

Scrutiny Children & Young People Sub-Committee Agenda



To: Councillor Robert Ward (Chair)
Councillor Sean Fitzsimons (Vice-Chair)
Councillors Sue Bennett, Mary Croos, Jerry Fitzpatrick, Bernadette Khan,
Gareth Streeter and Callton Young

Co-optee Members

Mr Leo Morrell (Voting Diocesan Representative), Ms Elaine Jones (Voting Diocesan Representative (Catholic Diocese)), Mr Dave Harvey (Non-voting Teacher representative), Geoff Hopper (Voting Parent Governor Representative) and Paul O'Donnell (Voting Parent Governor Representative)

Reserve Members: Margaret Bird, Sherwan Chowdhury, Patsy Cummings, Felicity Flynn, Patricia Hay-Justice, Helen Redfern, Andy Stranack and David Wood

A meeting of the **Scrutiny Children & Young People Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 5 November 2019 at 6.30 pm** in **The Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**. A **pre meet for members only** will take place at 6:00pm in room F5

JACQUELINE HARRIS BAKER
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8 Mint Walk, Croydon CR0 1EA

Monday, 28 October 2019

Members of the public are welcome to attend this meeting.

If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the previous sub-committee meeting (Pages 5 - 12)

To approve the minutes of the meeting held on 17 September 2019 as an accurate record.

3. Disclosures of interest

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Actions List Update

Discussion on the actions arising from previous meetings.

6. Croydon Adult Learning and Training (CALAT) (Pages 13 - 24)

To receive an overview and update of the Croydon Adult Learning and Training (CALAT) service.

7. Children's Improvement Plan 2019/29 (Pages 25 - 38)

To receive the third iteration of the improvement plan, initially developed in September 2017 in response to the inspection judgements and reviewed in

October 2018.

8. Effective Data Sharing

(To Follow)

9. Interim Report of the Task and Finish Group: Exclusions and Offrolling in Croydon Schools

To receive the second interim report of the Task and Finish group.

(To Follow)

10. What difference has this meeting made to Croydon's Children

To discuss the findings from this meeting and the expectations for Croydon's Children.

11. Work Programme 2019/2020 (Pages 39 - 42)

To note the work programme for the remainder of 2019/2020 municipal year.

12. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

"That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended."

Scrutiny Children & Young People Sub-Committee

Meeting of held on Tuesday, 17 September 2019 at 7.30 pm in The Council Chamber,
Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Robert Ward (Chair);
Councillor Sean Fitzsimons (Vice-Chair);
Councillors Sue Bennett, Mary Croos, Bernadette Khan, Gareth Streeter and
Callton Young

Co-optee Members

Mr Leo Morrell (Voting Diocesan Representative), Ms Elaine Jones (Voting
Diocesan Representative (Catholic Diocese)), Geoff Hopper (Voting Parent
Governor Representative) and Paul O'Donnell (Voting Parent Governor
Representative)

Also Present: Shelley Davies, Interim Director of Education
Robert Henderson, Executive Director Children Families and Education
Di Smith, Independent Chair, Croydon Safeguarding Children's Board

Apologies: Councillor Jerry Fitzpatrick
Dave Harvey

PART A

37/19 Apologies for absence

Apologies received from Councillor Jerry Fitzpatrick, Councillor Mary Croos
was in attendance in his absence.
Apologies received from Dave Harvey.

38/19 Minutes of the previous sub-committee meeting

The minutes of the meeting held pm 18 June 2019 was agreed and signed as
an accurate record.

39/19 Disclosures of interest

Councillor Callton Young declared that he was Chair of Governors at St Giles
school.

40/19 Urgent Business (if any)

There was none

41/19 Actions List Update

The Chair confirmed that there were no outstanding items on the Action List to be discussed.

42/19 Children's Improvement Plan Update

The Executive Director of Children, Families and Education introduced the report and the following was noted:

- The department successfully negotiated a further monitoring visit for 16 October 2019 instead of the final inspection. This was agreed by Ofsted due to the changes made to the leadership of the department.
- Substantive progress had been made since January 2019 and the last monitoring visit noted an improvement in overall quality of practice.
- There were still some inconsistencies in practice in some areas of the service.
- Private fostering arrangements practice was highlighted as poor by Ofsted. Resourcing and further work was being done to address the inconsistencies presented.
- Child Protection cases had reduced from 600 a year ago to 100. This is a vast improvement.
- The quality and regularity of supervision of staff had improved although it was recognised there was still a lot of progress to be made.
- Caseloads in some services were still above target.
- The strategic vision of the service is clear, the department was focused on being a solutions led and not reactionary service.
- Increased investment was being made in Early Help to identify children and families that need help much earlier.

In response to a question for clarification on the assessment team vacancy rate of 80% and whether there were interim posts, officers responded that this was interim/agency rates. There had been some issues with senior management in the service which had been resolved. The team currently had excess number of staff which would be reduced gradually over the next few years.

It was questioned how confident the service was on the figures presented regarding the number of private fostering cases. Officers responded that whilst they were not confident that the figures were accurate, Croydon was doing well in trying to identify private fostering arrangements. In order to identify further cases, all partners needed to be vigilant and proactive in identification and reporting of concerns.

A Member commented that the report showed that 59% of children's immunisations were not up to date and questioned how this would be addressed. Officers responded that this was an area of priority and work was being done by Early Help through a joint workshop to look at current processes. Additionally exploring alternative ways of working together more effectively to address the numbers of children not immunised.

A question was raised on what the sustainability of the service would involve and officers responded that the transformation and sustainability of the service would be based on early intervention. Currently, as a result of the Ofsted judgement, Croydon was conducting more assessment and S47 than any other borough and using up a lot of resources. This was attributed to social workers are being over cautious. It was envisaged that this would improve in time through social workers and senior managements increased confidence in their judgements.

It was commented that the reduction of child protection cases was evidence that the service was moving in the right direction with its preventative work.

The Sub-Committee came to the following **Conclusions**:

- It was evident that improvements were being made and pace was improving
- It was encouraging that Ofsted had agreed for another monitoring visit before the final visit as this allowed a further opportunity for the service to make necessary improvement in areas of inconsistent practice.
- There was an improvement on the quality of information that was being presented to the sub-committee.
- Going forward it was important that the sub-committee form an understanding of what a sustainable future for the service would look like in terms of how the service would function when the extra teams that were brought in to stabilise the service were no longer in place.
- The sub-committee to start to think about their effectiveness in scrutinising the service in the years to come.

43/19 Croydon Safeguarding Children's Board Annual Report

The Chair of the Children Safeguarding Children Board presented the annual report and the following was noted:

- This was the final report ahead of the new safeguarding arrangement and it was extended to include information on activities over the summer months of 2019.
- The report outlined how the new arrangements would work, it has been published.
- Three multiagency priority groups had been established.
- In order for the partnership to be effective, they would need to challenge each other where appropriate.
- There had been substantial learning from the vulnerable adolescence review conducted and the review was influencing the work of other departments.
- The voice of the child was an underdeveloped area in Croydon and more had to be done.
- The formal launch of the new arrangements would be 25 November 2019, this coincides with Practice week and would be an opportunity for the partners to engage with staff.

It was asked what the Board's definition of a child 'off roll' was, officers responded that this was a child/children not in school for a number of reasons. The most vulnerable were those that had come off the school roll, stopped attending for various reasons and were not in another setting with the LA unable to track their whereabouts.

A Member highlighted concerns for children at risk of exclusions and suggested that a case be made for schools to be more accessible for children after 4pm through various therapeutic services. Officers said that issues of mental health were a strong theme highlighted by the review. Evidence did show that some schools handled exclusions very well and put in support over and beyond what was statutorily required.

It was further commented that training for exclusion boards was inconsistent with some very good and others not so. Officers said that it was important that the quality of the exclusions board be consistent. The Vulnerable Adolescence review drew a compelling correlation between children that had been excluded and those that went on to receive a criminal record.

The Chair asked for suggestions on topics that the sub-committee should be looking into and was not. Officers replied that they were unsure how clear the sub-committee was on exploitation and county lines and that this may be an area for the sub-committee to delve into further.

A Member asked what advice could be given to the sub-committee in order to fulfil its role to hold the partnership to account. Officers responded that the executive group was fundamental to the success of the partnership and they would meet every month. In its questioning, Members should be checking what the partnerships had done individually but also collectively. Members should ask the partnership to evidence that their meetings are solutions focused and impact positively on safeguarding. Additionally what they were doing to address long standing issues such as quality and quantity of health assessments of looked after children.

It was commented that the voice of the child examples were powerful in the report and going forward all reports should follow the same approach.

The Sub-Committee came to the following **Conclusions**:

- It was important that the finding of the Vulnerable Adolescence Review inform the ongoing work that was to be undertaken in children's services
- It was encouraging that the Chair of the Croydon Safeguarding Children's Board would remain to support the partners in their new arrangements.
- It was important that Members meet to discuss the suggestion made on the topic for further exploration.

The Interim director of education presented the Draft report which was due to be presented at Cabinet and detailed the following:

- The mainstream pupil projection of available places vs school capacity and approve the proposed three year school supply strategy.
- The temporary expansion of Smitham Primary by one form of entry from September 2019.
- The delegated decision taken by the Executive Director of Children Families and Education , in consultation with the Cabinet Member for Children Young People and Learning to close St Andrew's CofE High school from August 2020.
- The updated SEND supply strategy for the next three academic years.
- Completion of the refurbishment of Cotelands PRU building at John Ruskin College.
- Croydon commissioned by the EFSA to lead on the delivery of Addington Valley Academy.
- An update on the partnership with Croydon College on the establishment of local post 16 places.
- The continued expansion of secondary autism enhanced learning provision at Oasis Arena.
- The proposed feasibility option regarding Red Gates, St Giles and Priory Special Schools.
- Update on fire safety works at Croydon community schools
- The updated Schools' Maintenance Plan for 2019/20.
- The updated Capital Programme Spend.
- The number of children who received their first or top three preference schools for 2018/19 admissions to primary and secondary school.

It was noted that there was limited capacity in the south of borough whilst the north has excess capacity and it was questioned if the LA had the ability to do anything regarding this. Officers said that whilst there were north and south planning of spaces, families could exercise their right to send their children to any school of their choice irrespective of location. This did make school place planning complicated and schools have to make decisions based on forecasts and seek advice on reduction of their PAN but the LA was clear on ensuring provision of enough school places for children in the borough.

A further question was asked on the record of a child's school journey and it was requested that officers provide a map of excess places. Officers responded that primary school places have to be allocated for children within a certain mileage of their home, this was not always the case with secondary allocation. Children were admitted based on admissions criteria and not catchment. It was agreed that Map of excess school places would be provided to Members.

It was commented that it was important that primary school children were allocated a local school place to enable them to walk to school and if unable to attend a local school, travel provisions to be made. Officers responded that there was enough school places for children to retain a local place but parents

were able to make decisions to send their children to schools out of the borough. Children are able to travel for free on buses and trams.

A Member questioned what was being done regarding schools that wanted to admit over their agreed PAN's due to them being their own admissions authority. Officers responded that relationships with schools were positive and they worked closely with them. The LA were confident in challenging decisions made by schools due to their strong partnership working and whilst they may not always have the impact or desired outcomes, the opportunity was there to challenge and question decision makers.

It was asked what percentage of pupils secured their first preference schools, officers responded that 64% of pupils secured their first and second preference school and this percentage was higher than many London boroughs. The aspiration was to improve on this percentage each year.

A Member asked if the current Housing Local Plan programme had affected pupil place planning. Officers said that pupil place planning was not compiled on the projections of children that may move into the borough. There was information and intelligence gathered that was taken into consideration in surplus planning of pupil places.

There were concerns raised that if predicted population failed to occur, it would affect the ability of new schools to recruit pupils. Officers acknowledged that there was a percentage of surplus places in the borough. The two new schools in the borough had opening through the free school route. The LA would have to work closely with them to provide support on the ability to recruit pupils.

It was further asked how confident that Addington Valley Academy would be open in line with its proposed timeline. Officers said that whilst it was a free school, they had been working closely with them to identify and provide support on issues, also taking into consideration every eventuality to minimise the effect of any delays on children.

It was highlighted that many children were still travelling to school by car and it was questioned whether alternative school travel could be built into future admissions policies. Officers responded that many schools were their own admissions authority and the Council did not own responsibility for their admissions policy. The LA was however able to encourage and support schools with their school travel plans, with some schools trialing pedestrian only zones and school walking buses schemes which had been successful. The Council was committed to continuing to encourage alternative travel to school.

The Chair commented that the strategy was robust but that in future, information be provided to the sub-committee in a simpler form due to the quantity of information contained in the report. Officers acknowledged that work would be undertaken on future presentation of the report to the sub-committee.

A vote of thanks was extended to the officers in the Education Department and that they were to be commended for their openness and transparency as well as the hard work they do and decisions made in often very difficult circumstances.

Information Request by the Sub-Committee

1. Pictorial map of excess school places in the borough.
2. Data on the number of primary age children that attend schools outside of the borough.

45/19 What difference has this meeting made to Croydon's Children

Members noted the following from the meeting:

- The Sub-Committee would like the opportunity to influence the 2019/2020 Croydon Safeguarding Children's Board Annual report in terms of what is presented and to ensure that the voice of the child was captured throughout the report.
- The discussions that took place and recommendations made on the Call-In meeting of the proposed closure of St Andrews school that took place at the Scrutiny and Overview Committee meeting on 17 September 2019 was robust and sought accountability as intended from the decision makers.
- There has been notable improvements on Members' style of questioning, holding officers to account and asking them to demonstrate the effects on the community and children of their decisions.
- Officers can make improvements on how information and data is presented.
- The attendance of all members of the Sub-Committee at all meetings was important.

46/19 Work Programme 2019/20

The items on the agenda for 5 November 2019 meeting were confirmed.

It was also confirmed that the Sub-Committee would receive an interim not a final report from the Task and Finish group at the 5 November 2019 meeting.

47/19 Exclusion of the Press and Public

This was not required.

The meeting ended at 9.20 pm

Signed:

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Date:

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Croydon Adult Learning & Training (CALAT) Overview and update



Overview

- One of the largest adult learning services in the country delivering a wide range of part time provision.
- Located within the Economic Growth division, Place Department – providing skills and employment opportunities for people aged 16 and over
- CALAT is cost neutral to the Council
- Empowering learners is at the heart of everything CALAT does

Adult education – National, regional and local factors

National - Department for Education – up to level 2 digital skills programmes are legal entitlement alongside English and Maths to address the digital skills gap.

Ofsted –implementing a new inspection framework from September 2019 where quality of education becomes the most important element within the 4 criteria (Quality of education, Personal Development, Behaviour and Attitudes to Learning and Effectiveness of Leadership and Management).

Regional - From 19/20 (academic year) Adult Education Budget (AEB) will be devolved to the Greater London Authority (GLA) to deliver outcomes and priorities identified in the Skills for Londoners Strategy. The three broad strategic priorities are:

1. Empower all Londoners to access the education and skills to participate in society and progress in education and work
2. Meet the needs of London's economy and employers now and in the future
3. Deliver a strategic city-wide technical skills and adult education offer

Adult education – National, regional and local factors

Local - Addressing in work poverty and income deprivation:

Provide flexible learning programmes to enable people in low paid employment to develop their skills around their working and family lives to enable them to increase their earning potential, lifting them out of in work poverty and eliminate reliance on income support and other benefits.

Population growth and change:

With a growing population and a dynamically diverse demography of residents CALAT's programmes need to develop and extend to that outside of public funding which focusses on delivering programmes to support disadvantaged learners. Additionally, CALAT's offer be extended to residents who can pay for course and bespoke professional skills developments for employers which can provide income generation to bridge gaps restrictions in public funding.

Facts & figures

Mid-Year Corporate Plan Performance Framework

- 6% of Croydon residents trained through CALAT achieve a positive employment outcome
- 55% of Croydon residents trained through CALAT, achieve a positive education outcome

Funding

- CALAT will over-achieve its funding allocation by 8% 2018/19 compared to 1% 2017/18
- Qualification courses 2018/19 84 % compared to 85% in 2017/18

Learner numbers

- 87% of learners are Croydon Residents
- Overall the number of learners increased by 4% in 2017/18 to 3,837 in 2018/19
- 612 learners declare a disability
- 58% of learners come from BME communities

Facts & figures

GCSE figures

- English: 89% of CALAT learners achieved a grade 4 or above (national pass rate 62%) retention rate of students 75%
- Maths: 67% of CALAT learners achieved a grade 4 or above (national pass rate 60%) retention of students 78%

Settings where CALAT delivers courses

- Family learning in primary schools – learning alongside children
- Bethlem hospital - Medium Secure Unit
- Businesses (Tesco and Sainsbury's)

CALAT SWOT analysis

Strengths

- Accessible to all learners, particularly from BAME backgrounds, areas of high employment/income deprivation and learners with disabilities and those claiming means tested benefits
- Curriculum designed to tackle barriers to employment - e.g.. pathways for ESOL learners, embedding ICT, employability units and English and maths functional skills
- Responsive and dynamic curriculum offer
- Effective partnerships that contribute to enhanced opportunities for learners
- CALAT's warm and friendly environment promotes good social interaction and cohesion amongst its diverse range of learners

CALAT SWOT analysis

Weaknesses

- Improve numbers of enrolments and learners at New Addington
- Improve outcomes and retention of learners on accredited programmes
- Develop and maintain an evidence base to inform curriculum intent/design, skills gaps identified by employers and destination data of learners
- Develop a digital curriculum, improve digital skills of learners to meet the needs of employers, improve digital skills of staff and the IT infrastructure within the service
- Increase progression and employment outcomes for learners, including improving the quality of destination data.
- Improve staff and learner engagement

CALAT SWOT analysis

Opportunities - Transformation work

Workstream 1 – Performance Improvement

Develop and maintain an evidence base to inform curriculum intent/destination, including skills gaps identified by employers.

Workstream 2 – Preparing for Devolution

Localities based provision - population growth and change

Flexible workforce

Addressing in-work poverty and income deprivation

Workstream 3 – Digital Skills for Learners

Workstream 4 – Commercialisation

Workstream 5 - Learner Environment

CALAT SWOT analysis

Threats

- Fee income vs Full Adult Education Budget (AEB) funding for learners
- Recruitment of qualified teaching and assessing staff with recent, relevant industry experience on sessional contracts
- Outcomes based funding, future GLA commissioning model not finalised (eg social metrics)
- Other colleges –bringing back in-house their adult education offer. Some providers may be prepared to run ‘loss leader’ courses in order encourage communities to come in and start using their facilities. To work together and offer complementary courses as well as providing excellent service to our community is likely to be the best way to approach this.

Case study – Mary



Page 23

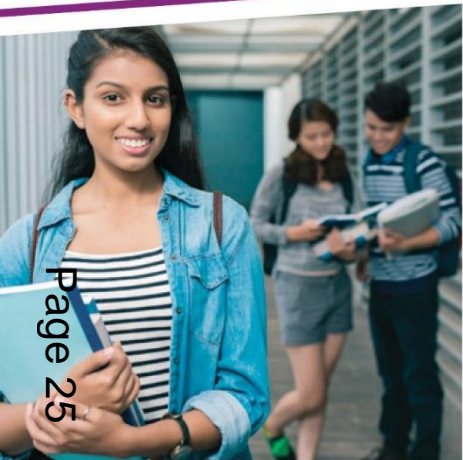
Mary has mobility and visual disabilities as well as mental health issues. Before enrolling with CALAT hadn't worked for 11 years.

Now she has completed computing and IT course, has applied to study criminology and psychology at Croydon College.

"I would recommend CALAT because the support I have received has been amazing and socially I have really come out of shell and I would recommend learning in later life as a way to keep your brain fit and healthy...use it or lose it!"

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CROYDON COUNCIL
Children's Plan for Improvement 2019/20
October 2019



OUR DESTINATION



OUR PRINCIPLES



OUR PRACTICE
FRAMEWORK



Agenda Item 7

Delivering for Croydon

CROYDON
www.croydon.gov.uk

Introduction

Our determination to improve our services for children young people in need of help and protection and champion the interests of children in our care and care leavers is clearly set out in the council's corporate plan 2018-2022¹. The considerable political support for continued improvement was recognised by Ofsted in the July 2019 monitoring visit² including significant financial investment to support wholesale change.

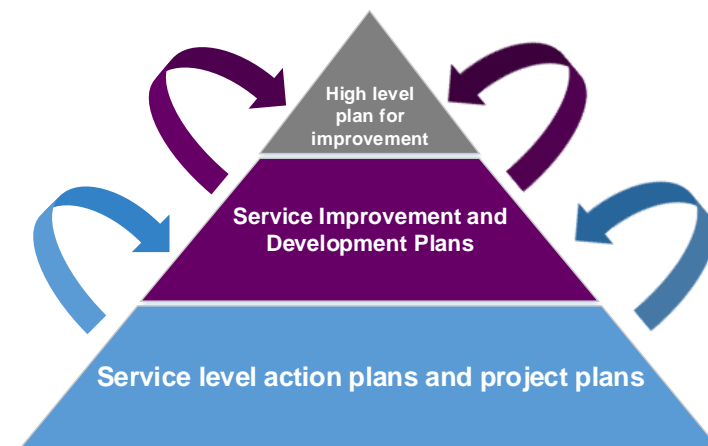
Following senior leadership appointments in November 2018 and January 2019 (Executive Director, Children, Families and Education and Director, Early Help and Children's Social Care), a new strategic direction for Children, Families and Education (CFE) in Croydon was developed with the aspiration to deliver outstanding outcomes for children and young people by 2021-22. This is simply described in appendix 1 "Who we are and where we are going" and outlines four key areas of work that will help us deliver outstanding outcomes for children underpinned by 6 key principles; the values that will guide all our work.

Since the Ofsted judgement in 2017 the service has made a lot of changes and has been subject to six monitoring visits focused on different service areas, with inspectors observing improving practice, higher staff morale and an accelerated pace of change at the visits in February and July 2019.

Page 26

This is the third iteration of our improvement plan, initially developed in September 2017 in response to the inspection judgements and reviewed in October 2018. This 2019 'plan for improvement' is high level, underpinned by and referring back to a series of service improvement and development plans owned by Heads of Service in CFE and across the Council, and cross cutting multi-agency plans overseen by senior leaders. These plans detail clear actions, owners and timescales against which progress is monitored by the Executive Director. Underneath these are more granular action and project plans.

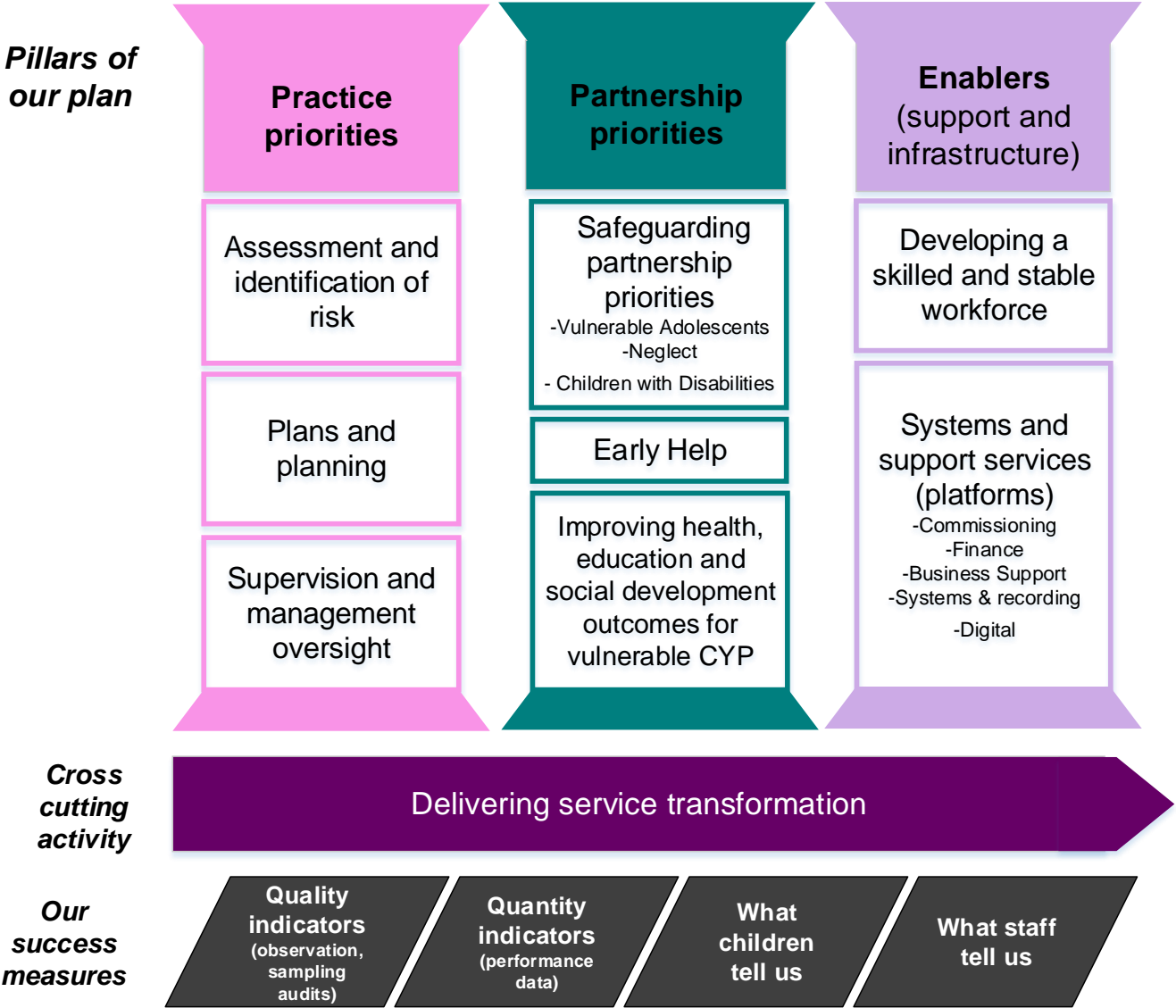
This high level plan and the priorities within it are set out in the picture below. It should be noted that this plan does not describe ongoing service transformation activity (for example to establish or commission new or different teams and services) as these changes are set out in the service improvement and development plans.



¹ <https://www.croydon.gov.uk/sites/default/files/articles/downloads/Corporate%20Plan%202018-22.pdf> (see page 12)

² <https://files.api.ofsted.gov.uk/v1/file/50097925>, (see page 2)

OUR PLAN FOR IMPROVEMENT ON A PAGE 19/20



Practice priorities (lead: Nick Pendry [NP], Director of Early Help and Children's Social Care)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures (targets based on benchmarking, impact for children and what good looks like)
1	Assessment and identification of risk. Including activity to: <ul style="list-style-type: none"> 1.1 Work with partners to improve the quality of referrals into the front door (SPOC) and knowledge of thresholds <i>[CQC inspection CLA and Safeguarding Feb 2019]</i> 1.2 Improve the quality of C&F assessments across service through robust management oversight, training and use of systemic consultation <i>[SIF 2017 recommendation 12]</i> 1.3 Improve timeliness and multi-agency input of all strategy meetings through improved coordination and tracking <i>[SIF recommendation 7]</i> 1.4 Increase compliance with agreed procedures in order to reduce risks where; <ul style="list-style-type: none"> a) Children and young people go missing b) CYP face exploitation risk outside the home <i>[SIF recommendations 3 & 4]</i> 	<ul style="list-style-type: none"> ✓ Partnership response to CQC recommendations, CLAS Action plan ✓ Service improvement plans ✓ Systemic practice roll out ✓ All service improvement plans ✓ Adolescent Services plan & service plans for Assessment, SWwF and SWwCLA 	IL & EC IL & all HoS NP & all HoS HD & all HoS	Ongoing Test impact 31/1/20 Ongoing Test impact 30/11/19 Ongoing Test impact 1/12/19 Targets met by 1/12/19	Targets by 3/3/22* <ul style="list-style-type: none"> • 5600 children's social care (CSC) referrals or fewer • 90% of referrals to assessment • 18% or less re-referrals in 12 months • 4700 or fewer assessments (per yr) • 10.2% or less assessments NFA'd • 45 days or fewer avg. assessment duration • 95% of missing risk assessment and strategy meetings in timescales Impact for children and families <ul style="list-style-type: none"> • Children and young people benefit from timely and robust assessment of risks and needs which result in direct help if needed at the right level • Fewer children and families subject to unnecessary CSC assessments and social work interventions What good looks like See para 249 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services <i>*progress against 2022 targets will be monitored by the Executive Director and reviewed on a quarterly basis to ensure targets remain suitably ambitious</i>
2	Plans and Planning. This includes activity to: <ul style="list-style-type: none"> 2.1 Continue to improve the quality of all written plans across the service to ensure they are SMART, child focused, reflect the views and wishes of children and include contingency 	<ul style="list-style-type: none"> ✓ All service improvement plans 	NP & all HoS	Ongoing Test impact 1/11/19	Targets by 3/3/22 <ul style="list-style-type: none"> • 617 or less CIN plans (excl CWD) • 3640 or less open CIN cases by 438 or less CP plans by • 14% or less repeat CP plans

	<p>planning. [SIF recommendation 5]</p> <p>2.2 Achieve early permanence for more children by ensuring all children looked after (CLA) have a clear plan for permanence by week 5 of their care journey and this is monitored and challenged by permanence Service Manager and IRO's [SIF recommendation 14]</p> <p>2.3 Improve participation of all children and young people in plans for their future, through purposeful and creative direct work, especially Life Story work</p>	<p>✓ SWwF, SWwCLA & QA Service improvement plans</p> <p>✓ All service improvement plans</p>	<p>VS & all HoS</p> <p>NP & all HoS</p>	<p>From Aug 19, test impact by 1/12/19</p> <p>Ongoing Test impact 1/1/20</p>	<ul style="list-style-type: none"> 482 or fewer local CLA 95% CLA have permanence plan in timescales <p>Impact for children and families Children and young people benefit from purposeful planning informed by creative direct work which supports more children and young people to remain safely within their families, or secures permanence for them where this is not possible (e.g. through guardianship or adoption)</p> <p>What good looks like See para 249 & 250 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services</p>
3	<p>Supervision and management oversight</p> <p>3.1 All practitioners to receive monthly supervision that is increasingly reflective and impactful [SIF recommendation 1]</p> <p>3.2 Management direction to be included at all decision points in case notes and that the Director and Heads of Service have oversight of key decisions about children's lives [SIF recommendation 8]</p> <p>3.3 Coordinate a cycle of quality assurance activity across the service (including collecting feedback from CYP and their families) and collate and communicate findings across the service to drive practice improvement and develop a 'high support - high challenge' culture</p>	<p>✓ All service improvement plans</p> <p>✓ All service improvement plans</p> <p>✓ Systemic practice roll out</p> <p>✓ Quality Assurance Service improvement plan</p>	<p>NP & all HoS</p> <p>NP & all HoS</p> <p>SH</p>	<p>Target met by 1/12/19</p> <p>Ongoing Test impact 1/11/19</p> <p>Ongoing</p>	<p>Targets by 3/3/21 90% of children's cases supervised in timescales [QA1]</p> <p>Impact for children and families Children and young people benefit from timely and transparent decision making and are supported by practitioners who receive regular reflective supervision.</p> <p>What good looks like See para 249, 250 and 251 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services</p>

Partnership priorities (lead: Robert Henderson [RH], Executive Director Children, Families & Education)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures
4.	<p>Supporting the local safeguarding partnership priorities. This includes activity to:</p> <p>4.1 Agree and implement contextual safeguarding model (as an alternative to child protection) for adolescents facing risks outside the home (e.g. criminal/sexual exploitation) [CSCB Vulnerable Adolescents Review 2018]</p> <p>4.2 Oversee the implementation of the recommendations of the vulnerable adolescents review</p> <p>4.3 Embed the use of the graded care profile (GCP2) tool for neglect across the service and wider partnership [CSCB multi-agency neglect audit]</p> <p>4.4 Raise awareness across the partnership around the additional vulnerabilities of children with disabilities</p>	<p>✓ Adolescent Services Plan</p> <p>✓ VA Priority Group Action Plan</p> <p>✓ Violence Reduction Programme</p> <p>✓ Neglect Strategy</p> <p>✓ & Neglect Strategy Implementation Plan</p> <p>✓ Safeguarding Children with Disabilities Business Plan</p>	<p>NM (police) HD (LBC)</p> <p>RH</p> <p>EC (CCG) MB (LBC)</p> <p>MB</p>	<p>1/1/20</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Targets by 3/3/22</p> <ul style="list-style-type: none"> Reduction in local CLA subject to section 20 Reduction in 13-17 yr olds becoming looked after Reduction in average duration in care for 13-17 year olds <p>Impact for children and families More vulnerable adolescents are supported through purposeful safety planning to reduce risks outside the home and remain within their families where possible.</p> <p>Children and young people at risk of neglect and those with additional vulnerabilities due to disability are identified and safeguarded more effectively by knowledgeable and proactive partners.</p> <p>What good looks like See para 251 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services</p>
5.	<p>Early Help. This includes activity to;</p> <p>5.1 Embed the Croydon Partnership Early Help Offer to support partners to hold lower level risk and make referrals to the council's Early Help Service where appropriate [SIF recommendation 11]</p> <p>5.2 Transform the council's Early Help Service to increase capacity and improve the offer for vulnerable adolescents. To include:</p>	<p>✓ Partnership Early Help Steering Group Delivery plan</p>	<p>RH</p>	<p>Ongoing test impact by 1/1/20</p> <p>1/12/19</p>	<p>Targets</p> <ul style="list-style-type: none"> Avg 208 Early Help (EH) referrals per month by 31/3/2021 700 or more CYP supported via EH 31/3/21 5% or less EH cases stepped up to CSC by 31/3/21 10% or less families disengaging with EH by 31/3/2021

	<p>a) Creation of a social work 'spine'</p> <p>b) Integration of the Youth Engagement Service</p> <p>c) Recruitment of specialist workers <i>[SIF recommendation 11]</i></p> <p>5.3 Develop and utilise locality hubs to coordinate multi-agency early intervention activity closer to home for children and families and strengthen relationships with partners and the voluntary sector on the ground</p>	✓ Early Help Service Plan	CS		<p>Impact for children and families</p> <p>More children and families benefit from effective early intervention and support closer to home from multi-agency partners.</p> <p>Fewer families receive unnecessary CSC assessments and social work intervention.</p> <p>What good looks like</p> <p>See para 249 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services</p>
6.	<p>Improving health and education outcomes for vulnerable children and young people (CYP) (including children looked after (CLA) and care leavers)</p> <p>6.1 Integrating a CAMHS front door into the SPOC</p> <p>6.2 Work with CCG and health professionals to;</p> <p>a) Deliver improved timeliness and quality of initial health assessments, review health assessments, immunisations, dentals and SDQ's</p> <p>b) Develop an integrated and colocated tier 2-3 CAHMS service for CLA that supports social workers to recognise and respond to particular mental and emotional health and well-being needs of children looked after and care leavers (e.g. attachment and trauma)</p> <p>6.3 SEND</p> <p>a) Work with the key partners in Education, Health and Care will deliver an effective local area approach in line with the expectations of</p>	<p>✓ SPOC and Assessment Service plan & joint project plan</p> <p>✓ CLA and care leavers health action plan</p> <p>✓ CLA and care leavers health action plan</p> <p>✓ SEND strategy</p>	<p>RH & SW</p> <p>NP, EC & SW</p> <p>RH & SW</p> <p>SD</p>	<p>31/1/20</p> <p>Targets met by 31/12/19</p> <p>31/1/20</p> <p>Ongoing</p>	<p>Targets</p> <ul style="list-style-type: none"> 95% of CLA receive IHA in timescales 95% of CLA receive RHA in timescales 95% of CLA receive SDQ in timescales 85% CLA have PEP in timescales 100% of CYP with SEND are referred for assessment at the earliest indication of possible need 100% of assessments and outcomes of assessments are completed within statutory timeframes with all partners understanding each other's time pressures and working collaboratively to meet them. All partners, providers and stakeholders sign up to local area SEND practice and delivery and identify this in their own planning. <p>Impact for children and families</p> <p>Children and families benefit from better joint working between Early Help, Social and CAMHS at the front door, accessing support earlier.</p> <p>Children looked after benefit from more timely and robust assessments of their</p>

Enablers (lead: Jacqueline Harris-Baker [JHB], Executive Director, Resources)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures
7	<p>Developing a skilled and stable workforce including activity to;</p> <p>7.1 Deliver the recruitment action plan to recruit more permanent frontline staff and managers across the service and reduce unfilled vacancies (via locum routes where necessary) [SIF recommendation 2]</p> <p>7.2 Coordinate and publicise career progression pathways to improve retention and 'grow our own' approaches to social workforce sustainability including ASYE programme, frontline and social work apprenticeships [SIF recommendation 2]</p> <p>7.3 Deliver the 2019/20 learning and development offer, including bespoke training for frontline staff and managers [SIF recommendation 2]</p> <p>7.4 Roll out systemic practice amongst frontline practitioners and managers including;</p> <p>a) Establishing a systemic family therapy service to support practitioners through case consultation and group supervision</p> <p>b) Commission, deliver and evaluate training which supports systemic social work</p>	<p>✓ Recruitment action plan 2019</p> <p>✓ Workforce Development Service plan</p> <p>✓ L&D offer 2019/20</p> <p>✓ Systemic service plan</p>	<p>SM & RH</p> <p>NS</p> <p>NS</p> <p>NB</p>	<p>31/1/20</p> <p>Ongoing</p> <p>31/3/20</p> <p>Ongoing</p>	<p>Targets</p> <ul style="list-style-type: none"> Achieve agency rate 30% Reduce number of unfilled posts Maintain average caseload targets across the service <p>Impact for children and families</p> <p>A more stable workforce will provide continuity for children and families, and allow practitioners to build relationships of trust to make positive change together with families. Children and families will benefit from the support of confident and skilled practitioners who will work with the child, young person and their family to make positive change.</p> <p>What good looks like</p> <p>See para 251 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services</p>

8	Systems and support services which create the conditions for social work to flourish 8.1 Commissioning a) Develop and implement the commissioning model for Early Help, to support the EH strategy and locality-based service model b) Deliver the sufficiency strategy to ensure that more children looked after benefit from local placements that are suited to their needs c) Deliver improvements to the children's placement processes, ensuring the needs of children and young people are at the centre of placement planning 8.2 Finance a) Provide accurate and timely budget reporting to HoS, Director and DCS b) Improve payment processes to make it easy to meet children and families care needs (systems) c) Improve support for short and medium term financial and service planning 8.3 Business support Develop and implement a model which supports and enables frontline practitioners in Early Help & Children's Social Care 8.4 System & Recording a) Improve the accuracy of operational data through close working between social workers, managers, performance and digital system leads to improve the recording system b) Make continued improvement to the case recording system, utilising the contract update in April 2020 to reflect user feedback	✓ Children's Commissioning Service Improvement plan ✓ Placement Improvement plan	SW	31/03/20	Targets <ul style="list-style-type: none"> Contribute to reduction in CLA (482) Increased % CLA placed in borough Improved % CLA placed less than 20 miles from home
		✓ Children's Finance Service Improvement plan	LT	31/03/20	Impact for children and families More children and families benefit from effective early intervention and support closer to home from multi-agency partners Fewer families receive unnecessary CSC assessments and interventions Children looked after are provided with high quality homes that are suited to their needs (e.g. specialist foster carers) Children and families benefit from well-supported practitioners who have the time, tools and capacity to provide consistently good services Resources are deployed efficiently and effectively, with decisions on service development informed by quality and cost analyses
		✓ Business Support Service Improvement plan	SF	31/01/20	What good looks like See para 250, 251 Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services
		✓ CRS Improvement plan	SH	30/04/20	

	8.5 Digital a) Develop hardware and software that supports agile early help and social work b) Improve CFE's online presence including website development and the SEND Local Offer to manage demand for statutory services	✓ Children's Digital Development plan	DB	31/03/20	
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Action leads/owners and other abbreviations

Action leads/owners

Initials and full name	Role
RH Robert Henderson	Executive Director of Children, Families and Education
NP Nick Pendry	Director of Early Help and Children's Social Care
IL Iain Low	Head of SPOC and Assessments
VS Vanessa Strang	Head of Social Work with Children Looked After and Leaving Care
HD Hannah Doughty	Head of Adolescent Services
SH Shaun Hanks	Head of Quality Assurance and Safeguarding
MB Michael Brown	Head of Children with Disabilities and Transitions
CS Clive Seall	Head of Early Help
NS Nicki Shaw	Head of Children's Workforce Development
NB Nana Bonsu	Systemic Practice Lead
EC Elaine Clancy	Chief Nurse, NHS Croydon Clinical Commissioning Group & NHS Croydon Health Services
SW Sarah Warman	Director Commissioning and Procurement – London Borough of Croydon Director of Joint Commissioning – NHS Croydon CCG
SD Shelley Davies	Director of Education
SB Sarah Bailey	Head of Virtual School
SM Sue Moorman	Director of Human Resources
NM Neil Matthews	Detective Superintendent for Safeguarding
SF Savio Fernandes	Head of Business Support
LT Lisa Taylor	Director of Finance Investment and Risk
DB Dave Briggs	Head of Digital Operations
AF Alison Farmer	Head of SEND 0-25

Abbreviations

Abbreviation	Description
CYP	Children and young people
CLA	Child(ren) looked after
CSC	Children's social care
HoS	Heads of Service
NFA	No further action
SPOC	Single point of contact
C&F assessments	Children and families assessments
CIN	Child in need
CP	Child protection
CWD	Children with Disabilities (service)
IHA	Initial health assessments
RHA	Review health assessments
SIF	Ofsted Single Inspection framework report 2017
SDQ	Strengths and difficulties questionnaire
PEP	Personal Education Plan
SEND	Special educational needs and/or disabilities
CAMHS	Children and adolescent mental health service
ASYE	Assessed and supported year in employment (newly qualified social worker)
SWwF	Social Work with Families Service
SWwCLA	Social Work with Children Looked After Service

REPORT TO:	CHILDREN AND YOUNG PEOPLE SCRUTINY SUB- COMMITTEE 5 November 2019
SUBJECT:	WORK PROGRAMME 2019-20
LEAD OFFICER:	Simon Trevaskis, Senior Democratic Service and Governance Officer- Scrutiny
CABINET MEMBER:	Not applicable

ORIGIN OF ITEM:	The Work Programme is scheduled for consideration at every ordinary meeting of the Children and Young People Scrutiny Sub - Committee.
BRIEF FOR THE COMMITTEE:	To consider any additions, amendments or changes to the agreed work programme for the Committee in 2019/20.

1. EXECUTIVE SUMMARY

- 1.1 This agenda item details the Committee's work programme for the 2019/20 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.

2. WORK PROGRAMME

2.1 The work programme

The proposed work programme is attached at **Appendix 1**.

Members are asked to note that the lines of enquiry for some items have yet to be confirmed and that there are opportunities to add further items to the work programme.

2.2 Additional Scrutiny Topics

Members of the Sub-Committee are invited to suggest any other items that they consider appropriate for the Work Programme. However, due to the time limitations at Committee meetings, it is suggested that no proposed agenda contain more than two items of substantive business in order to allow effective scrutiny of items already listed.

2.3 Participation in Scrutiny

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the

consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

3 RECOMMENDATIONS

- 3.1 The Sub-Committee is recommended to agree the Scrutiny Work Programme 2019/20 with any agreed amendments.
- 3.2 The Sub-Committee is recommended to agree that topic reports be produced for relevant substantive agenda items in the future.

CONTACT OFFICER:	Stephanie Davis Democratic Services and Governance Officer- Scrutiny 020 8726 6000 x 84384
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BACKGROUND DOCUMENTS:	None
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APPENDIX 1

Work Programme 2019/20 for the Children and Young People Scrutiny Sub-Committee.

Children & Young People Sub-Committee Work Programme 2019/2020.

Meeting Date	Item
18 June 2019	1. Children's Improvement Plan Update - To include missing children & CIN 2. Locality Model for Service Delivery 3. Dedicated School Grant Recovery Plan
17 September 2019	1. Children's Improvement Plan Update - To include SPOC and assessment 2. Croydon Safeguarding Children's Board Annual Report 3. Estates Valuation Report
5 November 2019	1. Children's Improvement Plan Update - To include post CIB monitoring requirements 2. School Exclusions Task & Finish Group Interim Report 3. Effective Data Sharing by Safeguarding Partners 4. CALAT
21 January 2020	1. Children's Improvement Plan Update 2. To include Post OFSTED Improvement Plan 3. Safeguarding Themes: Neglect, Vulnerable Adults, children with disabilities 4. Question Time: Cabinet Member for Children, Young People & Learning 5. Education Budget 6. Education Standards report
3 March 2020	1. Children's Improvement Plan Update - To include Post OFSTED theme 2. Recovery Plan for High Needs Block 3. Workforce and Financial Sustainability – Long Term
14 April 2020	1. Children's Improvement Plan Update - To include Post OFSTED theme

Other items to be considered for scheduling the work programme.

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|---------------------------|---|
| 1. Transitions Policy | 3. Corporate Parenting- New Governance, S20 |
| 2. Adoption and Fostering | 4. Youth Services |

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