97%	99%
% children achieving a Good Level of Development at Early Years Foundation Stage.	2022/23 academic year Warwickshire = 69% National = 67%	69%	68.2%
% children achieving a good level of development at Early Years Foundation Stage with an Education Health Care plan.	2022/23 academic year Warwickshire = 4% National = 4%	4%	1.7%

	Activity to meet the Priority	Lead	Timescale	Update Quarter 3
1.1	Develop an Early Years Integrated Plan in partnership with Health and Social Care teams and partner agencies that responds to the 0-5 Joint Strategic Needs Assessment (JSNA) and the Early Year Years Peer Review.	Head of Early Years & School Effectiveness	August 2024	The Early Years Integrated Plan was approved by the Health and Wellbeing Board September 11 th , 2024, and is now being implemented.

1.2	Implement a graduated approach to the roll out of the expansion to Early Years entitlements.	Head of Access to Education	April 2025	Information regarding Early Years Entitlements have been rolled out, with the latest addition to the entitlements related to the Under 2s age group and aged 9 months plus for children from working families. This enables families to access up to 15 hours per week. The take up of the entitlements is being closely monitored to understand areas where there may be a shortfall of provision and looking at ways to create extra capacity within local areas. (this includes considering Capital schemes) ahead of the extension to 30 hours from September 2025.
1.3	Work with Early Years providers to ensure that there is sufficient quality provision available for children with SEND.	Head of Early Years & School Effectiveness	April 2025	<ul style="list-style-type: none"> • Ongoing work is taking place with Maintained Nursery Schools to look at how their expertise and skills can be used to support the sector in relation to children with SEND. Settings continue to be supported to make adaptations and adjustments to their environments. Support also in place to ensure opportunities from Disability Access Fund grants are being maximised. • Extensive training programme for settings, including childminders is being provided • An on call service for Early Years providers has been established to respond to immediate quality issues • Contact is being made with those settings who are not in regular contact

				<p>with the teams when required, visits to new SENDCos are taking place.</p> <ul style="list-style-type: none"> • The Enhanced Inclusion offer with nursery schools is being progressed to ensure they are maintaining skilled staff to meet the needs of children with SEND. • Provision of specialist equipment (hearing and specialist seating/standing/walking equipment) for children with low incidence need is being sourced.
1.4	Provide information, advice, support, and training to Early Years providers to ensure that their provision is of the highest quality.	Head of Early Years & School Effectiveness	July 2024 onwards	<p>Settings on the Early Years Register inspected as good or outstanding remain at 99% - 1% above National (Ofsted Data)</p> <p>All Early Years settings are able to access the Early Years Quality Standards and Safeguarding Team offer of advice support and training.</p>
1.5	Work with the Family Information Service to communicate to parents and carers what Early Years provision is available, what their entitlements are, and how they can access them.	Head of Early Years & School Effectiveness	July 2024 onwards	<p>The Family Information Service provides up to date information via their website.</p>



Priority Two: SEND and Inclusion:

We will encourage ambition, create opportunity, and support all learners to be the best they can be.

We will measure our performance by monitoring the indicators outlined below and the associated targets:

Performance measure	Baseline	Target	Quarter 3
% of children and young people with an Education Health and Care Plan attending a mainstream school	2023 reporting year Warwickshire = 34% National = 40%	40%	37%
% of Education Health Care plans completed within 20 weeks	2023 reporting year Warwickshire = 56% National 51%	Interim target of 51% - will be revised in June 2024.	30%
Number of resourced provision places available/opened.	2023 reporting year Total of 195 places available/ opened	Total of 231 places available/opened.	272
% of parents or young people with a decision within 4 weeks following the annual review of the Education, Health and Care Plan.	2023 reporting year Warwickshire: 10% National data is not available	To increase annual reviews to be in line with the national level and increase performance based on 2023 baseline.	23%
% children and young people with an Education Health Care plan attending state-funded specialist provision.	2023 reporting year Warwickshire 30% National 28%	28%	25%
% children and young people with an Education Health Care plan attending independent specialist provision.	2023 reporting year Warwickshire:4% National:5%	4%	7%
Number of schools involved in Inclusion Framework trial.	N/A	45 schools	34

	Activity to meet the priority.	Lead	Timescale	Update Quarter 3
2.1	Undertake system improvement work to meet the statutory timescales for the issuing of Education Health and Care Plans in light of the increased complexity of need and growing demand for assessments.	Head of SEND & Inclusion	April 2025	A review of the Education Health and Care Plans (EHCP) end to end process has now been concluded which has identified a number of service improvements required to improve the timescales associated with issuing EHCPs. A project commenced in January to redesign the process to enable service improvements to be made.
2.2	Review the process used to complete Annual Reviews for the Education Health and Care Plans to ensure they are completed within the statutory 12-month timeframe.	Head of SEND & Inclusion	December 2024	The annual review process has been reviewed and reconfigured in Synergy to improve the timeliness of reviews . Technical testing and user acceptance testing is now in progress. Training documents have been developed for the SENDAR service and they will receive training to implement the new ways of working in the spring of 2025.
2.3	Pilot a new pathway to identify Emotionally Based School Avoidance to facilitate the provision of earlier interventions and help to build resilience amongst children, young people, their families, educational providers and partner agencies.	Head of SEND & Inclusion	April 2025	The Emotionally Based School Avoidance (EBSA) pilot commenced in April 2024. It has worked across four schools (2 primary and 2 secondary) to trial a graduated model of universal targeted and specialist support, bespoke training provision, peer support and provide Casework Consultations. The project is now in its evaluation stages and learning from this will determine whether a Business Case will be developed to expand this work on a wider basis across other Warwickshire schools. Links have been made with Commissioners in terms of both the Mental Health in Schools Teams and future commissioning models for Children and Young People’s Mental Health.

2.4	Work with Health and Social Care teams to support young people with SEND prepare for adulthood in line with the SEND code of practice.	Head of SEND & Inclusion	April 2025	<p>A Preparation for Adulthood (PfA) review was conducted in May 2024 and the recommendations from this are being implemented.</p> <ul style="list-style-type: none"> • Social care attend EHCP reviews from the age of 14 and will assign a worker at aged 16, to ensures that advice on Care Act eligibility, post 18 services and financial charging can be shared with the young person • Links with the Children with Disabilities team (CwDT)are in place. Monthly managers meetings take place where a bespoke PfA casefile audit which is being jointly completed to ensure that PfA best practice is being adhered to, highlight good practice and areas of development are also discussed. • There are quarterly meetings with managers from both teams and the Legal Service to ensure that CwDT are considering Mental Capacity Assessments and Deprivation of Liberty application. • Annual joint away days for all staff from both teams have been arranged, a shared TEAMS space has been developed and Power BI dashboards created and utilised.
2.5	Support the implementation of the Delivering Better Value programme by co-designing a workforce development programme for those working in mainstream school settings to equip them to meet the needs of children and young people with SEND in their local schools.	Head of SEND & Inclusion	April 2025	<p>Seven sub workstreams have been identified and are being implemented. These include:</p> <ul style="list-style-type: none"> • Development of a classroom resource booklet for school staff.

				<ul style="list-style-type: none"> • Networking events to share best practice and share effective SEND related practices • Production of role play videos that showcase approaches and strategies that support learners with SEND. • Revised training brochure and offer • Home to school communication workshop • Teaching Assistant Apprenticeships • Development of the Workforce Development Local Offer pages.
2.6	Support the implementation of the Delivering Better Value programme by further developing the Inclusion Framework to support schools to provide earlier inclusive intervention and preventative practices.	Head of SEND & Inclusion	April 2025	<p>Progress on the key deliverables includes:</p> <ul style="list-style-type: none"> • A total of 45 schools are involved in the Inclusion Framework trial across Warwickshire. • All participating schools have accessed online audit training to enable them to prepare to compete the SEND school survey. • Participating schools that have received audit training have completed and returned their SEND Audits. • Monthly peer to peer supervision sessions have been arranged and are attended. • Monthly supervision / coaching sessions for each family of schools will be held monthly by the Education Psychologist Team. • An analysis and evaluation of the data from the surveys are on track to be completed by March 2025 that will be presented to the Education Service

				Leadership Team and Education Transformation Board to determine future options.
2.7	Support the implementation of the Delivering Better Value programme by working with schools to increase the commissioning and establishment of specialist resource provision places for children and young people with SEND.	Head of SEND & Inclusion	April 2025	<ul style="list-style-type: none"> The target number of places for January 2025 was 231, this has been exceeded, with 272 places now available with a 79% utilisation. The project is on target to create a further 88 places. These are not yet confirmed until the internal governance process is completed by Spring term. Positive Feedback has been received from new SRP's regarding the high level of support from the Team, including the support of the Specialist Teaching Service Leads. Quality assurance visits have been positive and as part of this process information has been collated on feedback from parent questionnaires.
2.8	Commission provision and develop a new pathway that supports children and young people with Education Health and Care Plans who require Education Other Than at School.	Head of SEND & Inclusion	December 2024	An Education Other Than at School (EOTAS) pathway has been drafted following a task and finish group with stakeholders. This will be brought to Education Senior Leadership Team then the Warwickshire SEND Partnership Board for consideration and approval in March 2025
2.9	Develop a new local Alternative Provision model that responds to the recommendations outlined in the Independent Review report.	Head of Strategy &	April 2025	An options appraisal was presented to the Children and Young People Directorate Leadership Team in October 2024. This appraisal is now being developed into a more comprehensive Business

		Transformation		Case which will inform the future approach to Alternative Provision.
2.10	Work with the Department for Education and the Talenton Academy to ensure that the new Alternative Provision Free School is operational.	Head of Access to Education	April 2025	There is no further update on this scheme. Please note that this is a DfE funded and commissioned scheme.



Priority Three: Sufficiency and Admissions:

We will ensure Early Years and School Places are provided in the right place at the right time.

We will measure our performance by monitoring the indicators outlined below and the associated targets:

Performance measure	Baseline	Target	Quarter 3
% of families at reception transfer that are awarded one of their first three choice preferences.	2023/24 academic year Warwickshire: 98% National: 98%	98%	98.8% Annual data
% of families at Year 7 transfer that are awarded one of their first three choice preferences.	2023/24 academic year Warwickshire: 95% National 94%	95%	94.2% Annual data
Number of additional school places created based on forecasted requirements.	TBC	98 places for Reception and 317 places for Year 7	98 = reception 277 = yr 7 Annual data
% of in year applications that are notified of an outcome within the statutory deadline of 15 school days.	December 2023 = 88% 2023/24 academic year Warwickshire: 94%	94%	94%

	Activity to meet priority.	Lead	Timescale	Update Quarter 3
3.1	Implement the Education Capital Programme to expand existing school sites and build new ones.	Head of Access to Education	April 2025	<ul style="list-style-type: none"> Capital projects continue to be progressed through the formal approval route to ensure that there are a sufficient number of permanent places available in the right areas. There is a strong working relationship between Strategic Asset Management and the Education Sufficiency team which is ensuring that feasibility and initial planning is robust – this is supported by a strengthened governance model to ensure schemes

				<p>are scrutinised in terms of finance and deliverability before commencing to cabinet.</p> <ul style="list-style-type: none"> • Further work is required to understand the impact of changes in Planning and Highways and requirements (such as Road Safety Audits) which are having an impact on timescales and could impact on deliverability.
3.2	<p>Deliver additional school places to ensure we have sufficient capacity in the right locations at the right time, enabling children to be educated in good quality local provision.</p>	<p>Head of Access to Education</p>	<p>April 2025</p>	<ul style="list-style-type: none"> • The annual sufficiency statement is due to be presented at the January 2025 Cabinet meeting. • The forecasting of places required is generally within a 5% tolerance level within school place planning areas to support decision making. • It is becoming more challenging to agree bulge classes with schools (bulge classes = temporary increases in the number of places) where data indicates need and Funding has been maximised and there is DfE support. These challenges have been reported via the DfE and we await further national changes in relation to Schools Admissions in the near future.

3.3	Review the Education applications end to end process to determine how to unify the Council’s systems relating to Schools Admissions, Free School Meals and Home to School Transport.	Head of Access to Education	December 2024	<ul style="list-style-type: none"> • The Council’s Transport Team is introducing a new approach to pro-actively contacting eligible families with the intention of creating a more stable network. A new system is being brought in to replace ‘Flexi-route’. • The Admissions portal is generally working well for parents and due to pro-active work from the service, there were only a small number of late applicants for Secondary 2025 which will help the allocation of ‘unplaced’ offers post deadline day. A specific focus was made to ensure applications were followed up for vulnerable families. • The current parent portal does experience too many glitches and is a cause for concern. Future requirements are being mapped via the Client Record Information Systems Programme (CRISP) project. • The Free School Meal service will move to Family Information Service from April 2025. It will ensure a more bespoke and targeted level of support can be offered from the expertise within FIS.
3.4	Support the implementation of the Home to School Transport Improvement Plan and the associated operational arrangements to provide the required transport solutions.	Head of Access to Education	April 2025	The Education and Transport Teams continue to meet monthly to ensure there is effective dialogue taking place. Education Services advise on suggested policy revisions and the Transport Team are aligned to new projects such as Coleshill Alternative Provision to ensure pro-active working and reduce spend wherever possible.
3.5	Further develop and implement the School Admissions Development Plan and identify where additional enhancements and efficiencies can be made.	Head of Access to Education	December 2024	<ul style="list-style-type: none"> • Discussions have taken place with Customer Service Centre on whether some staff could migrate, and initial calls could be handled there and triaged as

				<p>appropriate. However, as the Service is functioning well and capacity issues have been addressed since the In Year review, it is agreed that a new arrangement is not required at this time.</p> <ul style="list-style-type: none">• Focus will now be made on how Admissions can link with the new Front Door (as part of the Families First Pathfinder Programme) to ensure families who need further help can be supported in a more joined up way.• The Admissions Lead will be supporting broader education work around the Digital infrastructure Project and further work is underway to look at how more efficiencies can be made (from the positive changes already introduced in terms of auto-allocation – automated process for In Year applications and auto-accept – process where families do not have to accept places after offers made).• Links are maintained with the CRISP project to further pursue innovations that will continue to improve the service and customer experience.
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Priority Four: Strong System:

We will operate as a systems leader to influence, facilitate and develop high quality education provision that is inclusive and accessible to all.

We will measure our performance by monitoring the indicators outlined below and the associated targets:

Performance measure	Baseline	Target	Quarter 3
% of children in Good or Outstanding primary schools.	Feb 2024 Warwickshire: 95% National 93%	95%	93.7%
% of children in Good or Outstanding secondary schools.	Feb 2024 Warwickshire: 86% National: 85%	86%	87.4%
Number of permanent exclusions from Warwickshire schools.	2022/23 academic year Warwickshire: 129 children 2021/22 academic year National: 6495 children	128	135 (cumulative)
% of pupils reaching expected standards in Reading, Writing and Maths at the end of Key Stage 2.	2022/23 academic year Warwickshire: 60% National:60%	61%	60%
% of pupils achieving Grade 5 and above in English and Maths GCSE at the end of Key Stage 4.	2022/23 academic year Warwickshire: 49% National: 46%	49%	49%
% of overall pupil absence.	2022/23 academic year Warwickshire: 8% National: 7%	7%	7.4%
% of severe pupil absence.	2022/23 academic year Warwickshire: 3% National: 2%	2%	Most recent data: 23/24 Autumn/Spring term = 2.8%

% of 16 – 17 year olds who are Not in Education, Employment or Training (combined NEET/Not Known) (annual measure for 2024)	2022/23 academic year Warwickshire: 3% National: 5%	In line with or better than national/stat neighbours	Unvalidated data, not yet published by the DfE 3.2%
% of 16 – 17 year olds with SEND who are Not in Education, Employment or Training, or whose activity is not known. (annual measure for 2024)	2022/23 academic year Warwickshire: 10% National: 9%	In line with or better than national/stat neighbours	Unvalidated data not yet published by the DfE 5.4%
% of 16 –17 years olds with an Education Health Care Plan who are Not in Education, Employment or Training or whose activity is not known. (annual measure for 2024)	2022/23 academic year Warwickshire: 4% National: 10%	In line with or better than national/stat neighbours	Unvalidated data, not yet published by the DfE 9.4%

	Activity to meet priority	Lead	Timescale	Update Quarter 3
4.1	Implement the ‘Team Around the School’ project to facilitate system wide improvements for children and young people.	Head of Early Years & School Effectiveness	January 2025	The Team Around the School Approach has been implemented. Further updates will be provided to Corporate Board and the Children and Families joint Senior Leadership Team in Feb 2025.
4.2	Review and update the processes used to identify children who are missing from education or not on a school roll and develop initiatives to ensure that they receive their education entitlement.	Head of School Services & Post 16 Education	December 2024	A re-designed dashboard has been developed to identify and track the number of compulsory school aged children in Warwickshire who are not registered at a school and are not receiving suitable education elsewhere. The dashboard is being tested by teams across Education Services and Business Intelligence with a view to roll out from February 2025. This will also support with collating and submitting mandatory data requested by the DfE in the termly CME & EHE data return.

4.3	Use localised data to identify the geographical areas, schools and communities of interest where there are educational disparities and work with partners, schools, and educational settings to implement targeted initiatives to make improvements.	Head of Strategy & Transformation	December 2024	The initial scoping of countywide and localised data and intelligence from a variety of sources (including Education, Health, Social Care) has been collated with the intention of developing a system wide approach towards addressing the educational disparities. A workshop for Education leads has been scheduled for the 25 th February 2025 to determine an approach and explore targeted interventions.
4.4	Work with local partners as part of the countywide Levelling Up approach, to improve the attainment gap between disadvantaged children and their non-disadvantaged peers.	Head of Strategy & Transformation	December 2024	A workshop for Education leads has been scheduled for the 25 th February 2025 to determine an approach and explore targeted interventions. Partner agencies will be engaged following this.
4.5	Review the processes associated with children and young people who are Electively Home Educated.	Head of School Services & Post 16 Education	December 2024	This work is ongoing and will be influenced by the Children’s Wellbeing Bill which proposes significant changes to how Local Authorities track and monitor children who are electively home educated.
4.6	Work with education providers and employers to develop the supported internship offer for young people with an Education Health Care Plan.	Head of School Services & Post 16 Education	December 2024	<ul style="list-style-type: none"> • Developed a consistent recording system for Supported Interns and their placements. • A Nuneaton and NWSL project launched in late October, adding 6 new Supported Internships. • Supported Internship Fair has been announced and is collecting interest by potential businesses and supported interns for 2025 and 2026 intake. • Consistent communications with colleges and specific placements have been created. • Project Search and the Warwickshire College Group have added another placement to their offer, leading to up to 8 new places for interns in 2025.

4.7	Develop the digital infrastructure to improve communications, efficiency and productivity that supports both the Delivering Better Value programme and the wider Education Service.	Head of Strategy & Transformation	April 2025	<p>A Digital Infrastructure Project Group has been established that is implementing the following workstreams:</p> <ul style="list-style-type: none"> • Technical requirements • Training requirements and guidance • Superuser development • Interdependencies with the CRISP project • Redesign of the EHCP process <p>A performance measure has been introduced to monitor the use of the Line of Business (Synergy) system.</p>
4.8	Work with Health and Social Care teams and partner agencies to support the provision of school nursing and mental health and wellbeing interventions within schools.	Head of Strategy & Transformation	April 2025	<p>Links are established between the Education, Public Health and Social Care teams. Examples include:</p> <ul style="list-style-type: none"> • Children and Adolescent Mental Health (CAMHS): engagement has taken place between the Rise Service and CAMHS Commissioners and the Warwickshire Education Partnership Board in relation to shaping the future commissioning of the service. • A session for system partners is being held on the 5th February to explore the ‘Thrive’ model and Education Services will be involved in this. • Links are well established with the Mental Health in Schools Teams (MHST) local Operational Group and the Coventry and Warwickshire Strategy MHST group. • The evaluation of the Emotionally Based School Avoidance project will be shared with the CAMHS Commissioner for further

				<p>consideration in the context of MHST and recommissioning the CAMHS service.</p> <ul style="list-style-type: none"> • The Education Service is an active partner within the Children and Young People’s Partnership Board (a sub-group of the Health and Wellbeing Board) and lead the Early Years Integrated Delivery Plan. • The Education Service is engaged in the commissioning on the new Public Health Nursing service and a member of the tender evaluation panel.
4.9	<p>Work with partners and providers to increase the range of provision offered across Warwickshire to engage young people who are Not in Education Employment and Training and target local areas where there is a higher number of young people who are Not in Education Employment and Training to increase the level of participation in post 16 opportunities.</p>	<p>Head of School Services & Post 16 Education</p>	<p>April 2025</p>	<ul style="list-style-type: none"> • This academic year there has been a shortfall in post 16 entry level provision for young people without English and Maths. To address this shortfall, WCC have worked with the five District and Borough Councils across Warwickshire to utilise the UK Shared Prosperity Funding (UKSPF) to create additional programmes. • A Supported Internship Co-ordinator was appointed in September 2024 to expand post 16 pathways for young people with an EHCP. In particular to grow the number of Supported Internships delivered across Warwickshire.
4.10	<p>Further develop the offer of future careers and skills support, enabling young people to transition onto post 16 positive destinations by working with the WCC’s Economy and Skills Service and Warwickshire schools and colleges.</p>	<p>Head of School Services & Post 16 Education</p>	<p>April 2025</p>	<p>Collaborative working is in place with WCC Future Careers Hub to provide support to all secondary schools and colleges across Warwickshire.</p>

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Children and Young People Overview and Scrutiny Committee.

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.	
SEND Member Panel Update	Portfolio Holder for Education will provide a verbal update on the work of the council's SEND Member Panel.	
Corporate Parenting Panel Update	Portfolio Holder for Children & Families is invited to provide an update on the work of the Corporate Parenting Panel. (To include an update from the Voice, Influence & Change Team when appropriate and an update in relation to the Warwickshire Children's Homes)	
Integrated Performance Report	Quarterly performance updates presented to the Committee. Link to Power BI Platform	Quarterly Reports

Report Detail	Date of Meeting
<ul style="list-style-type: none"> • Quarter 3 Integrated Performance Report 2024/25 • An update of the progress of the Education Strategy 2024-2029 Delivery 	25 February 2025
<ul style="list-style-type: none"> • Achievement of Warwickshire Children and Young People, including Children in Care, in Statutory Assessments 2024 April 2025 • Time to Talk Impact Report (Leah Adams) • Speech and language therapists (SALT) assessments 	8 April 2025
<ul style="list-style-type: none"> • Children's OSC Feedback (Ruth Rollings) • Update report in relation to the Outdoor Education Strategy; to include information on the work done with Eco Schools; and the leisure services from the D&B. 	24 June 2025

Future Items to be added to the Work Programme

- Visit for the Committee to be arranged to the Warwickshire Academy (Formerly the PEARS site).
- Consideration to be given to adding an annual update to the committee in relation to Educational Attainment.
- Report in relation to the rates of WCC's refusal to assess for EHCPs and the rates of appeal failure (to include historical data)
- Post-16 participation in education, employment, and training performance report 2024 (removed from September 2024 as data still not released – a briefing note will be circulated once information is available). When the data is released, officers will review the timetable of meetings to ensure the report is presented at the first opportunity to ensure it is timely.

Briefing Notes/Information Requests

1. Request for information in relation to the recent tender for the provision of children's centres, including plans on how to improve outreach to surrounding larger villages.
2. Briefing note in relation to the new structure of the Children and Families Team (agreed at Sept's Chair & Spokes mtg)

- 3. Update report in relation to Family First Pathfinder (BN or report tbc)

Motions from Council – none currently

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

Decision	Description	Date due	Decision Maker
Nothing currently relevant to the remit of the committee			

Upcoming Member Development Sessions

Please contact Helen Barnsley (Senior Democratic Services Officer) if you would like more information or if you are missing a calendar invitation. All development sessions will be held via Microsoft Teams unless otherwise stated.

Session	Date and Time

- **Next Chair and Spokes Meeting - these meetings will be held virtually via Microsoft Teams**
 - 19th March 2025 at 10am
- **Future Committee Meeting. These meetings will be held at Shire Hall, Warwick.**
 - 8 April 2025 at 10am
 - 24 June 2024 at 10am

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