



# WOKINGHAM BOROUGH COUNCIL

A Meeting of the **CHILDREN'S SERVICES OVERVIEW  
AND SCRUTINY COMMITTEE** will be held in  
David Hicks 1 - Civic Offices, Shute End, Wokingham RG40  
1B Non **TUESDAY 22 JANUARY 2019 AT 7.00 PM**

*Heather Thwaites*

Heather Thwaites  
Interim Chief Executive  
Published on 14 January 2019

The role of Overview and Scrutiny is to provide independent “critical friend” challenge and to work with the Council’s Executive and other public service providers for the benefit of the public. The Committee considers submissions from a range of sources and reaches conclusions based on the weight of evidence – not on party political grounds.

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# **WOKINGHAM BOROUGH COUNCIL**

## **Our Vision**

A great place to live, an even better place to do business

## **Our Priorities**

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

## **The Underpinning Principles**

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

## **Appendix Acronyms**

CPD	Continuous Professional Development
EYFS	Early Years Foundations Stage
FGB	Full Governing Body
KS1	Key Stage 1
KS2	Key Stage 2
MAT	Multi Academy Trust
NLE	National Leader of Education
NLG	National Leader of Governance
RI	Requires Improvement
RSC	Regional Schools Commissioner
SDP	School Development Plan
SEF	Self Evaluation Form
SIB	School Improvement Board
SIO	School Improvement Officer
SLT	Senior Leadership Team
TSA	Teaching School Alliance
WLP	Wokingham Learning Partnership

## MEMBERSHIP OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

### Councillors

Ken Miall (Chairman)  
Prue Bray  
Philip Houldsworth

Kate Haines (Vice-Chairman) Parry Batth  
Jenny Cheng Emma Hobbs  
Graham Howe

### Substitutes

Laura Blumenthal David Hare

### Parent Governor Representatives

Darryl Ward, Parent Governor Representative  
Vacancy, Parent Governor Representative

### Diocesan Representatives

Vacancy, Roman Catholic Representative  
Vacancy, C of E Representative

ITEM NO.	WARD	SUBJECT	PAGE NO.
30.		<b>APOLOGIES</b> To receive any apologies for absence.	
31.		<b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the Meeting held on 20 November 2019.	7 - 14
32.		<b>DECLARATION OF INTEREST</b> To receive any declarations of interest.	
33.		<b>PUBLIC QUESTION TIME</b> To answer any public questions.  A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.  The Council welcomes questions from members of the public about the work of this Committee.  Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
34.		<b>MEMBER QUESTION TIME</b> To answer any Member questions.	

<b>35.</b>	None Specific	<b>CHILDREN'S SERVICES PERFORMANCE INDICATORS</b> To consider a report on the latest Children's Services Key Performance Indicators.	<b>15 - 26</b>
<b>36.</b>	None Specific	<b>QUALITY ASSURANCE FRAMEWORK/ANNUAL QUALITY ASSURANCE REPORT</b> To consider the Quality Assurance Framework and the Annual Quality Assurance Report.	<b>27 - 38</b>
<b>37.</b>	None Specific	<b>INNOVATIONS PROGRAMME UPDATE</b> To consider an update on the Innovations Programme.	<b>39 - 54</b>
<b>38.</b>	None Specific	<b>SEND STRATEGY</b> To consider the Council's SEND Strategy.	<b>55 - 70</b>
<b>39.</b>	None Specific	<b>SCHOOL PERFORMANCE INDICATORS AND OFSTED REPORTS</b> To consider a report setting out details of school performance and the most recent Ofsted inspection reports.	<b>71 - 78</b>
<b>40.</b>	None Specific	<b>FORWARD PROGRAMME</b> To consider the Committee's Forward Programme.	<b>79 - 80</b>
<b>41.</b>		<b>EXCLUSION OF THE PUBLIC</b> That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.	
<b>42.</b>	None Specific	<b>SCHOOLS CAUSING CONCERN - PART 2</b> A report indicating schools that are causing concern and the actions being taken will be considered in Part 2 session.	<b>81 - 94</b>

**Any other items which the Chairman decides are urgent**

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading

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**MINUTES OF A MEETING OF THE  
CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE  
HELD ON 20 NOVEMBER 2018 FROM 7.00 PM TO 8.45 PM**

**Committee Members Present**

Councillors: Ken Miall (Chairman), Kate Haines (Vice-Chairman), Parry Batth, Prue Bray, Jenny Cheng and Emma Hobbs

**Other Councillors Present**

Councillors: Pauline Helliar-Symons

**Officers Present**

Luciane Bowker, Democratic and Electoral Services Specialist  
Carol Cammiss, Director of Children's Services  
Estelle Kelleway, Acting Assisand Director of Early Help and Safeguarding  
Vicki Elliot King, Service Manager, Intelligence and Impact  
Sarah Sesay, Performance Manager  
Sal Thirlway, Service Manager Disabled Children's Team and Early Help

**18. APOLOGIES**

An apology for absence was submitted from Councillor Philip Houldsworth and Darryl Ward, Parent Governor representative.

**19. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Committee held on 18 September 2018 were confirmed as a correct record and signed by the Chairman.

**20. DECLARATION OF INTEREST**

A declaration of interest was submitted from Councillor Prue Bray on the basis that she was a Governor at the Forest School.

**21. PUBLIC QUESTION TIME**

There were no public questions.

**22. MEMBER QUESTION TIME**

There were no Member questions.

**23. CHILDREN'S SERVICES PERFORMANCE INDICATORS**

The Committee considered the Children's Services Performance Indicators report which was set out in Agenda pages 15-26. Viki Elliott-King, Service Manager Intelligence and Impact People Services presented the report highlighting the red indicators.

The following comments were made during her presentation:

**1. EA1i: Percentage of Wokingham Borough State-Funded Primary Schools with a current Ofsted rating of 'Good' or better**

Viki Elliott-King stated that this indicator had deteriorated as a result of two schools (Radstock Primary and Emmbrook Junior) having been judged 'Requires Improvement', and one school (Beechwood Primary) having been judged as 'Inadequate'. All three of

these schools were previously rated as 'Good'. They had been identified as being at risk by the Local Authority and work was being undertaken to support the schools.

**2. EA2: Percentage of children who attend a Wokingham state-funded school (Primary, Secondary or Special) which is 'Good' or better**

Viki Elliott-King stated that the reason for this indicator was the same as for EA1i.

**3. EA11: 12-Month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service (new indicator)**

Carol Cammiss, Director of Children's Services stated that a Task and Finish Group had been set to identify actions to improve the recruitment and retention of Social Workers.

In response to a question Carol Cammiss stated that it could take approximately 12 months to see improvements.

In response to a question Carol Cammiss stated that Wokingham compared favourably with Reading and less favourably with the other neighbouring authorities. However, the difference was not too significant and Wokingham had small numbers of staff.

**4. VP4: Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care**

Viki Elliott-King stated that it was not unusual for referrals and repeat referrals to increase at this time of the year, before the schools are closed for the summer holidays.

In response to a question Viki Elliott-King stated that 399 referrals were received in total, and of those 94 were repeat referrals in the last quarter.

**5. VP7: Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)**

Viki Elliott-King stated that in Quarter 2, four of the ten children leaving care achieved permanence. The other six children left care at the age of 18; three moving into independent living, one staying put with their foster carer, and two remaining in residential placement due to health needs. Those who leave care at the age of 18 have a transition plan in place.

Estelle Kellaway, Acting Assistant Director for Early Help and Safeguarding stated that there was a mixture of arrangements for children leaving care, with a number of children participating in the 'Staying Put' programme.

**6. VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)**

Viki Elliott-King stated that the reason for this red indicator was mainly due to issues with the recording of visits, due to pressure with workloads. Managers were aware of this issue and were working with their teams to make it simpler and easier for Social Worker to record visits. Social Workers had now been given tablets to allow them to record visits more quickly.

In response to a question Carol Cammiss stated that there was no set national target in relation to child protection visits. She informed that visits should be carried out in accordance with the child's individual plan, and it was important monitor plans regularly.

Councillor Helliard-Symons, Executive Member for Children's Services stated that some progress had already been made in relation to the recruitment and retention of Social Workers. For example, the website had been updated and Social Workers were going to be given tablets to help with administration.

Councillor Helliard-Symons informed that there had been three meetings of the Social Worker Recruitment and Retention Task and Finish Group. It was recognised that most local authorities gave Social Workers free parking, so the Group was looking at ways in which to facilitate parking for Wokingham Social Workers. The Task and Finish Group was also looking at options around linking housing to recruitment, similar to the housing programme which was implemented a few years ago to house teachers near St Crispin's school.

Councillor Helliard-Symons also informed that Oxford Brooks University was going to come to Wokingham to carry out focus groups with the department, and to look at possible ways to attract and retain more Social Workers. Also, there were ongoing negotiations with Hampers Resourcing Recruiting Centre, who wished to break in the South East, and would be able to help with recruitment. She pointed out that it was very costly to recruit a Social Worker.

In response to a question, Carol Cammiss stated that due to the complexity for the work it was not possible to use non-qualified Social Workers to carry out visits. However, the service was looking at a range of options, for example how to facilitate recording and using other skilled workers to carry out non-statutory functions.

Carol Cammiss stated the service worked with universities and had a good programme to support newly qualified Social Workers. She also stated that the national apprenticeship programme which was due to start next year was offering a qualification for Social Workers and this was being considered by the service. Additionally, leaders were looking to build a succession plan and key workers housing.

In response to a question, Carol Cammiss stated that the service was looking at best practice in other local authorities.

In response to a question, Carol Cammiss stated that the level of risk and the level of experience would determine whether a Social Worker went on visits on their own or accompanied by someone else.

Members were interested to know how it took to train a Social Worker, Carol Cammiss stated that this varied. Estelle Kellaway stated that Social Workers had their caseloads protected in their first year of work.

In response to a question Carol Cammiss stated that the service's aspiration was the Social Workers would stay in Wokingham for three to five years.

**RESOLVED** That:

- 1) The report be noted; and

- 2) The Committee would receive an update report on the work of the Social Worker Recruitment and Retention Task and Finish Group when available.

#### **24. YOUTH OFFENDING SERVICE ANNUAL REPORT**

The Committee received the Youth Offending Service Annual report which was set out in Agenda pages 27-43. Sal Thirlway, Service Manager Disabled Children's Team and Early Help presented the report.

Sal Thirlway stated that the statutory duties of the service were: to reduce the number of first time entrants to the youth justice system; reduce re-offending by those already within the youth justice system and reduce the number of young people receiving a custodial sentence.

Sal Thirlway stated that although there had been an increase in re-offending rates, Wokingham still compared favourably when compared to neighbouring local authorities and nationally.

Sal Thirlway stated that the report presented historical data from the Youth Justice Board as well as locally collected data.

Councillor Helliar-Symons pointed out that the graph on page 34 showed that Wokingham was well below the national average for first time entrants. She believed that the number of re-offenders may have gone up as a result of a different tracking system. She wished to congratulate the Youth Offending Service team on their work and in achieving such good results.

Members noted that it was frustration to have to work with old data. Sal Thirlway explained that the Youth Justice Board had changed the way the data was tracked for the 'First Time Entrants' indicator half way through the year, which was not helpful. The local indicator was tracked differently.

Sal Thirlway informed that the number of re-offender was very low, however the statistics were impacted by two prolific re-offenders.

In response to a question Sal Thirlway informed that 'county lines factor' (mentioned on page 33 of the agenda) referred to how gangs used young people to move into different areas to sell drugs. He stated that there was national concern in relation to 'county lines'.

Members wondered if the cut backs in youth services a few years back had had an impact in the number of youth offences.

Carol Cammiss believed that the issue was the increase in the number of Child Care Protection Plans (CPP). As a result of cut backs in services, issues were not being picked up early and children were being put on CPPs later than they should have been, consequently having very demanding needs.

Councillor Bray stated that Winnersh Parish Council had been trying to set up youth services. The whole process had been very laborious, and communicating with Wokingham Borough Council had been particularly difficult. She would welcome anything that could be done to facilitate the process.

**RESOLVED** That the report be noted.

## **25. DATA ON DEMAND FOR SERVICES**

Viki Elliott-King presented the Data on Demand for Services report which was set out in agenda pages 45-47. She reported a large increase in social care demand in the Borough.

During the discussion of the item the following comments were made:

- Compared with statistical neighbours, Wokingham's numbers were still low, however there had been a threefold increase, including in proportion to the population in the Borough;
- Possible lines of enquire were being investigated, Sarah Sesay, Performance Manager had undertaken a piece of work to find out possible reasons for this significant increase;
- It was possible that the numbers were previously too low and they were now levelling out;
- Sarah Sesay stated that in her research she found that the numbers had always fluctuated. Generally, media stories influenced the number of referrals, however this was not the case now;
- It was possible that as a result of the Joint Targeted Area Inspection (JTAI) that partners were now more able to recognise neglect;
- Sarah Sesay stated that she had looked at the legislation, media, leadership, economic factors, before/after inspections action plans going back 20 years; and she found that the numbers had always fluctuated;
- There was some indication that the current increase was the result of local decision making, the JTAI and an increase in awareness around issues involving child sexual exploitation;
- Members asked if it was possible that some cases may have been missed in the past. Carol Cammiss stated that in the past, in general, there were more child protection cases involving younger children, whereas now there were more cases of older children and adolescents;
- Carol Cammiss stated that children were staying in CPP's longer;
- Carol Cammiss stated that although there was no definitive reason for the increase in demand for social care services, this was in line with the national trend;
- Sarah Sesay expected that the numbers would probably go down next year, but were likely to continue to fluctuate long term. It was important to identify where help was needed earlier;
- Sarah Sesay stated that cuts in Early Years intervention and Universal Help had had an impact on the numbers and added pressure to services;
- Members asked if all Looked After Children were safe. Estelle Kellaway stated Looked After Children were more vulnerable than other children, and the service worked very hard to safeguard these children;
- Councillor Bray asked how many children with a CPP were from families which were in the 'troubled families plan'. Sarah Sesay would check and report back;
- In response to a question Sarah Sesay stated that there had not been an increase in self-referrals, most referrals came from the police and schools;
- In response to a question Estelle Kellaway stated that some children in the Child Protection Plan had mental health problems as a result of trauma they may have suffered. She stated that lot of work was undertaken through Child Adolescent Mental Health Services (CAMHS) to help those children with mental health issues.

**RESOLVED** That the report be noted.

**26. OFSTED FOCUSED INSPECTION ON THE FRONT DOOR INCLUDING MASH**

Carol Cammiss presented the report which was set out in agenda pages 49-51. She stated that Ofsted inspectors came to Wokingham on 17 and 18 October 2018 to carry out a short focused visit to the Children's Services Front Door as part of the new Inspection of Local Authority Children's Services (ILACS) framework.

Carol Cammiss stated that although the inspectors were on site for only two days, this was a two week process. The inspectors had looked at data, reports, policies and cases. They asked to track 25 children, five from each category. Also, the service was asked to prepare a self-evaluation. Carol stated that they had been honest in their self-evaluation.

Carol Cammiss stated that the Ofsted report pointed out areas for improvement, but had not requested a priority action plan, and this was considered a good result. She pointed out that the Ofsted report did not reveal anything new, the service was aware of the areas that needed improving. It was positive that the report pointed out that children were safe and that workers were making a positive impact in children's lives.

Carol Cammiss stated that Ofsted had also looked into Multi Agency Safeguarding Hub (MASH) and they found that this needed improving.

Carol Cammiss stated that an improvement plan was already in place to address the issues raised by Ofsted, which were in line with the service's own self-assessment.

Carol Cammiss informed that this Ofsted visit did not give a grading to the service, therefore she expected that a full inspection would probably happen next year.

Councillor Helliar-Symons stated that she was pleased with the report, especially in view of the recent challenges, such as leadership instability and increase in demand. However, Ofsted had recognised that work was being undertaken to address those issues. She stated that more work was needed to improve MASH, however this was a Police initiative. She noted the positive comments that children were safe, that staff were making a difference and that the service was self-aware of its challenges.

In response to a question Carol Cammiss stated that the most important priorities were caseload and stability.

Members asked what was being done to improve MASH. Carol Cammiss stated that she had met with the Superintendent and had raised the issues highlighted by Ofsted.

The Chairman was concerned about the second paragraph under *Child Protection Strategy Discussion and Application of Thresholds* on page 50 of the Agenda which read:

*The inspectorate also found that sometimes thresholds applied to a need for a child protection enquires have been too low, resulting in a "small number of families being drawn into the child protection process when this is not required."*

Carol Cammiss explained that this was because sometimes the service, as the statutory responsible authority, was having to make decisions without having access to all the

information they should have had. There was a need for a more robust multi-agency approach.

Members asked Carol Cammiss to make the Police aware of the issues raised.

**RESOLVED** That:

- 1) The report be noted; and
- 2) The Committee will receive update reports on the improvement plan

## **27. INNOVATIONS PROGRAMME**

Estelle Kellaway presented the Innovations report which was set out in Agenda pages 59-62. She stated that in mid-2014 Munro, Turnell and Murphy Child Protection Consulting (MTM) and ten local authorities succeeded in securing Department of Education (DfE) innovations funding through a joint bid to work intensively with ten local authorities over a period of 18 months. They were independently evaluated and it was decided to continue with the project. The second phase of the project was launched in 2017 and will be for the duration of two years. She stated that the programme had been independently evaluated and that Wokingham was one of the most successful local authorities taking part in the project.

Councillor Bray noted that the average score was 50%, as shown in the graph on page 60 of the Agenda and asked what the target was. Estelle Kellaway stated that the target was 100% of open cases.

Members were interested in receiving a presentation about the programme at a future meeting and to be kept informed of its development.

**RESOLVED** That;

- 1) The report be noted; and
- 2) A presentation will be brought back to the Committee.

## **28. SCHOOL PERFORMANCE INDICATORS AND OFSTED REPORTS**

Jim Leviers, Interim Assistant Director for Education addressed the Committee to present the Schools Performance Indicators and Ofsted reports which was set out in Agenda pages 63-82.

Jim Leviers stated that schools in Wokingham were generally performing well, however it was important not to become complacent as there were challenges that needed to be considered.

Jim Leviers informed that there had been five Ofsted inspections since the last meeting of the Committee, with the following results:

Hawkedon Primary School – remains Good  
Rivermead Primary School – remains Good  
Keep Hatch Primary School – moved from Requires Improvement to Good  
Gorse Ride Junior School – remains Requires Improvement  
Maiden Erlegh – remains Good

In response to a question Jim Levers stated that the data in relation to GCSE and A Level would be available in the spring (there was no set date), at that point this would be brought to the Committee for consideration.

Members noted that the A Level outcomes were not quite as strong as 2017 indicators. Jim Levers stated that they remained in range of national average, however it was not known if this was the result of the new methodology or this particular cohort of pupils. He stated that he was not concerned and that schools and academies continued to perform well.

Members asked if academies were being too restrictive in their offer of courses. Jim Levers stated that this was a national issue which reflected central government politics.

**RESOLVED** That:

- 1) The report be noted; and
- 2) The GCSE and A Level data would be submitted to the Committee when available.

### **29. FORWARD PLAN**

The following items were added to the Forward Plan for the Committee:

22 January 2019

- Innovations Programme Update Report

19 February 2019

- Regional Schools Commissioner

### **30. EXCLUSION OF THE PUBLIC**

That under Section 100A(4) of the Local Government act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of the Part 1 of Schedule 12A of the Act as appropriate.

### **31. SCHOOLS CAUSING CONCERN - PART 2**

The report was discussed in a Part 2 session.

<b>TITLE</b>	<b>Children's Services Performance Indicators</b>
<b>FOR CONSIDERATION BY</b>	Children's Services Overview and Scrutiny Committee on 22 January 2019
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Director of Children's Services - Carol Cammiss

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Children's Services performance indicators underpin the council's priorities and principles to focus on every child reaching their potential and looking after the vulnerable.

## **RECOMMENDATION**

That the Children's Services performance indicators be noted.

## **SUMMARY OF REPORT**

The timing of the Overview and Scrutiny Committee means that the latest indicators available for formal reporting this cycle are the Quarterly indicators reported at the end of September 2018 (Q2).

## **Background**

A set of performance information is provided to the Corporate Leadership Team and the Executive on a quarterly basis. The most recent report, providing information for Children's Services covering the quarter to September 2018, is provided as Appendix A to this report.

## **Analysis of Issues**

In 18/19 Q2 there are six green indicators, two amber indicators, and six red indicators.

Information on performance rated "Red" is given below.

### **1. EA1i: Percentage of Wokingham Borough State-Funded Primary Schools with a current Ofsted Rating of Good or Better.**

18/19 Q1 Performance: **90.20%**

18/19 Q2 Performance: **86.27%**

Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Two schools (Radstock Primary and Emmbrook Junior) have been judged as "Requires Improvement" and one school (Beechwood Primary) has been judged as "Inadequate". All three of these schools were previously rated as "Good" however were on the Local Authority risk register and identified as vulnerable to the judgements received. This

information is reported regularly throughout the year to Overview and Scrutiny where detail of the areas causing concern and remedies in place to support progress have been outlined. Those schools continue to receive support and challenge from the school improvement team in line with our guiding policy that is shared with schools annually setting out our terms of engagement with them.

For schools identified in the highest category of concern, schools are required to respond to 15 days of support and progress is challenged through regular School Improvement Board meetings. Other vulnerable schools are allocated up to 5 days of officer support time and are also held to account; in some cases through a School Improvement Board.

The Local Authority makes full use of the Statutory Powers available to it and one of the "Requires Improvement" schools had been issued with a Pre Warning notice. The "Inadequate" school had been issued a formal warning notice copied to the Secretary of State, powers were removed from the governing body and an Interim Executive Board were appointed. The Ofsted reports recognise the support and timely intervention of the Local Authority to bring about positive change and prevent further decline in those schools.

The school now rated as "Inadequate" is subject to an automatic academy order from the Secretary of State and the service are working closely with the Regional Schools Commissioners office and Department for Education to ensure that this process focusses on the continued development of effective provision for pupils.

## **2. EA2: Percentage of children who attend a Wokingham State-Funded School (Primary, Secondary or Special) which is "Good" or better.**

18/19 Q1 Performance: **90.95%**

18/19 Q2 Performance: **86.65%**

Commentary for indicator is as for EA1i above.

## **3. EA11: 12-Month Rolling Voluntary Turnover of Qualified Social Workers within Children's Social Care and Early Intervention Service.**

18/19 Q1 Performance: **24%**

18/19 Q2 Performance: **28%**

This new measure has been introduced for monitoring during 2018/19. A stable social work workforce results in continuity of support for our most vulnerable children, and important pre-requisite for achievement of the best outcomes for children and young people. Turnover is also an indicator of the morale of the workforce. The proposed targets assigned to this measure (Green if less than 16%) suggest it is currently red. The service is monitoring this new measure and will provide a further update in the next performance report.

## **4. VP4: Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care.**

18/19 Q1 Performance: **19.5%**

18/19 Q2 Performance: **23.6%**

The proportion of repeat referrals increased in July 2018. It is not unusual for referrals, and repeat referrals, to increase at this time of year, before schools are closed for the summer holidays. The target (20% or less) was met for the other two months in the quarter, August and September.

**5. VP7: Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)**

18/19 Q1 Performance: **77%**  
 18/19 Q2 Performance: **40%**

In Q2 four of the ten children leaving care achieved permanence. The other six children left care at the age of 18; three moving into independent living; one staying put with their foster carer; and two remaining in residential placement due to health needs. Those who leave care at the age of 18 will have a transition plan in place.

**6. VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)**

18/19 Q1 Performance: **65.4%**  
 18/19 Q2 Performance: **58.0%**

The Assistant Director for Social Care and Early Help and Service Managers are meeting with teams on a weekly basis to review performance and address any barriers to achieving timescales. One of the main barriers is recording of visits on Mosaic (the social care case management system). The drop in performance coincides with increased caseloads and the main impact of this is that social workers are not always recording their work in a timely manner. There is robust oversight of visiting and any children that the service is unable to access are escalated appropriately.

**FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A		
Next Financial Year (Year 2)	N/A		
Following Financial Year (Year 3)	N/A		

<b>Other financial information relevant to the Recommendation/Decision</b>
N/A

<b>Cross-Council Implications</b>
N/A

<b>List of Background Papers</b>
N/A

<b>Contact</b> Viki Elliot King	<b>Service</b> Intelligence & Impact
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COUNCIL PLAN PRIORITY: IMPROVE EDUCATIONAL ATTAINMENT AND FOCUS ON EVERY CHILD ACHIEVING THEIR POTENTIAL.				
KPI Ref	Description	Frequency	RAG	Direction of Travel
EA1i	Percentage of Wokingham Borough State-Funded Primary Schools with a Current Ofsted rating of Good or Better	Quarterly	Red	Deteriorated
EA1ii	Percentage of Wokingham Borough State-Funded Secondary Schools with a Current Ofsted rating of Good or Better	Quarterly	Amber	Static
EA1iii	Percentage of Wokingham borough State-Funded Special Schools with a Current Ofsted Rating of Good or Better	Quarterly	Green	Static
EA2	Percentage of children who attend a Wokingham State-Funded School (Primary, Secondary or Special) which is "Good" or Better	Quarterly	Red	Deteriorated
EA3	Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better	Quarterly	Amber	N/A
EA5i	Percentage of children <u>who entered Care</u> in the period who were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)	Quarterly	Green	Improved
EA5ii	Percentage of <u>all children in care</u> at the end of the period who were in a placement more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)	Quarterly	Green	Improved
EA10	Average Progress 8 Score per pupil in Wokingham borough. <i>(New measure)</i>	Annual	Green	Improved
EA11	12-month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service	Quarterly	Red	Deteriorated

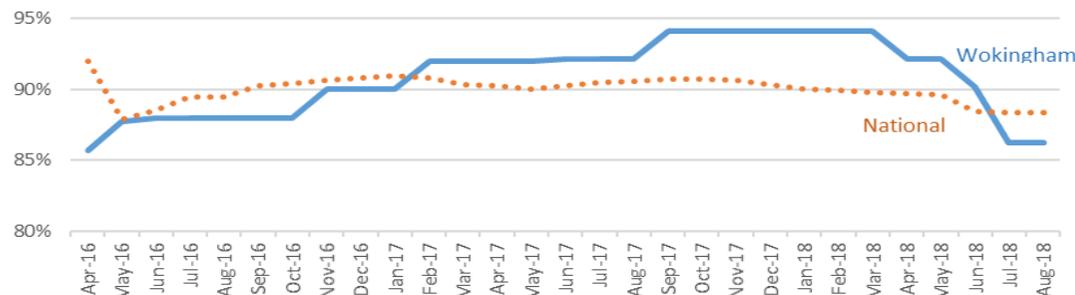
COUNCIL PLAN PRIORITY: LOOK AFTER VULNERABLE PEOPLE				
KPI Ref	Description	Frequency	RAG	Direction of Travel
VP4	Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care	Quarterly	Red	Deteriorated
VP6i	Percentage of children who become subject to a Child Protection Plan for a second or subsequent time within 24 months	Quarterly	Green	Improved
VP6ii	Percentage of children who become subject to a Child Protection Plan for a second or subsequent time ever	Quarterly	Green	Improved
VP7	Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)	Quarterly	Red	Deteriorated
VP8	Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)	Quarterly	Red	Deteriorated

**COUNCIL PLAN PRIORITIES 2018/19 - IMPROVE EDUCATIONAL ATTAINMENT AND FOCUS ON EVERY CHILD ACHIEVING THEIR POTENTIAL**

**Key Action: Ensure all Wokingham borough children have access to good or outstanding schools, colleges and early years settings**

**KPI EA1: Percentage of Wokingham Borough State-Funded Primary Schools with a Current Ofsted Rating of Good or Better**

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>RED</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>	National, Cumulative	<b>Benchmark:</b> Below national average of 88.4% (as at Aug 2018)
<b>RAG Threshold:</b>		Green if improving or 100%	Amber if less than 100% or no change		Red if deteriorating
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>	
Q1 2017/18	92.16%	Improvement compared to previous period	Green	Improved	
Q2 2017/18	94.12%		Green	Improved	
Q3 2017/18	94.12%		Amber	Static	
<b>Q4 2017/18</b>	<b>94.12%</b>		<b>Amber</b>	Static	
Q1 2018/19	90.20%		Red	Deteriorated	
Q2 2018/19	86.27%		Red	Deteriorated	
Q3 2018/19					
<b>Q4 2018/19</b>					



**Commentary:** Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Two schools (Radstock Primary and Emmbrook Junior) have been judged as “Requires Improvement” and one school (Beechwood Primary) has been judged as “Inadequate”. All three of these schools were previously rated as “Good” however were on the Local Authority risk register and identified as vulnerable to the judgements received. This information is reported regularly throughout the year to Overview and Scrutiny where detail of the areas causing concern and remedies in place to support progress have been outlined. Those schools continue to receive support and challenge from the school improvement team in line with our guiding policy that is shared with schools annually setting out our terms of engagement with them.

For 20 schools identified in the highest category of concern schools are required to respond to 15 days of support and progress is challenged through regular School Improvement Board meetings. Other vulnerable schools are allocated up to 5 days of officer support time and are also held to account; in some cases through a School Improvement Board.

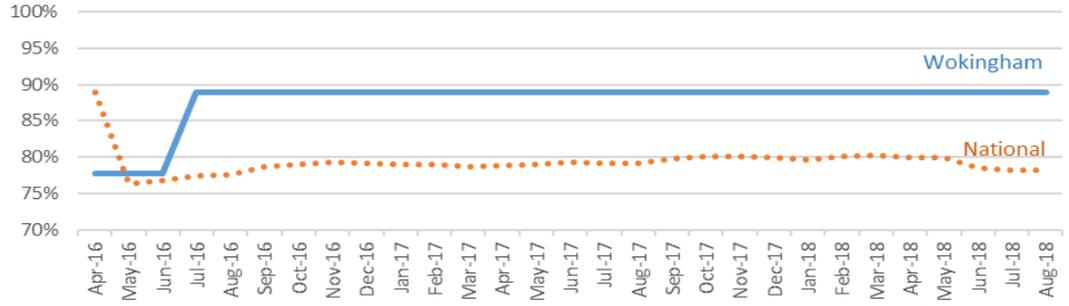
The Local Authority makes full use of the Statutory Powers available to it and one of the "Requires Improvement" schools had been issued with a Pre Warning notice. The "Inadequate" school had been issued a formal warning notice copied to the Secretary of State, powers were removed from the governing body and an Interim Executive Board were appointed. The Ofsted reports recognise the support and timely intervention of the Local Authority to bring about positive change and prevent further decline in those schools.

The school now rated as "Inadequate" is subject to an automatic academy order from the Secretary of State and the service are working closely with the Regional Schools Commissioners office and Department for Education to ensure that this process focusses on the continued development of effective provision for pupils.

**Target Setting:** 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

**KPI EA1ii: Percentage of Wokingham Borough State-Funded Secondary Schools with a Current Ofsted rating of Good or Better**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> Above national average of 78.3% (as at Aug 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	88.90%	Improvement compared to previous period	Amber		Static	
Q2 2017/18	88.90%		Amber		Static	
Q3 2017/18	88.89%		Amber		Static	
<b>Q4 2017/18</b>	<b>88.89%</b>		<b>Amber</b>	→	<b>Static</b>	
Q1 2018/19	88.89%		Amber	→	Static	
Q2 2018/19	88.89%		Amber	→	Static	
Q3 2018/19						
<b>Q4 2018/19</b>						

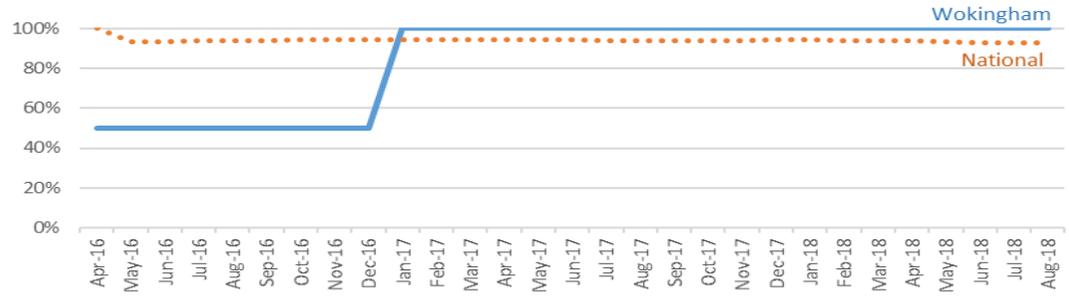


**Commentary:** Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Forest School was inspected in May 2018, and the outcome remained the same as previously: "Requires Improvement".

**Target Setting:** 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

**KPI EA1iii: Percentage of Wokingham Borough State-Funded Special Schools with a Current Ofsted Rating of Good or Better**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>GREEN</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> Above national average of 93% (as at Aug 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	100%	Improvement compared to previous period	Green		Static	
Q2 2017/18	100%		Green		Static	
Q3 2017/18	100%		Green		Static	
<b>Q4 2017/18</b>	<b>100%</b>		<b>Green</b>	→	<b>Static</b>	
Q1 2018/19	100%		Green	→	Static	
Q2 2018/19	100%		Green	→	Static	
Q3 2018/19						
<b>Q4 2018/19</b>						



**Commentary:** Quarter 2 2018/19 performance reflects the position as at 31st August 2018. There have been no Ofsted inspection outcomes for this quarter and hence performance currently remains the same. Northern House School has not yet been inspected.

**Target Setting:** 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

**KPI EA2: Percentage of children who attend a Wokingham Borough State-Funded School (Primary, Secondary or Special) which is Ofsted rated Good or Outstanding.**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>RED</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> Above national average of 85.2% (as at Aug 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	89.32%	Improvement compared to previous period	Amber		Static	
Q2 2017/18	92.00%		Green		Improved	
Q3 2017/18	91.96%		Red		Deteriorated	
<b>Q4 2017/18</b>	<b>91.96%</b>		<b>Amber</b>		<b>Static</b>	
Q1 2018/19	90.95%		Red		Deteriorated	
Q2 2018/19	86.65%		Red		Deteriorated	
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Please refer to commentary above provided for EA1i which also applies for this measure.

**Target Setting:** 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

**KPI EA3: Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2018/19	95%	Improvement compared to previous period	Amber		N/A	
Q2 2018/19	N/A		N/A		N/A	
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 1 2018/19 performance information is reported as at 31st May 2018. This is a new measure introduced for 2018/19. Where comparable historic, and benchmarking, information is available this will be included in future reporting. Data on inspections up to the end of August will be published in November, which will be reflected in the Q3 report.

**Key Action:** Continue to ensure that children in care can have their needs met as close to their community of origin as possible.

**KPI EA5i: Percentage of children who entered care in the period and were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>GREEN</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local	<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>		Green if 14% or less		Amber if between 15% and 25%		Red if more than 25%
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	11%	14%	Green		Improved	
Q2 2017/18	0%	14%	Green		Improved	
Q3 2017/18	0%	14%	Green		Static	
<b>Q4 2017/18</b>	<b>0%</b>	<b>14%</b>	<b>Green</b>		<b>Static</b>	
Q1 2018/19	25%	14%	Amber		Deteriorated	
Q2 2018/19	14%	14%	Green		Improved	
Q3 2018/19		14%				
<b>Q4 2018/19</b>		<b>14%</b>				

**Commentary & target setting:** During Quarter 2 2018/19 one of the seven children, who entered care, was placed more than 20 miles from home. This child was placed with family members who happened to live out of the area.

**KPI EA5ii:** Percentage of **all children in care** at the end of the period who were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local		<b>Benchmark:</b> Statistical neighbours 24.7% (2016/17)	
<b>RAG Threshold:</b>		Green if 32% or less		Amber if between 31% and 37%		Red if more than 37%	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>			
Q1 2017/18	42.2%	35%	Green		Improved		
Q2 2017/18	36.2%	35%	Green		Improved		
Q3 2017/18	33.8%	35%	Green		Static		
<b>Q4 2017/18</b>	<b>33.8%</b>	<b>35%</b>	<b>Green</b>	→	<b>Static</b>		
Q1 2018/19	34.3%	32%	Amber	↑	Deteriorated		
Q2 2018/19	28.0%	32%	Green	↓	Improved		
Q3 2018/19		32%					
<b>Q4 2018/19</b>		<b>32%</b>					

**Commentary & target setting:** 23 of 81 children in care in Wokingham are in a placement more than 20 miles from their home at the end of Q2 18/19. The target for 18/19 has been reduced in order to aim towards a reduction in the number of distant placements made during the year and to achieve a closer comparative performance with statistical neighbour authorities.

**New Measures introduced for 2018/19 reporting**

**KPI EA10 (new):** Average Progress 8 Score per pupil in Wokingham borough.

<b>Reporting frequency:</b>		ANNUAL		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b>	<b>GREEN</b>	
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National		<b>Benchmark:</b> Above statistical neighbours 0.04 (2017)		
<b>RAG Threshold:</b>		Green if above 0 (positive) score		Amber if average score of 0		Red if below 0 (negative) score		
<b>Period</b>	<b>Wokingham</b>	<b>South East</b>	<b>Neighbours</b>	<b>RAG</b>	<b>DoT</b>	<b>Commentary:</b> New measure for 2018/19 reporting. It shows relative progress of Wokingham borough pupils between Key Stage 2 and Key Stage 4 compared to national peers who had similar Key Stage 2 results. A positive Progress 8 value indicates better than average progress whereas a negative score indicates worse than average progress. Average progress is 0.		
2016	0.19	0.02	0.07	Green	N/A			
2017	0.34	-0.02	0.04	Green	↑			Improved
2018	Not yet published - expected November 2018							

**KPI EA11 (new):** 12-month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b>	<b>RED</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>		Green if less than 16%		Amber if between 16% - 20%		Red if more than 20%	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>			
Q1 2018/19	24%	16%	Red	N/A	N/A		
Q2 2018/19	28%	16%	Red	↑	Deteriorated		
Q3 2018/19		16%					
Q4 2018/19		16%					

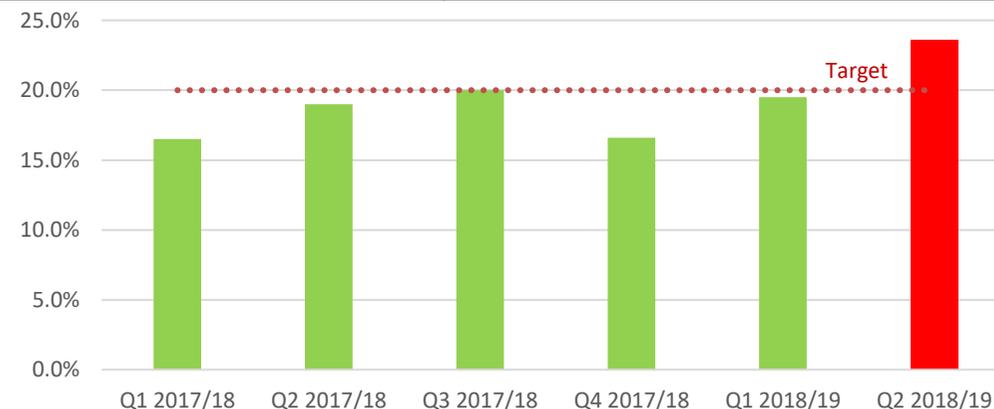
**Commentary:** This new measure has been introduced for monitoring during 2018/19. A stable social work workforce results in continuity of support for our most vulnerable children, an important prerequisite for achievement of the best outcomes for children and young people. Turnover is also an indicator of the morale of the workforce. The proposed targets assigned to this measure suggest it is currently red. The service are monitoring this new measure and will provide a further update in the subsequent performance report.

## COUNCIL PLAN PRIORITIES 2018/19 - LOOK AFTER VULNERABLE PEOPLE

**Key Actions:** Continue to improve and deliver early help services and statutory services to children and families, to ensure children are kept safe and their welfare is promoted.

**KPI VP4:** Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care

<b>Reporting frequency:</b>	QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>RED</b>
<b>Service:</b>	Children's Services		<b>Indicator Type:</b>	National	<b>Benchmark:</b> Statistical neighbours 22.6% (2016/17)
<b>RAG Threshold:</b>	Green if 20% or less		Amber if between 21% and 22%		Red if more than 22%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>	
Q1 2017/18	16.5%	20%	Green		
Q2 2017/18	19.0%	20%	Green		Deteriorated
Q3 2017/18	20.0%	20%	Green		Deteriorated
Q4 2017/18	16.6%	20%	Green		Improved
<b>2017/18 Year End</b>	<b>17.9%</b>	<b>20%</b>	<b>Green</b>		<b>Improved</b>
Q1 2018/19	19.5%	20%	Green	↑	Deteriorated
Q2 2018/19	23.6%	20%	Red	↑	Deteriorated
Q3 2018/19		20%			
Q4 2018/19		20%			
<b>2018/19 Year End</b>		<b>20%</b>			

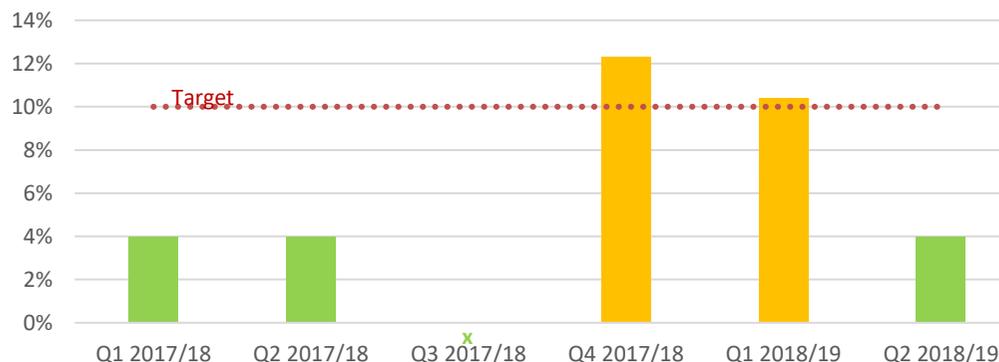


**Commentary & Target Setting:** The target set for 2018/19 remains the same as the previous year. The aim is to maintain performance this year and to perform better than statistical neighbouring authorities. The proportion of repeat referrals increased in July 18. It is not unusual for referrals, and repeat referrals, to increase at this time of year, before schools are closed for the summer holidays. The target was met for the other two months in the quarter, August and September.

**Key Actions:** Through our Placements Strategy continue to ensure sufficient places are commissioned to ensure that children in care receive the highest quality care and support

**KPI VP6i:** Percentage of children who become subject to a Child Protection Plan for a second or subsequent time **within 24 months**

<b>Reporting frequency:</b>	QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>GREEN</b>
<b>Service:</b>	Children's Services		<b>Indicator Type:</b>	Local	<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>	Green if 10% or less		Amber if between 10 and 15%		Red if more than 15%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>	
Q1 2017/18	4.0%	10%	Green		
Q2 2017/18	4.0%	10%	Green		Static
Q3 2017/18	0.0%	10%	Green		Improved
Q4 2017/18	12.3%	10%	Amber		Deteriorated
<b>Year end 2017/18</b>	<b>6.3%</b>	<b>10%</b>	<b>Green</b>	↓	<b>Improved</b>
Q1 2018/19	10%	10%	Amber	↓	Improved
Q2 2018/19	4%	10%	Green	↓	Improved
Q3 2018/19		10%			
Q4 2018/19		10%			
<b>Year end 2018/19</b>		<b>10%</b>			

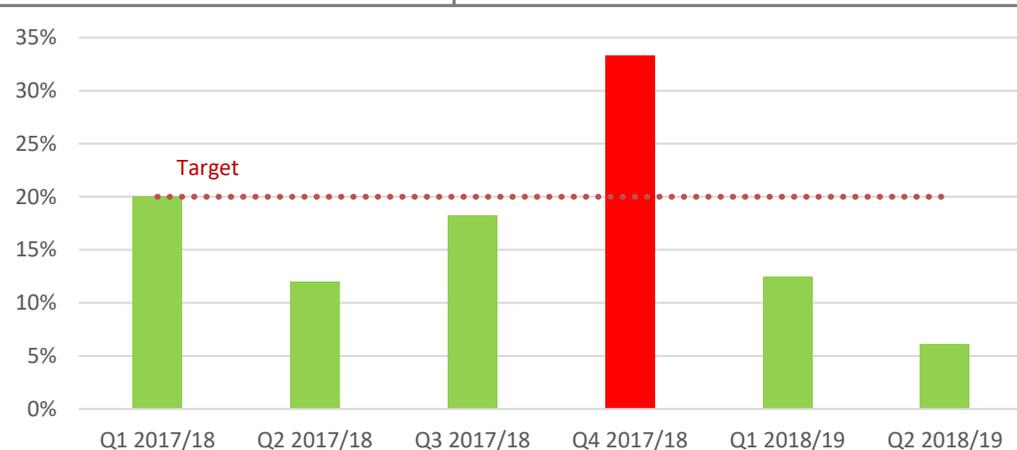


**Commentary & Target Setting:** The target assigned for 2018/19 remains at the level set last year with active work with the chairs of conference and operational teams on cases to continue. During Quarter 2 18/19, 2 of 49 children became subject of a Child Protection Plan for a second or subsequent time within the last two years.

**KPI VP6ii: Percentage of children who become subject to a Child Protection Plan for a second or subsequent time ever**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliari-Symons	<b>RAG:</b> GREEN
<b>Service:</b>	Children's Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b> Statistical neighbours 22.96% (2016/17)
<b>RAG Threshold:</b>	Green if 20% or less		Amber if between 21% and 30%	Red if more than 30%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	20.0%	20%	Green		
Q2 2017/18	12.0%	20%	Green		Improved
Q3 2017/18	18.2%	20%	Green		Deteriorated
Q4 2017/18	33.3%	20%	Red		Deteriorated
<b>2017/18 Year End</b>	<b>23.1%</b>	20%	<b>Amber</b>	↓	<b>Improved</b>
Q1 2018/19	12.5%	20%	Green	↓	Improved
Q2 2018/19	6.1%	20%	Green	↓	Improved
Q3 2018/19		20%			
Q4 2018/19		20%			
<b>2018/19 Year End</b>		20%			

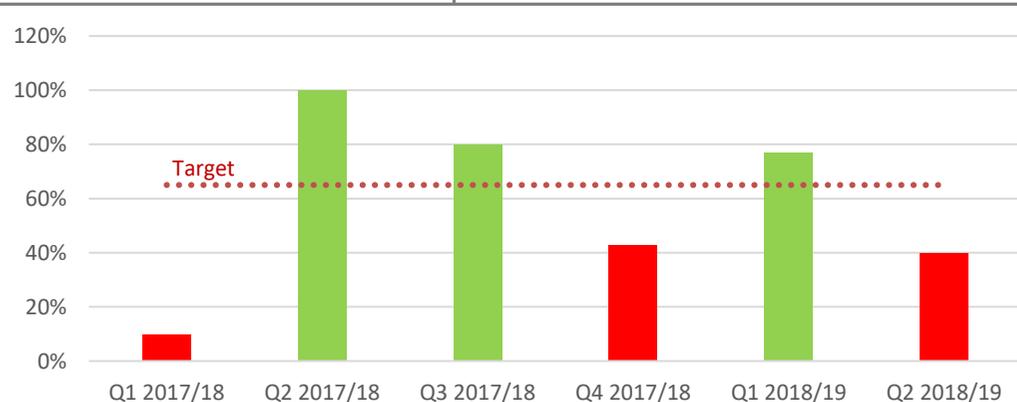


**Commentary & Target setting:** The 2018/19 target remains the same as the previous year and if the target is achieved, performance will be in line or better than statistical neighbouring authorities. For quarter 2 18/19, 3 out of 49 children became subject to a Child Protection Plan for a second or subsequent time ever.

**KPI VP7: Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliari-Symons	<b>RAG:</b> RED
<b>Service:</b>	Children's Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b> Statistical neighbours 70.8% (2015/16)
<b>RAG Threshold:</b>	Green if 65% or more		Amber if between 60% and 64%	Red if less than 60%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	10%	65%	Red		
Q2 2017/18	100%	65%	Green		Improved
Q3 2017/18	80%	65%	Green		Deteriorated
Q4 2017/18	43%	65%	Red		Deteriorated
<b>2017/18 Year End</b>	<b>46%</b>	65%	<b>Red</b>	↓	<b>Deteriorated</b>
Q1 2018/19	77%	65%	Green	↑	Improved
Q2 2018/19	40%	65%	Red	↓	Deteriorated
Q3 2018/19		65%			
Q4 2018/19		65%			
<b>2018/19 Year End</b>		65%			

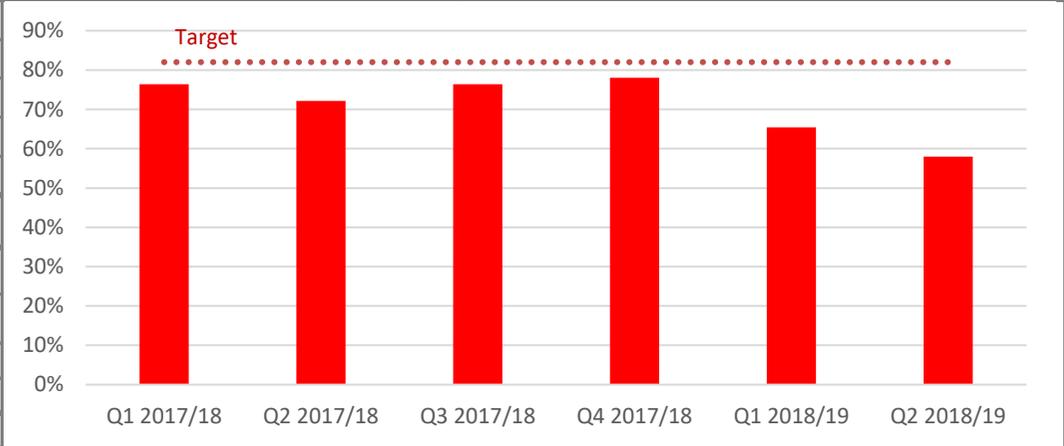


**Commentary & Target Setting:** The 2018/19 target remains the same as the previous year. For quarter 2 2018/19 four, of the ten children leaving care, achieved permanence. The other six children left care at the age of 18; three moving into independent living, one staying put with their foster carer and two remaining in residential placement due to health needs. Those who leave care at the age of 18 will have a transition plan in place.

**KPI VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliard-Symons	<b>RAG:</b> <b>RED</b>
<b>Service:</b>	Children's Services	<b>Indicator Type:</b>	Local	<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>	Green if 82% or more		Amber if between 78% and 81%	Red if less than 78%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	76.4%	82%	Red		
Q2 2017/18	72.1%	82%	Red		Deteriorated
Q3 2017/18	76.4%	82%	Red		Improved
Q4 2017/18	78.0%	82%	Red		Improved
<b>2017/18 Year End</b>	<b>75.8%</b>	<b>82%</b>	<b>Red</b>	↓	<b>Deteriorated</b>
Q1 2018/19	65.4%	82%	Red	↓	Deteriorated
Q2 2018/19	58.0%	82%	Red	↓	Deteriorated
Q3 2018/19		82%			
Q4 2018/19		82%			
<b>2018/19 Year End</b>		<b>82%</b>			



**Commentary & Target Setting:** 2018/19 target remains the same as the previous year. The Assistant Director for Social Care and Early Help and Service Managers are meeting with teams on a weekly basis to review performance and address any barriers to achieving timescales. One of the main barriers is recording of visits on Mosaic (the social care recording IT system). The drop in performance coincides with increased caseloads and the main impact of this is that social workers are not always recording their work in a timely manner. There is robust oversight of visiting and any children that the service is unable to access are escalated appropriately.

# Agenda Item 36.

<b>TITLE</b>	<b>Quality Assurance Framework/Annual Quality Assurance Report</b>
<b>FOR CONSIDERATION BY</b>	Children's Services Overview and Scrutiny Committee on 22 January 2019
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Director of Children's Services - Carol Cammiss

## **OUTCOME / BENEFITS TO THE COMMUNITY**

The recently introduced quality assurance processes will over time deliver service improvements from which the local community and its most vulnerable members will benefit.

## **RECOMMENDATION**

That the attached report be noted as the basis for future reporting on the performance and quality assurance for the Directorate.

## **SUMMARY OF REPORT**

This report provides information on the quality assurance system introduced by the Directorate in 17/18 and identifies an appropriate way forward for future reporting arrangements



## **Background**

The attached report outlines the quality assurance activity for Children's Social Care for 2017/18. This should have been reported in Spring of last year. Due to major changes in the senior management arrangements of the Directorate and the Council this was not followed through. It is important however that this information is made available to Scrutiny and Overview Committee as it provides a comparative baseline that will allow the Committee to compare current and future performance with that of previous years.

The report provides a performance overview of children's social care activity as seen through the recently developed quality assurance system. It builds upon the monthly performance reports so as to give a more comprehensive picture of activity, what's been done well and what areas need to be improved. It goes on to identify proposed key lines of enquiry for 18/19 that would underpin the intended audit programme for this current year. This is to be reported to a future meeting of this committee.

During 18/19 there have been a number of very significant changes that have influenced and shaped the work of the service including:

- The appointment of a new senior management team
- Big increases in activity in referrals, assessments and statutory interventions to support vulnerable children
- Further inspections by regulators
- Projected overspends in children's services as a consequence of increasing workloads
- High levels of churn in frontline staff resulting in the loss of large numbers of experienced staff to neighbouring Local Authorities

Taken together, this has radically changed the landscape in which Children's Social Care has been operating and will undoubtedly shape the future agenda for the service.

## **Analysis of Issues**

Quality Assurance activity for 17/18 was concentrated providing detailed information that assisted the Directorate in making improvements in service delivery. The principle sources of information included:

- The reported and observed experiences of frontline practitioners and managers;
- Observations and analyses of multi-agency meetings;
- Feedback from children, young people and their parents and carers;
- Audit of cases;
- Analyses of aggregated child level data, benchmarking exercises and accurate performance data.

The data outlined in the attached report demonstrates positive activity in a number of areas along with the need to make improvements. The main recommendations from the audit work are outlined in Appendix 1 of the attached report. This has formed the basis for the service action plan for this year (18/19) and will be reported upon to a future

meeting of this committee. This is the beginning of the Directorate's new performance/quality assurance processes it provides a marker and future direction for the Service.

**FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil		
Next Financial Year (Year 2)	Nil		
Following Financial Year (Year 3)	Nil		

<b>Other financial information relevant to the Recommendation/Decision</b>
There are no financial implications for the Council arising from this report.

<b>Cross-Council Implications</b>
The introduction of an effective quality assurance system will identify the impact and influence of both partner organisations and other Directorates of the Council.

<b>Reasons for considering the report in Part 2</b>
N/A

<b>List of Background Papers</b>
None

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Wokingham Children's Services  
ANNUAL REPORT OF QUALITY ASSURANCE  
April 2017 - March 2018

CONTENTS

1. Introduction to and purpose of this report
2. Summary of the audit programme: process, activity and focus
3. Analysis of findings from the audit programme
4. Responding to the key messages from audit
5. Lines of enquiry for 2018-19

## **1. Introduction to and purpose of this report**

The contribution of quality assurance arrangements to practice quality and its improvement has been further developed within children's services since March 2017.

The Quality Assurance and Safeguarding Standards Service is a newly established service within the People Services Directorate that provides focus to Quality Assurance activity. The new service has a small flat structure with an Assistant Director, two Service Managers and a Board Manager. This area of the business is growing. The Service comprises three Areas: Quality Assurance and Safeguarding (Children and Adults), Intelligence & Impact (Children and Adults) and Wokingham Safeguarding Children's Board (WSCB).

The Wokingham Children's Services Quality Assurance Framework is currently being refreshed to reflect the new focus and enable the service to continue to assure ourselves that we achieve good or outstanding outcomes for children and young people and their families, and meet the key service standards.

In addition the last 12 months has seen the introduction of two Practice Review weeks each year that allow for all staff to be involved in direct practice and peer to peer review. These took place in October 2017 and March 2018.

This report provides a summary of the current arrangements and sets out the essential areas of quality assurance activity in the twelve month period to the 31st March 2018. It outlines key findings from Quality Assurance activity. Finally, the report concludes by setting out the key lines of enquiry underpinning our audit programme for the year ahead to March 2019. These are informed both by the learning and recommendations from the current year's activity as well as known or anticipated changes within our operating environment.

## **2. Quality Assurance Activity – A Summary**

### **Our model of quality assurance**

Quality assurance is fundamental to the meaningful measurement of activity and its impact. Done well, it enables a commitment to enhancing improvement that is informed by evidence and focused on making a difference. The Quality Assurance process supports the development of good and outstanding practice, and prioritises learning from what is working well and where there are cases of concern. It reinforces good practice and drives improvement for individual children and young people, as well as at an individual worker, team, service and organisational level.

The Quality Assurance process enables us to answer the following questions:

- What is life like for the children, young people and families who use the local authority's services?
- What evidence there is to ensure the assessment, planning and help provided by the local authority make children and young people safer and promotes their welfare and development?
- What are the features of the local authority that make good practice more likely?
- What are the features of the local authority that inhibit good practice?

The Quality Assurance activity ensures that the Local Authority is able to answer these questions

and to support learning and improvement.

The principal sources of information that provides the answers to these questions are:

- The reported and observed experiences of frontline practitioners and managers;
- Observations and analyses of multi-agency meetings;
- Feedback from children, young people and their parents and carers;
- Audit of cases;
- Analyses of aggregated child level data, benchmarking exercises and accurate performance data.

## **Our approach to audit**

Over the last 12 months we have been committed to developing a collaborative approach to case audit. This reflects an underlying premise that for an audit process to have real value then it must generate an accurate picture of practice and promote rather than hinder individual and organisational learning. This value can only be realised if the audit methodology in use actively involves those who have the best intelligence about the child's case. Collaborative arrangements have emphasised the participative aspects to case review and learning and look to operationalise a key idea within Signs of Safety: 'nothing about us without us'.

## **Core Audit**

The Case Audit Template forms part of the arrangements in Wokingham to assess where we are achieving quality in practice and where we need to improve. It combines a standards-based approach with key elements drawn from the Signs of Safety practice and quality assurance framework. Further development is to connect Case Audit to family survey activity. This, in conjunction with the core dataset then allows for effective triangulation of findings as described within the Quality Assurance Framework.

As part of the monthly case core audit process, 2 collaborative case file audits are completed for each team, each month.

## **Practice Review Week**

Two Practice Review Weeks have been carried out in the last 12 months in October 2017 and March 2018. During these weeks managers were scheduled to undertake collaborative and remote case audits, IRO audits and observations.

## **Thematic audit**

More in-depth or thematic audit activity is carried out if the need is identified, for example, focussed audits into assessment or supervision practice. This enables a consistent measure of progress in specific aspects of work, or teams, or other factors to be identified.

The Wokingham Safeguarding Children Board has commissioned the following audits in the last 12 months to ensure the effectiveness of multi-agency practice:

- Neglect Audit – April 2017 - The purpose of the audit was to take an appreciative enquiry approach to what has worked with families to improve outcomes for children. This audit has been mirrored in Reading & West Berks, with a view to all 3 areas coming together to share learning and areas of good practice, to trigger the important discussions around moving forward with families where neglect is persistent or recurring.
- Bullying – June 17 – Audit was commissioned to speak directly to school children of differing ages to understand their direct or indirect experiences of bullying and how these incidences were responded to
- Cannabis/County Lines - Data/reported to WSCB Q&P Sub group in March 2018. Issues identified were: increase cannabis use and under reporting and increase in anti-social behaviours

<b>Audit by type</b>	<b>Individual children subject of audits Oct 17-Mar 18</b>
<b>Practice Review Weeks</b>	79
<b>Core audit</b>	39
<b>Grand Total</b>	118

## Grading

Wherever appropriate individual cases are graded using the Ofsted grading system, to ensure consistency over time, and because this grading for case work is an accepted proxy for what good looks like.

<b>Audit Theme</b>	<b>Inadequate</b>	<b>Requires Improvement</b>	<b>Good</b>	<b>Outstanding</b>	<b>N/A</b>	<b>Total</b>
<b>Core</b>	1	4	9	1	24	<b>39</b>
<b>Practice Review Week</b>	7	23	45	3	1	<b>79</b>
<b>Total</b>	<b>8</b>	<b>27</b>	<b>54</b>	<b>4</b>	<b>25</b>	<b>118</b>

- 30% (38% adjusted) inadequate or requires improvement
- 49% (62% adjusted) good or outstanding

## Actions and Recommendations

Individual actions or comments, for example on the quality of services being provided, are reported by the auditor to the social worker and manager following each audit. It is the responsibility of the worker and manager to ensure that any action and or recommendations are considered in supervision and acted upon accordingly. Any cases found to be Inadequate are reported immediately to the relevant Service Manager and Assistant Director to ensure that all actions are carried out immediately.

A team of 'Moderator Auditors' carry out a desktop re-audit of all the Core Audits and Practice Review Audits to ensure consistency and quality.

Team	Inadequate	Requires Improvement	Good	Outstanding	N/A	Total
<b>Ambleside</b>	2	4	11	1	0	<b>18</b>
<b>Brambles</b>	1	6	9	0	0	<b>16</b>
<b>DCT</b>	1	7	5	0	1	<b>14</b>
<b>DTA</b>	0	4	6	0	24	<b>34</b>
<b>H4U</b>	3	5	12	0	0	<b>20</b>
<b>FPT</b>	0	0	1	0	0	<b>1</b>
<b>Early Help</b>	1	1	7	1	0	<b>10</b>
<b>YOS</b>	0	0	3	2	0	<b>5</b>

## Summary

A total of 118 children were subject to one of the main audit activities (i.e. core practice, thematic, Practice Review Week or other) over the review period.

What's gone well?	What has been of concern?	What can we do about it?
The Core audit programme is established and is now understood and accepted as a routine part of management responsibility.	The core audit programme, Practice Review weeks and system for themed audits has been staff intensive.	<p>Ensure that tools and guidance are relevant and in place.</p> <p>Ensure that an administrative system is streamlined and simplified as much as possible.</p> <p>Review tools as part of business as usual within the established manager and practitioners forums.</p> <p>Review capacity in the IRO service, to add capacity and enable auditing to be a live learning experience with social workers.</p>
Practice Review Weeks enable all staff to be involved in direct practice and peer to peer review. It allows for a more thorough review of the whole case, with the statutory Social Worker/IRO/chair, to gain learning from peers and others. The practice review weeks include a series of collaborative audits and practice observations.		Future Practice Review Weeks to ensure greater opportunity for frontline practitioners to be involved in auditing cases and feeding back the finding and learning to their peers.
Working with Performance	When areas of concern are	The Performance Improvement

Team to develop performance data, monthly performance meetings with managers and introduction of Performance Improvement Log has enabled potential KLOE's to be identified & triangulated and give required focus on areas of concern.	identified through the Performance data and issues added to Performance Improvement Log, need to ensure that the service are taking ownership of the issue to enable improvements to take place and evidenced through the Performance data.	Log will be owned by the newly established Quality Assurance Steering Group in order to provide the governance and accountability to identified areas for improvement.
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### 3. Analysis of findings from the audit programme

There have been 118 Audits completed. The distribution and final grading for each case is set out below.

Audit Type	Inadequate	Requires Improvement	Good	Outstanding	N/A	Total
<b>General Audits</b>	7	26	44	3	1	<b>81</b>
<b>Early Help General Audits</b>	1	1	6	1	0	<b>9</b>
<b>Early Help Minimum Standards</b>	0	0	2	0	0	<b>2</b>
<b>DTA Minimum Standards</b>	0	0	0	0	24	<b>24</b>
<b>Other</b>	0	0	2	0	0	<b>2</b>

In terms of practice standards, this cohort represents a reasonable sample on which to base an assessment of where quality is currently good and where it needs to improve.

### 4. Responding to the key messages from audit

A number of emerging and recurring themes have been distilled from the range of audit activity completed over the review period, namely:

- The quality of assessment and case history
- Supervision and oversight
- Planning
- Communicating with children

These are dealt with here in turn, including a brief description of each theme and the actions that have been taken and/or are planned to address them.

#### 1. The quality of assessment and case history

- Reflective Case Summaries to be in place for every case
- Chronologies need to be up to date for all cases

#### 2. Supervision and oversight

A clear improvement can be evidenced in this area from the October 2017 Practice Review week Audits to the more recent Practice Review week in March 2018. However areas for further development identified are:

- to improve the frequency of supervision
- to ensure supervision is evidenced on all case records

### **3. Planning**

- All Plans need to be SMARTER, including Safety Plans, Trajectories and Care Plans. Audits show there is no evidence of plans being tried or tested & reviewed – require improved outcomes or evidence of impact on file.
- Transition plans to be developed

### **4. Communicating with children**

- Child's version of safety plan and words and pictures needed for all cases.
- Visits – clear planning & purpose
- Advocacy to be provided and evidenced as appropriate

## **5. Moving forwards. The Quality Assurance Action Plan for 2018-19**

We have drawn on our assessment of and learning from the past 12 months of quality assurance activity to plan for the coming year. We are already committed to a high level of audit activity and this will continue with six monthly Practice Review weeks and monthly Core Audits.

Further development for Children's Services Quality Assurance includes:

- Audit processes are to be reviewed to ensure that the Audit cycle is robust, complete and provides useful and meaningful recommendations and actions that are monitored, implemented and result in practice improvements that can be evidenced.
- the introduction of a Quality Assurance Steering Group that will lead on Quality Assurance activity across Children's Services. This Group will receive findings from audits, Performance reporting, findings from intelligence gathered from children and their families, and processes that measure impact. This will provide a clearer way of demonstrating impact and outcomes to those using services, staff across the partnership and others.
- A refreshed Audit Moderation Process will be in operation from Mid-June 2018 to ensure Audits are consistent

- The monthly core audit programme will continue. It currently provides a consistent view of practice quality and a reliable basis from which to evaluate performance and impact. This peer auditing is a key collaborative venture to promote a shared understanding of what constitutes best practice and how this can be achieved and sustained. We will continue to identify and support individuals who would like to develop auditing skills as part of their professional development.
- Six monthly Practice Review weeks will continue to take place as an intensive audit and review weeks when the service as a whole will focus on practice, its quality and impact. This involves the DCS and senior managers working with social workers and teams to audit cases, observe practice and undertake joint visits.
- Further work will be undertaken to improve the feedback to frontline staff on audit activity, its analysis and implications for practice. We want to encourage practitioners to see the value of their contribution to audit not just in terms of individual case responsibility but also as part of a wider effort to assembling a reliable picture of organisational achievement.
- The Children's Services Self-Assessment will be informed on a regular basis of the service quality and impact of learning showing qualitative as well as performance information alongside feedback from staff and families. This will feed into the action planning cycle and ensure the agreed actions are correct, agreed and SMART.

# Agenda Item 37.

<b>TITLE</b>	<b>Innovations Programme Update</b>
<b>FOR CONSIDERATION BY</b>	Children's Services Overview and Scrutiny Committee on 22 January 2019
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Director of Children's Services - Carol Cammiss

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Wokingham Borough Council Children's Services are adopting Signs of Safety as the Practice approach for our work with Children and Families. The underlying principles of Signs of Safety fit with the council's priorities with an emphasis on building on the strengths of the family network with the aim of reducing the need for statutory intervention unless absolutely necessary for the safety of the child.

## **RECOMMENDATION**

Overview and Scrutiny members expressed an interest in hearing more about the Signs of Safety Practice Framework. A presentation is attached outlining the principles and how they link with Council priorities for Members to note.

## **SUMMARY OF REPORT**

The Presentation attached provides the background for the implementation of Signs of Safety in Wokingham and progress to date.

## Background

See attached presentation.

### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

<b>Other financial information relevant to the Recommendation/Decision</b>
NA

<b>Cross-Council Implications</b>
NA

<b>Reasons for considering the report in Part 2</b>
NA

<b>List of Background Papers</b>
NA

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# Signs of Safety Practice Framework



Jannie Goussard

Wokingham Children's Services – Jannie Goussard



**WOKINGHAM**  
BOROUGH COUNCIL

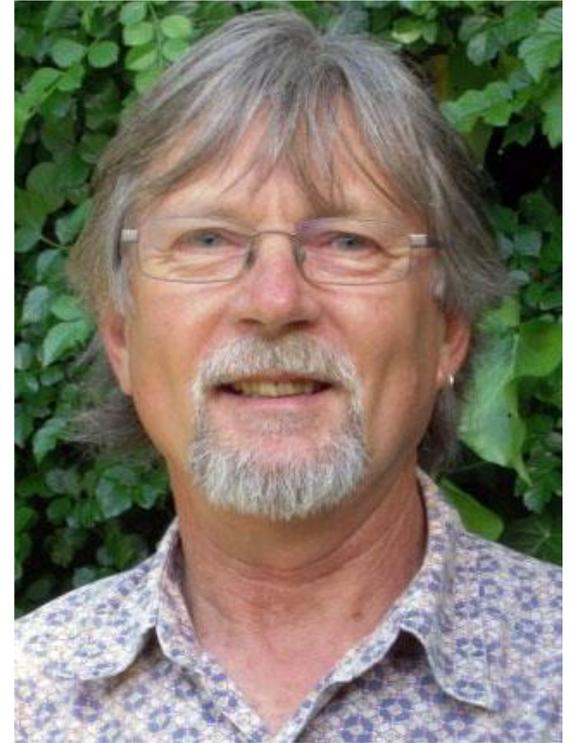
# Background to Signs of Safety



Andrew Turnell

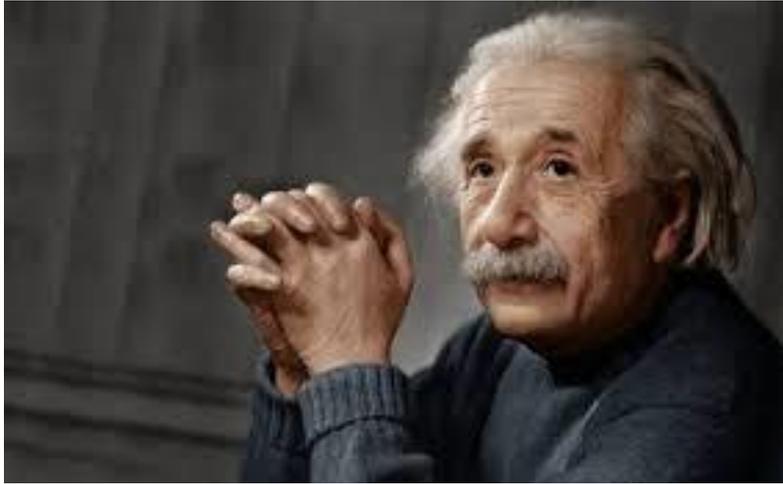
42

“How can the worker build partnerships with parents and children in situations of suspected or substantiated child abuse and still deal rigorously with the maltreatment issues?”



Steve Edwards



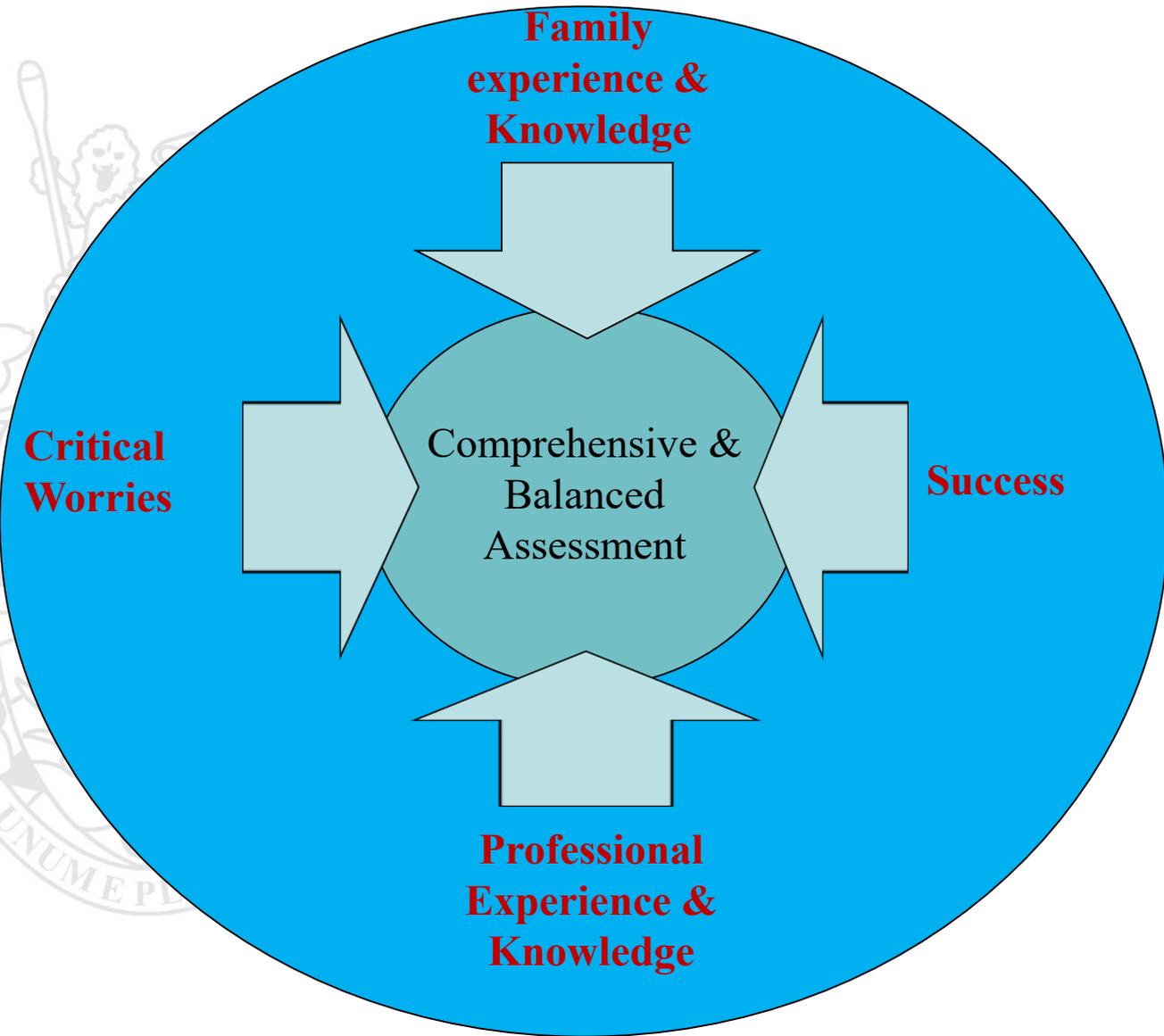


# Albert Einstein

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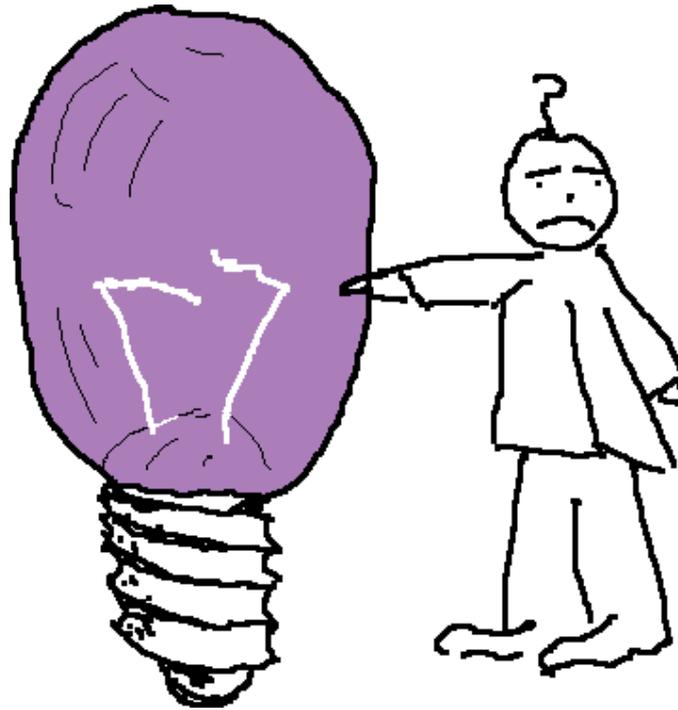
We cannot solve our problems with the same thinking we used when we created them

If you can't explain it to a six year old, you don't understand it yourself



# This light globe seems faulty

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© Susie Essex. 2008  
Graphics by Seren Gill



**WOKINGHAM**  
BOROUGH COUNCIL



# Why Signs of Safety?

- The Signs of Safety Practice Principles are closely aligned with the Council's own priorities and values

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**WOKINGHAM**  
BOROUGH COUNCIL

# Practice Principles

Respect everyone as individuals worth working with

Cooperate with the person, not the abuse

Don't interpret actions, ask questions

Recognise that all people have capacities and strengths

Maintain a focus on competency and cast a vision for excellence

48

Learn what the other person needs and strives for

Treat every engagement as an opportunity for growth



# Statutory Guidance

“Services may also focus on improving family functioning and building the family’s own capability to solve problems. This should be done within a structured, evidence-based framework involving regular review to ensure that real progress is being made”



# Research evidence and studies

- Families feel more empowered and able to understand and address the concerns and requirements of child protection authorities
- The number of children removed from families reduces relative to the number of families with whom authorities work more intensively to build safety around the children
- Practitioners report greater job satisfaction due to the clarity of the approach, the usefulness of the tools and the impact for the children and families.



# England Innovations Programme



51

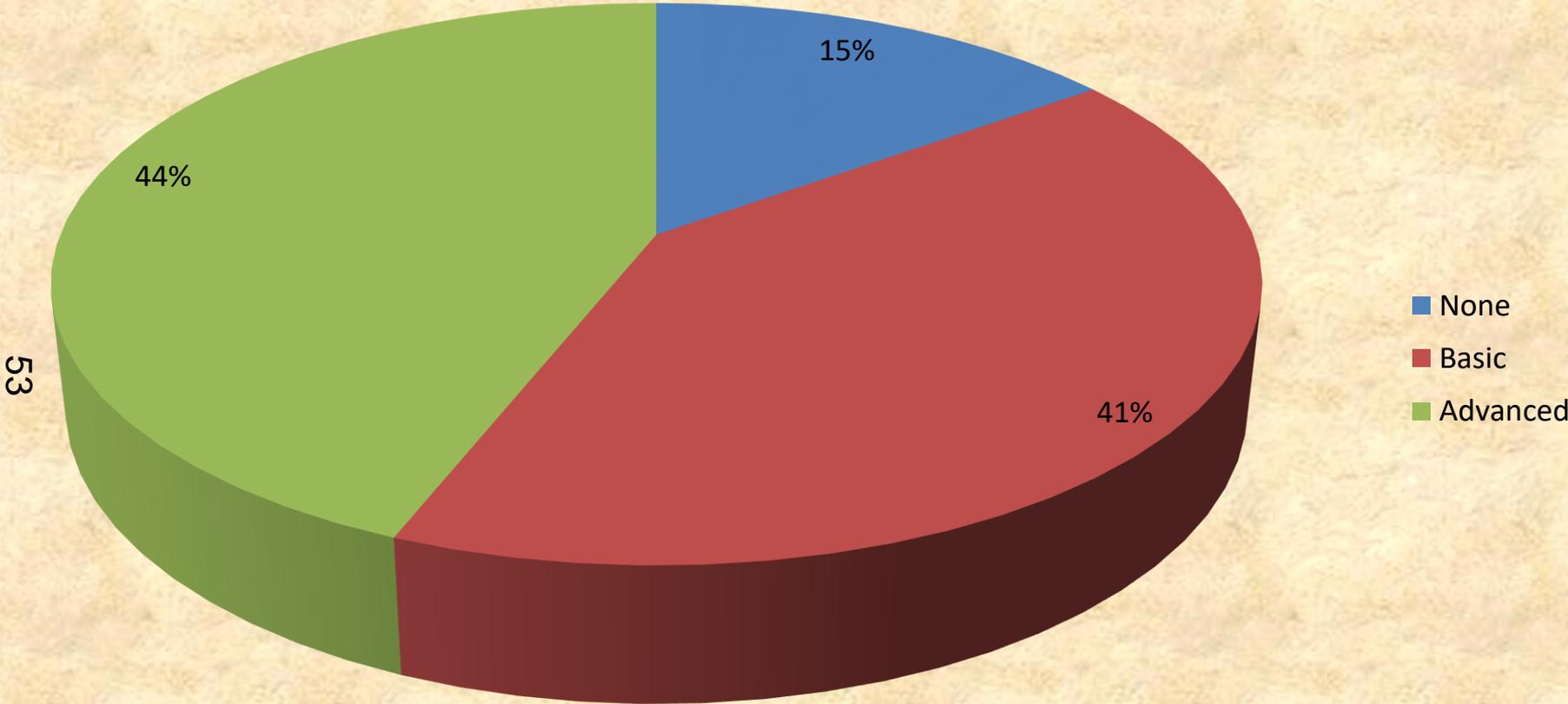


**WOKINGHAM**  
BOROUGH COUNCIL

# Signs of Safety Organisational Implementation

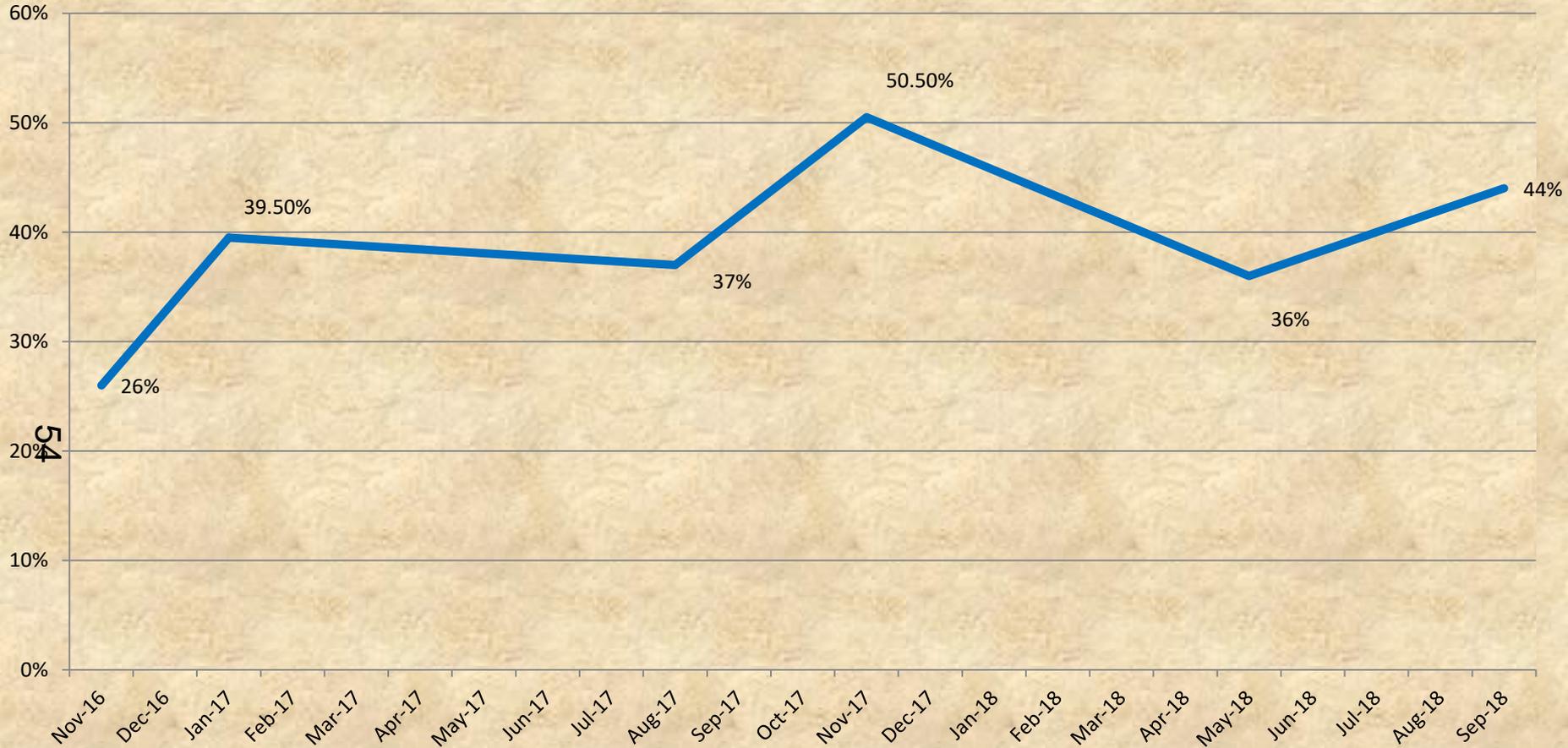


# Staff training profile



# Average score across all 7 aspects of the score card

## Average Score



<b>TITLE</b>	<b>SEND Strategy</b>
<b>FOR CONSIDERATION BY</b>	Children's Services Overview and Scrutiny Committee on 22 January 2019
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Director of Children's Services - Carol Cammiss

## **OUTCOME / BENEFITS TO THE COMMUNITY**

The Council needs to consult upon a proposed Special Educational Needs and Disability strategy so as to bring up to date its existing policies and priorities relating to children, young people and their carers who have additional needs and/or disabilities that Wokingham Borough Council are required to provide for. The attached report will, subject to community and user consultation, benefit children and young people along with their carers in providing additional help and support.

## **RECOMMENDATION**

- 1) That the Committee:
  - a) Approve the attached draft as suitable for consultation with those interested parties living in Wokingham;
  - b) Comment upon the key issues identified in the proposed strategy and advise the Director of Children's Services of their views;
- 2) That the outcome of the consultation be reported to a future meeting of this Committee.

## **SUMMARY OF REPORT**

This report seeks permission to consult upon the attached draft SEND strategy.

## Background

See attached report.

## Analysis of Issues

See attached report

### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

#### Other financial information relevant to the Recommendation/Decision

The current provision for children with Special Educational Needs is experiencing significant financial pressures. This position is unlikely to be resolved under current arrangements. The shortfall in available resources is a national issue and will only be resolved by changes to national funding arrangements.

#### Cross-Council Implications

Providing direction and priority for services that support the most vulnerable within our community will assist the Council in meeting its priorities.

#### Reasons for considering the report in Part 2

N/A

#### List of Background Papers

SEND Strategy

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## Wokingham Borough Council

### 0-25 Special Educational Needs and Disabilities (SEND) Strategy

2019-2022

#### Draft 3 - 02.12.18

**Note: This document has been designed to make it easy to comment on, but it is still a working draft document and the final strategy will not be produced until full co-production and consultation meetings have been undertaken.**

### Introduction

Wokingham is committed to supporting and improving the life chances of all local children and young people with Special Education Needs and Disabilities (SEND), ensuring that all are well prepared for life beyond education and training. The aim of this strategy is to set out the things we want to do over the next three years to work towards achieving our vision, reflecting the changes in the law about how we support children and their families, (through the Children and Families Act 2014, the SEND Code of Practice: 0-25 years, the Care Act 2014 and the Equality Act 2010) and achieving the best possible outcomes for all.

The Children and Families Act 2014 introduced the biggest changes to SEND in a generation and we want to meet the requirements of the Act in a way that is inclusive and realistic in a very challenging financial context. Through four high level strategic priorities, this strategy serves to provide a sense of direction and will support future planning in a time of significant change. It seeks to address those issues which are of principal concern at this stage and which, when achieved, will have maximum impact on the delivery of effective and efficient services. It is for children, young people and their families, staff, partners and the wider public.

The strategy seeks to understand the need in Wokingham and then organise our resource to meet that need in the most cost effective way. It is designed to demonstrate our collective responsibility and accountability across all partners, specifically education, social care and health, but also reflect the contribution made by voluntary and community partners. It will support clear pathways for children, young people and their families with a particular emphasis on the transition between services as children and young people get older and the smooth interface between childhood and adulthood. Most importantly of all, it should encourage better outcomes for all children and young people.

We realise there is still much to do, to keep pace with increasing and changing demand, to improve provision and to build local capacity. We must target our resources effectively and achieve value for money while recognising the unprecedented increase in numbers supported by high needs funding and the corresponding increase in pressure on broader health and social care services.

## Context

Wokingham is a great place for children and young people with SEND to grow up. The Council has a strong and growing economy, high performing schools and a range of public and privately funded resources for children and young people with SEND and their parents and carers. But like many other local authorities, we face rising demand from a growing and changing demography, at a time of reducing public funds. Achieving our aspirations against a backdrop of increased demand, particularly for children and young people with Autistic Spectrum Disorder (ASD) and Social, Emotional and Mental Health (SEMH) needs and constrained local authority and partner resources will require new ways of working across public agencies and a new relationship with service users.

We want to coordinate the support and services for children and young people with SEND and in this strategy we have developed a set of high level priorities for the improvement of services from birth to age 25, which we believe will support us in realising better outcomes through:

- Improving our data gathering and analysis to support an evidence based approach to provision;
- Improving our communication and engagement practices and developing strong partnerships with schools, families and other partners;
- Supporting children to thrive at times of transition and as they become adults;
- Improving provision and building capacity locally to meet need.

We believe that putting a greater emphasis on supporting children and their families to have an active role in their own care will be critical for improving outcomes. We want to ensure that the voice of children, young people and their families is heard in all aspects of decision making. To that end we have planned opportunities for parents, carers and their children to respond to this strategy and inform its progress.

Wokingham Borough Council is the lead agency for all children and young people's services in Wokingham. This means that the Council brings together all public services and other stakeholders and supports them in working together to help local children and young people to achieve the best possible outcomes. The Council and its public sector partners are responsible for providing additional support to children and young people with SEND and their families. This support includes:

- Involving children and their families in the decisions that the Council may make about their support and services;

- Giving advice and information to parents on what support is available for children and their families locally;
- Agreeing with parents a joined up education, health and care plan (EHCP) that sets out how education services, schools, health services and social services will support each child;
- Commissioning services jointly between the Council and health services for children with SEND;
- Supporting parents by giving advice and information and helping them to care for their children.

We are also committed to working across the area served by the three Berkshire West authorities. Sub-regional health and local authority partnerships are working to create a shared data set and a shared understanding of need, so that where there is a common need for particular provision, we will work together. This may mean sharing resources with a view to creating new provision that will be closer to families and offering better value for money than independent sector provision.

Our work will be set within a strong management framework with clear accountabilities and reporting lines to ensure that service aspirations are delivered with tangible benefits to local communities and that better outcomes for children and young people are achieved. Our governance arrangements will ensure that services are held to account to achieve these aspirations in a timely and efficient manner. These are explained later in the strategy.

## Our Vision

**Our vision for all children and young people with Special Educational Needs and Disabilities in Wokingham is that, with the right support and the right opportunities, they are able to achieve the best possible outcomes and to lead happy and fulfilled lives.**

We will improve outcomes by promoting family and community resilience, working with partners to reduce dependence on services throughout children's lives by focusing on what families need to support themselves and empowering them to improve their own situation. Placing a greater emphasis on supporting children and their families to have an active role in their own care will be critical for improving outcomes and ensuring the voice of the children and their families is heard in all stages of decision making. We have consulted widely with partners in the production of this strategy to ensure that it reflects the views of all.

We will also achieve this through access to high quality local early years provision, schools and other education settings. We want to provide a well-planned continuum of provision from birth to early adulthood. We aim to meet need in mainstream and universal settings wherever possible and where specialist help is needed we want to ensure that we can provide it in Wokingham wherever possible. We want children and young people to get the right

support, advice and guidance at the right stage depending on their needs, making good educational progress and a broader approach to family and health needs.

## Special Educational Needs and Disability in Wokingham.

### 1. Who are the children with SEND?

This strategy is concerned with supporting children and young people with SEND to achieve the best possible outcomes and to help parents and carers to provide the best possible care and support. Children and young people with SEND are defined as follows:

*A child or young person has special educational needs if he or she has a learning difficulty or disability which calls for special educational provision to be made for him or her. (S 20.1 Children and Families Act 2014)*

The term disabilities is used as follows:

*If you have a physical or mental impairment that has a 'substantial' and 'long term' negative (adverse) effect on your ability to carry out normal day to day activities. (Based on S6.1 Equalities Act 2010)*

Wokingham Borough Council has a duty to make suitable arrangements for the education of children and young people aged 0-25 with Special Educational Needs and Disabilities where needs cannot be met by the schools they attend using their own resources. The needs of individual children and young people may be met within mainstream schools and colleges by providing additional support or through a place being provided within a special school or college. Where a child or young person has not made the expected progress despite the school having taken purposeful and relevant action to identify, assess and meet the needs of the child or young person, the school or parents can consider requesting an Education, Health and Care Plan (EHCP) which will set out the services they will receive and the school, college or other provision they will attend.

### 2. How many children are there with SEND in Wokingham?

There are approximately 38,000 children and young people under the age of 18 years living in Wokingham. This is 23% of the total population in the area. In September 2018, 914 children and young people had EHCPs maintained by Wokingham Borough Council, with the most significant needs of resident children being:

- Autistic Spectrum Disorder (ASD) - 39%
- Social Emotional and Mental Health – 18%
- Learning Disabilities – 24%

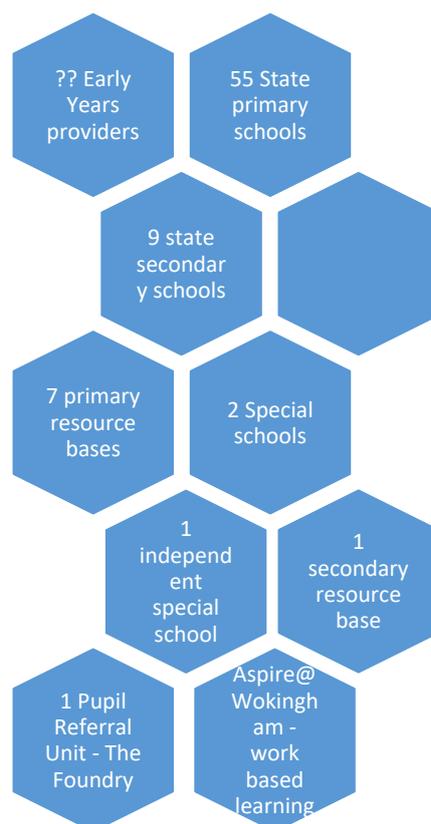
The overall number of children and young people with an EHCP and the predecessor statement of especial educational needs, has grown since 2015 from 730 to 914 in 2018.

A further 2,799 children were categorised as needing SEN support in Wokingham schools, including independent and non-maintained schools (State-funded – 2166, Independent and non-maintained – 633).

The proportion of children and young people in the borough requiring education in special schools has increased at a rate of 5% per annum since 2015. At the same time, the 0-25 population (and in particular the number of young adolescents of statutory school age) is projected to grow. These two factors will lead to a significant increase in the number of children needing special school places in the next five years. It is estimated that there will be an additional 125 places required by 2023.

Currently the Council educates 60% of children and young people requiring special school education within borough. However, 133 are educated outside of Wokingham, half of these in expensive independent or non-maintained special schools.

### 3. SEND Provision in Wokingham





#### 4. Finance

The continued reduction of budgets in successive local government financial settlements means that the Council must:

- Seek the best value for money in all service areas, through efficient organisation, better procurement and partnership working with other councils and health commissioners;
- Focus specialist services on those children, young people and families who have the greatest need and who have statutory entitlement;
- Target Early Help services to prevent needs increasing and avoid higher levels of spend on statutory services;
- Charge for services where lawful and where families have the means to pay;
- Give families and young people greater control in how their financial support is used.

Already stretched High Needs Block funding means that we must target our resources effectively and deliver this strategy in a way that is affordable, recognising the unprecedented increase in pupil numbers supported by High Needs Block funding and the corresponding increase in pressure on the broader health and social care services. Partnership working will become even more important for the future, particularly with schools, where innovative ways to use High Needs Block funding in mainstream schools.

### Our Principles

We have developed our principles, priorities and key actions through talking with partners. These principles will be reflected in our support, services and provision in order to improve outcomes for children with SEND. They will be embedded in everything we do.

#### 1. Encouraging independence:

We want children and young people to be resilient and confident, so that they are prepared for independent adulthood. We will ensure that services and provision are proportionate to need and we will provide the tools for individuals and families to do things for themselves. Parents, carers, children and young people will feel empowered through being aware of the support available and better informed to make choices and decisions. Wokingham Borough Council recognises that raising a child with a disability can at times be more challenging or complex than raising a child without a disability. We will therefore provide support ranging from information and sign posting to funding for and direct provision of short breaks. We will also provide courses and direct support from skilled staff with specific issues. As every child and their family is different we will accommodate different levels of support based upon individual needs.

#### 2. Communicating well:

We will be transparent and honest in all communication to support the effective delivery of services. We will be clear, open and honest with all our audiences, and will explain who does what, how it works, what to expect and when, and we will keep each other informed. The views and voice of the child and their family will be at the centre of everything that we do. As a consequence, children and their families will feel listened to and involved in planning for their future.

3. Working in partnership:

We will encourage partnership working to ensure that we use our resource as effectively and efficiently as possible. We will work with statutory health, education and care services, with schools and the voluntary sector, taking collective responsibility to deliver education, health and social care in a coordinated way. We will put children and their families first, to work in partnership to deliver services in line with meeting need and individual choices.

4. Identifying need early:

We aim to improve the long term outcomes for the child and reduce the need for more costly interventions later on. We will identify need as early as possible and work with families and young people to decide how to support that need efficiently. We will treat times of transition with particular importance and ensure that early planning supports and informs the appropriate aspirations of the child and their family.

5. Ensuring financial sustainability:

We will ensure that provision and services are commissioned to ensure clear pathways between services while improving financial sustainability. We will review commissioning arrangements in the context of local partnerships, spend SEND budgets carefully and efficiently and have a clear understanding of what types of investment best benefit our children.

## **Our Priorities**

To realise our vision for children and young people with SEND, with our partners we have identified the following strategic priorities for 2019-2022. Each is supported by a detailed action plan that accompanies this strategy.

### **Strategic priority 1: Improved data gathering and analysis to support an evidence-based approach to provision.**

Through the development of improved data gathering, systems and processes, we will ensure an evidence based approach to the planning and commissioning of support. Working closely with partners, such as health colleagues and those in voluntary and community services we will maximise the opportunities for early identification of changing needs and demands to target support in the most effective way. Utilising good quality information we will ensure a

transparent and fair allocation of existing resources with budgets aligned to our strategic priorities.

Significant amounts of data are available across the Council and its partners in health. Currently a local health data set is being developed by Berkshire Health Foundation Trust (BHFT) to assist with planning across Berkshire. This will be expanded to include the Royal Berkshire Foundation Trust once data is available. We will develop a systematic approach to using existing systems in a smarter way. We will use data to plan strategically for the future. We will establish a general agreement of what data we need to collect and how we use it. We will improve methods of quality assurance to make sure that we are using existing resources in the most efficient and effective way.

To have early sight of changing needs and demands we will develop evidence sources such as:

- Pupils with EHCPs by primary need;
- Current placements by primary need;
- Placement costs by primary need;
- Use of EHCP funding in schools;
- Applications for and use of Exceptional Needs Funding;
- High Needs Block budget monitoring;
- Data and trajectory of children in receipt of early intervention.

As a result of better use and analysis of data we will seek to:

- Reduce the use of independent provision whether in or out of borough;
- Reduce the High Needs Block budget spend;
- Maximize Wokingham's use of its own special school capacity; for example to have early intervention behaviour support available to deliver timely interventions so that mainstream education settings are able to meet children's needs; or a specialist inclusion service for direct support to primary schools;
- Source appropriate specialist provision for all SEND children aged 5-16 and develop partnerships with out of borough specialist providers to meet the needs of children and young people with severe or complex needs and provide good value for money;
- Increase in the percentage of children and young people with an Education, Health and Care Plan remaining in mainstream settings;
- Reduce the percentage of children who have received early intervention going on to need an Education, Health and Care Plan by providing appropriate, high quality provision within the borough for the majority of Wokingham's children and young people with SEND.

## **Strategic priority 2: Improved Engagement and Communication**

- With and between partners

Working closely with schools, colleges and other providers we will ensure that the commissioning of places is closely aligned with the changing climate of need in Wokingham;

that the commissioning of integrated services ensures a holistic approach and meets the individual needs of children and young people through bespoke packages, from birth to adulthood; and that there is a shared and widely agreed understanding of the role and function for each partner in the delivery of the SEND strategy.

- With and between services

Regular meetings and other channels of communication between the local authority and service providers will ensure that commissioned services continue to meet the needs of children and young people, that there is a clarity of purpose and that any changes of priorities and funding are shared with providers and stakeholders. Communication will focus on meeting the needs of the child and the young person in the context of the finite resources available.

- With and between schools

We will support schools to understand their legal and moral obligations to accommodate all children with SEND through regular sharing of information at SENCO network meetings and Schools Forum. We will ensure that schools are held accountable for the outcomes of pupils on their roll and by making reasonable adjustments, ensure that the gap between pupils with SEND and their mainstream counterparts is narrowing.

- With parents, carers and young people

We will communicate regularly with REACH, SENDIASS and CAN network in order to provide a co-production working model so that there is ownership by all stakeholders and that the voice of the child and the parents is heard. Collectively we will manage parental expectations to ensure that the needs of the child are met within a framework of understanding about national and local funding constraints.

### **Strategic Priority 3: Improved Transition at All Stages**

- Transitions within Education

We recognise how important successful transition procedures are to all children but especially for those with additional needs. Transition for a child with SEND requires some additional planning to ensure that it is smooth and successful.

We will ensure effective transitions at all stages of education by working with early years providers to develop communication links between other local settings and primary schools, and supporting effective relationships between primary and secondary schools and post 16 provision. This will ensure greater continuity for children in their movement from home to setting and from school to school. Transition from one setting to another should be seen as a seamless journey.

Planning for transition should take place the term before the child is due to start in their new setting, to enable sufficient time for any plans or support to be put into place. Parents and

any professionals involved with the child should be invited to the transition meeting. This ensures parents can make informed decisions for their children.

- Transitions into adulthood

We will establish a clear pathway across the partnership which allows for 'Preparing for Adulthood' (PfA) arrangements to begin at 14 years. This includes defined roles and responsibility within the Local Authority both strategically and operationally. Children's and Adult's Services will work in partnership with other agencies, the child and young person and their family to develop effective person centred preparation for adulthood.

The PfA Pathway will deliver the following;

- Emphasis on a planning process to support children and young people with SEND to make positive transitions into adulthood in all aspects of their life including:
  - ✓ Employment;
  - ✓ Good adult health;
  - ✓ Independent living;
  - ✓ Participating in society and/ or the local community.
- Establishment of a new Preparing for Adulthood and Transition Team between Children's and Adult's services to embed and co-ordinate a preparing for adulthood pathway.
- Development of a workforce training programme to embed the principles of Preparing for Adulthood, in line with legislative duties and Children's and Adult's Services approaches.
- Development of advice, information and signposting for young people, parents and carers and professionals through the Local Offer.
- Development of the market place to ensure that there is suitable post 18 provision in place to support young people's aspiration and life choices through to adulthood, including employment and accommodation.
- Development of a mental health protocol which specifies how young people with SEND and mental health problems are prepared for adulthood and transition to adult mental health services, where appropriate.
- Early information and advice for young people and their parents and carers in respect of where their needs or their children's needs do not meet the thresholds for Adult's Services provision.

#### **Strategic Priority 4: Improved provision and local capacity building**

The increase of children and young people requiring education in special schools and colleges in Wokingham and the projected growth of the 0-25 population will lead to a significant increase in the number of children needing special school places in the next five years (an additional 125 place growth requirement by 2023).

We know that we need additional capacity to support growth, specifically to include the ASD and SEMH needs which demands further investigation, expertise and understanding to ensure provision is effective and appropriate.

Insufficient local capacity and the consequent use of high cost out of borough provision, has led to a High Needs Block projected deficit. This overspend will potentially increase in 2019/20 as the numbers of children requiring an SEN placement is set to rise.

There will be an additional pressure for 190 places for children with SEND will be required by 2023, to mitigate growth (125 places) and provide a local alternative to high cost, out of borough provision (65 places).

There are two state funded special schools within Wokingham Borough, Addington School, Woodley and Northern House School Wokingham in Wokingham Town. Addington School provides services for up to 206 children, focusing on Autism and Learning Disabilities. Currently over 80% of the places are taken by children and young people from Wokingham. Northern House provides services for up to 72 children with a focus on Social, Emotional and Mental Health difficulties. Currently around 50% of the places are taken by children and young people from Wokingham.

Seven primary schools and one secondary school have designated Resource Bases for children and young people with SEND. The Resource Bases provide support within mainstream schools, so allowing a child to continue to be educated within this environment rather than within a special school. Resources Bases currently cover the following areas (number of schools in brackets):

- Hearing Impairment (1 infant, 1 junior);
- Autism Spectrum Disorders (1 infant, 1 junior, 1 secondary);
- Physical Disabilities (2 primary);
- Speech Language and Communication Needs (1 primary).

The cost of supporting all current children and young people in Wokingham Borough with SEND is £18,000,000 per year. Over recent years, the pressure on the High Needs Block has increased. This reflects the increased size of the cohort and the number of children placed in special schools (particularly independent and non-maintained special schools). These placements are often outside of the borough, and the council is required to meet the home to school transport costs. Transport costs of children with SEND are higher than for children in mainstream schools, reflecting the longer journeys and lower vehicle occupancy rates.

There are various options that the Council could take to address this deficit and these will all be investigated as part of this strategy. They include:

- Increasing inclusion (education in mainstream schools), through improved provision of specialist support;
- Providing local high quality but better value facilities to replace high cost placements;

- Building a new school through a free school application;
- Expanding existing special school provision;
- Developing Satellite Provision linked to an existing school;
- Reviewing the provision of the Resources Bases;
- Providing additional support for mainstream schools;
- Improving purchasing frameworks for independent provision.

## Enablers

To achieve our vision and deliver on our strategic priorities, there are some key enablers which will support this strategy:

- Appoint to substantive posts to ensure continuity and consistency;
- Continue to develop a permanent skilled workforce that delivers high quality and effective interventions;
- Promote and support an inclusive culture across and within all our schools;
- Continue to develop the range and quality of information through our SEND local offer;
- Develop a set of comprehensive action plans that detail the activities, measures of success and timescales for achieving our strategic priorities.

## Governance of the strategy:

In order to manage, monitor and evaluate progress effectively it will be vital that there is robust governance of this strategy. This will be undertaken at two levels. Operational scrutiny will be undertaken by the owners of the attached action plans. The purpose of this group is to ensure that action plans are delivered on time and on budget, and where this is not happening, to report obstacles and concerns to the strategic group.

Strategic scrutiny will be undertaken by the SEND Partnership Board, a multi-agency and multi-service group, to be chaired by the Director for Children's Services. The delivery of this strategy is not the responsibility of a single agency. It requires a partnership approach, owned by all who work with children, young people and their families. The purpose of the group is to support the shared vision, judge progress against the stated strategic priorities and provide scrutiny and challenge to the delivery of the SEND strategy through the operational group.

The SEND Partnership Board will provide the strategic drive, coordination and oversight by receiving regular reports on performance and outcomes against the strategic priorities and supporting action plans and consider a range of data, information and soft intelligence from a variety of sources. In considering these data sources the Board will evaluate the progress made by the Partnership in delivering key improvements for children and young people with

SEND and their families. The Partnership will also consider key risks to the successful delivery of the strategy and mitigate/remove any blockages to improving outcomes for this group of children and young people.

## Consultation

This draft strategy details the overarching vision and direction for children and young people with SEND in Wokingham for the next three years. Faced with radical legislative overhaul through the Children and Families Act 2014, continuing financial pressures and increasing demand, we need to think differently about the way that we plan and deliver SEND support in Wokingham.

Wokingham Borough Council is seeking views on our draft strategy for supporting children and young people with special educational needs and disabilities (SEND). The strategy has been produced by officers, partners and schools in the first instance, but must reflect the views of parents, carers and young people from Wokingham as well as wider partners in the voluntary sector. It sets out how the local area will work to support children, young people and their families with SEND in future. It is built upon a shared belief that considering and providing for the needs of children and young people with SEND should be 'everyone's business', with the aim of providing effective services which will enable children and young people to thrive.

Timescale:

January 2019 – all partners to meet to agree on final draft strategy

March 2019 – final draft out for consultation

May 2019 – final strategy published.

## Appendix 1

SEND attainment data

## Appendix 2

Financial data

<b>TITLE</b>	<b>School Performance Indicators and Ofsted Reports</b>
<b>FOR CONSIDERATION BY</b>	Children's Services Overview and Scrutiny Committee on 22 January 2019
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Director of Children's Services - Carol Cammiss

**OUTCOME / BENEFITS TO THE COMMUNITY**

Clear understanding of schools' performance in order to recognise and promote success and ensure robust challenge and support continues to deliver improvement.

**RECOMMENDATION**

Note the outcomes of relevant Ofsted reports on schools and the further update on statutory outcomes from the summer 2018 assessments.

**SUMMARY OF REPORT**

Ofsted Inspection outcomes published since last report September 2018. There have been three inspections in the reporting period. Only two reports have been published. Links to the full reports are provided below along with either the extracted letter in respect of Section 8 inspections or the summary from Section 5 full inspections as relevant.

- **Woodley CE Primary School - Good** S8 October 2018  
<https://reports.ofsted.gov.uk/provider/21/109988>

**Section 8 Inspection letter to headteacher :**

This school continues to be good.

The leadership team has maintained the good quality of education in the school since the last inspection. You have a clear vision to balance the nurturing Christian ethos of the school with pupils' academic learning. Staff share your ambition. They work well together and are committed to the school's mission statement of 'inspiring hearts and minds'.

Pupils are very happy at Woodley Primary School. I observed courteous and respectful behaviour across the school and pupils told me that this is typical. They like the renewed focus on reading and told me that their reading gets better when they complete their home reading. They like the way that their teachers 'really know' them and will suggest new books for them to read. They are very enthusiastic about their 'afternoon lessons' and the linked home learning projects, although some did admit to having rather too much parental support when making their models of First World War trenches. This has clearly been addressed by leaders because pupils also told me that their teachers need to know what pupils themselves can do so that 'they can help us better'.

Pupils' 'afternoon lessons' and special topic days are planned carefully by leaders and teachers to ensure that pupils receive a broad and balanced curriculum diet. This is successful, and pupils are clearly inspired by the ways that science and the wider curriculum are taught. The many extra-curricular activities, including the Year 6 residential trip, help to develop pupils' personal and social skills well.

The majority of parents and carers are also happy with Woodley. Many described it as 'caring' and 'a family' and explained how all staff work hard to make sure that pupils are happy. A minority raised concerns about leaders' communication, but several praised this, especially the recently launched 'Friday Forecast'. Others highlighted the availability of staff at classroom doors at the start and end of every day as a routine that they find valuable.

Leaders have an accurate understanding of the strengths and weaknesses of the school. The areas for improvement identified at the previous inspection have been addressed well. You have taken quick action to address weaknesses, prioritising improving pupils' progress in reading and mathematics across the school. Your work to improve the overall quality of teaching and learning has been hampered by staffing turbulence. You have dealt well with this ongoing challenge, but you and other leaders have had to take on

extra responsibilities and teaching to make sure that pupils' learning is not hindered. Consequently, your improvement plans have not been fully realised and have not yet made the difference intended. Safeguarding is effective.

The leadership team has ensured that all safeguarding arrangements are fit for purpose. Recruitment processes are undertaken well and checks regarding the suitability of adults to work with children are recorded carefully. Staff know pupils very well and are alert to the slightest change that might indicate a cause for concern. They follow the school's systems well, passing on any worries swiftly. Leaders work well with external agencies and are persistent when checking that planned actions and support have been effective.

Pupils feel safe and told me that there are always members of staff to talk to if they have any worries. They have a good understanding of how to keep themselves safe and recognise potential risks, including when online.

### Inspection findings

- During this inspection, I considered how well leaders had addressed the decline in pupils' progress in reading and mathematics in national key stage 2 tests. I found that the majority of current pupils make good progress in these subjects. Upper key stage 2 pupils' books show that they are currently making strong progress in reading and mathematics. Nevertheless, there is still much ground to make up after the slow progress in previous years. Leaders have devised well-considered plans to accelerate pupils' progress, especially in reading. Early indications show that pupils are catching up and closing previous gaps in their learning. However, it is too early to demonstrate the impact of this work.
- Pupils' progress in reading and mathematics has also been strengthened by leaders' work to improve the quality of teaching. This has been successful overall. Leaders have supported teachers well. Leaders have worked closely with teachers and provided personalised professional development that has helped individuals to improve rapidly. Throughout the school, there is a culture of sharing and a strong sense of purpose. Leaders routinely plan and jointly teach lessons with classroom teachers to model different approaches. This has been successful in helping to share effective strategies and improving the quality of teaching overall.
- I explored how leaders use the pupil premium funding and found that it makes a very positive difference to pupils from disadvantaged backgrounds. You and the 'pupil-premium champion' know all the eligible pupils and their families exceptionally well. You have used this knowledge to identify and understand the barriers to learning that these pupils experience. Working with families, you have devised a wide range of successful strategies that support these pupils well and help them to make strong progress across the curriculum. Case studies and school information indicate that these strategies have been very successful. Parents are very positive about the support that their children have received, with one describing the work as going 'above and beyond'. The positive impact of this work can be seen on a case-by-case basis. However, it has not been formally evaluated, so leaders cannot provide clear evidence of which strategies have been the most successful.
- I also considered how well governors fulfil their statutory duties and hold leaders to account. Governors are dedicated and share leaders' ambitions for the school. They have undertaken a thorough self-review and created an action plan that has already supported them to refine and strengthen their focus. They have recently experienced many personnel changes and have taken the opportunity to recruit governors who bring a wide range of skills and experiences to the governing body. They have provided clear strategic support to you, especially during ongoing staffing difficulties. However, they recognise that this has distracted them from undertaking some of their statutory responsibilities, such as ensuring that the use of pupil premium funding is formally evaluated.

### Next steps for the school

Leaders and those responsible for governance should ensure that they:

- continue to improve the consistency of teaching quality across year groups and subjects, so that all pupils receive a quality of education that is as good as the best
  - embed the improvements in pupils' reading and mathematics, especially across upper key stage 2
  - formally evaluate the difference that pupil premium funding makes for disadvantaged pupils.
- 
- **Northern House Special School- Academy November 2018 Inadequate-** following Special Measures 2016 and academy order sponsored by the Northern House Group  
<https://reports.ofsted.gov.uk/provider/25/143862>

## Section 5 Full Inspection Report Summary Section

### **This is an inadequate school**

- Safeguarding is not effective. Pupils are at risk of harm because of very unsafe behaviour, low attendance and insufficient supervision.
- The multi-academy trust and governing body have not acted to identify or address extensive weaknesses in the school. All aspects of the school's work are inadequate.
- The governors and the multi-academy trust do not work well together. They have not held senior leaders to account or agreed on priorities to tackle failings.
- Over time, leaders have failed to support staff to address pupils' very challenging behaviours. This places pupils and staff at risk.
- Until recently, leaders had not checked pupils' learning, and as a result had not identified that the curriculum for older pupils had a negative impact on their achievement.
- Teaching, learning and assessment are inadequate. Many teachers do not demonstrate the skills to promote learning and manage challenging behaviour. As a result, pupils' achievement is poor.
- Staff do not demonstrate high expectations for pupils' behaviour or learning. This impacts negatively on their personal development and outcomes.
- Teachers do not use assessment well. They do not notice or intervene quickly enough when tasks are either too easy or too hard for pupils.
- Tasks are often uninteresting for pupils. This causes them to opt out of learning.
- Teaching assistants do not play an active part in supporting pupils' learning. Extra support for pupils is often lacking because these staff are dealing with challenging behaviour instead.
- Rates of exclusion are very high. Pupils miss too much school due to exclusion.

### **The school has the following strengths**

- The new headteacher is firmly focused on securing the best outcomes for pupils. She has made essential changes quickly to improve the school.
- Staff care about pupils. They show that they want to help them.

## **Provisional Outcomes at KS2 Summer 2018**

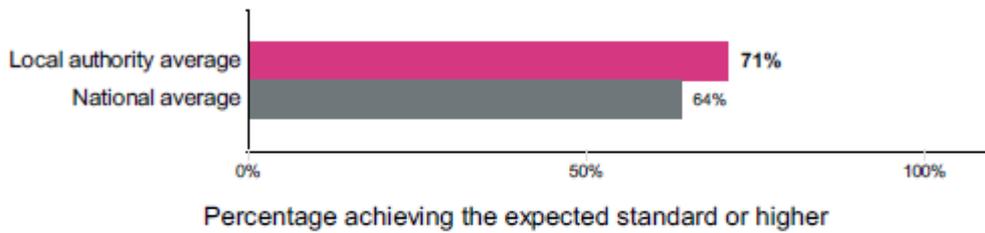
DfE have published the first release of data for KS2. This is provisional data for 2017/18. Any amendments made to school's data will be reflected when DfE re-publish the data in a few months. National and local authority benchmarks may also change. Until these changes take effect, differences between data may be seen within reports. Other data in relation to GCSE and A Level will not be available until the Spring.

There were approximately 1900 pupils in the Y6 cohort. DfE data indicates that the Wokingham overall attainment figures are above national average in relation to achieving the benchmark in the combined three subject areas.

## Reading, writing and maths combined

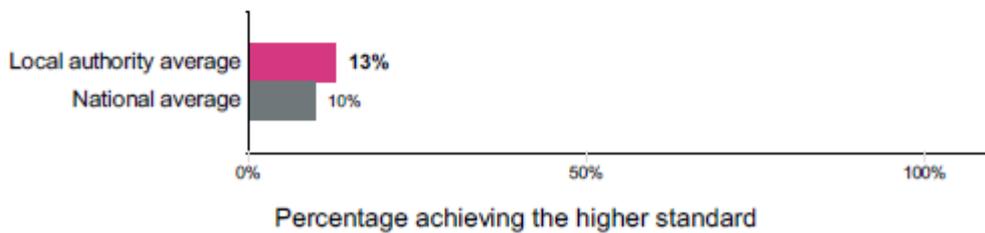
### Percentage of pupils achieving the expected standard or higher

Number of pupils = 1,992



### Percentage of pupils achieving the higher standard

Number of pupils = 1,992



In relation to progress measures the DfE calculates progress in the three core subject areas. The national average is set at zero. Tolerance levels above and below zero are usually published to give an indicator of how far above or below each school as an individual establishment sits. There are plans to revise all benchmarks going forward as espoused by the current Secretary of State.

In relation to the current overall Wokingham cohort progress performance indicators show performance broadly in line with national averages:

Reading 0.59  
Writing -0.23  
Maths 0.33

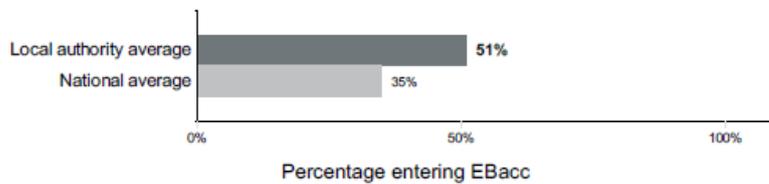
### Provisional Outcomes at KS4 Summer 2018

These are now available against the following indicators (charted below) and show that in Wokingham :

- There is a higher than average entry rate to the English Baccalaureate
- A slightly higher than average percentage of pupils remain in education or employment post 16
- There is a higher than average percentage of pupils achieving Grade 5+ in English and Maths
- There is a higher than average attainment in the Attainment 8 category for pupils

## Percentage entering the English Baccalaureate

Number of pupils = 1,636



## Percentage staying in education or entering employment after key stage 4

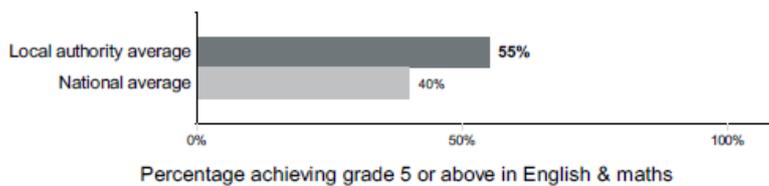
This is provisional data for 2016/2017.

Number of pupils = 1,615



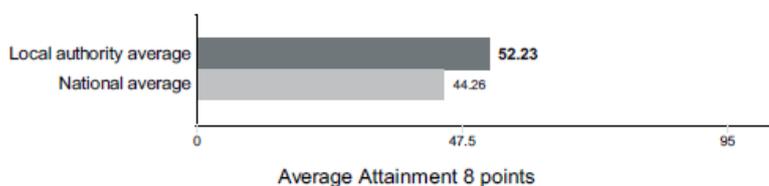
## Percentage achieving grade 5 or above in English and maths

Number of pupils = 1,636



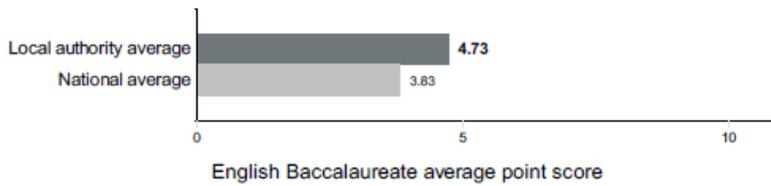
## Attainment 8

Number of pupils = 1,636



## English Baccalaureate average point score

Number of pupils = 1,636



### Background

Since the previous report there have been three further Ofsted inspections. Two of the reports have been published.

The national data set for KS4 has been published showing the following information:

- The percentage of pupils entered for the English Baccalaureate
- The percentage of pupils remaining in education or employment post 16
- The percentage of pupils achieving a Grade % or above in both English and Maths at GCSE
- The average Attainment 8 points achieved by pupils at KS4

### Analysis of Issues

One sponsored academy has failed to secure a good inspection outcome at its first inspection following sponsorship and so the academy trust and school are now subject to further monitoring by the regional Schools Commissioner and Ofsted.

Risk assessment undertaken continues to be accurate.

Wokingham outcomes compare favourably with national averages.

### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

<b>Other financial information relevant to the Recommendation/Decision</b>
NA

<b>Cross-Council Implications</b>
NA

<b>Reasons for considering the report in Part 2</b>
NA

<b>List of Background Papers</b>
NA

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## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE 2018/ 2019 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
19 February 2019	<b>Children's Services Performance Indicators</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	<b>Policy Update from the Executive Member</b>	To monitor the development of policies in Children's Services	Standing item	Executive Member
	<b>Service Plan</b>	To monitor the service improvement plan	Update report	Children's Services
	<b>School Performance Indicators and Ofsted Reports</b>	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Jim Levier/ Martin Post
	<b>Regional Schools Commissioner</b>	To receive the Regional School Commissioner Mr Martin Post	To ask questions in relation to academy schools in the Borough	Luciane Bowker

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Agenda Item 40.

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
	<b>Care Leavers University Tracking</b>	To monitor career progression for Care Leavers who have left university	To inform and make recommendations	Estelle Kelleway
	<b>Children's Services Overview and Scrutiny Forward Programme</b>	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	<b>Schools Causing Concern – Part 2</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Jim Leivers

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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