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Sefton Council 

MEETING: OVERVIEW AND SCRUTINY COMMITTEE (CHILDREN'S SERVICES AND SAFEGUARDING)

DATE: Tuesday, 31st January 2023

TIME: 6.30 p.m.

VENUE: Committee Room - Bootle Town Hall, Trinity Road, Bootle, L20 7AE

Member

Councillor
Cllr. June Burns (Chair)
Cllr. Paula Spencer (Vice-Chair)
Cllr. Danny Burns
Cllr. Natasha Carlin
Cllr. Judy Hardman
Cllr. Gareth Lloyd-Johnson
Cllr. Christine Maher
Cllr. Paula Murphy
Cllr. Mike Prendergast
Cllr. Andrew Wilson
Maurice Byrne, Healthwatch
Karen Christie, Healthwatch
Mrs Sandra Cain, Independent
Advisory Member
Stuart Harrison, Diocese
Joan McCarthy, Archdiocese
Cheryl Swainbank, PGR

Substitute

Councillor
Cllr. Christine Howard
Cllr. Paul Tweed
Cllr. Greg Myers
Cllr. John Kelly
Cllr. Dave Robinson
Cllr. Leo Evans
Cllr. Jennifer Corcoran
Cllr. Steve McGinnity
Cllr. Tony Brough
LMAL Vacancy

COMMITTEE OFFICER: Debbie Campbell, Senior Democratic Services Officer

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If you have any special needs that may require arrangements to facilitate your attendance at this meeting, please contact the Committee Officer named above, who will endeavour to assist.

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A G E N D A

1. Apologies for Absence

2. Declarations of Interest

Members are requested at a meeting where a disclosable pecuniary interest or personal interest arises, which is not already included in their Register of Members' Interests, to declare any interests that relate to an item on the agenda.

Where a Member discloses a Disclosable Pecuniary Interest, he/she must withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest, except where he/she is permitted to remain as a result of a grant of a dispensation.

Where a Member discloses a personal interest he/she must seek advice from the Monitoring Officer or staff member representing the Monitoring Officer to determine whether the Member should withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest or whether the Member can remain in the meeting or remain in the meeting and vote on the relevant decision.

3. Minutes of the Previous Meeting (Pages 5 - 10)

Minutes of the meeting held on 20 December 2022

4. Attendance of Paul Boyce, Improvement Board Chair

Paul Boyce, Improvement Board Chair, to attend the meeting.

5. Special Educational Needs and Disabilities (SEND) Annual Update (Pages 11 - 22)

Report of the Executive Director of Children's Social Care and Education

6. Sefton Corporate Parenting Board – Annual Report 2022 (Pages 23 - 32)

Report of the Cabinet Member – Children's Social Care

7. Children's Services Improvement Programme Phase 2 (Pages 33 - 58)

Report of the Executive Director of Children's Social Care and Education

8. Recruitment and Support for Newly Qualified Social (Pages 59 -

Workers

66)

Report of the Executive Director of Children's Social Care and Education

9. Cabinet Member Reports

(Pages 67 -
76)

Report of the Chief Legal and Democratic Officer

10. Work Programme Key Decision Forward Plan

(Pages 77 -
88)

Report of the Chief Legal and Democratic Officer

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OVERVIEW AND SCRUTINY COMMITTEE (CHILDREN'S SERVICES AND SAFEGUARDING)

MEETING HELD AT THE TOWN HALL, SOUTHPORT
ON TUESDAY 20TH DECEMBER, 2022

PRESENT: Councillor June Burns (in the Chair)
Councillors Danny Burns, Hardman, Lloyd-Johnson,
Chris Maher, Murphy and Prendergast

ALSO PRESENT: Mr. M. Byrne, Healthwatch Representative
Mrs. S. Cain, Independent Advisory Member
Ms. C. Swainbank, Parent Governor Representative
Councillor Roscoe, Cabinet Member – Education

30. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carlin and her Substitute Councillor John Kelly; Councillor Doyle, Cabinet Member – Children's Social Care; and Ms. Joan McCarthy, Archdiocese Representative.

31. DECLARATIONS OF INTEREST

No declarations of any disclosable pecuniary interests or personal interests were received.

32. MINUTES OF PREVIOUS MEETING

RESOLVED:

That the Minutes of the meeting held on 7 November 2022, be confirmed as a correct record.

33. MATERNITY SERVICE BRIEFING

The Committee considered the report and presentation submitted by Southport and Ormskirk Hospital NHS Trust and NHS Cheshire and Merseyside (Sefton). Kate Clark, Executive Medical Director and Dawn Meredith, Maternity Services, Southport and Ormskirk Hospital NHS Trust, and Kerrie France, Associate Director of Quality and Safety Improvements, NHS Cheshire and Merseyside (Sefton), attended to present information on Maternity Services for women and babies and an overview of maternity provision by Southport and Ormskirk Hospital NHS Trust. The presentation outlined the following:

- Maternity Services
- Geographical area covered by Southport and Ormskirk
- The areas and population served
- Population Demographics 2020-21

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- Maternity Services offered across the two Hospital sites
- Activity 2021/22, in terms of booking and deliveries
- Additional Specialist Clinics
- Community Midwifery
- Action Plan following 2015 Quality Assurance (QA) Visit
- Headlines
- Reding the Signs – overview of East Kent services led by Kirkup (October 2022)
- Implementation System learning

Members of the Committee asked questions/raised matters on the following issues:

- Ante-natal classes offered
- Statistics on alcohol intake during pregnancy
- Percentage of on-line patient records
- Proportion of under-19s pregnancies in Sefton
- Measuring improvements in reductions in neo-natal deaths
- Work undertaken and sharing of learning with Liverpool Women's Hospital NHS Foundation Trust.

RESOLVED: That

- (1) Kate Clark, Dawn Meredith and Kerrie France be thanked for their attendance;
- (2) the report and the presentation be noted; and
- (3) additional information be requested on stillbirth rates, neonatal death and brain injury.

34. CHILDREN'S SERVICES IMPROVEMENT PROGRAMME

The Committee considered the report of the Executive Director of Children's Social Care and Education on progress made against the Children's Services Improvement Plan. The report outlined progress made against quality; implementation of learning; tools available; and strategic partnerships. The report also indicated that the priorities for the next quarter would be developed.

A copy of the Improvement Plan was attached to the report and outlined the four themes of improvement, which were Improving Quality; Improving Implementation of Learning; Improving Tools; and Improving Strategic Partnerships.

Martin Birch, Executive Director of Children's Social Care and Education, reported on current staffing levels.

Members of the Committee asked questions/raised matters on the following issues:

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- Recruitment of Practice Improvement Managers.
- Phase 2 of the Children's Services Improvement Plan and when it would be submitted to this Committee. A draft was likely to be submitted to the next meeting.
- Numbers within the Social Work Academy.
- Whether Sefton staff had applied for higher level posts.
- Cohorts of individuals joining the Academy.
- The possibility of having a moratorium whereby local authorities were less likely to poach each other's staff, due to the national shortage of social workers.
- Further to Minute Nod. 4 and 5 (2) of 5 July 2022 and 18 (4) of 27 September 2022, the request for this Committee to receive copies of reports and Minutes of the Improvement Board was reiterated, as was the request for the Chair of the Improvement Board to attend a meeting of the Committee.
- Monitoring of targets.

RESOLVED: That

- (1) the progress made be noted;
- (2) the Executive Director of Children's Social Care and Education be requested to submit the draft version of Phase 2 of the Children's Services Improvement Plan to the next meeting of the Committee; and
- (3) it be noted that the Committee has again requested receipt of copies of reports and Minutes of the Improvement Board, together with a request for the Chair of the Improvement Board to attend a meeting of the Committee, and the Committee has not yet been notified of the outcome of the requests.

35. REFERRALS AND THRESHOLDS

The Committee considered the report of the Executive Director of Children's Social Care and Education setting out the current process around referrals into Sefton's Integrated Front Door (IFD). The report outlined key functions of the IFD; how contact was made to Sefton's Children's Services; the IFD process; child contact outcomes; and an overview of the key working practices in the Sefton Multi-Agency Safeguarding Hub (MASH).

The new Sefton Safeguarding Children Partnership Level of Need Guidance was attached to the report.

Members of the Committee asked questions/raised matters on the following issues:

- Timescales for MASH enquiries and whether they were being met.

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- Whether Ofsted would see any improvements to the Children's Services function.
- The IFD in the MASH.

RESOLVED:

That the report be noted.

36. CABINET MEMBER REPORTS

The Committee considered the report of the Chief Legal and Democratic Officer submitting the most recent update reports from the Cabinet Member – Children's Social Care, and the Cabinet Member – Education, whose portfolios fell within the remit of the Committee.

The Cabinet Member update report – Children's Social Care, attached to the report at Appendix A, outlined information on the following:

- Children's Social Care
- Youth Justice Service:
 - Performance
 - Audit Plan
 - Turnaround Programme Funding
 - Community Connectors

The Cabinet Member update report – Education, attached to the report at Appendix B, outlined information on the following:

- Education Excellence
- Schools
- Academisation
- Special Educational Needs and Disabilities (SEND)
- Finance

Councillor Roscoe attended the meeting to present her report and to respond to any questions or issues raised by Members of the Committee.

RESOLVED:

That the update reports from the Cabinet Member – Children's Social Care and the Cabinet Member – Education be noted.

37. WORK PROGRAMME KEY DECISION FORWARD PLAN

The Committee considered the report of the Chief Legal and Democratic Officer seeking to:

- review the Committee's Work Programme for the remainder of the Municipal Year 2022/23;

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- note the progress made in obtaining information relevant to considering the possible re-establishment of a Working Group to review the topic of Secondary School Performance and Attainment Working Group;
- note that an informal briefing on the Leeds Family Values has taken place and to indicate if there are any further informal briefing sessions that Members would wish to be arranged during 2022/23;
- note the outcome of the site visit for Committee Members to meet with Children's Services Teams at Magdalen House, Bootle;
- note that there were no items for pre-scrutiny by the Committee from the latest Key Decision Forward Plan;
- receive an update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee;
- note the preference for the Committee to continue to meet on a six-weekly basis during 2023/24 and to seek the views of the Committee as to whether it would wish to alternate formal and informal meetings during 2023/24.

Appendix A to the report set out the Committee's Work Programme for 2022/23.

Members of the Committee asked questions/raised matters on the following issues:

- The preference was for the Committee to continue to meet formally on a six-weekly basis during 2023/24, rather than to alternate between formal and informal meetings.

RESOLVED:

- (1) the Work Programme for 2022/23, as set out at Appendix A to the report, be noted;
- (2) progress made in obtaining information relevant to considering the possible re-establishment of a Working Group to review the topic of Secondary School Performance and Attainment Working Group, be noted;
- (3) the fact that an informal briefing session on the Leeds Family Values has taken place, be noted;
- (4) the outcome of a site visit for Committee Members to meet with Children's Services Teams at Magdalen House, Bootle, be noted;
- (5) the fact that there are no items for pre-scrutiny from the Key Decision Forward Plan that fall under the remit of the Committee, on this occasion, be noted;
- (6) the update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee be noted; and

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- (7) the preference for the Committee to continue to meet formally on a six-weekly basis during 2023/24 be noted, rather than to alternate between formal and informal meetings.

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Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	Monday 7 November 2022
Subject:	SEND Annual Update		
Report of:	Executive Director of Children's Social Care and Education	Wards Affected:	(All Wards);
Portfolio:	Education		
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

The report updates Committee members on the progress made in relation to SEND (Special Educational Needs and Disabilities) within the Education Portfolio and with reference to the SEND Continuous Improvement Plan.

Recommendation(s):

- (1) that the SEND Continuous Improvement Board will continue to provide robust governance of further developments in this area with oversight provided by the Health and Wellbeing Board.
- (2) the current position in relation to the SEND Team and the linkages with the Education, Health and Care Needs Assessments and compliance
- (3) that the Council will be engaging with the Delivering Better Value Programme delivered with the support of the Department for Education and financial advisors in order to address the long-term financial sustainability of the High Needs Funding Budget.

Reasons for the Recommendation(s):

The Health & Wellbeing Board provides system leadership, keeps the Council's Cabinet informed of progress and if necessary, will escalate concerns.

Overview and Scrutiny Committee (Children's Services and Safeguarding) provided additional scrutiny of the delivery of the Improvement Plan.

The Delivering Better Value Programme is part of a national programme supporting 55 Local Authorities with High Needs Funding deficits and will provide a clear framework of self-evaluation and action plan to ensure financial sustainability in the future.

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Alternative Options Considered and Rejected: (including any Risk Implications)

N/A

What will it cost and how will it be financed?

(A) Revenue Costs

The in-year deficit and accumulated financial deficit position relating to the High Needs Budget are identified within the report. Officers are currently reviewing all options available to the Council to mitigate the increasing financial pressure on the High Needs budget. It is hoped that the remedial actions identified within this report and work undertaken through the Delivering Better Value programme will address some of the financial risks associated with the High Needs budget and help provide financial sustainability in future years.

(B) Capital Costs

N/A

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):

All implications are detailed within the report. Both the Council and ICS (formerly CCG) have invested significantly in SEND services and support.

Legal Implications:

The Children and Families Act (2014) places a statutory duty on local authorities, education providers, ICSs, and other NHS organisations to provide support for children and young people with SEN or disabilities aged 0-25. In doing these local authorities, NHS England and their partner ICSs must plan for agreeing the education, health and social care provision reasonably required by local children and young people with SEN or disabilities.

Equality Implications:

The SEND Continuous Improvement Board will be kept informed of all equality implications, risks, and mitigations.

Climate Emergency Implications:

The recommendations within this report will

Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes

Contribution to the Council's Core Purpose:

Protect the most vulnerable:

Allows a Sefton wide focus on educational support for children with SEND. The delivery

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of the Improvement Plan has ensured a focused response on providing improved outcomes for the children and young people with SEND and their families. This will continue in future developments.

Facilitate confident and resilient communities:

Developments allow greater localised control and focus on the SEND requirements of the borough of Sefton in the review and delivery of SEND Specialist Education Placements and Support Services. The continued delivery of the Improvement Plan continues to build trust and confidence in the community that the Council and its Health partners are delivering on their commitments.

Commission, broker and provide core services:

Developments strengthen the role of Strategic SEN Commissioning at a Sefton borough level and encourages greater collaboration with in-house SEND Settings for better outcomes for children.

Place – leadership and influencer:

The Council has worked with partners, in particular commissioners and providers of Health Services, to work towards common goals in relation to the delivery of the Improvement Plan.

The Council has a key role in holding the whole system to account on this matter and has ensured an evidence-based plan was delivered against.

The continuation of the SEND Continuous Improvement Board demonstrates the Council's and partner commitment to continued improvement.

Drivers of change and reform:

The Council is working with partners, in particular Health, to make change happen to improve outcomes for children and young people with SEND.

Facilitate sustainable economic prosperity:

Developments allow for a broader financial focus on the borough of Sefton for education SEN support.

Greater income for social investment:

Developments allow for a broader financial focus on the borough of Sefton for education SEN support.

Cleaner Greener

The creation of more local in-house SEN provision should reduce SEND home to children's transport journeys and so reduce carbon emissions

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.6994/22) and the Chief Legal and Democratic Officer (LD.5194/22) have been consulted and any comments have been incorporated into the report.

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(B) External Consultations

The Council has and will continue to engage with the Integrated Care System (ICS, and formerly Clinical Commissioning Group (CCG)), other Health partners, the voluntary, community and faith sector, schools and other settings, and Sefton Parent Carer Forum on this matter.

Engagement with Sefton Parent Carer Forum continues a regular basis, with more flexible opportunities such as the use of Microsoft Teams being used since the COVID 19 pandemic.

In Spring 2022 Consultation events with parents and carers were co-facilitated with the Parent Carer Forum to capture their voice in relation to Sefton's current position. The annual Parent Carer Survey has also been undertaken in 2022 with the results recently published over the summer of 2022.

Implementation Date for the Decision

Immediately following the Committee meeting.

Contact Officer:	Tricia Davies
Telephone Number:	0151 934 4431
Email Address:	Tricia.davies@sefton.gov.uk

Appendices:

There are no appendices to this report

Background Papers:

The following background papers, which are not available elsewhere on the Internet can be accessed on the Council website:

Overview and Scrutiny Committee Report - SEND Continuous Improvement Plan Update January 2022

Council Report - High Needs Funding Update January 2022

Cabinet Report - High Needs Funding 2022-23 Quarterly Monitoring Update February 2022

Cabinet Report - High Need Monitoring Report – July 2022

1. Introduction/Background

- 1.1 This report informs Overview and Scrutiny members of the progress made in the SEND area under the Governance of the SEND Continuous Improvement Board since the last report to the Overview and Scrutiny Committee in January 2022.
- 1.2 Members of the Committee will already be aware that the Local Area was subject to a Notice to Improve and an Improvement Plan following an Ofsted Local Area Re-Inspection in 2019. This notice was lifted by the Parliamentary Under-Secretary of State for Children and Families in June 2021 after a revisit.
- 1.3 Subsequent to this, the Local Area Partnership agreed to continue to deliver a SEND Improvement Plan to ensure continued progress against required standards and support and challenge continues to be received from DfE Advisors and NHS England through the SEND Continuous Improvement Board (SENDICB). The SENDICB and its subgroups have continued to meet to monitor progress made and agree any required action to prioritise continued improvements.
- 1.4 Running alongside the ongoing work with the Improvement Plan, Sefton is one of a significant number of Local Authorities nationally that is experiencing a deficit position in relation to its High Needs Funding Budget. In response to this national climate, the Department for Education has established two programmes to provide support and challenge to Local Authorities with the aim of enabling them to establish financial sustainability in relation to their High Needs Funding Budgets. For those with the highest budget deficits, the Safety Valve Programme is in operation to resolve their position. Many Local Authorities in this position are having their deficit budgets removed by the DfE to put them back in a level position financially with new operating processes and systems agreed to maintain their sustainability.
- 1.5 Sefton is in the second support programme known as Delivering Better Value, for those 55 Local Authorities who do not have the most severe financial deficits but do still have significant deficit amounts on their High Needs Budget. Local Authorities in this programme **will not** have their deficits wiped clean and will instead be supported through DfE advisors and financial advisors commissioned by the DfE to rigorously self-evaluate their current positions, systems, data and forecasts and create an Action Plan that will have the intended outcome of achieving financial sustainability in relation to the High Needs Budget over an agreed period of time. The briefings for this programme have emphasised that this is not intended to be a pure cost-cutting exercise, but rather an efficiencies and transformation programme that may, in appropriate circumstances, involve invest-to-save style approaches to ensure long-term financial viability.
- 1.6 In this situation the Council has 2 objectives:
 - i) To provide a first-class service in accordance with best practice and government advice and support those who need it; and

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- ii) To ensure that this service is financially sustainable, with the Council's annual expenditure being within government funding that is allocated and in addition is able to address the deficit owing.

2. The SEND Team and Education, Health and Care Plans

2.1 The SEND Team has experienced an unsettled year in relation to staffing and capacity since January 2022. The Interim Service Manager in post at the start of the year left the Local Authority at the end of June 2022 with a new Interim Manager starting at the start of September 2022. The service has also experienced a level of turnover within the Casework Officer posts with a number of staff leaving due to a number of reasons including retirement, recognition of capacity concerns and also sadly due to the death in service of one of the Officers.

2.2 At the same time the Service has continued to experience increasingly high levels of demand in terms of number of Education, Health and Care Assessment requests received and the number of EHC Plans in existence requiring Annual Review and oversight of those Plans.

Requests for EHC Assessments

2020 – 412

2021 – 602

2022 – 726

EHC Plans in existence at the end of year

2020 – 1765

2021 – 2243

2022 – 2584

2.3 Due to the increased levels of demand and capacity issues affecting the team, there has been a significant decrease in compliance with the statutory timescale of 20 weeks to complete an EHC Assessment and produce a Final EHC Plan. The percentage completed within 20 weeks for 2021 (Jan – Dec) was 60.1%. This decreased for the calendar year 2022 to 18.1%. However compliance within the months of November and December increased significantly to 40% and 40.7% respectively showing clear indicators of recovery and improvement within the system.

Of the 325 current EHC Assessments ongoing in the system as at January 2023, 184 of them are over the 20 week timescale. Once these EHC Assessments are completed and assuming that the majority will result in EHC Plans being created, this will increase the overall number of EHC Plans in place and maintained by Sefton to nearly 2800. This would represent an increase of just under 60% in the number of EHC Plans maintained in Sefton over a period of just two years. (As a national comparator the national SEN 2 figures taken at January each year to capture the previous year's figures show an increase in EHC Plan nationally from January 2020 to January 2022 of 20.6% from 294,758 in January 2020 to 355,566 in January 2022.)

2.4 For the academic year 2022-23, in terms of Annual Review of EHC Plans the SEN Team are prioritising:

- 186 Plans that will require review and confirmation of placement destinations for September 2023 by the 15th February 2023 (for those in Year 6 moving to Year 7 and Nursery moving to Reception); and

- 189 Plans that will require review and confirmation of placement destinations for September 2023 by the 31st March 2023 (for those in Year 11 moving Year 12 or those post Year 11 moving to a new placement in September 2023)

3. Actions Taken to Address SEND Team and EHC Plan Position

3.1 In order to address the leadership capacity required in the SEND Team, a new Interim Service Manager was appointed at the end of July 2022 and started 5th September 2022. Since the starting the Service Manager has focused on identifying areas of priority in capacity, practice and process within the SEN Team.

3.2 Additional appointments have been made with 3 new permanent Case Work Officers starting in September and October 2022 and a further permanent appointment commencing in February 2023. 3 further temporary Case Work Officer posts have also been agreed to be funded to the end of August 2023, with other current Fixed Term posts also extended to this time to provide further medium-term capacity and stability for the service. In addition, as a strong example of multi-agency working a social care officer will become part of the SEND Team to support co-production and the timeliness and quality of social care advices for the EHC Assessments.

3.3 The Interim Service Manager has conducted process reviews and is refining processes to create greater efficiency and effectiveness in service delivery. Delayed EHC Assessments are being prioritised alongside work to ensure greater compliance with those EHC Assessments that currently remain within the 20-week timescales.

3.4 The development of the data management system for the SEN Team and wide Education services has been highlighted to an Executive Leadership Team level and has been recognised by the SEND Continuous Improvement Board as a key priority for implementation. A best value review has been carried out by the provider, Capita, and a time-lined Action Plan is to be set to ensure swift implementation of recommendations made that will produce further efficiency and effectiveness within the case management system for the SEN Team.

4. Sefton's High Needs Funding/Budget Position 2022-23

4.1 The High Needs Funding Budget has run at a deficit for a number of years, with the accumulated deficit increasing each year, due to funding provided from central government not matching the financial demands from within the current system. Despite an increased level of funding for this financial year the current budget forecasts indicate that this will not be sufficient to meet the additional cost pressures on High Needs this year.

4.2 Earlier in 2022, Cabinet agreed to a rightsizing of the funding provided to Special Schools in Sefton as funding had not been amended for a number of years to reflect the number of places provided by each setting. This was intended to ensure financial viability for each of the schools and remove the threat of them

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otherwise needing to set deficit budgets themselves within the next two financial years. This has resulted in an additional pressure of £2 million on the High Needs budget as a result. However, due to the previously unexpected cost of living costs and resultant pay claims and deals for workers the schools will continue to face financial uncertainty this year, as will mainstream settings due to the increased staffing costs. This does however have a higher impact on special schools and schools with resourced bases due to the higher staffing levels that they have within the schools.

- 4.3 In addition, to support increased numbers of SEN pupils requiring specialist provision from September 2022 the Council agreed to the rental of 3 additional temporary classrooms along with minor building works to several existing classrooms using the High Needs Capital budget. There have also been increased numbers of pupils still requiring Independent provision either due to lack of capacity within maintained provision or parental preference.
- 4.4 This increase along with the Special School uplift has meant that the updated forecast for the 2022/23 budget is now projected deficit of -£5.8 million. This deficit does not take account of the potential increases from the Pay Awards or any further pupils that require additional support or placements in the rest of the financial year.
- 4.5 An accumulative deficit position on the High Needs budget of £18.2m would be in place should this position materialise. At this stage it is not considered that any further options exist to mitigate this increase in year however this will continually be tested and will be a key subject within the discussions in the Delivering Better Value Programme.

5. Delivering Better Value Programme

- 5.1 Sefton will be part of the second tranche of Local Authorities engaging with the Delivering Better Value Programme from January 2023. This programme starts with an initial 6-month diagnostic stage where DfE and financial advisers will work with the Local Authority to carry out a full diagnostic of the High Needs Funding and SEN systems locally. To prepare for this the DfE have provided a Management Tool to enable the Local Authority to gather and provide the relevant information and data to support this work.
- 5.2 Once the diagnostic stage is completed, the advisers will work with Local Authority Officers to produce an Action Plan to address the funding deficit and ensure effective, efficient systems that enable the High Needs Budget to be financially sustainable. Timelines for this will be agreed, and a small amount of money available nationally is available to be bid for to support this work.

6. Current initiatives to enhance provision and support for pupils and mitigate High Needs Funding Spend

Mainstream Support

- 6.1 In the Cabinet meeting that took place in June 2022, it was an agreed action to reinstate a system to provide High Needs Funding to mainstream schools to pupils prior to a pupil having an EHC Plan in place, to enable earlier intervention and support in schools. This would have an objective of reducing the number of

requests for EHC Assessments that are received by the Local Authority and slow the demand for specialist placements, supporting more pupils to remain and thrive in mainstream provision. This system is in further development with a planned implementation date of Easter 2023 at the start of the new financial year.

6.2 As an alternative to funding based on providing support to an individual pupil, which for the significant majority of times results in a 1:1 Teaching Assistant being attached to a pupil, the Local Authority has introduced a Group Funding approach for schools to be able to request. This model enables schools to consider a cohort of pupils with High Needs and consider how their needs could best be met as a group. This enables to tailor support more specifically to those pupils and initial groups have ranged from pupils requiring cognition and learning support, to groups with Autism and groups that require a nurture-based approach. Impact reports from the first groups to feedback after their first year demonstrate positive progress against pupil outcomes. In addition to the impact for pupils, the group funding approach also generates savings for both the Local Authority and the school, as opposed to the individual pupil funding model. (For example, for a group of 8 pupils individual funding approaches would create a cost for school of £6000 x 8 pupils = £48,000 and a cost to the LA of £9000 x 8 pupils = £72,000. In a group funding approach where the LA funds a teacher for the group up to a total cost of £52,000 and the school funds a Teaching Assistant for £22,000 the LA saves £20,000 and the school £26,000.)

6.3 In addition to providing funding to schools, the Local Authority's support services including Inclusion Consultants, Educational Psychologists and Autism/Complex Needs Teams are developing new systems of support to mainstream schools to enable higher levels of inclusion and for schools to be supported to meet children's needs. An Inclusion Strategy is to be developed over the course of this academic year that will be clear on expectations, roles and responsibilities for all involved in ensuring inclusion in schools succeeds. Current work is also underway to enhance the support offer to schools in relation to Social, Emotional and Mental Health needs for pupils in response to clear feedback that this is an area that schools require more support around.

Specialist placements – sufficiency

6.4 A high proportion of the costs on the High Needs Funding budget originate from costly Out or Borough Independent Special School placements, the majority of which are due to a lack of sufficient maintained places within Sefton Special School and Resourced Provisions. This lack of spaces has resulted from the significantly increased number of EHC Assessments and resulting EHC Plans that have been processed over the past 7 years since the Children and Families Act 2014 came into force.

6.5 Over the financial years 2022-23 and 2023-24 the Local Authority has a SEN Capital Budget received from the DfE over £4.5 million. Initial sufficiency forecasts have been carried out to address current and future placement sufficiency concerns in this area and a number of build projects have already been agreed. Four projects were agreed to create additional places for September 2022 with additional mobile classrooms agreed for Rowan Park, Rowan High and Crosby High Schools and internal work agreed to create an additional class at the Pines resourced provision at Redgate Primary School. More significant projects have been agreed to take place at Formby High School to create a new base for

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cognition and learning that will generate up to 40 additional resourced places, and adaptation work at the former St Teresa's Infants School site to repurpose the building to host 28 places for Key Stages 1 and 2 for Newfield Special School. This is expected to be complete for Easter 2023 with Formby's timeframes to be confirmed shortly.

- 6.6 Further allocation of the remaining part of the SEND Capital Fund is to be confirmed in due course after further sufficiency forecasting is carried out for the longer-term figures. As an example, from September 2025, there will be a cohort of children transitioning to secondary school from primary ASD resourced provision who will likely require a provision which can meet the needs of children with ASD and/or SLD. Sefton's current provisions which cater for this type of need do not currently have capacity to take in more pupils at Year 7 as most if their intake occurs at a younger age, and so work will need to be carried out to ensure that this cohort can be provided for within borough.

7. The New Ofsted Local Area SEND Inspection Framework

- 7.1 In the summer of 2022 a consultation on a proposed new Local Area SEND Inspection Framework was published. This has now closed, and while there has not yet been a formal response to the consultation outcomes, it is expected that the new Framework, based upon the proposed new SEND systems in the SEND and Alternative Provision Green Paper published in 2022, will commence from Spring 2023 with inspections of Local Areas starting from that point.
- 7.2 As no timetable or rota for inspections is published in advance, the Local Area must ensure that it is prepared for the Inspection as much as possible, should it be chosen as one of the initial inspections in Spring 2023. To this end, a series of self-evaluation workshops were held in November 2022, with attendance from all relevant stakeholders invited, to carry out a self-evaluation exercise against the proposed inspection framework. This I enabled the local area to start work on creating a new Improvement Plan based upon the position identified in the self-evaluation work. This will be presented to the SEND Continuous Improvement Board and progress reported on an ongoing basis as with the previous Improvement Plan.

8. Monitoring and Review

- 8.1 Robust governance and strong partnership working delivered through the SEND Continuous Improvement Board will continue to ensure progress against the SEND Improvement Plan and that good practice will be embedded into business as usual.
- 8.2 The progress in relation to the High Needs Funding Budget and sufficiency will also continue to be monitored through existing management reporting processes and regular updates to Cabinet. A quarterly report to Cabinet is already agreed to be in place and will continue to provide a mechanism to ensure that the Leaders of the Council remain fully informed.
- 8.3 Progress under the Delivering Better Value Programme will be monitored nationally by the Department for Education and will also continue to be reported to both Cabinet and the SEND Continuous Improvement Board.

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Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	31 January 2023
Subject:	Sefton Corporate Parenting Board – Annual Report 2022		
Report of:	Cabinet Member – Children's Social Care	Wards Affected:	All
Cabinet Portfolio:	Children's Social Care		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

To present the Annual Report of the Sefton Corporate Parenting Board for 2022.

Recommendation:

That the report be noted.

Reasons for the Recommendation:

To appraise the Overview and Scrutiny Committee with the work of the Sefton Corporate Parenting Board.

Alternative Options Considered and Rejected:

None

What will it cost and how will it be financed?

There are no financial implications as a direct result of this report.

(A) **Revenue Costs** – Not applicable.

(B) **Capital Costs** – Not applicable.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets): As set out within the
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attached Annual Report.	
Legal Implications: Children and Social Work Act 2017.	
Equality Implications: There are no equality implications.	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes
There are no direct climate emergency implications arising from this report.	

Contribution to the Council's Core Purpose:

Protect the most vulnerable: The Sefton Corporate Parenting Board drives the multi-agency approach to improving outcomes for cared for and care experienced children and young people.
Facilitate confident and resilient communities: As above.
Commission, broker and provide core services: As above.
Place – leadership and influencer: As above.
Drivers of change and reform: As above.
Facilitate sustainable economic prosperity: As above.
Greater income for social investment: Not applicable.
Cleaner Greener: Not applicable.

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD 7042/22) and the Chief Legal and Democratic Officer (LD 5242/22) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Officers from partner organisations contribute towards the work of the Sefton Corporate Parenting Board

Implementation Date for the Decision

Immediately following the Committee meeting.

Contact Officer:	Laura Knights
Telephone Number:	07793975865
Email Address:	laura.knights@sefton.gov.uk

Appendices:

The following appendices are attached to this report:

Appendix A - Sefton Corporate Parenting Board – Annual Report 2022

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

1.1 The Sefton Corporate Parenting Board – Annual Report 2022 is attached to this report and sets out information on the following:

- Purpose of the Sefton Corporate Parenting Board
- Roles and Responsibilities of the Board
- Review and Restructure 2021
- Sefton Corporate Parenting Strategy
- 5 Key Priority Areas
- Ofsted Inspection of Sefton Children’s Services 21 February to 4 March 2022
- Children and Young People’s Participation
- Achievements
- Sefton Corporate Parenting Board – Terms of Reference

1.2 The Overview and Scrutiny Committee (Children’s Services and Safeguarding) is requested to comment on the Annual Report and to note it.

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Sefton Corporate Parenting Board.

Annual Report 2022

Report to: Sefton Children's Services. Overview and Scrutiny Committee.

Report author: Cllr Mhairi Doyle

Date of report:

Purpose of the Sefton Corporate Parenting Board

The term 'corporate parenting' describes the collective responsibility of the council to prioritise the needs of cared for and care experienced children and young people and seek for them the same outcomes any good parent would want for their own children.

The Corporate Parenting Board is designed to provide the necessary leadership that drives an ambitious and multi-agency approach to improving outcomes for children and young people that we care for.

To undertake these functions well it must work in a way that ensures the voice of children and young people is influential in decision making.

Roles and Responsibilities of the Board.

It is the role of the Corporate Parenting Board to monitor the key priorities and outcomes for Cared For and Care Experienced children and young people in Sefton. The Board is chaired by the Cabinet Member for Children's Social Care, Councillor Mhairi Doyle, who will champion and monitor the Corporate Parenting strategy and help drive its implementation. The Board consists of cross-party members and senior managers who meet bi-monthly, receive reports, including performance reports, undertake strategic and thematic enquiries into specific elements of the strategy and seek ways of resolving barriers to its success.

Review and Restructure 2021.

As a result of a major review and restructure at the end of 2021 a new Corporate Parenting Strategy was developed. The strategy outlines 5 key priority areas of focus for the board.

The development of the new strategy was done in collaboration with members of the Making A Difference group. The group are all Sefton Care Experienced young people

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aged 16yrs plus. The group were responsible for assisting board members in choosing the 5 key priority areas for the board's attention.

Sefton Corporate Parenting Strategy

The Corporate Parenting Strategy outlines our vision for our cared for and care experienced children and young people and is underpinned by the seven corporate parenting principles as outlined in the Children and Social Work Act 2017. The strategy can be viewed at: <https://intranet.smbc.loc/media/615280/corporate-parenting-strategy-2021-2023.pdf>

5 Key Priority Areas

Each of the 5 Key Priority Areas contained in the strategy are underpinned by multi-agency working groups who report directly to the board on the progress of the action plans driving forward improvements in their key area.

The 5 Key Priority Areas detailed in the strategy are:

[Being Heard – Working Group Chair – Karen Gray](#)

The young person's voice must be at the centre of our approach to corporate parenting. We want mutually respectful and collaborative relationships with our children and young people. This means embedding a culture of fully involving young people in all matters affecting them, welcoming and encouraging their participation, actively listening to and genuinely taking account of their views.

[Safe and Stable homes – Working Group Chair – Simon Fisher](#)

We will ensure all children and young people have a safe and stable home environment. Our children have a very diverse range of needs and having a wide range of placements is essential to meet those different needs – the lack of placement choice can be an issue for social workers and young people alike. As young people move towards independence, we also need a wide variety of supported, semi-independent placements and permanent housing options for our young people.

[Raising Aspirations – Working Group Chair – Mary Palin](#)

We will ensure our children receive the best possible education and reach their potential, recognising children have different and varying needs. We want all our young people to enjoy and achieve in their schools, be able to access further and higher education if they wish or high-quality apprenticeships and training with increasingly good prospects for employment as adults.

Health and Wellbeing – Working Group Chair – Helen Case

We must provide all our children with good routine healthcare, making sure that they access more specialist treatment when necessary. Many cared for children will have experienced trauma through neglect or abuse in their earlier lives and some will experience trauma whilst in our care.

Transition and preparation for Adulthood – Working Group Chair – Julie Bucknall

Moving on from care is a critical time for our young people and supporting them through this transition into adulthood is a responsibility for us as all.

We need to understand that young people develop at different paces and that some young people will struggle to gain independence and struggle in independence. We need to be there for them and support them through this journey.

Ofsted Inspection of Sefton Children’s Services 21st Feb 2022 to 4th March 2022.

Following the review and restructure of the board at the end of 2021 Ofsted reported the following in their inspection report published on 9th May 2022:

P9: ‘The very recent restructuring of the Corporate Parenting Board with dedicated multi-agency workstreams is appropriately focussed on improving outcomes for children in care and care leavers, and is beginning to support more effective change’

Children and Young People’s Participation

At the heart of everything the board are working to achieve are the views, thoughts, wishes and feelings of our cared for and care experienced children and young people. With this in mind a full-time dedicated Participation Officer for Children’s Social Care was appointed in January 2022.

The board receive two reports at every meeting from our children and young people’s groups – Youth Ambassadors (11yrs to 15yrs) and Making A Difference (16yrs plus). Young people from both groups meet regularly with board members while four members of the Making A Difference group are board members and attend every meeting.

In addition, the board hold an annual survey to gather the views of the wider cared for population. The survey is split into two age groups (5-9yrs and 10yrs plus). The results of the survey are used to inform the action planning of the 5 Key Priority working groups and are integral to the continued development of our services for children and young people.

Achievements

Free Prescriptions: In collaboration with colleagues from NHS Merseyside & Cheshire (Sefton Borough) a 'Free Prescription Pathway' was introduced in 2022 for our care experienced young people. Board members recognise that restricted finance is a real concern for our care experienced young people aged 18yrs plus, in particular, those who are living independently. Members are also aware that some of our young people do not visit their GP if they are unwell as they cannot afford any medication prescribed. This initiative is aimed at ensuring our young people are confident in and able to seek medical assistance to support their emotional, mental and physical health and wellbeing.

Council Tax Liability – In collaboration with colleagues from the Finance and Revenues department the council tax liability for all of our care experienced young people age 18yrs plus has been reduced to zero. Again, this is in recognition of the financial limitations that our young people find themselves in when moving into independent living. The exemption is in place until their 25th birthday.

Caring Business Charter – In July 2022 Sefton Council launched the 'Caring Business Charter'. The simple charter asks businesses operating in Sefton to consider becoming signatories and commit to offer at least one 'experience' a year to a care experienced young person. Offers can include: providing a work experience opportunity or a work placement / apprenticeships / traineeships / job offers / coaching and mentoring. To date over 50 businesses have signed up to the charter and the framework is now in development.

Band 'A' Housing Status – In 2022 Sefton Council supported the proposal to award band 'A' housing status to care experienced young people. The proposal originated with our young people who felt that, due to their unique circumstances, band 'A' status would be more appropriate to them.

Sefton Corporate Parenting Board - Terms of Reference

Objectives:

To provide holistic, member driven engagement with the key areas of the corporate parenting function. These include:

- The views of children in care, and care leavers, about the services they receive from the Council.
- Methods to raise the aspiration, ambitions and life chances of children in care and care leavers, narrowing the gap of achievement and outcomes between children in care (CIC) and their peers.

- Ensuring that all elected members are fully aware of their corporate parenting duties and responsibilities by providing relevant information and encouraging access to training opportunities.
- Ensuring that all Council services are mindful of the needs of children in care and care leavers and respond accordingly within their remit.
- Development and support of strong partnerships with the public, private, voluntary and faith sectors to promote and enhance opportunities for children in care and care leavers.
- The outcomes of Ofsted inspections as they may arise and any actions that are required to improve services to children in care and care leavers.
- The promotion of excellent and innovative practice in relation to the Corporate Parent role from which others can learn. To pro-actively engage with forums that include and represent children in care and care leavers, in particular the Sefton Children's Services Ambassadors and the Making A Difference Care Leavers Forum, and with other relevant partners and stakeholders in pursuance of achieving positive outcomes for children in care and care leavers.
- The Chair of the Corporate Parenting Board may also extend an invitation to relevant partners and stakeholders, to attend meetings of the Board to seek their view on appropriate agenda items.

Frequency of meetings: Every 2 months

Work Programme: Yearly

Senior Advisor to the Board: Executive Director for Children's Social Care and Education. Sefton Council.

Support to the Board: will be provided by the Corporate Parenting Officer. Sefton Council.

Accountability: Chair to report to the Leader of the Council

Membership:

Cllr Mhairi Doyle – Chair. Lead Member for Children's Social Care

Cllr Paul Cummins – Vice Chair

Cllr Paulette Lappin – Elected Member

Cllr Diane Roscoe – Lead Member for Education

Cllr Ian Maher – Elected Member

Cllr Lynne Thompson – Elected Member

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Cllr John Pugh – Elected Member

Cllr Mike Prendergast – Elected Member

Sasha Thompson – Sefton Care Experienced Young Person

Ania Wojcik - Sefton Care Experienced Young Person

Amy Lahiff - Sefton Care Experienced Young Person

Kelli Lahiff - Sefton Care Experienced Young Person

Helen Case – Designated Nurse. Cared for Children. Merseyside and Cheshire NHS (Sefton Borough)

Dr Jamuna Acharya – Designated Doctor. Merseyside and Cheshire NHS (Sefton Borough)

Kerrie France – Assistant Director of Quality & Safety Improvement. Merseyside and Cheshire NHS (Sefton Borough)

Martin Birch – Executive Director. Children’s Social Care & Education. Sefton Council

Laura Knights – Assistant Director. Corporate Parenting & Care Experienced Services. Sefton Council

Joe Banham – Assistant Director. Safeguarding & Quality Assurance. Sefton Council

Risthardh Hare – Assistant Director. Help and Protection. Sefton Council

Julie Bucknall – Service Manager. Corporate Parenting Services. Sefton Council

Simon Fisher – Service Manager. Fostering and Adoption Services. Sefton Council

Laura Doyle – Service Manager. Adolescent and Care Experienced Services. Sefton Council

Mary Palin – Head Teacher. Sefton Virtual School

Cheryl Yates – Participation Officer. Sefton Council

Nigel Bellamy – Deputy CEO. Sefton CVS

Sarah Vaughan – Service Manager. Sefton Career Connect.

Kathryn Johnson – Foster Carer. Sefton Council

Reporting Officers: Attendance as requested

- Children’s Complaints Officer. Sefton Council.
- Independent Visiting and Advocacy Service. NYAS
- Service Manager. Safeguarding. Sefton Council.
- Clinical Lead. Sefton CAMHS. Alder Hey Children’s NHS Foundation Trust.
- Service Manager. Sefton Youth Offending Team.
- Departmental Leads. Sefton Council.
- AiMs (Adoption in Merseyside). Chief Executive Officer

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Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	Tuesday 31 January 2023
Subject:	Children's Services Improvement Programme Phase 2		
Report of:	Executive Director of Children's Social Care and Education	Wards Affected:	(All Wards);
Portfolio:	Cabinet Member - Children's Social Care		
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	N		

Summary:

To present the draft of the Improvement Plan for Phase 2.

Recommendation(s):

(1) Consider and comment on the draft Improvement Plan.

Reasons for the Recommendation(s):

To gain feedback.

Alternative Options Considered and Rejected: (including any Risk Implications)

NA

What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct revenue implications with this report. Members will be aware that there is significant financial pressure in the service within the current year in respect of

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agency costs and accommodation costs. Remedial action plans have been presented and approved by Cabinet and Council. Work will continue during the current year on budget monitoring within the service and any additional financial pressure or additional expenditure will need to be met from savings elsewhere within the Council. The Council's next three year Medium Term Financial Plan will take account of this Improvement Programme and the resources required to support it; this will be informed by the Executive Director of Children's Services.

(B) Capital Costs

Implications of the Proposals:

<p>Resource Implications (Financial, IT, Staffing and Assets): To support the implementation of the Family Valued model the Council has been approved to receive £3m. To date £447k has been received.</p> <p>Following a successful bid to the Department for Education a further £300k has been approved to support the implementation of the Social Work Academy.</p>									
<p>Legal Implications:</p>									
<p>Equality Implications: There are no equality implications.</p>									
<p>Climate Emergency Implications:</p> <p>The recommendations within this report will</p> <table border="1"> <tr> <td>Have a positive impact</td> <td>No</td> </tr> <tr> <td>Have a neutral impact</td> <td>Yes</td> </tr> <tr> <td>Have a negative impact</td> <td>No</td> </tr> <tr> <td>The Author has undertaken the Climate Emergency training for report authors</td> <td>Yes</td> </tr> </table>		Have a positive impact	No	Have a neutral impact	Yes	Have a negative impact	No	The Author has undertaken the Climate Emergency training for report authors	Yes
Have a positive impact	No								
Have a neutral impact	Yes								
Have a negative impact	No								
The Author has undertaken the Climate Emergency training for report authors	Yes								

Contribution to the Council's Core Purpose:

<p>Protect the most vulnerable: The Improvement Programme seeks to deliver change across Children's Services whose activity protects and supports those children and young people who have complex care needs.</p>
<p>Facilitate confident and resilient communities: Children's Services work with partners to support families in need of support and improve resilience.</p>
<p>Commission, broker and provide core services: Children's Services work with partners to support families in need of support and improve resilience.</p>
<p>Place – leadership and influencer: The Council will take a lead role in work with partners</p>

to deliver change in Children's Services.
Drivers of change and reform: The Council will work with partners to deliver change in Children's Services.
Facilitate sustainable economic prosperity: NA
Greater income for social investment: NA
Cleaner Greener NA

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7100/23) and the Chief Legal and Democratic Officer (LD.5300/23) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

The Executive Director Children's Service and Education and his leadership team engage with partners across Sefton with regard to the Improvement Programme. The voice of children, young people and their families will be integral to delivering change.

Implementation Date for the Decision

Immediately following the Committee / Council meeting.

Contact Officer:	Jan McMahon
Telephone Number:	Tel: 0151 934 4431
Email Address:	jan.mcmahon@sefton.gov.uk

Appendices:

Draft Improvement Plan Phase 2

Background Papers:

There are no background papers available for inspection.

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1. Introduction/Background

1.1 Phase 2 of the Children's Improvement Programme will continue to comprise of four themes;

- Quality - Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families.
- Improving Implementation of Learning - Using what we know and learn to continuously improve and enhance the services we deliver for children and families.
- Improving Tools - Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families.
- Improving Strategic Partnerships - Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families.

1.2 The draft Improvement Plan also now identifies four key areas that will be strengthened through the actions included; -

Corporate Leadership
Governance & Partnerships
Practice
Enablers & Resources

1.3 The draft Improvement Plan now includes milestones and measures for the four themes that will be monitored and reported on.

1.4 The Improvement Plan is a live document that will be updated on a regular basis.

1.5 Members of the Committee are asked to consider and comment on the draft Improvement Plan.

Children’s Improvement Plan – Phase 2

Foreword

Working together to improve services for children, young people and their families

Welcome to Phase 2 of our Improvement Plan.

The Four Themes of Improvement

1. Improving Quality	2. Improving Implementation of Learning
Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families. 1.1 The Workforce 1.2 Practice Standards and Quality Assurance Framework 1.3 Ofsted Specific Concerns (note actions delivered as part of Phase 1 will be progressed and part of embedding Practice Standards and Quality Assurance processes alongside performance monitoring.)	Using what we know and learn to continuously improve and enhance the services we deliver for children and families. 2.1 Feedback from families, children and young people, staff and partners 2.2 Internal and external audits 2.3 Research
3. Improving Tools Ensuring we have the right tools to enable the workforce to deliver good quality services for children and families. 3.1 Technology & IT systems 3.2 Management and Performance Information 3.3 Effective, user friendly systems & processes that support the task 3.4 Corporate Services & Organisational Support – plans, policies and cultural change	4. Improving Strategic Partnerships Effective partnership working to enable the delivery of common goals and a high quality multi-agency response for children and families. 4.1 Corporate Parenting 4.2 Local Safeguarding Partnership 4.3 Corporate Services 4.4 Strategic Commissioning 4.5 Schools and settings 4.6 SLIP arrangements

In addition to the themes of improvement each activity is colour coded to demonstrate strengthening of

	Strengthening
	Corporate Leadership
	Governance & Partnerships
	Practice
	Enablers & Resources

Progress Key

RAG Rating	Progress Status
	Action complete
	Action not yet completed, but on track and will be completed to milestone
	Activity progressing with some issues but realistic plans in place to recover
	Action not on track, risk to implementation

Priority 1 – Improving Quality

Our overall aim for this priority area: **Ensuring the right staff are in the right place at the right time to deliver a consistent standard of good quality safeguarding services to children and families.**

How we plan to improve this area of significant weakness – building on the work of phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
1.1 A skilled, professional, competent workforce with adequate capacity to deliver high quality service to our Children and Young People. Enabling a culture in which professional accountability is evident, leadership is strong, and practice is purposeful.	1.1.1	There is adequate capacity and flexibility within the workforce to deliver high quality services to Children and Young People. That staff remain committed to Sefton and feel that they can develop a fulfilling career.	Review the Council's market position within the region and sub-region regarding pay and benefits for new and existing staff.	The Council will benchmark the Council's market position within the region and sub-region regarding pay and benefits for new and existing staff.	Executive Director of Corporate Resources and Customer Services	Corporate Leadership	Action not yet completed, but on track	March 2023	There will be a clear analysis of current position, where possible, compared to neighbours.
			Review staff terms & conditions relating to car mileage and car usage.	Staff will feedback that leadership listens and that there is improved retention of staff across the workforce.	Executive Director of Corporate Resources and Customer Services	Corporate Leadership	Action complete	January 2023	Changes agreed to Essential Car User, mileage and retention payments
			Review annual retention payments.		Executive Director of Corporate Resources and Customer Services	Enablers & Resources	Action not yet completed, but on track	January 2024	Recruitment and retention rates improve and contribute to reduction in agency rates in the next 12 months
			Recruit to vacancies in Help & Protection.	There will be sufficient capacity and stability across the Help & Protection teams to secure a timely and appropriate response for children and young people. Staff graduating from the Social Work Academy will join Help & Protection. Social Workers will have manageable caseloads and children will receive a timely, consistent service to meet their needs, including outside of normal office hours. Feedback from children and families is that they have developed long-term, trusting relationships with their Social Worker.	Assistant Director Help & Protection	Enablers & Resources	Activity progressing with some issues but realistic plans in place to recover	October 2023	Recruitment rates improve and contribute to reduction in agency rates in Help & Protection Target 85% Team Managers by October 2023 Target 70% Social Workers by October 2023
			Recruit to vacancies in	The performance and quality assurance	Assistant	Enablers &	Activity	March	Practice

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
			Safeguarding, Review and Quality Assurance including Practice Improvement Managers.	arrangements to support practice improvements, including managers, conference chairs and independent reviewing officers' (IROs) oversight and challenge will be improved.	Director Safeguarding Review & Quality Assurance	Resources	progressing with some issues but realistic plans in place to recover	2023	Improvement Manager completed by March 2023.
				There will be resource available to provide the hub for quality assurance and learning activities generated from it, as well as all bespoke practice improvement activity			Activity progressing with some issues but realistic plans in place to recover	October 2023	Vacancy rate in Safeguarding, Review and Quality Assurance will reduce and there will be reduced reliance on agency staff Target 100% Practice Improvement by June 2023 Target 85% Other roles by October 2023
			Recruit to vacancies in Cared For and Care Experienced.	There will be sufficient capacity and stability across the Cared For and Care Experienced teams to secure a timely and appropriate response for children and young people. Staff graduating from the Social Work Academy will join Cared For & Care Experienced team Social Workers will have manageable caseloads and children will receive a timely, consistent service to meet their needs, including outside of normal office hours. Feedback from children and families is that they have developed long-term, trusting relationships with their Social Worker	Assistant Director Cared For and Care Experienced	Enablers & Resources	Activity progressing with some issues but realistic plans in place to recover	October 2023	Recruitment activity will secure required resources. Target 70% Team Managers by October 2023 Target 85% Social Workers by October 2023
							Activity progressing with some issues but realistic plans in place to recover	September 2023	Vacancy rate in Cared For and Care Experienced will reduce and there will be reduced reliance on agency staff
							Activity progressing with some issues but realistic	January 2024	Feedback from audits will evidence that managers have sufficient

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
							plans in place to recover		capacity to oversee and support practice so that services can be delivered effectively.
			Consider the recommendations from review of Business Support capacity within Children’s Social care and implement required change.	There will be a Business Support team that supports the service to deliver good practice and monitor performance and risk.	Children’s Leadership team	Enablers & Resources	Action not yet completed, but on track	June 2023	Business Support capacity will be reconfigured.
							Action not yet completed, but on track	October 2023	Business Support team supports the service to deliver good practice and monitor performance and risk.
			Realign Early Help resources to Children’s Services	Resources will be realigned to Children’s Services.	Executive Director People	Enablers & Resources	Action not yet completed, but on track	April 2023	There will be an improved line of sight and a more flexible approach to resource deployment.
			Commission external diagnostic to review the Early Help offer to ensure its preventative capacity is maximised and resources aligned to Children’s Services.	Early Help services would adopt a new Family Help Model with teams of multi-disciplinary workers supporting families and individuals together working alongside other partners.	Executive Director of Children’s Services	Practice	Action not yet completed, but on track	September 2023	Diagnostic to be completed by April 2023. Change Plan developed 2023.
			Develop an Action Plan to implement Change.						
	1.1.2	All individual staff have the appropriate knowledge, skills and support and enable them to undertake their work in an effective way and to a good standard.	Deliver a Leadership and Management Training Programme for Executive/Assistant Directors and Service Managers.	There will be a common language across Children’s Services, and to allocate tasks/work dependent on who is the best fit in terms of colour energies.	Executive Director of Children’s Services	Enablers & Resources	Action complete	December 2022	Executive/Assistant Directors will benefit from and make use of Insights Discovery Training
							Action not yet completed, but on track	May 2023	Service Managers will benefit from and make use of Insights Discovery Training There will be a common language across Children’s Services, and to

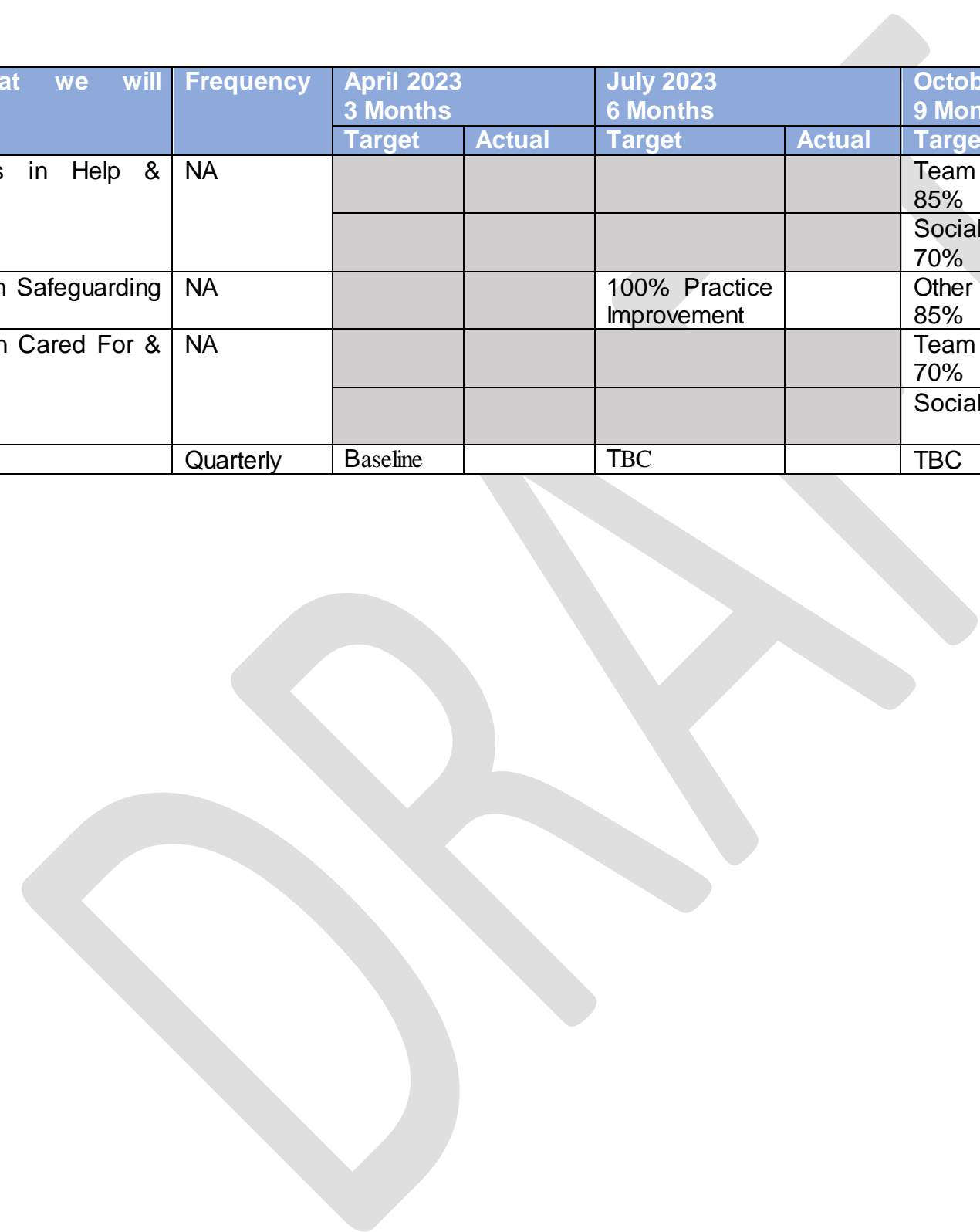
The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
									allocate tasks/work dependent on who is the best fit in terms of colour energies.
			Develop and deliver a training programme for Team Managers that supports and enables them to manage and develop their teams in an effective way.	The mandatory training programme will equip Managers to deliver good supervision, ensure appropriate consideration of risk, robust decision making, that the voice of the child is strong and to work with their teams to improve practice and deliver continuous improvement.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	May 2023	There will be a mandatory training and development programme for all Team Managers
						Practice	Action not yet completed, but on track	May 2023	The quality of supervision will improve and the child's voice will be strong across Children's Services. Case file audits will identify there is an effective management footprint and supervision on case files preventing drift and delay.
1.2 Practice Standards & Quality Assurance Framework Social care case work will be focused, timely and appropriate for the current situation within the family. The views of children and families will be taken into account in all of	1.2.1	To improve the consistency in quality of good social work practice and improve adherence to Children's Social Care procedures and 'Working Together' Improve the quality, consistency and timeliness of case recording.	Maintain a relentless focus on embedding the Practice Standards. To embed relational and restorative practice across Children's Services.	Children are helped and protected in a timely manner. Plans are SMART, reflect the views of the family and child(ren) and evidence multi-agency engagement in the plan. Children and young people plans will have specific actions with clear timescales. There will be evidence of securing parental consent prior to information-sharing in the multi-agency safeguarding hub (MASH). There will be evidence of analysis of history when assessing concerns.	Assistant Director Safeguarding Review & Quality Assurance Principal Social Worker	Practice	Action not yet completed, but on track	September 2023	There will be evidence that the timeliness of actions and interventions complies with Practice Standards. Case file and thematic audits demonstrate the variability of quality of Children In Need plans will be reduced.

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
<p>our work. Social work interventions are evidenced clearly, coherently and in a meaningful way.</p> <p>There are clear processes in place to support families to access the appropriate service at the appropriate time.</p> <p>The quality all plans is at least consistently good.</p>				<p>Compliance with Child Protection procedures will be evidenced through case file and thematic audits.</p> <p>There will be evidence that visits to children are responsive to need and risk, and that are purposeful, including life story work.</p> <p>Child Protection visits will be accurate, timely and risk assessments conducted on any visits out of timescale. Re-audit of S47 and Strategy Discussions will evidence improved recording, compliance with process increased multi-agency engagement.</p> <p>Commissioning of placements will be better informed.</p> <p>There will be evidence that the quality of practice improves the lives of vulnerable children, young people and families.</p> <p>There will be a decrease in the number of children and young people entering care and being placed on Child Protection plans.</p> <p>There will be wider system benefits delivered such as improved attendance in schools.</p>					
<p>1.3 Address Ofsted Specific Concerns To address areas of practice concerns highlighted by OFSTED (note Phase 1 of the Plan put in place a number of specific actions relating to concerns the impact of those actions will be assessed as part of QA and Performance processes)</p>	1.3.1	To improve the response to domestic abuse.	Strengthen practice around domestic abuse and embed restorative practice.	<p>Social Workers will understand the complexities of domestic abuse.</p> <p>There will be evidence of good analysis of history when assessing concerns and strong safety planning.</p> <p>There will be evidence of professional curiosity, and decisions about next steps will be well informed.</p>	Assistant Director Help & Protection &	Practice	Action not yet completed, but on track	April 2023	Quality Audits will identify improved practice.
	1.3.2	To improve the access to care experienced support for those young people who are entitled to receive it.	Undertake a review of Care Experienced Service and develop an action plan for Planning for Leaving Care to ensure processes and practice are robust, safe and in the young person's interests.	<p>Young people will be involved in developing their plan.</p> <p>Care experienced young people will have the skills and confidence they need to progress to adulthood successfully at a pace that is right for</p>	Assistant Director Cared For and Care Experienced	Practice	Action not yet completed, but on track	June 2023	Every eligible 16-year-old will have a Pathway Plan by the time they are 16 and 3 months. A resettlement passport will be in

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
			Raise awareness of the support available for care experienced young people with the wider children's workforce	<p>them.</p> <p>Young people will have an increased understanding of the decision-making process.</p>					place to support them to become ready for independent living.
						Governance & Partnerships	Action not yet completed, but on track	June 2023	Partners and the wider children's workforce will be aware of the support available for care experienced young people and be able to signpost young people to support and associated materials
			Planning for care experienced young people will be reviewed.	Care experienced young people will be supported to transition into a positive adult life.		Practice	Action not yet completed, but on track	June 2023	An Action Plan and working group will be created to address factors such as the role of the PA and the Local Offer.
	1.3.3	To improve the quality of Assessments.	Review the Assessment model and produce guidance material.	<p>There will be evidence that the quality of assessments has improved.</p> <p>There will be evidence of a good understanding of risk and the child's broader needs being met at the earliest opportunity.</p> <p>There will be evidence of good analysis of history when assessing concerns.</p> <p>There will be evidence of professional curiosity, and decisions about next steps will be well informed.</p> <p>There will be evidence of partner information in assessments.</p>	Assistant Director Help & Protection	Practice	Action not yet completed, but on track	April 2023	<p>The child's voice will be strong in assessments.</p> <p>There will be a reduced number of repeat assessments in the next 12 months.</p> <p>Step downs will be appropriate.</p>
	1.3.4	To improve the out of hours response.	Review and redesign the Emergency Duty (EDT) operating model and practice approach. Deliver specific safeguarding training for the Emergency Duty team.	<p>There will be evidence that the out of hours response is effective.</p> <p>Management oversight will ensure that children receive a timely, consistent service to meet their needs, including outside of normal office hours.</p>	Assistant Director Help & Protection & Assistant Director Adult Social Care	Corporate Leadership	Action not yet completed, but on track	March 2023	New operating model in place.

Action 1 Milestones & Measures

Reference	Milestone/Target that we will monitor	Frequency	April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
1A	Recruit to Vacancies in Help & Protection	NA					Team Managers 85%			
							Social Workers 70%			
1B	Recruit to Vacancies in Safeguarding & Quality Assurance	NA			100% Practice Improvement		Other roles 85%			
1C	Recruit to Vacancies in Cared For & Care Experienced	NA					Team Managers 70%			
							Social Workers 85%			
1D	Supervision	Quarterly	Baseline		TBC		TBC		TBC	



Priority 2 – Implementation of Learning

Our overall aim for this priority area: **Using what we know and learn to continuously improve and enhance the services we deliver for children and families**

How we plan to improve this area of significant weakness building on the work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
2.1 Feedback from families. staff and partners shapes how and what services we deliver, both at an operational and at a Strategic level.	2.1.1	There is unambiguous evidence of how feedback from families, staff and partners has influenced and shaped the delivery of operational and strategic services.	Engage all managers and staff in auditing across the service with practice improvement team coordinating, supporting and moderating.	Staff surveys will demonstrate that the feel included in shaping change.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	January 2023	All Managers will be engaged in auditing activity.
				There will be evidence of how suggestions from operational staff have positively impacted on service development and improvement.			Action not yet completed, but on track	April 2023	There will be increased evidence that impactful QA is informing practice and improving outcomes for children and families.
				There will be evidence that staff feel that their training and development needs are recognised and have opportunities to develop so enabling them to deliver effective services for children, young people and their families.			Action not yet completed, but on track	October 2023	Annual staff survey will demonstrate a learning culture.
				Staff survey will evidence a learning culture					
			Ensure that practice and processes actively seek feedback from children and families in relation to new or revised processes or practice approaches and considered in full.	Processes / systems / working practices will be adjusted appropriately in response to feedback from families. Families will receive a response to their feedback		Practice	Action not yet completed, but on track	June 2023	Feedback from families is recorded and evidence of the impact of feedback can be seen in case file audits and at service management team levels.
			Strengthen the participation offer for cared for children and young people.	There will be evidence that Cared for Children and Young People will have a place and channels to have their voice heard and have an impact on policy development and implementation.	Assistant Director Cared for Children	Enablers & Resources	Action not yet completed, but on track	July 2023	Report to Improvement Board.
2.2. Audit	2.2.1	Case file auditing is	Implement learning	Audits will be completed in line	Assistant	Practice	Activity	March 2023	Regular reports

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
frameworks and reviews are effective and there is evidence that learning from audit improves practice and influences service delivery		undertaken regularly by the appropriate managers, recorded correctly and evidence of common theme's identified and actions plans to address deficits are implemented.	<p>from external case file auditing (tracking the child's journey) and multi-agency thematic audits to improve the consistency and quality of safeguarding practice.</p> <p>Delivery of the Thematic Audit Programme with a specific focus on:</p> <ul style="list-style-type: none"> • priority service areas • vulnerable groups of children specific risk issues 	<p>with guidance.</p> <p>Themes from case file audit will influence future thematic audit programmes.</p> <p>Evidence of case file audit and follow up actions will be recorded on ICS case files.</p> <p>Learning from case file audit will improve operational social care safeguarding practice.</p> <p>Case file auditing will address areas for improvement in terms of assessments.</p> <p>Implement a 'case file audit action tracker.</p> <p>Evidence of impact of audit will be collated at service level, and any outstanding actions can be monitored.</p>	Director Safeguarding Review & Quality Assurance		progressing, some issues but realistic plans in place to recover		to the Improvement Board will demonstrate improvement to the consistency and quality of safeguarding practice and addressing Ofsted concerns.
			Develop and implement an audit framework for Early Help Services.	Learning from audit will improve practice within Early Help Services.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action not yet completed, but on track	July 2023	Early Help Audit Framework
	2.2.2	To ensure that lessons learnt are embedded into good practice.	Review any outstanding SCRs and LLRs and establish a timetable for completion and where appropriate, publication.	There will be evidence that lessons learnt are embedded in practice.	Safeguarding Partnership	Governance & Partnerships	Action not yet completed, but on track	January 2023	Information shared with Commissioner
2.3 Research improves practice and influences service delivery.	2.3.1	Appropriate staff regularly undertake research, and there is evidence of learning and actions plans to implement changes identified.	Identify resources and research methods.	There will be evidence of where research has influenced service delivery	All Senior Leadership Team	Enablers & Resources	Action not yet completed, but on track	November 2023	Research will inform practice.

Note actions delivered as part of Phase 1 will be progressed and part of embedding Practice Standards and Quality Assurance processes alongside performance monitoring. The Improvement Board will receive regular reports that triangulate performance, quality assurance and practice.

Reference	Milestone/Target that we will monitor	Frequency	January 2023		April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
2A	Staff Survey	Annual							Report to & Action Plan be produced			
2B	Feedback from Families	Bi annual					Report to Improvement Board				Report to Improvement Board	
2C	SCRs and LLRs review	NA			Report to Improvement Board							

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Priority 3 – Improving tools

Our overall aim for this priority area: **Ensuring that we have the right tools to enable the workforce to deliver good quality services to children and families**

How we plan to improve this area of significant weakness building on the work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
3.1 IT systems are fit for purpose and user friendly. LCS solutions are considered to support and enable consistent and effective social work practice.	3.1.1	To identify where processes and the system need to be changed to improve case management.	Establish an ICT Improvement Group.	Changes to the ICT systems support the improvement of case management Systems and resources to provide a safe, coherent, and integrated service which makes children safer and improves children’s outcomes	Assistant Director Safeguarding Review & Quality Assurance	Governance & Partnerships	Action Complete	November 2022	There is a forum where priorities are agreed and progress of developments is tracked
			Identify ICT development quick wins and develop a roadmap for future developments.	ICT development quick wins will be implemented. There will be a clear, prioritised roadmap for future ICT developments that is owned by Children’s Services.		Enablers & Resources	Action not yet completed, but on track	January 2023	Quick win roadmap agreed
		To produce a suite of documents that support the workforce and children and families.	Use the completed gap analysis to develop a suite of process maps to improve case management.	There will be a suite of process maps and related documents that support the workforce and maps the child’s journey.	Assistant Director Corporate Resources & Customer Services (Strategic Support)	Enablers & Resources	Action not yet completed, but on track	June 2023	Process Maps available for staff and shared on TriX.
			Coproduce with children and families a range of documents that support them.	There will be a suite of process maps and related documents that support children and families.			Action not yet completed, but on track	October 2023	Accessible information will be available for children and their families.
3.2 Social Care managers have access to appropriate, live management and Performance information in a format that is meaningful and useful for	3.2.1	To ensure that the Leadership and Management teams Performance Management tools that support them to improve the quality of services and to identify opportunities for improvement, change and innovation.	Develop Service Area specific Performance dashboards.	The performance tool will <ul style="list-style-type: none"> enable challenge identify key lines on enquiry identify areas of work to be audited There will be associated spot checks that will identify areas of risk.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action Complete	November 2022	There will be a service area specific performance tool that includes previous six months’ worth of performance information aligned to the CHAT

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
managing resource, shaping service planning and addressing risks and issues in a timely way.			Develop initial Performance dashboards for and report to Children's Leadership team to consider progress and learning from audits on a monthly basis.	The Children's Leadership team will understand its effectiveness and recognise good practice. The Children's Leadership team will use this information to drive improvement where required. There will be evidence of a developing performance culture.	Assistant Director Safeguarding Review & Quality Assurance	Enablers & Resources	Action Complete	November 2022	Evidence of learning from case file audits is captured consistently and systematically, and actions plans address service deficits in a timely way.
			Further develop Power Bi dashboards to enable leaders and managers to drill down to child level data.	Power Bi dashboards will enable managers to drill down to child level data.	Policy & Performance Service Manager	Enablers & Resources	Action not yet completed, but on track	May 2023	Leaders and managers will be able to quickly drill down when investigating areas of concern
	3.2.2	To ensure that senior leaders have clear line of sight on children and young people most at risk.	Develop and embed processes and governance arrangements that track the journey of children and young people	There will be evidence of strong Transition planning and timely escalation into the Public Law Outline (PLO), as appropriate, which is reviewed and enhanced on a regular basis when circumstances change Times for Public Law Outline length of time on Child Protection Plans will be more appropriate for the needs of children and young people.	Assistant Director Safeguarding Review & Quality Assurance	Practice	Action not yet completed, but on track	February 2023	Peer Review feedback received
							Action not yet completed, but on track	February 2023	Action Plan developed
3.2.2	To ensure a coherent and robust approach to service planning. To ensure staff, partners, and communities what Sefton's ambitions are for children and young people and for children's services. This involve proactive internal and external engagement and be corporately led	Develop and agree Corporate Plan.	The Corporate Plan will articulate the vision for Children's Services. Services will be focused on achieving corporate priorities and there will be a shared understanding of areas of priority work across the Council	Chief Executive	Corporate Leadership	Action not yet completed, but on track	April 2023	Council approve Corporate Plan	
			Develop a Communications Plan that enables a cultural shift throughout the Council	Internal, external communications and marketing plans will articulate ambitions are for children and young people and for Children's Services. The impact of this will be visible in twelve months.	Chief Executive	Corporate Leadership	Action not yet completed, but on track	April 2023	Communications Plan
			Refresh the	The Council and partners will	Chief	Governance	Action not	June 2023	Children &

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
			Children's & Young People's Plan	articulate priorities for Children's Services.	Executive	& Partnerships	yet completed, but on track		Young People's Plan
			Develop 2023/24 Service Plans and agree schedule for review of progress.	Service Plans will align to the Corporate Plan and delivery of the Improvement Plan.	Children's Services Leadership Team	Corporate Leadership	Action not yet completed, but on track	May 2023	Children's workforce has a shared understanding of areas of priority work across the Council and their Service Plan.

Action 3 Milestones & Measures

Reference	Milestone/Target that we will monitor	Frequency	January 2023		April 2023 3 Months		July 2023 6 Months		October 2023 9 Months		January 2023 12 Months	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
3A	Corporate Plan agreed	3 yearly			Council approval							
3B	Communications Plan	Annual			Plan Agreed							
3C	Refresh Children & Young People's Plan	2023 - 2025					Council approval					
3D	Service Plans in place	Quarterly review					Progress evidenced to Commissioner		Progress evidenced to Commissioner		Progress evidenced to Commissioner	

Priority 4 – Improving Strategic Partnerships

Our overall aim for this priority area: Effective partnership working to enable the delivery of a high quality multiagency response for children and families

How we plan to improve this area of significant weakness building on the Work of Phase 1 we will

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
4.1 The Council and partners are ambitious, aspirational and active Corporate Parents	4.1.1	To ensure that elected members, employees and partner agencies are aspirational and ambitious for cared for children and young people and care experienced young people supporting them to make a success of adult life.	Embed and strengthen the collective responsibility of elected members, employees, and partner agencies, for providing the best possible care, educational standards and safeguarding for the children who are cared for.	<p>Elected members, Council employees, and partner agencies will have a shared understanding of their duties as Corporate Parents and are active, strong and committed in this role.</p> <p>There will be evidence of strategic and operational change that focuses on implementing change that will improve outcomes for children and young people. This will include prioritisation of education</p> <p>The Corporate Parenting Board will continually explore and implement opportunities to improve outcomes for cared for children and young people and their carers.</p>	Assistant Director Cared for Children Lead Member Children’s Social Care	Governance & Partnerships	Action not yet completed, but on track	July 2023	The Corporate Parenting ethos will be embedded across the Council and partner agencies
						Practice	Action not yet completed, but on track	July 2023	Children and young people in care and care experienced young people will be clear about what they can expect to receive from their Corporate Parents.
	4.1.2			Review the Virtual School and Virtual School Governing Body.	The review will produce an Action Plan.	Assistant Director Education	Governance & Partnerships	Action not yet completed, but on track	April 2023
	4.1.3		Deliver the Action Plan to strengthen the work of the Virtual School and Virtual School Governing Body	Council and partners will demonstrate that they are aspirational and ambitious for cared for children and young people and care experienced young people and promote the importance of education as a key factor in supporting them to prepare for success in adult life.	Assistant Director Education	Governance & Partnerships	Action not yet completed, but on track	September 2023	The Virtual School and governing body will work with others to raise standards and improve educational outcomes for children and young people.

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
4.2 That the improvements in practice are supported by the Local Safeguarding Partnership.	4.2.1	That partner agencies provide active support where required to the achievement of the Improvement Plan.	Develop an Action Plan to implement the changes identified by the review of the effectiveness of partnership arrangements. Prepare a report on work undertaken so far and its impact.	There will be evidence of effective multiagency contributions to improving outcomes for children and young people. There will be evidence of good communication, information sharing and the application of thresholds and, where appropriate, ensure that escalation processes are followed.	Safeguarding Partnership Scrutineer	Governance & Partnerships	Action not yet completed, but on track	April 2023	Report to Improvement Board.
	4.2.2	Partners are aware of private fostering responsibilities.	Raise awareness of responsibilities in relation to private fostering across the partnership	There will be a written statement, which sets out the duties and functions in relation to private fostering and the ways in which they will be carried out. The wider children's workforce will understand their responsibilities in relation to safeguarding and promoting the welfare of privately fostered children. Private foster carers and parents of privately fostered children will have access to receive advice and support to assist them to meet the needs of privately fostered children; privately fostered children are able to access information and support when required so that their welfare is safeguarded and promoted. The Council will monitor the way in which it discharges its duties and functions in relation to private fostering	Safeguarding Partnership	Practice	Action not yet completed, but on track	March 2023	The Council will be notified about privately fostered children living in Sefton.
	4.2.3	To improve the quality of and timeliness of referrals to MASH.	Review and redesign the Multi-Agency Safeguarding Hub (MASH) operating model and practice approach.	There will be evidence that referrals into the MASH are appropriate, contain sufficient information to enable the team to understand the nature of the concern and or the support being requested and timely.	Assistant Director Help & Protection	Governance & Partnerships	Action not yet completed, but on track	March 2023	There will be sufficient partner resources in the MASH All referrals from partners will be timely

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
				There will be evidence that screening of contacts is robust, risks identified and professional curiosity is being demonstrated.	Safeguarding Partnership	Governance & Partnerships	Action not yet completed, but on track	May 2023	There will be demonstrable improvement in the quality of referrals from partners.
			Review referrals on a regular basis and put in place a feedback loop and where required training when referrals are in appropriate.	There will be evidence that referrals into the MASH are appropriate, contain sufficient information to enable the team to understand the nature of the concern and or the support being requested and timely.	Assistant Director Help and Protection	Governance & Partnerships	Action not yet completed, but on track	May 2023	Partners will learn from feedback and there will be continuous improvement in the quality of referrals.
	4.2.4	To ensure that there is a responsive and effective partnership response to Domestic Abuse for families with children.	Implement a partnership Action Plan.	Social workers and the wider children's safeguarding workforce will understand the complexity of Domestic Abuse and how to respond. Safety Plans will be multiagency and professionally owned.	Domestic Abuse Partnership	Governance & Partnerships	Action not yet completed, but on track	December 2023	Implementation of the Domestic Abuse Action Plan.
			Deliver consent and safety planning training to Social Work teams.	Risk will be appropriately assessed and consent sought where appropriate.	Assistant Director Help and Protection	Practice	Action not yet completed, but on track	February 2023	Social workers will seek consent in appropriate circumstances,
	4.2.5	The partnership will have access to Joint Strategic Needs Assessment (JSNA) that underpin social care practice and Safeguarding Partnership Board responsibilities, promoting the best possible outcomes for children and young people.	Refresh the Children's Chapter of the JSNA. Remind the Council workforce and partners of the availability of the various chapters of the JSNA.	The Children's Chapter of the JSNA will include updated Children's Social Care information. Partners will be aware of the relevant chapters of the JSNA – <ul style="list-style-type: none"> • Children's • Education • Youth Justice • Mental Health & Emotional Wellbeing 	Corporate Resources Safeguarding partnership	Corporate Leadership Governance & Partnerships	Action Complete Action not yet completed, but on track	November 2022 January 2023	JSNA Updated The Council and partners will understand the current and future health and care needs of local children to inform and guide the planning and commissioning of health, wellbeing and social care services within Sefton.
4.3 Corporate Services,	4.3.1	Finance actively support Children	Adequate resources and tools will be	There will be robust financial controls in place.	Executive Director for	Corporate Leadership	Action complete	January 2023	Budget proposals for

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
systems and mechanisms contribute directly to enabling good social work practice and the delivery of effective Safeguarding services in Sefton.		Services in delivering effective services, and support budget reviewers and holders in managing limited resources effectively and efficiently within the current climate	allocated to support budget holders and budget reviewers in managing budgets and resources.	<p>Effective service planning both in year and in support of multi-year budget planning.</p> <p>Business Cases developed as part of the Improvement journey will be considered through agreed governance routes.</p> <p>There will be evidence of Corporate Resources & Children's Services working together to forward plan.</p> <p>Financial planning activity will consider sufficiency, workforce strategy and the Improvement Plan.</p>	Corporate Resources and Customer Services				years 1 and 2 (2023/24 and 24/25) for Budget Council agreed with Executive Director Children's Services and included in budget plan
					Children's Services Leadership Team	Corporate Leadership	Action not yet completed, but on track	March 2023	Council approve budget
						Enablers & Resources	Action not yet completed, but on track	April 2023	Budget holders/ reviewers will own and understand their responsibilities, be accountable and be able to manage budgets effectively
						Corporate Leadership	Action not yet completed, but on track	February 2023	Further Medium Term Financial Planning assumptions for years 3-5 will be reviewed with Executive Director Children's Services
4.3.2	The recruitment of staff will be efficient; newly appointed staff will be able to start in post in a timely way	Develop and deliver a targeted recruitment drive for Social Workers.	Recruitment marketing activity will assist in attracting talented individuals to join Children's Services.	Corporate Communications Manager	Enablers & Resources	Action not yet completed, but on track	February 2023	The recruitment of staff is underpinned by a marketing plan and supporting materials.	
				Children's Services managers will work alongside the Recruitment team to continue to develop a robust process for ensuring the recruitment process	Recruiting managers will progress local actions and work with the Recruitment team to ensure no unnecessary delay in new employees starting their new roles.	Children's Services Leadership Team & Personnel	Enablers & Resources	Action not yet completed, but on track	April 2023

The Outcomes We Are Aiming For	Action Ref	Objective	The Actions We Are Taking	How we will know it has worked	Responsible Lead Officer(s)	Strengthening	RAG Rating	Milestones	Output/ Impact
			for new staff runs smoothly without delay.						
	4.3.3	As staff graduate from the Social Work Academy their transition to new teams will be smooth.	Children Services managers will work alongside the Recruitment team to continue to develop a robust process for ensuring the transfer process for graduating staff runs smoothly.	The staff survey will evidence a smooth transition.	Children's Leadership Team & Personnel	Enablers & Resources	Action not yet completed, but on track	August 2023	Contribution to a reduction in agency rates.
	4.3.4	Scrutiny arrangements for Children's Services are robust and effective.	Identify and deliver additional training for members of Overview and Scrutiny committees.	Scrutiny arrangements for Children's Services are robust and effective.	Chief Executive	Governance & Partnerships	Actions not yet completed, but on track	June 2023	The Local Government Association deliver tailored training to Overview & Scrutiny
	4.3.5		Improve Opposition party involvement in Children's Social Care.	There will be demonstrable evidence of political ownership of Children's Services.	Executive Director of Children's Services	Corporate Leadership	Action complete	January 2023	The two Leaders of the main Opposition parties attend the Corporate Parenting Board
	4.3.6	To ensure that children and young people's voice, and engagement and co-production with families is a central tenet of Council and partner strategies	Review the Consultation & Engagement Framework.	The Public Engagement & Consultation Framework will demonstrate the partnership commitment to ensuring that children and young people's voice, and engagement and co-production with families is a central tenet of Council and partner strategies.	Executive Director of Corporate Resources and Customer Services	Governance & Partnerships	Action complete	January 2023	New Consultation & Engagement Framework.
				Children and young people have a strong voice in the development of Council and partner strategies.	All partners	Governance & Partnerships	Action not yet completed, but on track	January 2024	There will be evidence of Children and young people having a strong voice in the development of Council and partner strategies.
4.4	4.4.1	To ensure that	Refresh the Cared	The Council and the market	Joint Sefton	Governance	Action not	February	Sufficiency

4D	Quality of Referrals to MASH	Quarterly			Baseline								
4E	Education Plans	Termly											

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Agenda Item 8

Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	31 January 2023
Subject:	Recruitment and Support for Newly Qualified Social Workers		
Report of:	Executive Director of Children's Social Care and Education	Wards Affected:	(All Wards);
Portfolio:	Children's Social Care		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

This paper sets out Sefton's response to the recruitment and support for our newly qualified social workers (NQSW's). The paper details the problem that exists on a national and local level and the impact on the local authority, the newly qualified social worker and most importantly the families who we work with.

The paper details Sefton's response and outlines our new Social Work Academy. The report sets out the Academy working model and the impact we hope to achieve and some of the early signs of impact. The report concludes with how the Academy can continue to support Sefton children services and the wider council

Recommendation(s):

- (1) That the report be noted.

Reasons for the Recommendation(s):

To provide Committee Members with information on recruitment and support for newly qualified social workers.

Alternative Options Considered and Rejected: (including any Risk Implications)

The continuation of Business as usual would have not addressed the recruitment and practice concerns that exist within Sefton Children Services. The continuation of high-cost agency staff would have impacted on present and future budgets.

What will it cost and how will it be financed?

(A) Revenue Costs

The Academy has been created via temporary funding of £1.2million for a full year, as approved via the July 2022 Council Report. An additional £300,000

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has been awarded from the DFE in recognition of the innovative approach and potential national learning, following a successful bid.

This money has covered the cost of the leadership teams the 30 NQSW posts which sit outside the permanent children services staffing structure.

(B) Capital Costs

N/A

Implications of the Proposals:

<p>Resource Implications (Financial, IT, Staffing and Assets): The creation of the Academy will ensure that Sefton will grow their own social workers. This will reduce the over reliance on high-cost agency staff.</p> <p>It is also expected that a minimum of 85% of NQSW's will remain with Sefton following completion of their ASYE. These staff members will fill current vacancies and therefore reduce the need for temporary agency staff or managed teams.</p> <p>In Sefton, an agency social worker can cost between £25,000 to £35,000 additional per annum in comparison to a permanent member of staff. If Sefton can successfully keep only 85% of the ASYE cohort this would mean ongoing annual savings of between £510,000 and £765,000 as opposed to the recruitment of agency staff.</p>									
<p>Legal Implications:</p>									
<p>Equality Implications: Recruitment to the Academy will be within Sefton's equal opportunity employment.</p>									
<p>Climate Emergency Implications:</p> <p>The recommendations within this report will</p> <table border="1"> <tr> <td>Have a positive impact</td> <td>No</td> </tr> <tr> <td>Have a neutral impact</td> <td>Yes</td> </tr> <tr> <td>Have a negative impact</td> <td>No</td> </tr> <tr> <td>The Author has undertaken the Climate Emergency training for report authors</td> <td>Yes</td> </tr> </table> <p>There are no direct climate emergency implications arising from this report.</p>		Have a positive impact	No	Have a neutral impact	Yes	Have a negative impact	No	The Author has undertaken the Climate Emergency training for report authors	Yes
Have a positive impact	No								
Have a neutral impact	Yes								
Have a negative impact	No								
The Author has undertaken the Climate Emergency training for report authors	Yes								

Contribution to the Council's Core Purpose:

Protect the most vulnerable: Social workers have contact with the most vulnerable children, young people and their families.
Facilitate confident and resilient communities: As above.
Commission, broker and provide core services: As above.
Place – leadership and influencer: N/A

Drivers of change and reform: As above.
Facilitate sustainable economic prosperity: N/A
Greater income for social investment: N/A
Cleaner Greener: N/A

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD 7096/23) and the Chief Legal and Democratic Officer (LD 5296/23) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

N/A

Implementation Date for the Decision

Immediately following the Committee meeting.

Contact Officer:	Risthardh Hare
Telephone Number:	0789 494 3536
Email Address:	Risthardh.hare@sefton.gov.uk

Appendices:

There are no appendices to this report

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

1.1 The approach to the recruitment of training of NWSW's in both Sefton and nationally is unfit to support the future direction of social work. Although Sefton does undoubtedly support the development of a level of excellent quality social workers there are also a number of problems this approach does create.

1.2 Recruitment and retention

Over the last three years Sefton children services, along with many other Local Authorities, has experienced a decreasing amount of social worker applications. This has contributed to Sefton's increased vacancy rate across all service areas and an over reliance on agency staff and managed teams.

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Excessive cost, transient and in some cases poor quality agency workers mean that children, young people, and their families are receiving a poor service. Multiple changes in social workers for our Cared for Children mean the retelling of their stories whilst plans are delayed, and families experience drift and different advice and guidance depending on the new social worker. Whilst in our locality teams these on-going changes can result in both significant drift and the potential to miss significant safeguarding concerns. Sefton has experienced serious problems relating to retention with high numbers of permanent staff becoming agency workers or leaving the profession altogether.

1.3 **The impact on Children, young people, and their families**

The OFSTED inspection in February 2022 identified the over reliance on agency staff and vacancies. The reports stated that there were; “Serious and widespread failures” in safeguarding, creating delays in meeting the needs of “highly vulnerable children,” leaving them at risk of “significant harm.” This was in part due to “insufficient workforce capacity and lack of management oversight and challenge” Inspectors found that an “overreliance on agency staff at all levels” was contributing to delays and leading to children experiencing many changes in social worker and essential work not always being completed.

1.4 **Impact on Budget**

The impact of the use of agencies can be significant in terms of financial spend. The average cost of an agency social worker costs between £25,000 and £35,000 extra per annum when compared to a full time equivalent. A managed team, consisting of 1 team manager and seven social workers is currently costing Sefton £573,000 for a 6-month period. This is more than double the amount for a permanent staff team over the same period. The impact of these excessive costs means that resource is being diverted from other areas of focus and that children’s needs are not being met.

1.5 **The experience for those studying on the ASYE**

Sefton’s approach to the Assessed and Supported Year in Employment (ASYE) replicated most other Children Services in the United Kingdom. A range of Newly Qualified Social Workers (NQSW’s) were recruited to Sefton from several nearby universities and enrolled on the ASYE programme. Once recruited the NQSW is dispersed into an already formed team within a service area such as Corporate Parenting, Child Protection or Children with Disabilities. The NQSW is given, or at least intended to be given, a reduced caseload to allow their practice to develop without the pressures associated with being a fully qualified social worker. The NQSW would be supervised by a Practice Educator around the teaching element of the ASYE who would offer support and guidance around practice development and the completion of reflective learning reports including their final portfolio of learning. The Practice educator would undertake a review of the NQSW’s progress, jointly with the relevant team manager, at the 3-, 6-, 9- and 12-months stage. These reviews highlight areas of development and strength to support the NQSW in completing the ASYE.

ASYEs progress would be monitored and tracked by our ASYE coordinator who will also arrange regular meetings, or forums, to create a place in which NQSW's can share their experiences and any concerns they may have with their peers. The fundamental ethos for ASYE programme is to allow the NQSW to develop into their role. The aim is to give a balance of experience and protection and allow additional space for reflection and learning.

Reduced caseloads, additional support, regular training and forums for reflection were key mechanisms in Sefton's offer. However, the reality for the NQSW in Sefton, and other Local Authorities, is that they were quickly seen as part of the team. A NQSW in Sefton could be case holding between 20 and 30 children and managing cases which were in the court arena. Many of our NQSW's were also not completing the programme in the allotted 12 months and still have outstanding work up to 2 years post qualifying. Additionally supportive forums and training programmes were not always attended due to the NQSW being busy.

The impact of this meant that some NQSW's would fail to complete the year whilst others leave the authority, and even the profession, within three years. Current figures show that over the past three years almost a third of those who have completed the ASYE programme have left Sefton Children Services.

Feedback from our NQSW's suggest they did not feel supported, the offer is disconnected and that another approach is necessary. One in which they feel supported, have a clear identity, and have a real opportunity to develop.

2 **Our solution - The Sefton Social Work Academy**

Sefton have developed and implemented a social work Academy in which the learning and development of all staff, including those staff the ASYE programme is held. Funding for the creation of the Academy has been met through additional financial resource from the council (1.2 million) and financial support from the DFE (£300,000).

2.1 **The Academy Structure**

The Academy is led by a newly created service manager post who supervises the practice leads for the five Academy teams. The Academy is situated within the Help and Protection Service with strong links to the PSW, and the Quality Assurance teams.

Each of the five teams are led by Practice Leads who will both manage staff welfare but focus on practice development. Each team consists of six NQSW's and share both a business support officer and Practice Educator with another team.

Our initial aim was to recruit and develop up to 30 NQSW's within 12 months of operation who will then join our permanent workforce. It was first envisaged that there would be two recruitment points, October and February, with approximately 15 NQSW's being recruited at each point.

These NQSW's will receive a prominent level of support and training to ensure that they remain committed to working in Sefton where they can continue their professional development. It is anticipated that upon completion of their ASYE at least 85% of the cohort (25) will fill current vacancies and replace roles which are currently filled by temporary agency staff.

2.2 **Jointly worked and capped case loads**

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NQSW's in the teams have significantly reduced caseloads holding no more than five families in the first six months. These cases are jointly worked with others within the team to help develop the NQSW's own "blind spots" and challenge their prejudices and biases. This model of practice is also shown to reduce staff stress and sickness rates.

Joint working also supports the family in a more holistic approach and ensure, that if one NQSW is not available then plans are not delayed.

2.3 Weekly Practice Reflective Meetings

Weekly reflective practice meetings will ensure that every family is receiving regular management oversight and that assessments and plans are progressing. These meetings should not only ensure a lack of drift and delay but also help reduce staff burnout.

2.4 Support around emotional Resilience

One of the fundamental aims of the Academy is to assist with Sefton's retention and reduce social work burnout. Exit interviews within Sefton have highlighted that for a few our social work staff emotional resilience was a significant factor in them choosing to leave. Additionally, Sefton's sickness rate amongst social workers is high in comparison to other areas of the council.

Social work burnout is a recognised phenomenon in the profession and seen as one of the primary reasons for both sickness and early retirement. In Sefton's Academy we want to not only to prepare our NQSW for the practice of social work, but also how to emotionally manage the stress and pressure of the profession.

We are therefore delivering support our NQSW's through an evidenced based programme based on Compassion Focussed Therapy. This approach is evidenced to support individuals who struggle with critical decisions and stress associated with shame. We will constantly be reviewing the impact of the training on both sickness rates and staff retention within the Academy.

3. How are we Doing - An update on the first three months of the Academy

3.1 Staffing

The Academy has been open since October 2022 and is progressing in line with expectations. We have been able to recruit permanently to all posts including the service manager, team managers and practice educators. Our initial aim had been to recruit up to three teams by December and then look to recruit to the further teams in the February cohort.

However, we have managed to recruit to all 30 posts by December with 19 NQSW's undertaking the ASYE program with a further 9 to start during January. One change that was made in the first few months of the Academy was to not limit acceptance to the ASYE program to October and February cohort. It was quickly recognised that social work students could finish their studies at any time of the year which meant that potential applicants could be waiting for the cohort to begin and would take alternative jobs in the interim. By opening up the application process we were able to fill our spaces in a much faster timescale.

Another significant change was to include those professionals who were social work trained but had let their registration elapse. To reregister it is essential to

complete 60 days of supervised work before they could re-register. The Academy currently has a few of these applicants but it has the potential to be developed further.

3.2 Creating new ways of working

The Academy gives a space in which new ways of working can be developed and implemented. We have already seen the teams develop new ways of working which are being incorporated into other service areas. One example is “The Pledge” which sets out a working agreement between the social worker and the family as to how they will work together. The Academy has also created introductory brochures for families which set out what they should expect from a social work intervention and how they may experience working with children services.

3.3 International Social work support:

Another approach to address our employment gaps has been to recruit up to 20 social workers from South Africa. Although the social workers will be experienced in the field of Child Protection in South Africa, they will still require a lot of support and training to adapt to UK legislation and practice.

The SW Academy will be a supportive environment in which these social workers will spend up to two days per week receiving supportive and intensive training.

4. In Summary

A further year of funding have been included in the proposed budget spend for 2023-24. At a cost out lay of 1.2 million the savings of a potential 30 full time staff is clear when compared to possible agency spend.

Moving forward we perceive the Academy to be the beacon for both practice and staff development within Sefton. This will be the mechanism for creating systemic changes across the workforce and ensuring we always have a cycle of permanent staff.

We also believe that there is wider learning for the social work sector which is beyond Sefton Children services. This links to the development of NQSW's and the improvement in emotional resilient has not been assessed in the social work field. There is a potential for new learning which could impact on how the ASYE programme is implemented.

In addition to the benefits already highlighted in this report we can also perceive an Academy that delivers programmes for both Adults and Children's social work and the opportunity to create social workers who have crossed learning.

The initial 3 months has progressed well and ongoing review by a multi-agency strategic group will ensure this progress continues.

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Agenda Item 9

Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	31 January 2022
Subject:	Cabinet Member Reports – December 2022 - January 2023		
Report of:	Chief Legal and Democratic Officer	Wards Affected:	All
Cabinet Portfolio:	Children's Social Care Education		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

To submit the Cabinet Member – Children's Social Care and the Cabinet Member - Education reports relating to the remit of the Overview and Scrutiny Committee.

Recommendation:

That the Cabinet Member – Children's Social Care and the Cabinet Member - Education reports relating to the remit of the Overview and Scrutiny Committee be noted.

Reasons for the Recommendation:

In order to keep Overview and Scrutiny Members informed, the Overview and Scrutiny Management Board has agreed for relevant Cabinet Member Reports to be submitted to appropriate Overview and Scrutiny Committees.

Alternative Options Considered and Rejected:

No alternative options have been considered because the Overview and Scrutiny Management Board has agreed for relevant Cabinet Member Reports to be submitted to appropriate Overview and Scrutiny Committees.

What will it cost and how will it be financed?

Any financial implications associated with the Cabinet Member reports which are referred to in this update are contained within the respective reports.

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(A) Revenue Costs – see above

(B) Capital Costs – see above

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets): None	
Legal Implications: None	
Equality Implications: There are no equality implications.	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes
There are no direct climate emergency implications arising from this report. Any climate emergency implications arising from the consideration of reports referred to in the Work Programme will be contained in such reports when they are presented to Members at the appropriate time.	

Contribution to the Council’s Core Purpose:

Protect the most vulnerable: None directly applicable to this report. The Cabinet Member updates provides information on activity within Councillor Doyle’s and Councillor Roscoe’s portfolios during the previous three-month period. Any reports relevant to their portfolios considered by the Cabinet, Cabinet Member or Committees during this period would contain information as to how such reports contributed to the Council’s Core Purpose.
Facilitate confident and resilient communities: As above
Commission, broker and provide core services: As above
Place – leadership and influencer: As above
Drivers of change and reform: As above
Facilitate sustainable economic prosperity: As above
Greater income for social investment: As above
Cleaner Greener: As above

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What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Cabinet Member Update Reports are not subject to FD/LD consultation. Any specific financial and legal implications associated with any subsequent reports arising from the attached Cabinet Member update reports will be included in those reports as appropriate

(B) External Consultations

Not applicable

Implementation Date for the Decision

Immediately following the Committee meeting.

Contact Officer:	Debbie Campbell
Telephone Number:	0151 934 2254
Email Address:	debbie.campbell@sefton.gov.uk

Appendices:

The following appendices are attached to this report:

- Appendix A - Cabinet Member – Children’s Social Care - update report
- Appendix B - Cabinet Member – Education – update report

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

- 1.1 In order to keep Overview and Scrutiny Members informed, the Overview and Scrutiny Management Board has agreed for relevant Cabinet Member Reports to be submitted to appropriate Overview and Scrutiny Committees.
- 1.2 Attached to this report, for information, are the most recent Cabinet Member reports for the Children’s Social Care and Education portfolios.

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CABINET MEMBER UPDATE REPORT		
COUNCILLOR	PORTFOLIO	DATE
Mhairi Doyle	Children Social Care	31 January 2023

1. Children’s Social Care

- As our Quality assurance framework begins to embed we are beginning to see the impact with evidence of good practice in recent work. There is still a long way to go but positive practice is now being seen.
- Increased senior management oversight and line of sight on practice has supported this improvement. All services have weekly performance meetings with increased scrutiny and support available.
- Oversight supported by increasing performance management which is supporting both Service managers and Team managers to keep a track on performance.
- Regular scrutiny of children subject to unregulated provision – This is a major concern for Sefton and we have high numbers of children in these provisions. These are extremely high cost placements and require increased oversight to ensure risks have been assessed. Ofsted notifications are always completed in these situations.
- Quality assurance has identified the need to strengthen support and development of our first line managers. This programme is being developed in conjunction with our Leeds Partners and will commence Feb/March.
- Interviews have been held in respect of permanent recruitment to Practice Improvement Manager posts. Some strong applications have been received to a post that has been problematic to recruit to
- Interviews scheduled for end of Feb to recruit to 20 intentional social workers, these should begin to arrive in April, supporting workforce pressures
- *PLO peer review was undertaken by Stockport Council with the aim to understand how well we work with families in the court arena. A task and finish working group has been running since October to embed the Merseyside agreed framework. Feedback from the peer review highlighted areas of development but also strength relating to the enthusiasm and quality of our staff.*
- Care experienced Christmas meal took place, over 20 of our Care Experienced young people attended - the event was a huge success
- Cared for New Year film presentation at **Page 71** over 80 of our young people and their carers

2. Youth Justice - Prepared by Ros Stanley

YJS Performance

- Sefton's YJS performance data is not available until after 31st January, at which point it will be shared with Cabinet Member.

3. YJS Practice Improvement - Audit Plan

- An audit on Children Transitioning to Probation has been completed and the findings will be shared at a workshop for the team in January. In short, to ensure consistency of transition all children who reach 17years with an order that will take them beyond 18years, will be discussed at Transitions Panel well in advance of any planned transition. The findings revealed that all children were transitioned within timeframe with exception with one child where there was some delay, however since that point additional processes had been put in place to manage this.
- A further audit on Out of Court Disposals is underway and a workshop has been arranged for early February to share findings with the team.

4. Turnaround Project

- The mobilisation phase for this project is underway, we have successfully recruited two staff who will arrive shortly. Referral pathways and intervention plans are developing and referrals are already coming through. Given this is a new project there will be an element of trial and error, however we will share learning with other local authorities and look for good practice from Youth Justice Services who already have a prevention teams.

5. Community Connectors

- We are in the process of recruiting to new posts to deliver this project. The new post holders will be partially based in school and will work with children between 8 – 15years old. We have arranged a partnership wide Suicide / Mental Health awareness session for 13th March. This will be delivered by AFTA Thought who are a training company who deliver sessions via drama. Sefton and our partners have benefited from previous training delivered by this company who will deliver three sessions on 13th March at Bootle Town Hall (morning, afternoon and evening).

CABINET MEMBER UPDATE		
Overview and Scrutiny (Children’s Services and Safeguarding)		
Councillor	Portfolio	Period of Report
Diane Roscoe	Education	January 2023

Inclusion

All staff have participated in Safeguarding training and systems are being reviewed and updated. They have also attended a workshop on Inclusion, to discuss the current Inclusion approaches in Sefton. The same workshop is being offered to Heads/SENCO and parents. There is a new panel system for HNF with triage meetings to ensure all information is collected with robust plans by schools.

Exclusions

Permanent Exclusions:

Dec 31st 2021-22 - 16

Dec 31st 2022-23 - 13

Fixed Term Exclusions:

Dec 31st 2021-22 – 3,062 sessions lost across 454 pupils

Dec 31st 2022-23 – 2,924 sessions lost across 494 pupils

It is important to note that while 40 more pupils have been excluded than at the same point during the last academic year the average amount of sessions lost has dropped, and at the same point last year there were fewer pupils attending due to the updated rules around Covid diagnoses to tackle the more contagious Omicron variant. Managed moves are working well in preventing exclusions.

Attendance

DfE Adviser meeting with Tracy McKeating, Martin Birch and Tricia Davies looking at self-evaluation of the council and the partnerships position in promoting school attendance. Meetings have taken place and continue to do so with senior leaders of secondary schools looking at children who are severely absent from school and examining plans that are in place including early help considering the needs of the whole family, A designated attendance worker for children with a social worker funded by the virtual school as part of the extended duties has been appointed. An attendance meeting has taken place to discuss new model with 100 schools present.

SEND

A case officer with specific responsibility for post 16 has been appointed as well as three fixed term casework officers funded till August 2023. Other fixed term posts have been extended till August 2023.

The demand for EHC Assessments has continued to rise and between October and December this was unprecedented. The increase in early years complexity identified as a key factor together with social and emotional health/non-attendance and social care needs (October – December saw an additional 231 requests).

Requests for EHC Assessments has risen over the last three years from 412 in 2020 to 726 in 2022. In 2020 1765 children and young people had an EHCP, in 2022 this had risen to 2584.

325 EHCP assessments are currently in process; 184 of which are currently at different stages within an overdue category. Compliance within the month of December 2022 (% of plans completed within 20 weeks) achieved 40.7%; the highest within the year.

We have completed 89.4% of Y6 reviews and 61% of Y11 reviews.

School Improvement

The work of the CPD collaborative group which involves service manager and school representation have regular meetings. CPD, funded by school improvement has been targeted appropriately on key areas. We met with various hubs to learn what they are able to offer Sefton schools. The English and Maths hub report that our engagement is a strength of the LA.

Several serving headteachers and retired headteachers are professional partners supporting schools through the school improvement offer. This service is valued by schools and OFSTED.

Keeping in Touch meetings have taken place with GREEN category schools that are higher priority due to data and potential inspection visits. These are considered a positive move forward in ensuring none of our maintained schools are untouched by Sefton school improvement.

Richard Seddon, Participation Officer (post 14) has developed a directory for schools on the 14-19 offer. He is working with stakeholders, schools and settings to ensure that the statutory requirements regarding careers and the new inspection framework are met.

Early Years

The recruitment of SEND team leader, partnership and project co-ordinator portage consultant, inclusion officers and inclusion consultant has added capacity to the team .

Early Years Provider Agreement reviewed and overseen by legal team and sent to providers. It sets out the expectations of LA and providers in relation to the delivery of the free entitlement and all are expected to sign and return.

A quality Improvement tool has been developed and embedded with providers. It identifies the support that settings will receive from the quality team and has been well received.

Health checks were carried out with schools in the OFSTED window and schools causing concern leading to positive outcomes.

Virtual School

Deputy Virtual Head Teacher appointed and leads on the development and QA of Personal Education Plan (PEPs), attendance and the line management of the Education Coordinators.

The electronic education plans (EPEPs) system was launched in Autumn 2022. Training was given to all partners and support for Designated Teachers, Social Workers and Team Managers in the production of quality PEPs continues.

A Virtual School Peer Review was carried out in October, with many positives identified and some clear advice and support for future planning which has been incorporated into the action plan.

Academisation

Meols Cop High School and Bedford Primary School have started the due diligence process to move to Southport Learning Trust and the proposed date is 1st April 2023. Savio High School moved to the Pope Francis Catholic Multi Academy trust on 1st January 2023.

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Agenda Item 10

Report to:	Overview and Scrutiny Committee (Children's Services and Safeguarding)	Date of Meeting:	31 January 2023
Subject:	Work Programme 2022/23, Scrutiny Review Topics and Key Decision Forward Plan		
Report of:	Chief Legal and Democratic Officer	Wards Affected:	All
Cabinet Portfolio:	Children's Social Care Education		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

To:

- review the Committee's Work Programme for the remainder of the Municipal Year 2022/23;
- to give consideration to any further informal briefing sessions that Members would wish to be arranged during 2022/23;
- note that there are no items for pre-scrutiny by the Committee from the latest Key Decision Forward Plan;
- receive an update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee;

Recommendations:

That:

- (1) the Work Programme for 2022/23, as set out at Appendix A to the report, be noted, along with any additional items to be included and agreed;
- (2) the Committee be requested to give consideration to any further informal briefing sessions that Members would wish to be arranged during 2022/23;
- (3) the fact that there are no items for pre-scrutiny from the Key Decision Forward Plan that fall under the remit of the Committee, on this occasion, be noted; and
- (4) the update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee be noted.

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Reasons for the Recommendation(s):

To determine the Work Programme of items to be considered during the Municipal Year 2022/23; identify scrutiny review topics which would demonstrate that the work of the Overview and Scrutiny “adds value” to the Council; and to comply with a decision of the Committee to update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee.

The pre-scrutiny process assists Cabinet Members to make effective decisions by examining issues before making formal decisions.

Alternative Options Considered and Rejected: (including any Risk Implications)

No alternative options have been considered as the Overview and Scrutiny Committee needs to approve its Work Programme and identify scrutiny review topics.

What will it cost and how will it be financed?

There are no direct financial implications arising from this report. Any financial implications arising from the consideration of a key decision or relating to a recommendation arising from a Working Group review will be reported to Members at the appropriate time.

(A) Revenue Costs – see above

(B) Capital Costs – see above

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets): None	
Legal Implications: None	
Equality Implications: There are no equality implications.	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes
There are no direct climate emergency implications arising from this report. Any climate emergency implications arising from the consideration of reports referred to in the Work Programme will be contained in such reports when they are presented to Members at the appropriate time.	

Contribution to the Council's Core Purpose:

Protect the most vulnerable: None directly applicable to this report. Reference in the Work Programme to any other reports could impact on the Council's Core Purposes, in which case they will be referred to in the report when submitted.
Facilitate confident and resilient communities: As Above
Commission, broker and provide core services: As Above
Place – leadership and influencer: As Above
Drivers of change and reform: As Above
Facilitate sustainable economic prosperity: As Above
Greater income for social investment: As Above
Cleaner Greener: As Above

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Work Programme Report is not subject to FD/LD consultation. Any specific financial and legal implications associated with any subsequent reports arising from the Work Programme report will be included in those reports as appropriate.

(B) External Consultations

Not applicable

Implementation Date for the Decision

Immediately following the Committee meeting.

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Appendices:

The following appendices are attached to this report:

- Appendix A – Overview and Scrutiny Work Programme for 2022/23;

Background Papers:

There are no background papers available for inspection.

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Introduction/Background

1. WORK PROGRAMME 2022/23

- 1.1 The Work Programme of items to be submitted to the Committee for consideration during the Municipal Year 2022/23 is set out at **Appendix A** to the report. The programme has been produced in liaison with the appropriate Heads of Service, whose roles fall under the remit of the Committee. The Programme is submitted to each meeting of the Committee and updated, as appropriate, to reflect any additional items requested by Members and Officers.
- 1.2 Members are requested to consider whether there are any other items that they wish the Committee to consider, that fall within the terms of reference of the Committee.
- 1.3 **The Committee is requested to comment on the Work Programme for 2022/23, as appropriate, and note that additional items may be added to the Programme at future meetings of the Committee during this Municipal Year.**

2. INFORMAL BRIEFING SESSIONS 2022/23

- 2.1 All Members of the Committee have been invited to participate in informal briefings on the work of Children's Services and Safeguarding, where the information is deemed to be useful.
- 2.2 A number of possible topics have been suggested for informal briefings, including the following:
 - Leeds Family Values and the Sunderland model;
 - The MacAlister Review;
 - How wider partners are supporting Children's Services;
- 2.3 An informal briefing for Committee Members took place on Microsoft Teams on the Leeds Family Values on 21 November 2022, and a copy of the power-point presentation provided at the briefing was subsequently circulated to all Committee Members.
- 2.4 There may be other topics that Members would wish to consider scrutinising in informal briefings.
- 2.5 ***The Committee is requested to give consideration to any further informal briefing sessions that Members would wish to be arranged during 2022/23.***

3. PRE-SCRUTINY OF ITEMS IN THE KEY DECISION FORWARD PLAN

- 3.1 Members may request to pre-scrutinise items from the Key Decision Forward Plan which fall under the remit (terms of reference) of this Committee. The Forward

Plan, which is updated each month, sets out the list of items to be submitted to the Cabinet for consideration during the next four-month period.

- 3.2 The pre-scrutiny process assists the Cabinet Members to make effective decisions by examining issues beforehand and making recommendations prior to a determination being made.
- 3.3 The Overview and Scrutiny Management Board has requested that only those key decisions that fall under the remit of each Overview and Scrutiny Committee should be included on the agenda for consideration.
- 3.4 The latest Forward Plan published on 22 December 2022, for the four-month period 1 February – 31 May 2023, contains no key decisions that fall under the remit of the Committee, on this occasion.
- 3.5 **The Committee is requested to note that there are no items for pre-scrutiny from the Key Decision Forward Plan that fall under the remit of the Committee, on this occasion.**

4. LIVERPOOL CITY REGION COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE

- 4.1 During the October/November 2019 cycle of meetings, the Overview and Scrutiny Management Board and the four Overview and Scrutiny Committees considered a report on the guidance produced by the Ministry of Housing, Communities and Local Government relating to Overview and Scrutiny in Local and Combined Authorities following on from the Communities and Local Government Select Committee's inquiry into Overview and Scrutiny. This Committee considered the matter at its meeting held on 15 October 2019 (Minute No. 32 refers).
- 4.2 The Overview and Scrutiny Management Board and the four Overview and Scrutiny Committees all agreed the recommendations contained in the report, one of which being that updates on Liverpool City Region Combined Authority Overview and Scrutiny Committee (LCRCAO&S) be included in the Work Programme report considered at each Overview and Scrutiny Committee meeting.
- 4.3 In accordance with the above decision, information on the LCRCAO&S is set out below.

4.4 Role

The Overview and Scrutiny Committee was established by the Combined Authority in May 2017 in accordance with the Combined Authorities Order 2017.

The role of the Overview and Scrutiny Committee is to:

- Scrutinise the decision and actions taken by the Combined Authority or the Metro Mayor;
- Provide a "critical friend" to policy and strategy development;

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- Undertake scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region; and
- Monitor the delivery of the Combined Authority's strategic plan.

4.5 **Membership**

The Committee is made up of 3 elected Members from each of the constituent Local Authorities of the LCR Combined Authority, along with one elected Member from both the Liverpool City Region Liberal Democrat Group and the Liverpool City Region Conservative Group.

Sefton's appointed Members are Councillors Howard (Scrutiny Link), Hansen and Waterfield.

Representatives of the Liberal Democrat Group and Conservative Group on the Committee will be reported to Members at the next meeting.

4.6 **Chair and Vice-Chair**

The Chair of the LCRCAO&S cannot be a Member of the majority group. The Chair will be appointed at the first meeting of the Committee on 13 July 2022.

4.7 **Quoracy Issues**

A high number of meetings of the LCRCAO&S have been inquorate in the past.

The quorum for meetings of the LCRCAO&S is 14, two-thirds of the total number of members, 20. This high threshold is not set by the Combined Authority but is set out in legislation.

The Combined Authority's Monitoring Officer will be looking to work with the Monitoring Officers from the other Combined Authorities to identify what problems they are experiencing with Scrutiny and how/if they had overcome them. Representations to Government would also be considered once all options locally to resolve the quorum issue had been exhausted. The CA Monitoring Officer would then be able to provide evidence to Government that the quorum level was obstructing the work of scrutiny within the CA.

4.8 **Meetings**

Information on all meetings and membership of the LCRCAO&S can be obtained using the following link:

<https://moderngov.merseytravel.gov.uk/ieListMeetings.aspx?CId=365&Year=0>

4.9 **Latest Meeting – 19 January 2023**

The latest meeting of the LCRCAO&S was held on 19 January 2023 and the Committee considered the following items:

- Combined Authority Budget 2023/24

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- Corporate Plan 2021-24; Quarter 2 (July to September) 2022-23 Performance Update
- Fair Employment Charter: Implementation and Next Steps
- Appointment to the Audit and Governance Committee

The next meeting of the LCRCOA&S will be held on 1 March 2023. Matters discussed at the meeting will be reported to Members at the next meeting of the Committee.

Details of all meetings can be obtained using the link referred to above

4.10 *The Committee is requested to note the update on the Liverpool City Region Combined Authority Overview and Scrutiny Committee.*

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**OVERVIEW AND SCRUTINY COMMITTEE (CHILDREN'S SERVICES AND SAFEGUARDING)
WORK PROGRAMME 2022/23**

Tuesday, 5 July 2022, 6.30 p.m., Town Hall, Bootle		
No.	Report/Item	Report Author/Organiser
1.	Ofsted Inspection Reports	Tricia Davies
2.	Impact of Covid 19 on the Primary Curriculum Working Group - Final Report	Debbie Campbell
3.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
4.	Work Programme Update	Debbie Campbell

Tuesday, 27 September 2022, 6.30 p.m., Town Hall, Southport		
No.	Report/Item	Report Author/Organiser
1.	Domestic Abuse Update	Steven Martlew/Simon Burnett
2.	Children's Services Improvement Programme	Martin Birch/Jan McMahon
3.	Early Help Services	Jan McMahon
4.	Education Excellence Strategy for Sefton 2022-2027	Nicola Robson/Tricia Davies
5.	Ofsted Inspection Report	Tricia Davies
6.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
7.	Work Programme Update	Debbie Campbell

Monday, 7 November 2022, 6.30 p.m., Town Hall, Bootle		
No.	Report/Item	Report Author/Organiser
1.	Integrated Care Systems and Start Well Update	Deborah Butcher/Eleanor Moulton
2.	Children's Services Improvement Programme	Martin Birch/Jan McMahon
3.	Performance Dashboard	Laura Knights
4.	Summer 2022 Data	Tricia Davies
5.	Children's Services Commissioner	Martin Birch
6.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
7.	Work Programme Update	Debbie Campbell

Tuesday, 20 December 2022, 6.30 p.m., Town Hall, Southport		
No.	Report/Item	Report Author/Organiser
1.	Maternity Services Briefing	Kerrie France, Associate Director Quality and Performance, Cheshire & Merseyside ICB Sefton Place Team
2.	Children's Services Improvement Programme	Martin Birch/Jan McMahon
3.	Referrals & Thresholds	Risthardh Hare
4.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
5.	Work Programme Update	Debbie Campbell

Tuesday, 31 January 2023, 6.30 p.m., Town Hall, Bootle		
No.	Report/Item	Report Author/Organiser
1.	Attendance by Improvement Board Chair	Martin Birch
2.	SEND Annual Update	Tricia Davies/Christopher Lee
3.	Corporate Parenting Board - Annual Report 2022	Laura Knights to invite Cllr. Doyle
4.	Children's Services Improvement Programme Phase 2	Martin Birch/Jan McMahon
5.	Recruitment & Support for Newly Qualified Social Workers	Ristardh Hare
6.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
7.	Work Programme Update	Debbie Campbell

Monday, 6 March 2023, 6.30 p.m. Town Hall, Southport		
No.	Report/Item	Report Author/Organiser
1.	Sefton Community Child and Adolescent Mental Health Services (CAMHS) – Update	NHS Cheshire & Merseyside (Sefton)/Alder Hey Reps.
2.	Health Services for Children	Deborah Butcher/Eleanor Moulton
3.	Children's Services Improvement Programme	Martin Birch/Jan McMahon
4.	Sefton Local Safeguarding Children Board - Annual Update	Joe Banham/Deb Hughes
5.	Exam/Test Data	Tricia Davies
6.	Ofsted Inspection Reports (Termly Basis)	Tricia Davies)
7.	Update on Ofsted Report & Children's Services Improvement Plan/Programme	Martin Birch/Jan McMahon
8.	Performance Dashboard (Education)	Martin Birch/Tricia Davies
9.	Cabinet Member Update Reports	Amy Riley/Debbie Campbell
10.	Work Programme Update To include consideration of the re-establishment of the Secondary School Performance and Attainment Working Group once the Committee has considered the report of the Executive Director of Children's Social Care and Education providing information on the up- to-date test and examination data (Minute No 23 (2) refers)	Debbie Campbell

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