

Date of issue: Tuesday 13th October 2015

MEETING

**EDUCATION AND CHILDREN'S SERVICES
SCRUTINY PANEL**

(Councillors Bal (Chair), Abe (Vice Chair), Brooker,
Cheema, Dhillon, Matloob, Morris, Pantelic and Rana)

Education Voting Co-opted Members

James Welsh (Catholic Diocese of Northampton)

Education Non-Voting Co-opted Members

Jo Rockall (Secondary school teacher representative)
Maggie Stacey (Head teacher representative)
Lynda Bussley (Primary school representative)

DATE AND TIME:

WEDNESDAY, 21ST OCTOBER, 2015 AT 6.30 PM

VENUE:

MEETING ROOM 3, CHALVEY COMMUNITY CENTRE,
THE GREEN, CHALVEY, SLOUGH, SL1 2SP

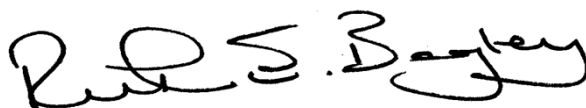
**SCRUTINY OFFICER:
(for all enquiries)**

DAVE GORDON

01753 875411

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART 1

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2. Minutes of the Meeting held on 14th July 2015 1 - 8

SCRUTINY ISSUES

3. Member Questions

(An opportunity for Panel Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).

4. Improvement Plan - progress report (to follow)

5. Team Around You 9 - 24

ITEMS FOR INFORMATION

6. Forward Work Programme 25 - 28

7. Attendance Record 29 - 30

8. Date of Next Meeting - 3rd December 2015



Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

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Education and Children's Services Scrutiny Panel – Meeting held on Tuesday, 14th July, 2015.

Present:- Councillors Abe, Bal, Brooker, Cheema, Matloob, Morris, Pantelic and Rana

Education Voting Co-opted Members

James Welsh (Catholic Diocese of Northampton)

Education Non-Voting Co-opted Members

Jo Rockall (Secondary school teacher representative)

Maggie Stacey (Head teacher representative)

PART 1

1. Declaration of Interest

Cllr Bal declared his daughter's employment with Slough Borough Council (SBC). Cllr Brooker declared his daughter's attendance at Burnham Park Academy and his position as Governor at Churchmead School. Cllr Morris declared his stepson's attendance at Beechwood School, his stepdaughter's attendance at East Berkshire College, his position as Vice Chair of Baylis Court and his position as Vice Chair of the Transition Board at Godolphin Infants School.

2. Election of Chair

The nomination of Councillor Bal was moved and seconded. There being no other nominations it was:-

Resolved - That Councillor Bal be appointed Chair of the Education and Children's Services Scrutiny Panel for the municipal year 2015 – 16.

3. Election of Vice Chair

The nomination of Councillor Abe was moved and seconded. There being no other nominations it was:-

Resolved - That Councillor Abe be appointed Vice Chair of the Education and Children's Services Scrutiny Panel for the municipal year 2015 – 16.

4. Minutes of the Meeting held on 15th April 2015

Resolved: That the minutes of the meeting on 15th April 2015 were approved as an accurate record.

Education and Children's Services Scrutiny Panel - 14.07.15

5. Member Questions

No members' questions were received prior to the meeting.

6. School places

The Panel received an update on the current situation in terms of demand, the plans currently in progress to resolve issues concerning demand, the financial implications of these plans and possible issues which may arise in the future. The Panel had previously been given oversight of the principles behind SBC's strategy for school places. This strategy had been amended when SBC undertook longer-term predictions in December 2013; these estimated that there would be a shortfall of 15 forms of entry at Primary level and 38 at Secondary. Since this prediction, SBC had worked with local schools to meet these future pressures. The extension of existing schools and the creation of new schools was one method of ameliorating the situation; the recent creation of free schools had assisted in this.

In terms of Primary Schools, the demand was close to being satisfied with bulge classes and new permanent forms of entry (either through new schools or the expansion of existing schools) adopted. At present, it was not anticipated that further expansion would be required; however, this may be reappraised once statistics on local birth rates were released later in 2015.

Secondary schools were now forecast to be 37 forms of entry short of requirements. Whilst the expansion of free schools would assist, and there was likely to be an oversupply of forms of entry in September 2015 the situation would become less positive as 2022 approached. It should also be noticed that an oversupply could leave existing schools vulnerable, which needed to be avoided as all schools would be required given this likely situation in the future. The issue of students from outside the area attending selective schools in Slough also needed to be factored into the estimates.

The proposed SASH2 school's partial opening in 2017 was also included in the future projections. Given the fact that Slough was a highly built-up area, and that a site for this institution needed to be selected, any issues relating to this proposal would have an impact on school places. However there were other plans being made to lessen the pressure on school places, with Langley Grammar's expansion by one form of entry having been accepted by Cabinet and 3 other schools involved in discussions on similar proposals.

SBC had recently introduced planning for special educational needs (SEN), with Slough experiencing a level of SEN pupils that was slightly higher than the national average. Whilst expansion of SEN provision within existing mainstream schools would help meet demand, there was also the possibility that the expansion of Arbour Vale or the creation of a new, similar institution may be necessary. Should the last of these options be required, then some suitable sites had been identified.

The Panel raised the following matters in discussion:

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- The process of planning expansion evaluated a number of factors; the physical potential for expansion, any planning consequences and the status of the school (e.g. schools in special measures would not be expanded).
- In Primary education, the opening of Langley Academy had helped, as had the expansion of pre-existing schools. However, in Secondary education the opportunities for expansion (other than for 6th forms) had proved more limited. A major obstacle to creating forms of entry had been the lack of obvious sites in an area as built-up as Slough; in additions, expansions had to reflect the realities of catchment areas and therefore had focused on the centre of Slough.
- SBC was assisting schools in their funding of any building work. However, construction work had become more expensive which limited the authority's ability to do this. In addition, school expansion did not attract any additional funding for the new pupils for the first 6 months, leaving SBC and schools potentially vulnerable between September and April in any given academic year. A proportion of the Dedicated Schools Grant could be allocated to cover this, but there were also limitations regarding this. As a result, rapid expansion could have a financial impact.
- The Eden Girls' School was due to open in September 2015, and a site had been identified although the lease was not yet signed. However, free schools did not require planning permission for the first year of their existence, although should this then be rejected when the application was made later this could cause significant difficulty.
- The estimate of 90% of pupils in Slough schools being drawn from the area under SBC's control was based on the best information available. Whilst selective schools may attract a higher proportion of pupils from outside the Borough (e.g. Herschel had approximately 35% of its students from outside Slough) mainstream schools were much more likely to contain local pupils. This issue was also more applicable in Secondary education rather than Primary. However, another issue caused by selective schools was the potential for it to cause a gender imbalance in non-selective schools; at present, the ratio was roughly 60% boys to 40% girls and this could approach 70% boys if more Girls' Schools opened.
- SBC had formerly used the national formula to make predictions, but this only offered a 2 year forecast. The new system had increased the horizon for decision-making, but could not legislate for changes caused by extraneous factors (e.g. volatility in the housing market).
- Governing bodies had been involved in discussions on these plans; however, comprehensive consultation with all parents on every aspect would have been impossible.

Resolved: that the report be noted.

7. Special Educational Needs reforms

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SBC had made progress to ensure that the Children and Families Act 2014 was being implemented. This legislation emphasised the need for a more collaborative and integrated approach to children and young people with SEN (e.g. greater interaction between schools and social services). The central ambition was to overhaul the support offered to those with SEN to achieve better outcomes through planning, assessing and reviewing the provision available. The legislation also covered those between the ages of 0 and 25 years old, emphasising that education was only one aspect of service provision rather than one conducted in isolation.

Plans were now assessed with partners, with the ambitions of the families central to the process. A pilot had now been completed and the information gathered was being analysed to modify the service. SBC was also working in conjunction with the Department for Education and other local authorities in Berkshire.

(At this point of the meeting, Cllr Abe left).

SBC was responsible for 932 children and young people with statements, and had a deadline of April 2018 to review these statements. This would involve consultation with parents and professionals. SBC was also working on personal budgets; these were presently received by 12 families, and any future applications would require consideration although none had yet been received. The fact that other Berkshire authorities had been receiving applications allowed SBC to use this knowledge to make its own preparations.

The Multi Agency Transition Group had agreed Transition Protocols which came into operation in Year 9. These reflected the Local Offer, which was publically available via the SBC website and had been designed on the basis of a wide range of input. SBC was also investigating the potential for joint commissioning arrangements, both in terms of other professions dealing with children and other local authorities. However, whilst the expectation at national level was that the changes would lower costs, the likely rise in demand and the fact that the age range had now expanded to 0 – 25 would have a financial impact (at least in the short term). The priorities for the next 12 months were outlined on pages 35 – 36 of the report in the agenda papers.

The Panel raised the following matters in discussion:

- Whilst responsibility for those aged 16 – 25 was new, there had been no cases in this age range with which SBC had not had prior contact (given that they were SEN pupils up to their 16th birthdays). SBC was planning for different transitions for these young people, and was also receiving contact from young people who had previously been statemented and wished to be reappraised given the changes in legislation.
- The legislation allowed for the use of personal budgets through joint plans. However, they could not be used to buy school provision, and SENCO requests could not be imposed on schools. Therapies could be

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purchased using personal budgets, which was co-ordinated through a block booking.

- Provision for looked after children involved joint working with the relevant social worker; the restructured team also included those with social work experience, which bolstered the service.
- Work was being undertaken to identify young people not in education, employment or training (NEETs). In future, transitional reviews at the Year 9 stage would be used to resolve this.
- SBC was not actively seeking out young people with Asperger's or other conditions which were not previously diagnosed. However, SBC would take referrals in these instances and would work with other services to help identify such cases.
- University entrants under the age of 25 would be covered by the plan. The Education, Health and Care Plan process would apply.

Resolved: that the report be noted.

8. Teacher recruitment

Slough required additional qualified teachers but was working in the context of a national shortage. In addition, both recruitment and retention were problems although the former was the more urgent at present. Cambridge Education (CE) was working collaboratively to address the situation and also sought help and support from members of the Panel.

The issues involving retention were most pronounced in relation to foreign teachers, who may wish to return to their native countries or encounter visa limitations. However, the main focus had been recruitment with a national campaign being held to draw in candidates from across the country. Schools were acting collectively on this matter, and were also drawing on the experience of other local services with similar recruitment issues (e.g. police, social care). SBC were developing a workforce strategy and headteachers were invited to link in with this initiative. The matter would increase in importance given the additional forms of entry outlined in minute item 6 (school places); Slough was the 3rd fastest growing local authority in England, and had experienced a 30% increase in pupil numbers since 2010.

Concerns were being raised about the potential impact on attainment for pupils; a high calibre of teacher needed to be attracted to raise standards. The current processes were also expensive, as employing agency staff to fill gaps could be both expensive and short term whilst advertising was costly and did not guarantee suitable applicants. Future cuts in funding (in real terms) also needed consideration. Officers also noted that shortages did not just apply to subjects traditionally affected (e.g. mathematics, sciences) but across all curriculum areas. Another factor with an impact was that of proximity to London Boroughs which offered additional pay under London weighting arrangements. Given the imperative nature of the issue, retention was now discussed at all meetings of local heads of Secondary schools.

The Panel raised the following matters in discussion:

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- There was some room for limited joint advertising for teachers to operate across the Slough area (rather than in relation to a specific vacancy at one school). The Schools Forum would discuss a report on this matter in September 2015; however, the domination of the Times Educational Supplement in the advertising market for teaching vacancies did limit the potential for significant cost cutting.
- Teachers had been shared between different schools in Slough on an informal basis. Consideration may be given in the future for formalising and codifying these arrangements.
- The 'Proud To Be Slough' campaign had been an example of improving the area's reputation, upon which CE could build. Whether this would take the form of an autonomous campaign (e.g. 'Proud To Be Education In Slough') would be one consideration in future efforts.
- CE had worked with Higher Education providers through the Teaching School Alliance to attract newly qualified teachers. However, Universities were losing some control of teacher training, which (whilst offering some benefits) did lead to a more fragmented system.
- Teachers in Slough tended to identify some key issues which negatively affected their views of the role. These frequently focused on workload, a lack of classroom support, pressures created by Ofsted and pay levels. The Panel requested that the Chair write a letter to the local MP reflecting these concerns. The fact that new teachers were often given less desirable responsibilities (e.g. classes containing students with lower attainment levels) was also raised as a concern.
- The progression of teaching assistants to teachers was already happening; however, methods could be used to increase the attractiveness of this to potential applicants. In addition, work had been undertaken with SBC to identify those who applied for social work positions and, whilst not being ideally suited to those roles, may be appropriate for employment in schools.
- Key worker housing was expensive. However, other alternatives (e.g. relaxation of the 5 year requirement for the letting policy for key workers, allocating a percentage of housing stock to those in education and social work) may prove feasible and effective alternatives.

Resolved:

- 1) That the Cabinet consider the implications of relaxing the lettings policy and allocating a certain percentage of housing stock to those employed in education and social work to increase recruitment to the local area.
- 2) That the proposed actions in section 5.9.2 in the report be undertaken, namely:
 - Members request that Cabinet consider this matter with recommendations for action
 - For the challenges and possible solutions to be brought to the attention of the Wellbeing Board which can consider the matter in the broader context of all statutory and non-statutory services and provision, including Police, Fire, Health, Social Care, and the private and voluntary sector

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- For the Local Authority to consider the re-introduction of Key Worker Housing or subsidised accommodation
 - For politicians (Elected Members; Lead Member for Education and Children; Lead Member of the Council; Member of Parliament) to bring to the attention of national government the magnitude of the problem facing Slough and its impact on standards and the success of children: for lobbying to achieve prompt action to alleviate the challenges
 - Promoting the attraction of Slough
 - Promoting the educational success and high standards of Slough pupils (Slough being 7th nationally for GCSE results, sustained year on year)
 - Promoting the good and outstanding schools across Slough
 - Promoting a strong and supportive Slough community of schools
- 3) That the Chair of the Education and Children's Services Scrutiny Panel write to Fiona McTaggart MP concerning the issues raised by teachers in relation to their work.

9. Children's Services- improvement update

The new Improvement Plan replaced the 4 previous separate plans, and set out SBC's priorities up to December 2015 (a period which included the transfer of services to the new Children's Services Organisation). The work was being undertaken on the basis of this transfer taking place on 1st October 2015. In addition, the Slough Improvement Steering Group met every fortnight and held SBC officers to account; this body would also involve the Chief Executive of the Children's Services Organisation once in place. A bid to the Department for Education had secured £165,000 of funding.

The report considered four matters, which were as follows:

1) Recruitment and retention

Decent, steady progress was being made on this although a higher number of agency staff were still being used than SBC wanted. Staffing was being analysed in depth to gain a full understanding of the situation and encourage the most appropriate members of agency staff to join SBC permanently. A survey had been completed which emphasised the fact that motivation contained many factors besides wage levels. A part time lead had been appointed to implement the strategy on recruitment and retention, with a national campaign being developed. May, July and September would see space taken out in the Guardian and the Metro as part of this, with an open day also scheduled for July 2015. Since April 2015, SBC had offered 20 permanent positions.

2) Quality Assurance

2 audit activities had been completed; the first was a focused 'deep dive', and the second had been funded by the Department for Education. Thresholds for investigations had been found to be sound, with case selection good, risk assessment working well but domestic

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abuse cases and the quality of plans identified as areas for improvement.

3) Quality of practice

New practice standards had been launched in May 2015 and aimed to clarify expectations from the service. A new practice lead for commissioning had also been appointed to drive forward improvements.

4) Leadership and partnership

Social workers had been placed with police to assist with integration and partnership working. The establishment of a Multi Agency Safeguarding Hub (MASH) would also assist this, with the Care Commissioning Group contributing towards funding.

Overall, meetings had been reduced in number and been given stronger governance arrangements (e.g. chairs appointed, clear terms of reference put in place) to help increase the effectiveness of bodies working on improvements.

The Panel made the following points in discussion:

- Further work was still required to clarify thresholds; this would be needed to be undertaken with partners and within communities. The early help offer also needed some additional work; without these efforts, the number of referrals would continue to rise.

Resolved: that the update be noted.

10. Forward Work Programme

Resolved: that the following amendments be made to the Forward Work Programme:

- 1) That the Panel take the Slough Safeguarding Board Annual Report on 3rd December 2015.
- 2) That an item on the impact of the Private Finance Initiative be taken on 3rd December 2015.
- 3) That an item on closing the gap in attainment for disadvantaged children be taken on 3rd December 2015.
- 4) That the Five Year Plan outcome allocated to the Panel be taken on 28th January 2016.
- 5) That an item on school results be taken on 9th March.

11. Date of Next Meeting - 21st October 2015

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.43 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Education and Children’s Services **DATE:** 21 October 2015
Scrutiny Panel

CONTACT OFFICER: Jennifer Sargeant (Families First Programme Manager)
(For all enquiries) (01753) 787 649

WARD(S): All

PART I
FOR INFORMATION

TEAM AROUND YOU

1 **Purpose of Report**

1.1 To provide the Panel with information on the results of the Team Around You pilot.

2 **Recommendation**

2.1 The Panel is requested to review the information presented at the meeting and consider the potential benefits of this approach for future services.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3a. **Slough Joint Wellbeing Strategy Priorities**

Priorities:

- Health
- Economy and Skills
- Safer Communities

The pilot aims were to support achieving these through targeting

- Effective multi-agency care planning and working with children and young people on the edge of care, to reduce in crime and anti- social behaviour
- Ensuring the voice of the child was central to all discussions.
- Improving educational attainment for looked after children, and increasing placement quality and stability.
- Improving housing, training and employment opportunities for care leavers.

3b **Five Year Plan Outcomes**

Children and young people in Slough will be healthy, resilient and have positive life chances – The improvement programme aimed to make Slough children’s services one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.

4 **Other Implications**

- a) **Financial**

There are no financial implications relating to this report.

b) Risk Management

Risk	Mitigating action	Opportunities
Communications	Communications Strategy put in place.	Raising awareness of the approach of Team Around You and the outcomes required across the council, working with colleagues across the council, Corporate Parenting Panel, partners, business and education
Financial	Identification of potential savings and areas for potential savings as the model was developed, tested and embedded.	Savings to be realised through effective commissioning, market development, fostering and participation opportunities.
Timetable for delivery	Programme plan developed and agreed by LAC and Care Leavers Programme Board.	Programme Board contributed to the development of the Team Around You along with a Stakeholder Group comprised of the key council, partners SCST, and CVS representatives.

c) Human Rights Act and Other Legal Implications

There are no human rights or legal implications arising from this report.

d) Equalities Impact Assessment

An equalities impact assessment is not required in relation to this report.

5 TEAM AROUND YOU PILOT

- 5.1 The Team Around You pilot was established as part of the Children's Services Improvement Programme, to develop an approach to improved coordination between key professionals dealing with plans for children in need, child protection, looked after children and edge of care individuals.
- 5.2 The full operating model for the pilot was set out in full in a report to the Education and Children's Services Scrutiny Panel in January 2015 (see Appendix A).
- 5.3 Full details of the analysed results will be presented to the Education and Children's Services Scrutiny Panel meeting.

- 5.4 A series of recommendations have been made to the Looked After Children and Care Leavers Programme Board, which will be considered at its next meeting. These recommendations focus on how this process could be used as a vehicle for change, with the improvements it can offer being embedded into a business as usual environment. The results of the pilot will be provided to the Slough Children's Services Trust in this regard.
- 5.5 However, there is also potential for the results of this pilot to be used within the Families First programme to focus planning and interventions that are designed to 'unblock' barriers for vulnerable young people in households involved in the programme. This will assist their family to meet the programme outcomes for sustained improvements and for results claims to be made.

6 **Appendices**

- A - Team Around You (Education and Children's Services Scrutiny Panel, Report, 29 January 2015)

7 **Background Papers**

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Scrutiny **DATE:** 29th January 2015

CONTACT OFFICER: Martyn Cockram
(Interim Transformation Programme and Development
Manager Looked After Children and Care Leavers)

(For all enquiries) 01753 875411

WARD(S): All

PORTFOLIO: Cllr Mann Commissioner for Education and Children

PART I**TEAM AROUND YOU****1 Purpose of Report**

The purpose of this report is to update Scrutiny on progress and development of a transformational approach for Looked After Children and Care Leavers which builds upon the improvement work undertaken to date by Children's Services and the requirements outlined for improvement in the OfSTED inspection of November 2013. The developments are also to be sustainable going forward in the delivery of the best outcomes possible for the Looked After Children and Care Leavers of Slough.

2 Recommendation(s)/Proposed Action

This is an opportunity for Scrutiny members to be brought up to speed with developments in the LAC and Care Leavers transformation programme and to make their contribution to the programme of activity. It also provides members with the opportunity to consider how they may wish to be involved, at whatever level in their communities as we seek to ensure that "we get it right for the children of Slough"

Our looked after children do not achieve consistently good enough outcomes as care leavers and young adults. At present, the local system does not work well enough together with adolescents on the edge of care, looked after children and care leavers. Some young people achieve very good outcomes but not enough and good outcomes are not achieved on a consistent basis and they are not achieved because the system is designed so that there is not a consistent team around the young person (a team around you), all working towards shared outcomes.

Although improving we need to continue the improvement of integrated arrangements for adolescents on the edge of care that can prevent the need for them to come into care and ensure better outcomes within their families; we need to improve the experience of young people who are looked after and enhance their engagement in determining their own plans, ensuring their voice is centre stage; we need to ensure that pathway plans are more meaningful and are firmly focused on good outcomes with high aspirations and

expectations both of the young person but also the services and practitioners who are able to help them achieve the outcomes.

We want to design a local system of integrated approaches, high quality services and intelligent commissioning to benefit young people in Slough. Our approach will ensure that all young people who are on the edge of care will receive a comprehensive, multi-agency assessment that identifies needs and risks. The assessment will lead to a 'team around you' plan, irrespective of whether the young person remains within their family or becomes looked after – seamless help either side of the looked after threshold. The plan will be designed to provide high quality help to the young person and their family, positive experiences and deliver good outcomes – outcomes that all good parents would want for their children. For those young people who are care leavers or have significant needs as young adults, the help provided needs to take them through to their 25th birthday and beyond if necessary.

Our model will be young person led (working with Slough young people to design a system and operating model that meets their needs and aspirations); include needs led commissioning and market development and a workforce that is highly skilled, valued, flexible and motivated. We propose to take a cross-sector approach wherever possible, utilising concepts such as social responsibility. Finally, our model will be evidence based and take learning from good practice elsewhere.

Our thinking originates from the ADCS work on 'What is Care For?' and the research review undertaken to underpin the propositions that emerged. Joined up help will be provided earlier; more young people will achieve better outcomes within their birth family and will not need to become looked after; children who do become looked after will be placed in Slough or much nearer to Slough; work will take place with families and other important people to maintain links and improve relationships; better use (to the benefit of young people) will be made of the Slough economy and high achieving education sector to improve outcomes. Once in the looked after system, young people will be supported by identified and consistent adults (guardian mentors), their voices will inform, influence and determine their journey; they will be placed in settings that are of a high quality, where carers are supported to and expected to achieve good outcomes for the young people.

Outcomes and measures of success we would want to achieve overtime include the following:

- Redesign of pathways and related commissioning activity to secure rapid and sustainable improvement.
- Permanency needs of children made in timely way and early in the Child Protection pathway
- Effective multi agency care planning and working for families on the edge of care
- Voice of the child central to all discussions
- Decision making and planning is consistent with changes to family law system

- More children successfully placed for adoption
- More older children successfully placed in long term foster care
- Children placed within 20 miles of Slough
- A market that ensures effective alternatives to care including alternatives that prevent placement breakdown for children and young people who are in care
- Unplanned admissions to care are reduced and are rare
- Education attainment is improved and placement choice, quality and stability increased
- Housing, training and employment opportunities for care leavers are improved
- All council departments and partners prioritise the needs of looked after children and care leavers

We would expect to see a value for money impact – improved commissioning and decision making at the point of becoming looked after – leading to reduced unit costs, a reducing spend on residential placements and resources re-directed to helping families care for their young people.

In order to test our approach, we will pilot some of our thinking with young people. The pilot will last for three months from the end of February 2015 through to the end of May. After this time, there will be a period of evaluation which will enable the programme board and key stakeholders to consider the findings, suggest changes and consider roll out. This will be undertaken under the control of the Looked after Children and Care Leavers Programme Board and Stakeholder Group.

Approach and the Pilot

For the purposes of the pilot, we are proposing to work with young people aged between 14-18. An important element will be that the young person is at the centre of the thinking and that their voice is clearly identified as the solutions are built around them. The design of an operating model (appendix A) and the delivery of front line co-production workshops have highlighted that there are three core pillars which will make the approach work. These are:

- Commissioning
- Outcomes based Practice
- Intelligent Client (Data and Performance)

Work is underway to develop the **Commissioning** approach; this will see Heads of Service within CS potentially act as Strategic Commissioners and be accountable for the outcomes delivered. For the purpose of this pilot we will investigate how this commissioning approach might work in a key area, maybe market development and quality assurance.

Outcomes based practice considers how we might deliver solutions which are specific to individuals, are personalised and which result in outcomes

being achieved in a timely, consistent and sustainable manner. For the purpose of the pilot we will consider (but not exclusively) the following areas:

- IRO's - young people fully involved and engaged in their own conferences, they help to record the meeting and populate their pathway plan, work with their PA and Social Worker. The pathway plan should be aspirational, purposeful and look to the future.
- Transitions - young people moving through the system, maybe to semi or independent living and a test on how well their needs are met from social care and housing
- Young person on the edge of care - how and what actions are taken which enable them to remain at home.
- Fostering - can we work with business to increase the pace and stability of the fostering opportunity. This might be identifying new fosterers, respite foster carers or a process with business by which we identify and produce a wider fostering "market".
- Mentoring - we will test the approach with children by bringing back two previous children in care in Slough. Training will be provided for the young people involved in mentoring as will any legal requirements be considered and dealt with.

We will also test situations which require a health, youth justice and education solution. In the case of health we will consider whether therapeutic solutions are required early in a pathway, will also consider the positive impact of working with young people to avoid significant interventions from the youth justice system as well as looking to specifically help a young person in an educational setting in terms of their learning and employment aspiration. It is envisaged that there will be a key role throughout the pilot for commissioning, participation and a Guardian Mentor.

In terms of **participation**, the young people identified to take part in the pilot will be met and the approach discussed with them. This will enable us to capture their thoughts and opinions before the pilot begins. Additionally, throughout the pilot they will be met on a monthly basis, some in groups, some on a 121 basis to assess their thoughts and opinions around:

- what is working well
- what might be better
- what should we be doing that we aren't
- what is different, if anything to their previous experiences
- what should we do next?

Similarly, those professionals involved will be met to ascertain similar points of view, as essentially this piece of work not only challenges the way we do things, it also challenges the culture and ability to develop and change. Admittedly, the latter element is not in doubt as Slough has changed over the

last year to 18 months - this though will capture the evidence. The same will apply to the mentors and mentees, as well as the Guardian Mentor(s)

The purpose of the Team around You is as explained designed to personalise the offer to LAC and Care Leavers. By personalisation this does not mean in terms of personal budgets, although over time this maybe something worth considering. In this context personalisation means "making it personal", my story, my data, my outcomes. The next element of the pilot to consider is therefore the outputs required from data and performance.

In terms of **finance** we will investigate building the immediate budget around the young person and then forecasting for the future based upon the intervention and need. The purpose of this is to identify the lifetime potential cost and potential pathway and outcomes for the young person. This will enable, overtime the ability to forward plan budgets and likely budgets. If too, early action is considered a pathway budget could identify true cost if one course of action is taken and different outcomes if another is considered. This would enable budgets to be forward planned in terms of best and worst case scenario. In achieving this type of thinking through the pilot this will help consider future commissioning and practice requirements, as well as budgets. This of course also, when developed with partners helps to consider where financial burden might rest across services as well as where there are budgetary pressures consider sources of alternative funding - community, pooled, social finance or normal business arrangements. It also enables invest to save opportunities to be clear, as well as reinvestment potential of any savings - dependent upon the Childrens organisation and corporate responsibilities.

Data will be built around the young person and will be built so that it means something to the individual, to the social worker, key workers and organisation. This means that social workers or key workers can use data at a micro level for hypothesis and planning. It will also help identify trends and specific outcomes. This data will be able to be presented at team level to identify performance and will migrate to an overarching business balance scorecard from which organisational decisions will be made.

In the delivery of three core pillars of Commissioning, Outcomes based practice and intelligent client the rest of the operating model will also be delivered through the diagram at Appendices A and B

The purpose of the pilot is to wrap the service around the individual. This means that there will be a "virtual" hub built around them. If the hub can be physical then this will help realistically. The hub approach may if desired lead to organisational redesign of structure and role, as an unhelpful scenario will be an over reliance of protocols and bureaucracy. There will be it is accepted situations where this is not practical and there will need to be arrangements around such areas as governance, finance, accountabilities, matrix management and accommodation. The implications of this area will become clear as the pilot progresses and develops.

There will potentially be support from external bodies whilst the pilot takes place. These come from a high quality University, Social Finance and an

individual who has been through the care system and now works with the DfE, OfSTED, Universities and other Care Leavers as a core part of their career.

The role of a Guardian Mentor, an independent advocate will also be developed through the pilot and those undertaking this role will be given a broad remit which they will be able to test, develop and change as the learning from the pilot becomes clearer.

3. Evaluation

The pilot is designed to test and evaluate the approach of "team around you" and to test the outcomes across the three core pillars of commissioning, Practice, Data and Performance. There will be a set of evaluation criteria which will be delivered through:

- The voice of the service user, the young people who take part in the pilot
- The voice of the coaches who work with our young people
- The voice of our people – our staff and partner staff who engage and work on the pilot
- The voice of those businesses we work with.
- The commissioned outcomes we are able to manage and assess
- The data information which as a “bespoke” approach evolves through the pilot
- The financial information which emerges – both in real terms and projection.
- The observations of partners and associates who work on the pilot with us.

The key facet of the pilot will be the analysis of what changes, the “so what” moment. It is accepted that in some instances there will not necessarily be clear results, but there will be trends which allow the Programme Board and Stakeholder group see the direction of travel. There will equally be some outcomes which are tangible and clear around commissioning, data, culture and engagement. This will enable discussion and analysis to take place during June/July which enables the Programme Board to consider how roll out might take place over the next phase likely to begin late July/August.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3.1 Sustainable Community Strategy Priorities

The Operating model outlined above at Appendix A meets the sustainable community strategies in the following key areas:

Economy and Skills

- Business and Partnership Management
- Education
- Mobilised and Engaged Workforce
- Managing the Market
- Commissioning Strategy, Planning and Policy Development
- Intelligent Client

Health and Wellbeing

- Health
- Adoption and Fostering
- Participation

Housing, Regeneration and Environment

- Social Responsibility

Safer Communities

- Outcomes for LAC and Care Leavers

3.2 Slough Joint Wellbeing Strategy: Cross-Cutting themes

The approach to Team around You is designed in such a manner that it enables the children of Slough to be the best they can be, and in achieving this they are then able to make a full and positive contribution to the town. The operating model tackles all of the areas mentioned previously in the report as key outcomes and will deliver:

- Redesign of pathways and related commissioning activity to secure rapid and sustainable improvement.
- Permanency needs of children made in timely way and early in the Child Protection pathway
- Effective multi agency care planning and working for families on the edge of care
- Voice of the child central to all discussions
- Decision making and planning is consistent with changes to family law system
- More children successfully placed for adoption
- More older children successfully placed in long term foster care
- Children placed within 20 miles of Slough
- A market that ensures effective alternatives to care including alternatives that prevent placement breakdown for children and young people who are in care
- Unplanned admissions to care are reduced and are rare
- Education attainment is improved and placement choice, quality and stability increased

- Housing, training and employment opportunities for care leavers are improved
- All council departments and partners prioritise the needs of looked after children and care leavers

Through delivery of the above we will be able to ensure that all LAC and Care Leavers contribute positively through educational attainment, through being healthy, in finding meaningful employment and through contributing positively into their community. The role of the community and business, as well as partners is recognized through partner and business engagement and their contribution to their social responsibility, which again will enable the development and sustainability of a successful Slough.

3.3 **Joint Strategic Needs Assessment (JSNA)**

The approach for Team around You and engagement with health and partners will deliver outcomes which:

- Reduce inequalities in health as LAC Children and Care leavers learn of the importance of their health responsibilities to themselves and their community.
- Improve transitions into housing arrangements
- Increase skills and employment opportunities through raised attainment by working with the Virtual School Head and the education community within Slough and across border.
- Through early action will help those children on the edge of care receive the appropriate and timely interventions.

3.4 **The Five Year Plan 2015-19**

The Plan's objectives are:

1. Slough will be the premier location in the south east for all businesses of all sizes to locate, start, grow and stay.
2. There will be more homes in the borough, with the quality improving across all tenures to support our ambition for Slough.
3. The centre of Slough will be vibrant, providing business, living and cultural opportunities.
4. Slough will be one of the safest places in the Thames Valley
5. Children and young people in Slough will be healthy, resilient and have positive life chances.
6. More people will take responsibility and manage their own health, care and support needs.
7. The Councils income and the value of its assets will be maximised.
8. The council will be a leading digital transformation organisation

The outline of development of Team around You highlighted in this document supports the aims and direction of the plan and specifically outcomes: 1, 4, 5 and 6. through:

Slough will be the premier location in the south east for all businesses of all sizes to locate, start, grow and stay.

- Business and Partnership Management
- Mobilised and Engaged Workforce
- Managing the Market
- Commissioning Strategy, Planning and Policy Development
- Intelligent Client

Slough will be one of the safest places in the Thames Valley

- Social Responsibility
- Education

Children and young people in Slough will be healthy, resilient and have positive life chances.

- Adoption and Fostering
- Participation
- Outcomes for LAC and Care Leavers

More people will take responsibility and manage their own health, care and support needs.

- Health

4 **Other Implications**

(a) Financial

The development of the Team around You will realise a more joined up way of working which will lead to better Commissioning, better outcomes and better use and management of data. The approach will realise savings through the delivery of the operating model which will see financial benefits achieved through more effective commissioning, which in itself means continued improvement in the identification of need (and outcome), better market development, better engagement, a mixed economy of delivery avenues and thereby better outcomes.

Work in this area is underway and the route to savings are being identified along with colleagues from Finance and Resources and Commissioning.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	

Equalities Issues	None	
Community Support	None	
Communications	Communications strategy in place, signed off and being delivered through the Programme Board	Raising awareness of the approach to Team around You and the outcomes required across the council, working with council colleagues, Corporate Parenting Panel, partners, business and education
Community Safety	None	
Financial	Identification of potential savings and areas for potential savings as the model is developed, tested and embedded	Savings to be realised through effective Commissioning, market development, fostering and participation opportunities
Timetable for delivery	Programme plan developed and agreed by LAC and Care leavers Programme Board	Programme Board contributes to the development of the Team around You as does a Stakeholder Group comprised of the relevant members of council, partners and CVS representatives
Project Capacity	None	
Other	None	

5 **Conclusion**

The Team around You model offers a focused approach to the delivery of the aims and objectives of the outcomes below:

- Redesign of pathways and related commissioning activity to secure rapid and sustainable improvement.
- Permanency needs of children made in timely way and early in the Child Protection pathway
- Effective multi agency care planning and working for families on the edge of care
- Voice of the child central to all discussions
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- Housing, training and employment opportunities for care leavers are improved
- All council departments and partners prioritise the needs of looked after children and care leavers

The purpose of this report to Scrutiny is to update members and to invite comments and advice which will be helpful to the ongoing development of the approach. One key question often asked in the design of this programme has been “would this be good enough for my child?” – contributions to ensuring this programme will be are invited.

7 **Appendices Attached (if any)**

‘A’ Operating Model for Team Around You

‘B’ Team Around You – Individual Model

Only attach appendices if absolutely necessary to the understanding of the report. Otherwise include a note in the text advising where the information can be viewed..

8 **Background Papers***(This is compulsory)*

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Education & Children’s Services Scrutiny Panel

DATE: 21st October 2015

CONTACT OFFICER: Dave Gordon – Scrutiny Officer
(For all Enquiries) (01753) 875411

WARDS: All

PART I

TO NOTE

**EDUCATION & CHILDREN’S SERVICES SCRUTINY PANEL
 2015/16 WORK PROGRAMME**

1. **Purpose of Report**

1.1 For the Education and Children’s Services Scrutiny Panel (ECS Scrutiny Panel) to discuss its current work programme.

2. **Recommendations/Proposed Action**

2.1 That the Panel note the current work programme for the 2015/16 municipal year.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3.1 The Council’s decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The ECS Scrutiny Panel, along with the Overview & Scrutiny Committee and other Scrutiny Panels combine to meet the local authority’s statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of the ECS Scrutiny Panel also reflects the priorities of the Five Year Plan, in particular the following:

- Children and young people in Slough will be healthy, resilient and have positive life chances

4. **Supporting Information**

4.1 The current work programme is based on the discussions of the ECS Scrutiny Panel at previous meetings, looking at requests for consideration of issues

from officers and issues that have been brought to the attention of Members outside of the Panel's meetings.

4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

5.1 This report is intended to provide the ECS Scrutiny Panel with the opportunity to review its upcoming work programme and make any amendments it feels are required.

6. **Appendices Attached**

A - Work Programme for 2015/16 Municipal Year

7. **Background Papers**

None.

EDUCATION AND CHILDREN'S SERVICES SCRUTINY PANEL
WORK PROGRAMME 2015/16

Meeting Date
Wednesday 21st October 2015
Children's Services
<ul style="list-style-type: none"> • <u>Improvement Plan – progress report</u> • <u>Team Around You</u>
Thursday 3rd December 2015
Education
<ul style="list-style-type: none"> • <u>Slough Safeguarding Board – annual report</u> • <u>PFI</u> • <u>'Closing the Gap'</u>
Thursday 28th January 2016
Children's Services
<ul style="list-style-type: none"> • <u>Improvement Plan – progress report</u> • <u>Five Year Plan outcome: Children and young people in Slough will be healthy, resilient and have positive life chances</u>
Wednesday 9th March 2016
Education
<ul style="list-style-type: none"> • <u>School results</u>

Meeting Date
Wednesday 13th April 2016
Children's Services

To be programmed:

Issue	Directorate	Date
<u>Teacher recruitment and retention</u> (reference from Council – September 2015)		
<u>Slough schools – external auditor's report</u> (reference from Audit and Corporate Governance Committee – September 2015)		

MEMBERS' ATTENDANCE RECORD

EDUCATION AND CHILDREN'S SERVICES SCRUTINY PANEL 2015-16

COUNCILLOR	MEETING DATES					
	14/07/2015	21/10/2015	03/12/2015	28/01/2016	09/03/2016	13/04/2016
Abe	P*					
Bal	P					
Brooker	P					
Cheema	P					
Dhillon	Ab					
Matloob	P					
Morris	P					
Pantelic	P					
Rana	P					

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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