

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.

Quarter 3 2024

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

Quarter 3 2024

				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

Quarter 3 2024

		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.
--	--	--	--	---



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%

Quarter 3 2024

% 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.

Quarter 3 2024

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>