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19 November 2015

Children and Young People Scrutiny Committee

A meeting of the Children and Young People Scrutiny Committee will be held on **Friday, 27 November 2015 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

Tony McArdle
Chief Executive

Membership of the Children and Young People Scrutiny Committee (17 Members of the Council and 4 Added Members)

Councillors J D Hough (Chairman), R Wootten (Vice-Chairman), B Adams, W J Aron, Mrs J Brockway, S R Dodds, A G Hagues, B W Keimach, Ms T Keywood-Wainwright, C R Oxby, Mrs H N J Powell, Mrs S Ransome, Mrs L A Rollings, Mrs N J Smith, S M Tweedale, L Wootten and Mrs S M Wray

Added Members

Church Representatives: Mr S C Rudman and Mr P Thompson

Parent Governor Representatives: Mr C V Miller and Mrs E Olivier-Townrow

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE AGENDA
FRIDAY, 27 NOVEMBER 2015

Item	Title	Pages
1	Apologies for Absence / Replacement Members	
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3	Minutes of the meeting held on 19 October 2015	5 - 16
4	Frontline Social Workers and Safeguarding Scrutiny Review - Second Monitoring Update <i>(To receive a report which provides an update on the content and progress of the original action plan devised from the Frontline Social Workers and Safeguarding Task and Finish Group of October 2013)</i>	17 - 76
5	Lincolnshire Safeguarding Boards Scrutiny Sub-Group - Update <i>(To receive a report which enables the Committee to have an overview of the activities of the Lincolnshire Safeguarding Boards Scrutiny Sub-Group, in particular the Sub-Group's consideration of child safeguarding matters)</i>	77 - 84
6	SEND Transport Procurement Review <i>(To receive a report which invites the Committee to consider a report on the SEND Transport Procurement Review which is due to be considered by the Executive Councillor for Adult Care and Health Services, Children's Services on 1 December 2015)</i>	85 - 132
7	Corporate Parenting Panel Update <i>(To receive an update on the work of the Corporate Parenting Panel)</i>	133 - 146
8	Performance - Quarter 2 2015/16 <i>(To receive a report which provides key performance information for Quarter 2 2015/16 that is relevant to the work of the Children and Young People Scrutiny Committee)</i>	147 - 210
9	Children and Young People Scrutiny Committee Work Programme 2016 <i>(To receive a report which enables the Committee to consider its own work programme for the coming year)</i>	211 - 216

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- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

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**CHILDREN AND YOUNG PEOPLE
SCRUTINY COMMITTEE
19 OCTOBER 2015**

PRESENT: COUNCILLOR J D HOUGH (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), W J Aron, Mrs J Brockway, S R Dodds, A G Hagues, B W Keimach, C R Oxby, Mrs H N J Powell, Mrs S Ransome, Mrs N J Smith, S M Tweedale, Mrs S M Wray and Mrs C A Talbot

Added Members

Church Representatives: Mr S C Rudman

Officers in attendance:-

Michelle Andrews (Head of Birth to Five Service), Debbie Barnes (Executive Director of Children's Services), Stuart Carlton (Assistant Director Children's Lead Early Help), Jo Kavanagh (Children's Services Manager (Locality), Lincoln/West Lindsey Locality Team), Tracy Johnson (Senior Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

32 APOLOGIES FOR ABSENCE / REPLACEMENT MEMBERS

Apologies for absence were received from Councillors B Adams, T Keywood-Wainwright, Mrs L Rollings and L Wootten.

Apologies for absence were also received from Mr P Thompson (Church Representative), Mr C V Miller (Parent Governor Representative) and Mrs E Olivier-Townrow (Parent Governor Representative).

33 DECLARATION OF MEMBERS' INTERESTS

There were no declarations of interest at this point in the meeting.

34 MINUTES OF THE MEETING HELD ON 11 SEPTEMBER 2015

RESOLVED

That the minutes of the meeting held on 11 September 2015 be signed by the Chairman as a correct record.

35 FAMILIES WORKING TOGETHER SERVICE

Consideration was given to a report which outlined Phase 1 of the national "Troubled Families" Programme, led by the Department of Communities and Local

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Government; progress to national targets during Phase 1; the requirements of Phase 2 of the "Troubled Families" Programme; and a summary of families that would have been visited by Members of the Children and Young People Scrutiny Committee.

It was reported that the Department for Communities and Local Government (DCLG) had identified 120,000 'troubled families' across the country, and 1370 of these were in Lincolnshire. The Troubled Families Unit was set the task by the Prime Minister of 'turning around' these 120,000 families by March 2015.

Troubled families were characterised by there being no adult in the family working, children not being in school and family members being involved in youth crime and anti-social behaviour. Lincolnshire's response to the national Troubled Families Programme was "Families Working Together" (FWT) which was a team consisting of 48 Key Workers alongside a Performance and Management team. Key Workers were either directly employed by Lincolnshire County Council or seconded from partner organisations.

Members were advised that Lincolnshire had identified and worked with 100% of the 1,370 families, and by May 2015 had "turned around" 100% of the families.

Members of the Committee were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report, and some of the points raised during discussion included the following:

- Over 800 families had been identified for Phase 2, which would have a broader remit;
- £200million had been made available by the Government for Phase 2, and Members were advised that once it was agreed how many families Lincolnshire would work with, a proportion of that funding could be applied for on a payment by results basis. It was thought that this could bring up to £5million into Lincolnshire if the programme was successful;
- One member commented that they had met with one of the families in the programme, and were very impressed with the progress which had been made, particularly in relation to the relationship which had developed between the Key Worker and mother, as the Key Worker had provided a service tailored to the needs of the family;
- Concerns were raised regarding the sustainability of this service, and whether there would be the time available to give to each family. However, members were advised that officers were confident that the time involved was becoming less, as Key Workers gained more experience into which methods worked best. Staff were now able to go into a family and get an understanding of what was going on within the family much quicker than in the past;
- It was important that there was a focus on outcomes, and what needed to be achieved for the family;
- It was noted that the approach would be broadened to include other staff, and would include focusing on the importance of work, as getting parents work ready would have a raft of benefits;

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- The secondments from partner organisations were highly valued, and it had recently been confirmed that the district council secondments would be extended;
- It was noted that from 1 November 2015, all frontline staff would move to become Early Help Support Workers, following the restructure. This was to ensure greater flexibility in the frontline staff;
- The team had become bigger and bigger and more opportunities were developed, and now the approach would be expanded across to other groups of staff, but the brand of 'Families Working Together' would be retained;
- The outcome plans were designed to provide clarity to staff on what needed to be achieved for each family. It was considered positive to have a clear framework around outcomes;
- This was a five year programme and officers were trying to make it as broad and as flexible as possible. There would be an individual plan for each family which would set out what it was that needed to be achieved;
- It was noted that other authorities had used this funding to 'prop up' other services, but Lincolnshire had not done this, and was still committed to having the same number of people doing this work. But there had been a need to bring it into the Locality Teams;
- Members were advised that almost all authorities had achieved 100% of the families turned around. However, Lincolnshire had achieved the required level by October 2014 and so was selected as an early adopter for Phase 2. However, it was commented that there were some advantages to not being the first, but Lincolnshire was still seen as a leading authority, as it was doing something different;
- Members commented that the team should be congratulated;
- In terms of following up with families, it was reported that towards the end of the period, staff would start working with the family on how they would continue when the support ended, and each family would have an exit plan which would set out how they would move forward and how the changes would be sustained. Staff would also follow up with the family after four months. Families would be provided with the contact details for their Key Workers, so they would still be able to contact them, if needed. It was important to ensure that when a Key Worker left a family, they were prepared for it;
- Members had found it positive to experience some of the things that the Team did. In particular it was highlighted how the staff developed trust with the families. It was also noted that signs of safety was clearly in use within the team;
- The team in Grantham was also congratulated, however, there were some concerns regarding the PCSO secondment and it was queried what the criteria for seconding a PCSO was, as some only seemed to focus on the one aspect of crime and anti-social behaviour. Members were advised that having all partners on board was beneficial, and crime and anti-social behaviour was a big issue. However, a lot had been learned about what training was required, and an induction programme was being developed by the practice supervisors;

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- It was felt that it was a key development for the service to be able to benefit from having members of the Police Force as a part of the team, and good links had been developed;
- Members were advised that it was originally intended for full time police officers to be seconded to the team, but a decision was reached that it would be better if PCSO's took up this role;
- There was often a catalogue of issues which impacted on a family and they could not see a way out of it. The Key Worker would work with them to help them resolve these issues;
- It was queried whether there was an element of this programme which would focus on elderly family members. It was noted that this would only be picked up if elderly family members were living in the family home;
- Members were informed that Lincolnshire was chosen as one of the areas to have an independent review, and there would be a report published shortly. DCLG was very keen to ensure that authorities were providing value for money in terms of this programme. It was agreed that a copy of the report would be circulated to members once it had been published;
- It was difficult to measure the cost savings of preventative work;
- Concerns were raised regarding whether there was sufficient staffing capacity to take on another 800 plus families in Phase 2. However, members were advised that this was why officers were looking to embed this approach within the locality team, and spread this across all families which were experiencing need. Officers were confident that this could be managed within the existing case load, and it would include the families that the authority was already in contract with;
- As part of the national programme, there was a need to demonstrate that the turned around families had sustained this approach for at least six months;
- It was noted that those families who had been turned around were acting as peer supporters, however, this was an arrangement which needed to be formalised.

RESOLVED

That the comments made in relation to the Families Working Together Service be noted.

36 PROGRESS REPORT ON THE LINCOLNSHIRE YOUTH OFFER

Consideration was given to a report which provided the Committee with a progress report on the development of the Lincolnshire Youth Offer and updated the Committee on current service delivery and plans for the future.

It was reported that the Government had retained the duty on Local Authorities (LA) to secure sufficient educational and recreational leisure-time activities for the improvement of the wellbeing of 13-19 year olds. This duty also required LA's to take into account young people's views and to publicise information about the local offer.

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Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report, and some of the points raised during discussion included the following:

- The link between the Youth Offer and the Troubled Families Programme had been formalised;
- The authority had a responsibility to ensure that activities were in place for the 13 – 19 year old age group;
- Clarification was requested for the four youth centres which had been taken out of scope. It was reported that this was due to a lack of a suitable organisation to take over the lease of the centre. These centres were in areas where they were needed, and would continue to run activities by a number of different community groups. They had been taken out of scope as it was felt that officers would be spending more time searching for an organisation to take over the lease than they would on ensuring activities were being offered. Until such time as an organisation came forward, the County Council would continue to operate these premises;
- Members were assured that there were no current plans to close these centres at this time;
- It was commented that the list of positive activities that young people were engaged in within the county was impressive. However, it was noted that this list was not exhaustive, as another positive activity was the Lincolnshire Children's University Passport Scheme. Officers would ensure that this was included in the next report;
- There were concerns that with centres being taken out of scope that there could become a postcode lottery in terms of activities for young people. Members were advised that there was not a gap in provision in these areas, it was just that no suitable group had come forward to take on the leases of the buildings;
- Positive Futures had expanded, and had received funding from the Street Games;
- Until a suitable organisation could be found to take on the leases of the centres taken out of scope, the authority would continue to run them;
- It was requested that all local councillors be kept up to date with any significant developments in relation to the youth centres in each area;
- It was agreed that a full list of all the Lincolnshire County Council youth centres would be sent out to the Committee for information;
- Positive Futures did mainly focus on sport related activities, but it also offered other qualifications such as leadership and mentoring;
- There were concerns regarding how much youth work was taking place, and officers advised that they were trying to ensure that youth work was taken on by other organisations. The authority was trying to prioritise a very small resource, and had been trying to ensure that other groups were able to deliver these services.

RESOLVED

That the comments made in relation to the current Youth Offer and plans for the future be noted.

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Consideration was given to a report which invited members of the Children and Young People Scrutiny Committee to provide feedback from their visits to the social work teams in Children's Services.

It was noted that since February 2015, a number of visits had been arranged for Members to visit the eight Children's Services social work teams across Lincolnshire. All eight of the social work team were visited at least once.

Those members who had visited the social work teams were provided with the opportunity to give feedback to the rest of the Committee and the following was noted:

South Kesteven

Concerns were raised regarding the lack of parking spaces for staff at the site. However, members were provided with a lot of information and were given a tour of the building, and had the opportunity to meet with a couple of graduates based in the team. It was noted that one of the graduates, who was in their final year of a social work degree was dealing with 14 cases.

It was also reported that it was clear that signs of safety framework was embedded within the processes of this team.

Lincoln

Members were disappointed that the breastfeeding service had been cut, however, the team was trying to incorporate this into its own service.

Members were impressed by the 'Dads Club', in particular one story was reported in which a father had attended, discovered he was artistic and now was a volunteer at the centre.

It was commented that the staff were very enthusiastic and there were plenty of opportunities available for training, including basic life skills such as kitchen skills.

West Lindsey

Again, the staff were found to be very enthusiastic, and it was reported that one of the social workers in this team had been nominated for the social worker of the year award, which was a national award, and this person had been shortlisted for the top five. Councillor Mrs Brockway advised that she had put in an endorsement as well.

East Lindsey

There was clear use of the signs of safety process which was working well for families. Very clear risk assessments were carried out for children. Work had also been carried out which had enabled dialogue between mother and children to be very constructive.

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The visiting member had sat in on a child protection conference at this centre. It was noted that the Practice Supervisor had felt very supported by the authority in their work.

It was reported that the councillor who visited had found the facilities at the Skegness centre to be fantastic, as it included space for training, as well as a flat which was available for use by families when needed.

Boston

The councillor attended a case conference, and reported that it related to a young man who was leaving care, and the meeting had seemed very positive and friendly.

North Kesteven

There were concerns that there was very limited space, and it was queried whether smaller work stations could be provided to ensure that every member of the team had access to a desk.

South Holland

Members were amazed by the quantity of cases and the seriousness of the cases being handled by this team. What really came across was the range of foster carers what were required, and the enormity of what foster carers had to deal with. It was commented that the social workers did a fantastic job.

Members were provided with the opportunity to discuss the feedback and ask questions to the officers present, and some of the points raised during discussion included the following:

- Due to the confidentiality of the cases, members were only able to see a select number of families, mostly those which had good outcomes. However, there must be other cases which were not as successful. Members were advised that there would be a mixture of families who would not want to give permission for their cases to be viewed, partially due to the fact that many of the service users would be reluctant service users. Officers were confident that the quality of the work that was being seen was consistent;
- It was thought that much of the work which had been done in Skegness was due to the sustainability and the stability of the staff. It was queried whether the authority would ensure that the centre in Horncastle remained open. Officers considered it essential that a centre remained in Horncastle, as this enabled staff to travel on to Skegness;
- Procedures and protocols were in place in the event that a different social worker had to visit a family if the usual worker was off sick;
- The Chairman recommended that those Councillors who had not yet visited one of the social work teams should do so. It was agreed that further dates for visits to social teams would be arranged. It was also queried whether it would be possible for those members that had visited previously to have follow up meetings regarding the families they had met with previously. Officers agreed to look into this.

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RESOLVED

That the feedback provided to the Committee on members' visits to social work teams in Children's Services be noted.

38 CHILDCARE SUFFICIENCY ASSESSMENT AND ANNUAL REPORT

Consideration was given to a report which presented the annual sufficiency report for comment and provided the Children and Young People Scrutiny Committee with an update on the delivery of Lincolnshire's Childcare Sufficiency report for 2014/15.

Members were advised that following the presentation of the sufficiency paper in January 2015, it was agreed that the Birth to Five Service would develop the annual sufficiency report by revisiting the methodology of assessing sufficiency to give assurance that it was fit for purpose; developing and delivering the annual sufficiency report for 2015 within agreed associated costs and timeline; and also to consider strategies for financing sufficiency gaps once the assessment was complete.

It was reported that it was believed that there was sufficient early years provision in Lincolnshire, but it was noted that using waiting lists was not a very good way of assessing demand as some parents would put their names down for two or three different providers to ensure their child got a place.

Members of the Committee were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- There were concerns that there was very low provision in the Hartsholme area of Lincoln for 0-2 year olds, and it was queried whether there was a breakdown of the provision available in the different areas of Lincoln;
- It was noted that for the purpose of this report, it was important to take a holistic look at the provision in the city;
- The 0-2 year old provision was the most expensive, as it required a 1:3 ratio of staff to children;
- Officers were trying to analyse the level of child care costs in the county;
- It was queried whether schools were being encouraged to offer these services. Members were advised that there had been an increase in breakfast clubs, but it was more difficult organising activities for the afternoon;
- There were concerns about provision for 11 year olds, as there were often a large number of children of this age who would have to let themselves into their house after school;
- In relation to the Snap short survey which was used to form the basis of the assessment of sufficiency of places, it was noted that the questions had been interpreted in a number of different ways. It was suggested that the Community Engagement Team should be used in the future to ensure that questions were written in a way which would ensure that the correct information was obtained;
- The internal consultation team was now getting a better quality of information than external consultants;

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- One member commented that she had attended a conference the previous week in relation to dementia, and centres were being established to provide support, and it was suggested whether they could also be used by young people after school, as both young people and elderly people could benefit from the interaction with each other. Officers agreed to look into this scheme further to determine whether it would be appropriate;
- It was noted that families that had not been able to find child care provision in their area were encouraged to report this through the Family Information Service. This would also be the best way to collect data in relation to sufficiency of places;
- It was requested whether information in relation to how many children were affected by lack of provision could be included in future reports.

RESOLVED

1. That the Children and Young People Scrutiny Committee approve the Annual Sufficiency Report;
2. That the working group be supported to continue to meet as a collective to review the resource allocations to ensure the local authority meets its statutory duties regarding sufficiency of childcare places.

39 CENTRE FOR PUBLIC SCRUTINY'S GUIDE TO SCRUTINISING CHILDREN'S SAFEGUARDING ARRANGEMENTS

A report was received which invited the Children and Young People Scrutiny Committee to consider the Centre for Public Scrutiny's guide for overview and scrutiny councillors on scrutinising children's safeguarding arrangements.

It was reported that in May 2015, the Centre for Public Scrutiny (CfPS) published "Safeguarding Children – A Practical Guide for Overview and Scrutiny Councillors". The CfPS guide was designed to support councillors on scrutiny committees when considering children's safeguarding arrangements and set out key aspects of local safeguarding arrangements, statutory duties and the role of overview and scrutiny.

Members were advised that it would be helpful to have a framework, and in terms of scrutiny quality assurance around safeguarding an authority could never have enough.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- The Senior Scrutiny Officer agreed to look into what was included in the CfPS toolkits;
- It was suggested that the Scrutiny Committee should try and do some more work on this;
- It was suggested that this could a suitable topic for the Councillor Development Group, as all councillors were 'corporate parents';

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- It was also queried whether there were other scrutiny committees which could benefit from this, as well as themes that could be raised with the district councils.

RESOLVED

1. That the comments made in relation to the CFPS guide for councillors on safeguarding children be noted;
2. That the questions relating to the local authority be considered when the Committee receives the Frontline Social Workers and safeguarding Scrutiny Review – Second Monitoring Update at its next meeting on 27 November 2015;
3. That the Committee recommend that the Lincolnshire Safeguarding Boards Scrutiny Sub-Group consider the questions relating to the Lincolnshire Safeguarding Children Board at its future meetings.

40 CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

Consideration was given to a report which enabled the Children and Young People Scrutiny Committee to consider its own work programme for the coming year.

It was reported that there were a couple of amendments to work programme as a report on "2016/17 contract with Lincolnshire Community Health Services NHS Trust for Health Visiting, Family Nurse Partnership, School Nursing and Antenatal Weight Management" had been added to the agenda for the meeting on 27 November 2015 which was for pre-decision scrutiny before an Executive decision on 1 December 2015. The Corporate Parenting Panel Update would be added to the agendas for 27 November 2015 and 15 January 2016, and the Safeguarding Boards Scrutiny Sub Group Update would be added to the agendas for 27 November 2015 and 4 March 2016.

Members were advised that a Financial Challenges workshop had been arranged for the afternoon of 27 November 2015 from 2.00pm – 4.00pm. This was to enable the Committee members to receive a private briefing on the budget pressures facing Children's Services. Officers would seek to find a new date for the Progress 8 workshop. It was suggested that it could be held after the January 2016 meeting.

In relation to the visits to the University Technical College, two visits would be arranged as there had been a spread of member availability across the three dates circulated. The two proposed dates were Friday, 13 November 2015 at 10.00am and Monday, 16 November 2015 at 10.00am. Each visit was expected to be around 1-1½ hours. It was also noted that parking was limited and so members were advised to either use local car parks or car share where possible. Electronic appointments for both dates would be sent out.

It was noted that there was a need for clarification in relation to the "2016/17 contract with LCHS NHS Trust for Health Visiting, Family Nurse Partnership, School Nursing and Antenatal Weight Management" report and whether this report was a

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straightforward contract extension, or if there were to be significant changes to the contract. It was suggested that if (or when) there was to be a substantial piece of work on this contract, it may be helpful to have a working group of 3-4 members to go through it in more detail. Councillors Mrs J Brockway, S R Dodds, J D Hough and Mrs H J N Powell volunteered to take part in this working group.

RESOLVED

1. That the content of the work programme, as set out in Appendix A of the report, be noted.
2. That the content of the Children's Services Forward Plan, as set out in Appendix B of the report, be noted.

The meeting closed at 12.15 pm

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Agenda Item 4



Policy and Scrutiny

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	Frontline Social Workers and Safeguarding Scrutiny Review – Second Monitoring Update

Summary:

This report provides an update on the content and progress of the original action plan devised from the Frontline Social Workers and Safeguarding Task and Finish Group of October 2013.

Actions Required:

The Children and Young People Scrutiny Committee is invited to

1. receive and comment on the Executive response and action plan
2. give consideration to the need for any further examination to be conducted through the framework highlighted in the Local Government Association (LGA) and Centre for Public Scrutiny's document "Safeguarding Children - A practical guide for overview and scrutiny councillors."

1. Background

The Children and Young People Scrutiny Committee agreed at its meeting on 18 October 2013 that there was a need for scrutiny to review and investigate the safeguarding arrangements in frontline social work teams. This review was approved by Overview and Scrutiny Management Committee on 24 October 2013. The key purpose of the review was to:

- Examine the robustness of safeguarding practice
- To ensure sufficient support is provided to frontline social workers

A Task and Finish Group was established in November 2013 consisting of seven Members of the Committee. The Task and Finish Group identified a number of key lines of enquiry specific to the review and these included:

- An examination of the key performance indicators in relation to safeguarding.
- A consideration of key documents including the Safeguarding annual report, Self-assessments, Peer reviews, Cafcass plus evaluation and signs of safety.

- Facilitate a focus group to speak to practitioners, parents, schools and other professionals, team managers.
- Observe the work undertaken at the Customer Service Centre; observe duty work in the social care teams, a core group meeting and child protection conference and a support panel.
- To meet young people and council officers as appropriate.
- Evaluate relationships with other agencies.
- Explore decision making and support for staff.

The Task and Finish Group completed the review and presented the final report to the Children and Young People Scrutiny Committee on 13 June 2014 and to the Executive on 1 July 2014. The report contained seventeen recommendations and these have been developed into an action plan to address the issues raised in the review. The action plan is attached as Appendix A and has an update of the current position. This action plan was reviewed in June 2015 where it was agreed a second round of visits by Councillors to frontline teams would be completed.

November 2015 Update.

Two rounds of visits to the frontline teams have been completed between February and October 2015. This has taken the form of 12 Councillor visits to teams covering the county. Scrutiny members have not identified any concerns during these visits that would suggest that there is any reduction in the robustness of safeguarding practice in the frontline teams or issues about the levels of support frontline social workers are receiving. The action plan devised from the Task and Finish Group is attached (Appendix A) and evidences the completed tasks and those that have been superseded by other work streams currently being undertaken.

Since this original scrutiny review, the Local Government Association (LGA) and Centre for Public Scrutiny's document "Safeguarding Children - A practical guide for overview and scrutiny councillors" was published in May 2015 (attached at Appendix B). This offers helpful advice on the completion of a scrutiny review in relation to safeguarding children and offers a series of helpful questions which Members may wish to consider. Whilst many Members asked very similar questions during the review and at subsequent visits, members may wish to give consideration to the need for any further examination to be conducted through the framework highlighted in the Local Government Association (LGA) and Centre for Public Scrutiny's document "Safeguarding Children- A practical guide for overview and scrutiny councillors".

2. Conclusion

Overall Scrutiny members have been satisfied that Lincolnshire Children's Services has robust measures in place to ensure safeguarding is robust and the staff have the necessary support in place to fulfil their duties effectively. The action plan attached at Appendix A provides the most recent update on progress against actions and recommendations outlined in the scrutiny review.

3. Consultation

a) Policy Proofing Actions Required

No policy proofing is required for this report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Executive Response to Frontline Social Workers and Safeguarding – Action Plan Arising from Recommendations
Appendix B	Local Government Association (LGA) and Centre for Public Scrutiny's document "Safeguarding Children- A practical guide for overview and scrutiny councillors

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Samantha Clayton, who can be contacted on 01522 553730 or Samantha.Clayton@lincolnshire.gov.uk.

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Appendix A:
EXECUTIVE RESPONSE TO FRONTLINE SOCIAL WORKERS AND SAFEGUARDING –
ACTION PLAN ARISING FROM RECOMMENDATIONS

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
1. Action should be taken to ensure all parents receive a copy of their assessments and that the communication process is robust.	Yes	<p>Team Manager's to be advised to remind all staff to ensure assessments are shared in a timely manner</p> <p>Scrutiny have requested that this is added into the snap survey so we can obtain parental feedback on whether they have had a copy of the assessment</p>	<p>Circulate the Scrutiny Committee Report. One minute briefing to be compiled of all salient recommendations for social care staff</p> <p>There is not a snap survey for parents to complete currently relating to assessment completion. Touchstone has provided a telephone surveying services and this is now transferring to SERCO, the status of this area is work is currently being explored and a response is required from public health</p>	September 2014 September 2014	Sam Clayton Sam Clayton	Completed Completed	Completed The one minute briefing series continued to be produced on a regular basis to inform staff of any changes to legislation, statutory guidance or issues pertinent to their role. Work continues on

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
				October 2014-March 2016	Nicole Hilton		the social care assessment with the implementation of signs of safety, this includes working directly with families to gather feedback from the assessment process. This research is being undertaken by King's College, London as part of the innovation project. Eileen Munro has also conducted a parents' survey and a staff survey as part of this innovation project. The evaluation will be produced September 2016.

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
2. The Task and Finish Group welcome and support the multi-agency Neglect Policy and Procedure being developed by the Lincolnshire Safeguarding Children Board (LSCB) and encourage the Board to ensure that all partner agencies adhere to it. Given the complexities around neglect cases, the LSCB is recommended to review and ensure that comprehensive and specific training on neglect,	Yes	LSCB has arranged for a multi-agency sub group to develop a strategy setting out the vision for improving the approach to and management of neglect.	The group has met once and a second meeting is to be held in October to work on the draft document that has been produced. Health are working on a graded health profile and all participants including health, housing police and Childrens services are looking at strategies to address all 7 of the recommendations in the Ofsted report In the Child's time.	July 2014	Andy Morris Jennie Thornton	In progress to complete by December 2014. The neglect policy is due to be launched at the LSCB AGM on 28 th May 2015, this will then be presented at Scrutiny in July 2015.	Completed – Policy has been agreed and presented to Scrutiny Completed A multi agency audit will take place post full implementation

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					LSCB partners		Completed To support newly qualified social workers in their role, specific neglect training has been commissioned as part of the ASYE. This will be completed by March 2016

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
training opportunities made available to partner agencies.							
3. The recent Ofsted report "In the child's time: professional responses to neglect" makes seven specific recommendations to local authorities. The Task and Finish Group recommends that a work programme is produced to ensure that these recommendations are implemented in Lincolnshire.	Yes	<p>Training to be commissioned to deliver to staff in locality teams around the impact of neglect</p> <p>Scrutiny have asked that training is also made available to Members</p>	<p>Independent Family Services and In trac have been commissioned to provide training specifically about neglect, this is available to all Childrens services staff as part of the core training offer.</p>	April 2014 to 2015	Ben Lilley	The first 2015 neglect training has taken place and the feedback positive. All training is available on Lincs2learn and members can book on this and other training. The next course is on 30 th June 2015.	Completed November 2015

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
						http://www.lincolnshire.gov.uk/parents/caring-for-children/practitioners/children-services-learning-and-development/	
4. Lincolnshire County Council should identify and share best practice with schools on how they can use their pupil premium to improve the attainment, health and pastoral care of young people suffering, and at	Yes	CfBT will lead on this piece of work	To hold a Closing the Gap conference with schools to share best practice	January 2015	Helen Spoores Keith Batty	On target Closing the gap sharing best practice is part of the June Head Teaching Briefing Conference held in July	Completed November 2015 Completed Role of Teaching Schools in challenging and sharing best practice in relation to closing the gap strategies in progress Completed Virtual School

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
risk of, neglect.						15	exploring training for schools on attachment training for schools with LAC cohort in partnership with University of Bath
5. Children's Services should work with secondary school Headteachers to encourage them to offer parental training, including child development, to all teenagers.	Yes	Secondary schools plan and deliver their own curriculum. The Local Authority will write to schools sharing this report and outline the benefits of this recommendation	Letter to schools	Nov 2014	Keith Batty		Completed

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
6. The LSCB is recommended to conduct a pilot project to identify the methods used by partner agencies to listen to and record the Voice of the Child and share the most effective methods amongst partner agencies as examples of best practice. An audit trail of the Voice of the Child should also be carried out.	Partially	LSCB has completed audit work where the voice of the child was considered as part of the wider scope considering the TAC and CP process.	LSCB to continue to support multi agency partners in attending the signs of safety briefing sessions where good practice in terms of direct work with children has been shared.	July 2013 - 2018	Andy Morris	More multi agency briefing sessions have been held in respect of signs of safety; these were fully booked by partners. Recent TAC audit has focused on the voice of the child and families and this has been captured by face to face interviews.	Completed. Signs of Safety refresher training and briefing sessions have continued and are scheduled until March 2016

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					Clare Rowley	Early Help Consultants working with schools to support them on undertaking early help assessments and interventions which use signs of safety as methodology for working with families.	Completed Agreed through LSCB will be the agreed way which partners gather the Voice of the child at an individual level - completed
7. The social care teams in each area, along with other agencies such as Health	Partially	Work is underway to explore implementation of a MASH in Lincolnshire	Have introduced multi agency SAFE hub at Grantham which houses health, police, social care and targeted workers	March 2015	Debbie Barnes	Partially Completed	Currently exploring co-location options for Grantham/ Louth

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
and the Police wherever possible, should be co-located to ensure better joint working and information sharing across the different teams and agencies.			which focuses on missing and CSE. To expand this further an option appraisal is being completed to explore establishing a Multi-Agency Safeguarding Hub (MASH)				
8. That best practice is shared in relation to Child Protection Conferences, including the timeliness of paperwork being presented, to ensure consistency across the county.	Yes	To share the findings with the Team Manager Independent Chairs and Reviewing Officers	Child protection Chairs are all Practice leads for Signs of Safety. At the monthly performance meeting they share areas of good practice and practice which requires improvement with heads of service. At the monthly QA meetings this is shared with the team.	Reviewed monthly	Theresa Buhryn	Review Monthly at Operational Management Group	Completed. Good practice continues to be shown at the monthly performance meeting. This is also being discussed at the Signs of Safety Operational Champions Group and the Social Care Forum

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
			We have recently introduced monitoring of implementation of Signs of Safety in CP conferences and attendance of all agencies.	September 2014	Carolyn Knight	Work in respect of fully embedding signs of safety into the conference and review process is continuing. From 1 st July all conference are being conducted using the Signs of Safety methodology.	Completed

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					Theresa Buhryn Carolyn Knight	registered children to be discussed. Policy regarding Timeliness for sharing review reports with parents currently under review.	Completed
9. The purpose and function of Support Panels should be revisited to ensure that they are providing thorough challenge by using the Signs of Safety	Yes	To agree base line requirements and ensure consistent application at each panel	Heads of Service to meet and review and refresh the Terms of Reference and ensure circulation to Team Managers The Heads of Service have met and the procedure has been updated.	September 2014	Cornelia Andrecut	Completed Completed	Completed

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
methodology to map and summarise each case.			Danger statement and Safety goal is now completed for every case that is presented to panel.				Completed
10. It is recommended that an audit of the training on children's safeguarding provided to CSC staff, and the quality of that training, is undertaken to ensure that it is fit for purpose and that CSC staff are trained in the issues of children's safeguarding and child development to deal effectively with contacts.	Yes	Audit completed using individual training records to capture individual and team learning needs Scrutiny have asked that at the next scrutiny meeting the details of the CSC training programme is included in the report	Introduced crib sheet Introduced Early Help process Introduced competency test Evaluated impact through compilation of a training summary Signs of Safety briefings Access to early help consultants for advice	July 2014	Roz Cordy Zoe Butler	Completed To be subject to quarterly review CSC advisors have received training for 4 to 6 weeks when appointed. This includes LSCB e	Completed Completed Completed Completed

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
			<p>and guidance</p> <p>Strengthened access to qualified social workers for advice and guidance</p>			<p>learning and domestic violence training, all new advisors are trained by experienced advisors, this includes the opportunity to sit with the social worker screening referrals and a competency test is completed before an advisor 'goes live'. This is then supported by monthly evaluations.</p>	Completed

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
11. A review of the recruitment and retention strategy for Social Workers should be undertaken, including revisiting the pay and reward offer for front line Social Workers, to ensure that there is some form of recognition for this challenging and difficult role. An analysis of exit interviews should also be undertaken to see if there are any trends around reasons for leaving and where Social	Yes	To consult with staff through the Annual health check Pay and Reward has been reviewed corporately	This has recently been completed and analysis presented to DMT with a training plan developed as a result Recent analysis of pay and conditions suggest Lincolnshire is a Market Leader. There is a national shortage of experienced social workers in practice and we are investing in our Grow Your Own and Post Qualifying offer	August 2014 April 2014 Ongoing	Sam Clayton Sam Clayton Marie Robinson Sam Clayton Ben Lilley	Completed 2015 Completed A further piece of work is to be undertaken with HR to focus on	The Social Work Health Check commences in November. This will take the form of focus groups with staff and a survey Completed The initial scoping work has been completed and the course will be devised to sit with talent management and some wider LCC developments Exit interviews will be more accurately collated through Agresso which was implemented in April 2015 and therefore it is too

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
Workers move onto.			Human Resources to take the lead in undertaking and analysing Exit interviews	October 2014	Sue Fletcher	level 2 to Advanced practitioner career progression May to August 2015. Consideration for a differential pay rate considered by DMT but due to current success on recruitment and	early to complete analysis. There have however been some significant difficulties with Agresso and therefore the exit interviews have not been completed using this method. Completed once Agresso issues are resolved. This is not being considered at this time as the comprehensive spending review is pending.

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
						potential negative impact on the wider workforce, this is on hold and subject to a future review	
12. Further work should be undertaken with the universities across the region, including South Yorkshire, the Humber, and the East Midlands, around the recruitment of Social Workers and developing degree courses to ensure they	Yes	Recognise the importance of the diversity different universities provide and the need to engage to offer good quality placements to students	To meet with individual Universities in the region and explore curriculum content and placement opportunities.	Ongoing since September 2013	Sam Clayton	Ongoing	Completed. There is regular contact with all the regional universities and this has resulted in a range of students coming to work placements with LCC

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
provide the rights skills and training needed by Social Workers.			<p>commissioned Post Qualifying consolidation module.</p> <p>To commission from those Universities who can meet the needs of Lincolnshire's work force requirements</p>		Ben Lilley	<p>commissioned and this is now on a second cycle, this has enabled a number of staff to present themselves at career progression panel and achieve level 2 status.</p> <p>We have also formed a relationship with Nottingham university and Sheffield Hallam to</p>	<p>They will complete the NTU module May 2016.</p> <p>24 staff have been successful in moving to level 2 social work posts using the career progression panel.</p> <p>Completed</p>

Recommendation	Recomm- endation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					Sam Clayton	look at specific needs in terms of CPD and to get diversity into the workforce by offering placements to these students. Birmingham University are providing specific PQ training for CP chairs and IRO's in July and Sept 2015 to address the team's specific role and learning needs.	Completed 15 IRO and CP chairs completed the PQ course in July and September 2015

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					Ben Lilley	In terms of workforce diversity we have established a relationship with all the regional universities and are offering placement,	This now includes contact with Bishop Grosseteste to offer shadowing and career opportunities to their graduates and attendance at the termly Networking meeting with students.
13. The report writing training offered to Social Workers, and the management oversight of this, needs to be revisited to ensure it is fit for purpose and enables Social Workers to be able to produce quality reports,	Yes	It is acknowledged that practice is variable and good practice needs to be shared across the service area	The case manager post has been developed to improve the quality of report writing in the documentation presented to Court. Signs of safety focused on critical analysis and is being implemented across the service. The ASYE programme has been revamped to ensure it is more academically robust. Training courses	Since October 2013 as a secondment Permanent from October 2014	Yvonne Shearwood Sam Clayton	Complete	Completed

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
such as for Child Protection Conferences. It would be beneficial if report writing models were developed as examples of good practice for Social Workers. This should be underpinned by training on child development and should include examples of how best to capture the Voice of the Child.			<p>in report writing and voice of the child continue to be offered annually.</p> <p>Management oversight has been strengthened with the new audit policy and case discussion points during the life of the social care assessment.</p>	January 2014	Jennie Thornton	Completed	Completed November 2015 In progress and evidenced in recent Ofsted inspection This continues to evolve in line with signs of safety and a new audit tool has been devised. There are currently pilot QA tools from the innovation project focusing on mapping and safety planning
14. The University of Lincoln should be encouraged to provide more training on child	Yes	The university states that it already ensures that there is specific teaching	The university will continue to support students with practice based skills such as child observation set out by the	Current	University of Lincoln	In progress as continually on the programme	Completed. There has been extensive work completed with Dr Janet Walker

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
development and capturing the child's perspective through objective child focussed observations.		covering child development on all level of courses	College of Social Work in adherence to the Professional Capability Framework.			for social work training. In June 2015 LCC will contribute to the curriculum design	between July and October 2015. This has included LCC staff visiting the university and giving lectures on a weekly basis. This will include module design for 2015-2016
15. A strategy should be developed around training for Practice Educators at Levels 1 and 2, along with a review of who is the best provider of the Practice Educator courses in the region.	Yes	Work is underway to review the current PE offer and target experienced staff	To work with the regional university to commission the most appropriate course suitable for Lincolnshire County Council staff.	June to December 2014	Sam Clayton	In progress To support this development the Advanced practitioner Job spec has been reviewed to include the requirement of practice education, undertaking this course is also being	Completed. The Advanced Practitioner job specification has been approved by Job Evaluation Panel, and all current post holders advised to the amendments. The post-qualifying offer for staff has been completed and is available in the Workforce Development Strategy. This will

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
					Ben Lilley	made as part of the career progression panel recommendations for staff.	be updated in 2016. This autumn 40 social work students have been placed with practice educators, in addition to this 6 step up students will commence in January 2016.
16. The Task and Finish Group recognised the difficulties faced by Social Workers when using the current ICS system and considers it essential that the new IT system, Mosaic, is brought in as soon as	Yes	CMPP have procured a new IT system	Implementation is April 2015 however staff consultation and system building has been underway for 2014.	April 2015	Ron Cook	In progress	November 16 implementation date for the new case management system has been delayed and will not happen until the final quarter of 2016 at the earliest. Training will need to be revisited nearer the implementation date.

Recommendation	Recommendation Accepted ? Yes/No	Initial Response	Action	Timescale	Who	Progress	Progress Update November 2015
possible.			Roll out plan for mobile technology is expected.		Linda Winton	Training has been extensive	
17. A trial of using mobile technology such as Ipads / tablets should be conducted, with at least one or two FAST teams, to examine what the benefits would be for Social Workers in using mobile technology in their work with children and young people.	Partially	Work is underway to present a business case to corporate management board to progress this recommendation and the ability of any other technology such as ipads/tablets to work effectively with the new Mosaic system	Judith Hetherington-Smith to provide roll out plan devices to be trialled from April 2015.	TBC	Judith Hetherington-Smith		November 16 Devices to be trialled following Mosaic implementation No confirmed date for pilot agreed

Safeguarding Children

A practical guide for overview and scrutiny councillors



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Introduction

Promoting an effective role for scrutiny in children's safeguarding

The welfare of all children and young people in the local community must be a top priority for any local authority. Safeguarding ensures that children are kept as safe as possible by identifying their needs, views and any risks they face. Services, information and support can then be provided as required. Where children are likely to suffer harm, local authorities have clear duties to intervene through child protection processes.

Over the last five years overview and scrutiny committees have become increasingly aware of the need to consider the effectiveness of local safeguarding arrangements. This was highlighted by Professor Jay's 2014 Independent Inquiry into Child Sexual Exploitation in Rotherham and the response by the Communities and Local Government Select Committee. These reports describe the essential role of overview and scrutiny in the safeguarding process. It uses the tragic example of the sexual exploitation of girls and boys in Rotherham to demonstrate the serious consequences of any failures of independent internal scrutiny and challenge.

Safeguarding and promoting the welfare of children is defined by the 2013 statutory guidance¹ as:

- Protecting children from maltreatment.
- Preventing impairment of children's health or development.
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- Taking action to enable all children to have the best life chances.

Child protection is part of wider safeguarding and refers to activities undertaken to protect specific children who are suffering, or likely to suffer, significant harm.

As elected members of overview and scrutiny committees (OSCs) seek to effectively scrutinise local safeguarding, they will need to build their understanding and knowledge of the topic. Good scrutiny is based on:

- A clear understanding of the roles and function of overview and scrutiny.
- Underpinning knowledge of the principles and practice of safeguarding and child protection.
- Understanding how local safeguarding arrangements are managed and structured.
- A commitment to putting the child at the centre of safeguarding through listening and understanding the experiences of diverse children and young people.
- Support to navigate complex systems of multiple agencies and organisations with different yet complimentary contributions to overall safeguarding.

1. Department for Education 2013 Working Together to Safeguard Children. Unless otherwise stated, all references to formal safeguarding definitions and statutory guidance are taken from this publication

-
- A willingness to work collaboratively with partners and stakeholders whilst maintaining a critical challenge.
 - A commitment to demonstrate the potential impact of good scrutiny on the local safeguarding process and ensure that recommendations are monitored and reviewed.

Supporting members to feel confident in their capacities to scrutinise safeguarding is crucial. Low public confidence in safeguarding and unfavorable media attention can create an environment of anxiety and concern. At the same time there may be internal challenge to the value of scrutiny from within the council. Louise Casey highlighted this threat in her 2015 inspection report on Rotherham Metropolitan Borough Council:

“ Inspectors concluded that overview and scrutiny had been deliberately weakened and under-valued. The structures and processes look superficially adequate, but the culture has been one where challenge and scrutiny were not welcome.”

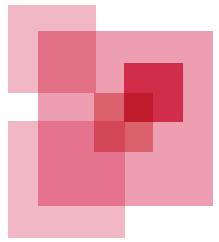
2. Page 76, Report of Inspection of Rotherham Metropolitan Borough Council, Louise Casey, 2015

Reinvigorated scrutiny can play an important role in balancing these concerns and bring another layer of public accountability through the local democratic process.

Safeguarding is described as ‘everyone’s business’ – not least in the work of OSCs. Whilst formal reviews of safeguarding arrangements will have a clear focus on safeguarding from the outset, many other review topics are likely to have a safeguarding dimension. OSCs need to be vigilant for safeguarding issues when they consider a wide range of services and commissioning across social, health, community and environmental. Formalising the place of safeguarding in the OSC work plan through protocols and working arrangements with Local Safeguarding Children Boards and statutory partners can ensure that the topic is always on the agenda.

OSCs are well placed to promote the direct experience of local children and the knowledge and insights they bring of the safeguarding process. Stories, case studies and examples from children can make the safeguarding process more real to decision-makers and demonstrate the impact of how systems operate.

This guide is designed to support OSCs to explore the safeguarding arena and build their confidence to tackle reviews. It builds on the 2009 CfPS Safeguarding Scrutiny Guide and provides updates of recent changes, new reports and learning. The publication provides an overview of key aspects of local safeguarding arrangements and summarises statutory duties under legislation and guidance. It brings together in one place quotes and references from key safeguarding publications. It then offers a range of approaches to reviews. This includes working with a child-centred focus, exploring evidence and data, and formulating key questions. Final sections provide references and further reading, a short glossary of key terms and a checklist for starting to plan a scrutiny review.



A few notes on terminology for this guide:

- References to safeguarding are explicitly referring to children's safeguarding but readers will want to be mindful of the links to the legislation and practice of adult safeguarding – particularly in terms of transitions for disabled young people and vulnerable parents. A coordinated approach is essential as in turn adult safeguarding activities are likely to have an impact on any children in the wider family.
- Children and young people are a highly diverse group in terms of age, gender, disability, health, ethnicity and other factors. Following the conventions of statutory guidance and in the interests of brevity this guide will use the term children to refer to anyone who has not reached their 18th birthday. Councils also have additional responsibilities for looked-after children in their care up to 21 years (and in some cases up to 24 years).
- All references to OSC reviews recognises that reviews can take many forms and timescales and have well established local processes.

Context and background

The current duty to promote the welfare of children has been established in law since the Children Act 1989 and 2004. It is a significant part of the work and investment of local authorities across England. Safeguarding systems are not static, and have continued to evolve as developments in statutory guidance are published and embedded in local practice. These are supported with new lessons and learning from inquiries, report and local audits. New data sources such as the Children's Safeguarding Performance Information Framework have also been developed to assist in management and monitoring. The challenge for OSCs is to make sense of local performance and champion the interests of children whilst navigating this increased complexity and quantity of information.

3. Department for Education 2013
Characteristics of Children in Need in
England: 2013 to 2014

Of the 11.4 million children in England, recent statistics³ for 2013-2014 report that almost 400,000 are assessed as children in need with 48,300 of those requiring a child protection plan. Over 650,000 new referrals to children's services were made in the same period and trends indicate that all these figures have risen in recent times.

A complex pattern of need and risk emerges from the data:

- Over 47% of children in need have experienced abuse or neglect in their care.
- 18% are described as in need due to family dysfunction.
- New concerns are emerging as understanding of sexual exploitation, online risks, bullying and teenage domestic violence grows.

As safeguarding systems evolve through stronger working relationships and improved multi-agency communication, the wider context of local services is also changing. Difficult decisions about spending priorities in times of reduced budgets can influence provision and access to both universal and specialist services. The shift to greater commissioning of services in health and social care creates a diverse portfolio of new providers. Educational reform, the move to more academies and shifts in local authority responsibilities for services such as public health and health visiting also have an impact. It is crucial to maintain a strong focus on safeguarding during this time of change.

New studies and reports build awareness of the full range of risks and potential harm that children face. Recent concerns include systematic child sexual exploitation, child trafficking, online risks, female genital mutilation, bullying and emotional abuse.

What is clear is that the need for good quality overview and scrutiny has never been greater. The process of holding authorities to account can have a direct impact on the effectiveness of local safeguarding practices across a full range of local services.

These include:

- Child protection services for those at risk of harm.
- Domestic violence, substance misuse, mental health, learning disability and youth justice services.
- Services for children in need including early help and intervention.
- School and education services including approaches to tackle bullying, behaviour issues and discrimination.

-
- Safer environment for children to live and play – including housing, road safety, safe neighborhoods, parks and leisure services.
 - Services for looked-after children and those in the care system.
 - Universal services including early years services and access to healthcare.
 - Public health services.
 - Information and communication services for children and families on topics such as health, safety and risk.
 - Safe recruitment of adults working with children.
 - Promoting children's rights and welfare across all aspects of their lives.

Local Safeguarding Arrangements and the Child Protection Process

Key scrutiny question: How well do local safeguarding arrangements work to protect children?

- How are those in leadership roles held to account by the wider system?
 - How effective are local safeguarding arrangements in identifying and meeting the needs of the most vulnerable children?
 - To what extent are local agencies and organisations working together effectively?
 - What level of internal challenge is there in local safeguarding arrangements?
 - How are lessons and learning implemented to improve the system?
-

Local safeguarding arrangements are based on a national framework outlined in legislation⁴ and statutory guidance⁵. This latest guidance for Working Together to Safeguard Children was updated most recently in 2013. It replaces previous guidance issued in 2010 as well as statutory guidance on safeguarding arrangements issued under section 11 of the Children Act 2004.

Central to these arrangements are the statutory responsibilities of the local authority and the Local Safeguarding Children Board (LSCB). Three senior safeguarding roles provide high-level leadership in this structure – the Lead Member for Children's Services (LMCS), the local authority Director of Children's Services (DCS) and the chair of the LSCB. Each has their own accountabilities and together they share responsibility to work with multi-agency partners to promote the welfare of children and ensure they are properly safeguarded.

The DCS and the LMCS are statutory appointments made by every upper tier local authority under the Children Act 2004. Their roles⁶ are to discharge all the statutory responsibilities for children's social care, education and for looked-after children in the authority. The Chair of the LSCB is an independent appointment charged with holding all agencies to account.

The DCS is the senior professional responsible for the operation of children's services and directly accountable to the Chief Executive. They provide senior leadership for improving outcomes for children including overseeing safeguarding services and partnership work with other agencies. This will include the senior management of professional teams of social workers, early years teams, family support and education services etc.

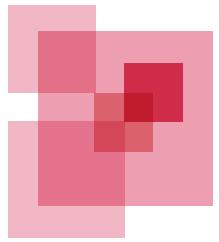
It is vital that the LMCS appreciates the role of scrutiny and has a commitment to encouraging collaborative partnerships with OSCs. Leadership from the top can assist committees in building positive relationships with local agencies and stakeholders. It provides a strong signal about the value of scrutiny for enhancing local safeguarding. The LMCS will also have an important role from an executive perspective in implementing any recommendations from a review. OSCs will find it helpful to engage with the LMCS at an early stage of the process.

These three statutory roles of DCS, LMCS and LSCB chair work together to promote safeguarding through a coordinated system of accountabilities and working practices. Since the original creation of these roles, statutory guidance has helped to clarify accountabilities and independence. OSCs have a crucial role in ensuring that all officers and executive members are held to effective account for the fulfillment of these roles within the local structure.

4. Section 11 Children Act 2004

5. Department for Education 2013 Working Together to Safeguard Children

6. Department for Education 2013 Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services



The Local Safeguarding Children Board

A LSCB is established for each local authority area. Its role is to:

- Coordinate safeguarding in the local area.
- Ensure the effectiveness of safeguarding activities of all local partners.

The LSCB has a number of functions:

- To develop local policies and procedures for safeguarding.
- To establish thresholds for interventions when there are concerns about a child.
- To identify training, recruitment and supervision standards for all local partners.
- To raise awareness of safeguarding and best practice.
- To monitor and evaluate the effectiveness of local safeguarding including the individual and collective work of Board partners.
- To participate in the planning of services.
- To ensure that Serious Case Reviews are implemented where appropriate and lessons are shared.

Membership of the LSCB is made from a range of Board partners who are senior officers from local agencies including the Police, the Youth Offending Team and the Clinical Commissioning Group. Representatives of District Councils will also be included. The independent chair of the LSCB will also be supported by some lay members. Whilst LSCBs do not manage the delivery or commissioning of safeguarding services they will recommend priorities and areas for improvement.

The LSCB will work with other local strategic bodies such as the Local Family Justice Board and the Health and Wellbeing board. Their work underpinned by the profile of local children described in the Joint Strategic Needs Assessment. The DCS will work directly with the LSCB as a member and the LMCS will be a 'participant observer'.

Leadership and Partnership

Strong leadership from all senior partners in local arrangements is essential to establishing an effective safeguarding system. In cases where there have been failures to safeguard, reviews often highlighted the absence of leadership and lack of partnership working as significant contributing factors. OSCs will want to be assured that all parts of the local system are working closely together with good communications and a good appreciation of each other's roles. They will want to see evidence of accountability, effective internal challenge and shared learning.

A variety of other agencies have statutory roles and functions in local safeguarding arrangements. Section 10 of the Children Act 2004 requires all partners to cooperate to promote wellbeing. Effective multi-agency working is based on clear protocols and strong local relationships. Organisations including the Police, the NHS partners (health commissioners and providers), Education services and Probation services, as well as the voluntary and community sector all have their own accountabilities and statutory guidance to outline their roles and responsibilities.

7. Department for Children, Schools and Families 2008 Information Sharing: Guidance for Practitioners and Managers

Information sharing is an essential part of good local safeguarding arrangements. Research and analysis has indicated that failure to share information has been a significant feature of poor outcomes for children. Scrutiny members will want to assure themselves that local agencies and practitioners are sharing information in an appropriate and timely manner. They will want to see evidence of sharing occurring in all aspects of the safeguarding cycle from early intervention to serious case reviews. It will be important to understand any barriers to information sharing. Statutory guidance⁷ on information sharing is provided both to individual case workers and senior officers concerned with strategic and information governance roles.

The LSCB plays a key role in supporting information sharing between organisations. Under section 14B of the Children Act 2004 the LSCB has the power to require a person or body to comply with a request for information to assist the LSCB in its functions. The LSCB will also be expected to lead and challenge to ensure continual improvement in this area. OSCs will want to be satisfied that all local partners have senior representation on the LSCB to assist this process.

Local safeguarding arrangements are subject to inspection by Ofsted who will provide an overall rating for their effectiveness and robustness. OSCs will find these reports useful in understanding the strengths and gaps in local arrangements, however it needs to be understood that these reports provide a snap shot of services at a moment in time and should be read in conjunction with other research.

Commissioning and Safeguarding

Section 11 of the Children Act 2004 places duties on commissioners to have regard to the need to safeguard and promote the welfare of children for any services and functions they commission. These duties apply to local authorities and district councils, NHS organisations, police services and probation services amongst others.

The Health and Social Care Act 2012 outlines Clinical Commissioning Groups (CCGs) responsibilities for children's safeguarding for local health services and commissioned services

Scrutiny members will need to understand the process and lines of accountability for ensuring all commissioning arrangements fulfill the above duties. Statutory guidance requires commissioned services to:

- Promote a culture of listening to children and their participation in decision making processes.
- Create information sharing protocols for sharing safeguarding concerns and information.
- Designate a 'lead professional' in the commissioned organisation for safeguarding.
- Put in place a safe recruitment practices.
- Ensure supervision and safeguarding training for staff.
- Establish policies for managing safeguarding allegations against staff.

The role of a Local Authority Designated Officer (LADO) is to provide advice and guidance to local provider organisations including those not directly commissioned by the local authority such as local employers, voluntary and community organisations and local faith groups.

The Safeguarding Workforce

The development of a high quality and effective workforce is essential to good safeguarding. OSCs may wish to look in depth at this area by exploring:

- The skills profile of staff in all local agencies and partners.
- The quality and frequency of supervision for social workers and other roles.
- Access to training and development.
- The diversity of the workforce and other employment practices.
- Current rates of vacancies and staff turnover.
- Recruitment strategies.
- Staff surveys, satisfaction and engagement.

Children in Need and Early Help

Key scrutiny question: How well do local agencies identify and support children in need?

- Who are the most vulnerable children in the local area? What are their needs and how are they met?
 - How effective are services in ensuring local children and their families receive early help to reduce the need for child protection interventions?
 - Are local services evidence-based?
 - Do frontline social workers and other practitioners have the skills and resources to offer effective early help?
-

Local authorities have a duty to support all children in need in their area. Under the Children Act 1989 children in need are defined as:

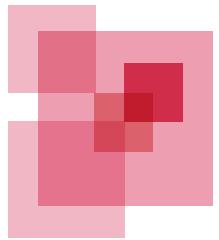
- The child is unlikely to achieve or maintain, or have opportunity of achieving or maintaining, a reasonable standard of health and development without the provision of services by a local authority under Part III of the Children Act 1989.
- The child's health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
- The child is disabled.

Working with children in need is an important part of the safeguarding process. Early help and intervention can ensure children and families get the help they need at the right time. This may reduce the risk of safeguarding concerns escalating in ways that could cause further harm. Early intervention can also reduce the need for more costly and disruptive interventions later in the safeguarding process. In 2011 the Graham Allen Review Early Intervention: The Next Steps analysed and evaluated a range of early intervention approaches and concluded that:

- A balance of services and resources to meet children's needs at an early stage can prevent the escalation of safeguarding issues.
- Early intervention skills are essential for practitioners working with children.
- A shift to greater early intervention can have a positive impact in child protection data and outcomes.
- Early intervention reduces the need for children to enter the child protection and care systems.
- A wide range of organisations can assist in providing early intervention support including community and voluntary organisations and social enterprises.

The 2010 Marmot Review Fair Society, Healthy Lives provides a valuable resource for understanding the impact of health inequalities on children and describes two policy objectives for early intervention:

- Give every child the best start in life.
- Enable all children, young people and adults to maximise their capabilities and have control over their own lives.



Each local authority will publish its own local protocols for children in need assessments in partnership with other local agencies. The steps and stages for referral, assessment, intervention and review will often be described as a series of stages. These documents are a useful tool for scrutiny members to understand their local processes.

The features of successful early intervention strategies to reduce harm to children include:

- Organisations and agencies working together to share approaches.
- Identification of a lead professional for each child and family.
- A clear assessment process.
- A strong understanding of the evidence base for effective early intervention strategies and systematic approach to assessments.
- Ensuring the child has a voice.
- A holistic approach to addressing the needs of the child and their family that consider social, emotional, educational, economic and cultural needs.
- Advocacy support for the child and the family.

Eileen Munro's 2014 follow up to her original 2011 Review of Child Protection highlighted the importance of the speed and quality of children in need assessments for delivering positive outcomes for children. She also emphasised the importance of the skills of the frontline social worker in undertaking these activities.

Successful partnership working with parents and the wider family can support the safeguarding process. Whilst this may not always be possible, the best outcomes for children can be achieved where services and parents are able to work together and agree clear and shared goals. Good quality information needs to be provided to support parents to keep their children safe. Services need to recognise the additional needs of parents and clarify any vulnerabilities they may have. Potential issues may include literacy, English as a second language, physical disabilities, long-term health conditions and learning disabilities. This may also highlight the roles that some children fulfil as young carers. Access to additional services to support vulnerable parents is crucial to avoid misunderstandings and conflict.

OSCs will want to satisfy themselves that local networks are in place to support vulnerable parents to enable them to participate in child protection assessments. Effective assessments need to achieve a complete picture of the child's circumstances. They will take into account parenting capacity, family and environmental factors. In specific cases there may need to be close cooperation with the adult safeguarding team.

Child Protection

Key scrutiny question: How well do local services protect children at risk of significant harm?

- How effective are child protection assessments and plans?
 - How aware are services of the full range of potential risks that children face both at home and in the local community?
 - What are the outcomes for children who experience abuse or neglect?
 - What lessons and learning have been identified by Serious Case Reviews and other forms of monitoring? How have they been implemented?
 - How well do multi-agency partners work together to protect children?
-

It is important that OSCs appreciate the way that the child protection process operates once a concern about a child's welfare has been identified and shared. The Section 47 duty under the Children Act 1989 requires the local authority to complete an enquiry where it 'has reasonable cause to suspect that a child who lives, or is found in their area is suffering, or likely to suffer, significant harm'. Significant harm is the term used to describe forms of abuse and neglect.

There are a number of stages by which the process will evolve depending on circumstances and outcomes. Members may find it helpful to use the maps and flowcharts provided by statutory guidance to understand how the process is managed. Key stages of the process include early help and intervention, referrals, statutory assessments, immediate protection, children in need plans and child protection plans, conferences and reviews.

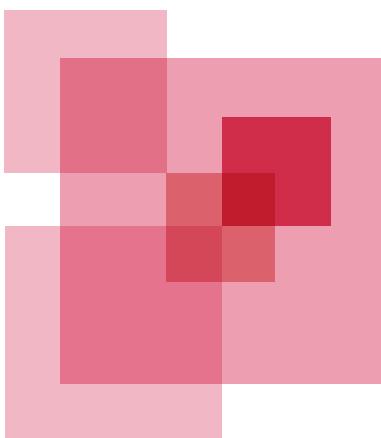
The purpose of the child protection plan is to:

- Ensure the child is safe from harm and prevent him or her from suffering further harm.
- Promote the child's health and development.
- Support the immediate family and wider family members to safeguard and promote the welfare of their child, provided it is in the best interests of the child.

OSCs will want to consider trends and patterns from this work. They will want to see evidence that plans are effective and appropriate support is given to the child during and after the child protection process. Where appropriate, they will want to see that specific lessons have been learnt from individual reviews and that more general learning is shared across agencies.

There will also need to be a Serious Case Review under an independent chair in cases where abuse or neglect is known - or suspected – and:

- (i) a child has died; or (ii) a child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.



The 2011 Munro Review of Child Protection provides a timely focus on developing child-centred systems in child protection. The review focused on ways to help professionals make the best judgements when protecting vulnerable children. It advocates a systemic approach to map the full experiences of children in relation to family, community and services and ensure that the child is central to decision making processes. One of the outcomes from the Munro Review has been the publication of the Chief Social Worker for England's list of core social work competencies and skills. OSC will find this useful in understanding the role and approach of frontline staff.

Putting the Child at the Centre of Safeguarding

Key scrutiny question: How are children placed at the centre of local safeguarding arrangements and frontline practice?

- What do children say about their experiences of the safeguarding system?
 - How well are children supported to express their wishes and feelings?
 - What evidence is there that systems are in place to ensure that children are able to participate in decisions about their lives?
 - How do groups of children have a voice in the review and development of local safeguarding arrangements? What impact does this have?
-

Whilst statutory guidance for safeguarding provides a comprehensive framework for local practice, that same guidance is clear⁸ that the specific needs of the child are paramount. Implementation of the guidance must be understood in terms of their essential interests. OSCs will want to understand how local safeguarding practices adhere to both the letter and spirit of this approach and do not lose sight of the actual child at the centre.

A child-centred approach to safeguarding is strongly established by legislation

- The section 53 amendment of the Children Act 1989 by the Children Act 2004 requires local authorities to give due regard to the wishes of the child when making decisions about services.
- The welfare checklist under the Children Act 1989 courts to consider the wishes and feelings of the child when making decisions.
- The 1989 United Nations Convention on the Rights of the Child (ratified by the UK Government in 1991) protects the rights of all children. Article 12 asserts the right to participate and have a voice in any decisions about their life.

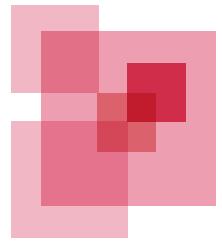
Listening to Children

The voice of the child is an essential part of understanding the local safeguarding process. Children of all ages have valuable contributions to make about their experiences of the processes and systems. Listening ensures that scrutiny reviews are child focused and recognise the rights of local children. It is also a powerful way to appreciate the diversity of children who experience harm and the different perspectives they may have.

Scrutiny committees will need to be sensitive in how they handle the engagement of local children in a review. They will want to be mindful of the need for confidentiality. And they will need to recognise that where criminal proceeding are ongoing that some children will not be able to participate at that point.

It is important to recognise the diversity of children and their different needs and interests. Factors such as age, gender, disability, ethnicity, class and culture will need to be considered. Child development data provides an overview of the needs of children and young people across their different ages. This is particularly important when considering ways of working with younger children.

8. Section 1 of Department for Education 2013 Working Together to Safeguard Children London HMSO



The Equality Act 2010 makes public bodies responsible to have ‘due regard to the need to eliminate discrimination and promote equality of opportunity’ including in the area of safeguarding. What this means in practice is that all safeguarding processes must take into account the differing needs of individual families and children when identifying need and assessing risk. Individuals and groups must not be ‘treated less favourably’ in terms of access to services and support.

Often working through partner organisations who already support the needs and voice of local children is an effective way to promote participation. These organisations will have specialist participation workers and experts. They will have knowledge of the needs of certain groups – for example, in terms of sexuality, disability or additional languages. The CfPS toolkits on the Return on Investment scrutiny model offer a template for stakeholder engagement workshops that can enable members to engage with these organisations and begin conversations about the best way to promote the voice of local children.

Research indicates that disabled children have greater vulnerability to all forms of abuse and that they may find it more difficult to disclose their experience to safe adults. Factors such as greater dependency on carers and communication needs contribute to this situation. It is also important to recognise that attitudes and organisational cultures may minimise the risk that disabled children face.

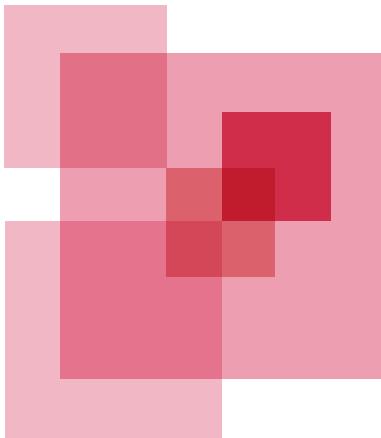
The 2009 Department for Education publication Safeguarding Disabled Children – Practice Guidance describes the steps to ensure safeguarding of this vulnerable group. These include:

- Highlighting awareness of the needs of disabled children.
- Developing systems to protect disabled children.
- Creating partnerships with organisations and agencies that work with disabled children.
- Training and supporting child protection staff on effective ways to work with disabled children.
- Championing the rights and voice of the disabled child in the wider safeguarding system.

At a systemic level, OSCs will want to see clear evidence that local safeguarding arrangements are putting children at the centre of decision-making and service development. This will include:

- Evidence of and clear recording of the wishes and feelings of individual children in all stages of the child protection process including during assessments, planning and reviews.
- Appropriate participation of children in meetings, conferences and other decision making forums.
- Working with the local children in care council and other representative bodies of local children.
- A strategic approach to listening to children across the local authority.

-
- The presentation and use of evidence of the views and wishes of children in the strategic processes of the LSCB, the local authority, commissioning and service planning.
 - Clear references to the experience and voice of children and families in the Joint Strategic Needs Assessment, the Health and Wellbeing strategy and Public Health plans.
 - Examples of child friendly literature and information to assist children in understanding their rights and the safeguarding process
 - Clear collaborations between local experts and organisations in children's participation and engagement and safeguarding services including support for working with children from a wide variety of cultural, faith and social backgrounds.
 - Access to advocacy support for children.
 - Examples of direct participation in service development.
 - A holistic approach to the needs of the child and their life which includes consideration of many factors including health, education, interests, strengths, culture, community and friendships.



The Role of Overview and Scrutiny

Overview and Scrutiny Committees were established by the Local Government Act 2000 to hold executive members and officers to account in the local authority. They can provide a local community perspective on safeguarding and introduce lay perspectives and critical challenge to help improve services and performance.

Safeguarding crosscuts a wide range of areas and potential scrutiny topics. OSCs will need to identify the relevance of safeguarding to their work and ensure their initial scoping and key lines of enquiry focus on the local issues. Safeguarding should always be on the initial agenda for any review topic and OSCs will want to challenge themselves to ensure they have identified any areas where it is relevant – even if indirectly. Some places where safeguarding will be directly relevant to a review include:

- An explicit focus on the overall effectiveness of local safeguarding arrangements including strategic trends, plans and priorities.
- A more detailed focus on one aspect of safeguarding or child protection.
- An exploration of the outcomes and experiences of specific groups of local children – for example, disabled children.
- Safeguarding will be one consideration in the scrutiny of specific children's services – for example, when scrutinising mental health services for children, universal services or access to immunisations.
- Scrutiny of education topics.
- Multi-agency working and partnerships.
- Consideration of commissioning arrangements and the safeguarding practices of providers across a full spectrum of services.
- Any topic where children are stakeholders including health, wellbeing or the local community.

OSCs can use scoping documents and impact statements to help identify and refine a scrutiny topic. They can also work with advisors and safeguarding experts to help discover the key issues and debates.

Committees will need to identify and manage any potential risks in scrutinising the safeguarding process. This will build confidence both for members and for multi-agency partners. This process may include:

- Ensuring members are trained and supported to engage with the children and young people's sector and safeguarding.
- Identifying the resources needed to support the scrutiny process.
- Recognising issues that may have sensitivity for local stakeholders and approaching these in an appropriate and respectful way.
- Early dialogue with the LSCB to avoid duplication or unclear roles.

Working with stakeholders is an important part of the scrutiny process. Mapping the stakeholders and then involving them in the development of the review can be a powerful way to use local knowledge to focus a review and build cooperation and momentum. CfPS provides toolkits and case studies describing ways that OSCs have used stakeholder workshops at the start of a review to formulate a clear focus.

Many committees have found it helpful to establish a protocol of understanding with the LSCB. This can help manage expectations and priorities and assist the LSCB in understanding the role of scrutiny and the types of evidence and information that the OSC will need. Whilst OSCs will routinely receive yearly reports from the LSCB they will want to consider further ways to work together, and how they can effectively challenge the LSCB and seek assurance on services.

The recent 2014 reports by both Professor Jay and the Communities and Local Government Committee highlight

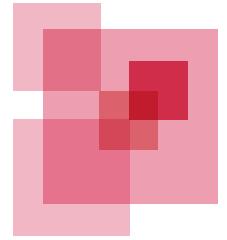
“the failure of scrutiny and challenge within the system of governance at Rotherham.”

In particular the report demonstrates the lack of scrutiny in checking the implementation of written child protection plans and strategies. Learning from the scrutiny process in Rotherham will be of benefit to all OSCs. Key lessons included:

- The need to check evidence and data presented to the scrutiny committee.
- The importance of councilors using their local knowledge to sense check reports and approaches.
- A lack of measures to monitor the effectiveness of the scrutiny process.
- The importance of clarity between executive and scrutiny roles for members.
- The need to monitor the implementation of scrutiny recommendations.
- The need for clear and good quality minutes and records of scrutiny sessions.
- The need for effective challenge.
- The importance of using the scrutiny process to hold the executive to account.

OSCs will want to create effective scrutiny recommendations to improve safeguarding processes and accountability. Effective recommendations share common features including:

- Focus – often a smaller number of key recommendations can have most impact.
- Smart – they are specific and measurable.
- Monitored – to track how the recommendations have been taken up by agencies and partners.
- Reviewing learning and impact can provide a powerful follow-up to the work of the committee.



Evidence, Data and Information

OSCs will be able to draw on a wide range of safeguarding evidence and information to support their review. This material can assist the scoping of the review to clarify the remit and purpose. Having a clear plan with identified key lines of enquiry will enable the committee to focus on specific areas of safeguarding data to help structure their questions and enquiry.

One of the challenges will be to prioritise which evidence will be most helpful. Working closely with an advisor and with local stakeholders can ensure that members are properly briefed on the key issues. OSCs will be able to relate local evidence of practice and performance to national legislation, statutory guidance, inquiries and research. They will also need to bring their own lay perspectives and knowledge of local communities, children and families to triangulate their findings.

Evidence and data will also be important to frame recommendations from the review and track implementation. OSCs may want to consider ways to measure the impact of their work and can use a variety of models to formalise their approach.

Committees will benefit from contrasting statistical evidence with the insights and experiences of organisations. As the Munro Report 2011 stated:

“Performance information should not be treated as a straightforward measure of good or bad practice, but interrogated to see what lies behind it”

It is helpful to hear from both senior and frontline staff involved in the safeguarding process. Members will find it beneficial to listen to the voice of the child at an early stage of the review and understand their experiences of services and support.

Evidence sources may include data from:

1. The Children’s Safeguarding Performance Information Network (2015) provides national and local information on five key areas of interest to OSCs:

- Outcomes for children, young people and their families.
- Child protection activity including early help.
- The quality and timeliness of decision making.
- The quality of child protection plans.
- The child protection and safeguarding workforce.

2. Each LSCB will produce key documents:

- An Annual Report.
- The assessment process and services for early intervention.
- The thresholds for intervention from children’s social care services.
- The LSCB Learning and Improvement Framework.
- Local reviews, quality assurance and audits of case files.

3. Joint Strategic Needs Assessment (JSNA) will identify and articulate the health and social care needs of children in the local area.

4. The Health and Wellbeing Strategy

5. Reports and summaries from Serious Case Reviews

6. Joint Working Protocols between local agencies – with a particular focus on multi-agency issues including:

- Child protection processes.
- Mental health issues.
- Substance misuse.
- Young carers.
- Education services.
- Young offenders.
- Early years services.
- Gangs and violence.
- Female genital mutilation (FGM).

7. Ofsted's Integrated Inspection Model for Children's Services and the Inspection Framework

8. Department for Education (2014) Characteristics of Children in Need in England 2013–2014 Dataset

9. Department of Education (2014) National and Local Authority Tables

Outlining key performance data and comparisons for measures including:

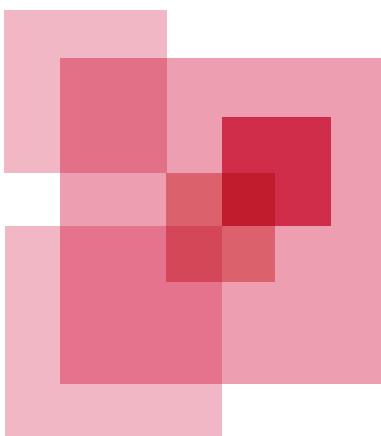
- Numbers of children in need including breakdowns by age, gender and ethnicity.
- Numbers of children in need by disability.
- Child protection plan data.
- Referral and completion data.
- Child protection conference data.

10. National panel of independent experts who advise LSCBs to review Serious Case Reviews

11. Child Development data

12. Early years profiles

13. Evidence from victim support groups and local organisations providing assistance and counseling



14. Joint Working Protocols between local agencies – with a particular focus on:

- Mental health issues.
- Substance misuse.
- Young carers.
- Looked after Children.
- Transitions for disabled young people to adult services.

15. Evidence from the local children in care council

In considering the evidence, OSCs will want to ask some key questions:

- What are the key messages from the evidence?
- How do local trends compare to national patterns and reports?
- What does data indicate about the timeliness of children's access to assessments and services? How does this compare to national requirements?
- How well do different sources of evidence and data tell the same story? Do they triangulate or are there areas of disagreement and divergence?
- How confident are agencies themselves in the reliability of the local evidence? (For example, have there been any initiatives to audit and test the evidence)
- Does the evidence accurately describe the experiences and outcomes of all groups of children? (Are any groups excluded or under-represented in the evidence including social and environmental factors)
- How far does the evidence reflect local experience in the community?
- How strongly does the voice of the child emerge from the evidence?

Conclusions

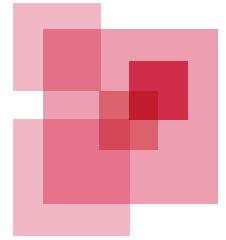
Good scrutiny is an essential part of balancing the local system to ensure positive outcomes for children and to safeguard their welfare. It can offer a critical check and challenge to the performance and quality of all aspects of safeguarding. It provides another mechanism to hold executives to account. Because scrutiny is separated from the strategic and day-to-day operational management of services, it is well placed to consider the needs of local children in a holistic and joined up way.

Given the continued history of failures to protect groups of children, the scrutiny contribution is timely and significant. As this publication demonstrates, safeguarding permeates many aspects of local services and duties. OSCs will need to be vigilant of the impact on children's safeguarding of decision-making across diverse policy areas.

To make the most of this potential for scrutiny, OSCs will need to build their knowledge and confidence to tackle the safeguarding agenda. This guide is designed to be one step in that process that should include a commitment to continual learning and partnership. Much useful information and advice can be obtained locally. Members of OSC will also find it helpful to share practice and approaches through wider scrutiny and local government networks.

Taking an appreciative and collaborative approach to working with local partners can build respect and value to the scrutiny process. Being clear about the role and function of scrutiny can reassure stakeholders that the purpose of OSCs is to make a positive impact on children's lives. It can demonstrate that reviews have been planned in a careful and sensitive way – based on a solid understanding of the local safeguarding arrangements and statutory processes.

A good scrutiny review will demand evidence that systems are in place to listen and understand the experience and needs of local children. It can provide new perspectives on how individual and diverse groups of children have access to services that support and protect them. By asking key questions about how child-centred local services are, scrutiny can be an important partner in protecting children and ensuring they thrive.



Key Scrutiny Questions for Safeguarding

- 1.** What level of challenge is there in local safeguarding arrangements?
- 2.** How are those in leadership roles for local safeguarding arrangements held to account by the wider system?
- 3.** How do local commissioning arrangements, strategies and frontline services for children and families take into account the latest safeguarding guidance?
- 4.** How aware are different organisations and practitioners about their roles in the local safeguarding process?
- 5.** How are local commissioners considering safeguarding issues in their work across a full range of local services?
- 6.** How effective are ‘early help’ strategies in identifying children in need and addressing factors that may lead to concerns about safeguarding?
- 7.** What has been learnt from early intervention approaches in the local area? What is effective and what are the resource implications?
- 8.** Does the local area have a range of effective and evidence based services in place to assess and meet the needs of local children and their families?
- 9.** Are local assessments of need effective in ensuring children and their families are able access early support and services to reduce risk and meet needs? How effective is access to these services in preventing potential safeguarding interventions?
- 10.** How effective has the LSCB been in monitoring and challenging the effectiveness of local safeguarding arrangements? What evidence is there that this challenge has led to changes in these arrangements and local working practices and relationships?
- 11.** How effective is the LSCB Local Learning and Improvement Framework in sharing lessons from experience and driving service quality and development?
- 12.** How does the LSCB systematically ensure that the voice and feedback of children is embedded in local safeguarding arrangements at the individual and strategic levels? Does the approach enable children from diverse backgrounds and with different needs to share their voice?
- 13.** What evidence is there that the child is at the centre of local safeguarding arrangements?
- 14.** Who are the most vulnerable children in the local area? What are their needs and how well are they met?
- 15.** To what extent are local organisations, agencies and practitioners working together in an effective way?
- 16.** How effective are local safeguarding services in working with these groups?
- 17.** Is there evidence of strong leadership of local safeguarding arrangements from:
 - Local authority members?
 - The Director of Children’s Services?
 - The Lead Member for Children’s Services?
 - The Clinical Commissioning Group?
 - The Police?

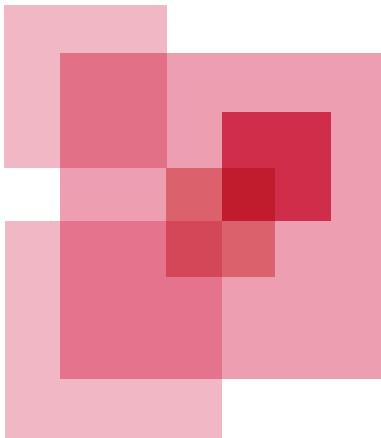
18. How robust and systematic is the Local Authority's approach to assessments of need? Do assessments routinely meet the quality standards set out by the latest statutory guidance including:

- Taking a systematic and evidence based approach?
- Using a child centred approach?
- Focusing on action and outcomes for the child?
- Taking an integrated approach across a variety of services and areas of need?
- Ensuring that assessments are a continuing process rather than a one-off event?
- Focusing on the child's developmental needs and whether they are suffering or likely to suffer significant harm?
- Considering parents and carers capacities?
- Looking at the impact of wider family, community and environmental circumstances?

19. How effective are local protocols for sharing appropriate information between practitioners and organisations?

20. How effective are local safeguarding services in establishing a partnership approach with parents? How are the needs of vulnerable parents taken into account through services and support to enable them to participate effectively in assessments?

21. How well do local services adhere to timelines for assessment and intervention? What is the local performance data?



References and Further Reading

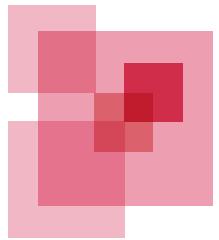
Legislation and Guidance

- Children and Family Act 2014
- Care Act 2014
- Health and Social Care Act 2012
- Equality Act 2010
- Children Act 2004
- Adoption and Children Act 2002
- Local Government Act 2000
- Children Act 1989
- United Nations Convention on the Rights of the Child 1989 (ratified 1991)
- Department for Education 2014 Keeping Children Safe in Education: Statutory Guidance for Schools and Colleges
- Department for Education 2013 Working Together to Safeguard Children
- Department for Education 2013 Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services
- Department for Education 2009 Safeguarding Disabled Children – Practice Guidance

Reviews and Reports

- Louise Casey 2015 Report of Inspection of Rotherham Metropolitan Borough Council
- Department for Education 2015 Revisions to Working Together to Safeguard Children: Government Consultation
- Department for Education 2015 The Children's Safeguarding Performance Information Framework
- Department for Education 2014 Characteristics of Children in Need in England: 2013 to 2014
- Communities and Local Government Committee 2014 - Third Report Child sexual exploitation in Rotherham: some issues for local government
- Professor Jay 2014 Independent Inquiry into Child Sexual Exploitation in Rotherham
- Department for Education 2014 Brandon, M. et al Missed Opportunities: Indicators of neglect – what is ignored, why and what can be done?
- Local Government Association 2014 Tackling Child Sexual Exploitation: A Resource Pack for Councils
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- Munro, E. & Stone, J. 2014 The impact of more flexible assessment practices in response to the Munro Review of Child Protection: A rapid response follow-up. Department for Education and Childhood Wellbeing Research Centre
 - Ofsted 2014 Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers: Reviews of Local Safeguarding Children Boards
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 - Department for Education 2013 National Panel of Independent Experts on Serious Case Reviews: Information for LSCBs and Chairs
 - Centre for Public Scrutiny 2013 Valuing Inclusion: Demonstrating the Value of Council Scrutiny in Tackling Health Inequalities
 - 2012 The Munro Review of Child Protection: Moving Towards a Child-Centred System: Progress Report
 - General Medical Council 2012 Protecting children and young people: the responsibilities of all doctors, GMC
 - National Children's Bureau 2012 The Voice of the Child in the Child Protection System Research Summary 7
 - Centre for Public Scrutiny 2012 Tipping the Scales: A Model to Measure the Return on Investment of Overview and Scrutiny
 - 2011 The Munro Review of Child Protection: Final Report – a Child-Centred System
 - 2011 Early Intervention: The Next Steps – The Graham Allen Review
 - Ministry of Justice 2011 Achieving the Best Evidence in Criminal Proceedings: Guidance on Interviewing Victims and Witnesses and Guidance on Using Special Measures
 - Ofsted 2011 Ages of Concern: Learning Lessons from Serious Case Reviews
 - Marmot Review 2010 Fair Society, Healthy Lives
 - Royal College of Pediatrics and Child Health 2010 Safeguarding Children and Young People: roles and competences for health care staff, RCPCH
 - 2009 Lord Laming Update to his Report on Victoria Climbié - The Protection of Children in England: A Progress Report
 - Department for Children, Schools and Families 2008 Information Sharing: Guidance for practitioners and managers
 - Lord Laming 2003 Victoria Climbié Inquiry Report



Glossary

The General Duty

Section 17(1) of the Children Act 1989

The general duty of the local authority to:

- (a) Safeguard and promote the welfare of children within their area who are in need; and
- (b) So far as is consistent with that duty, to promote the upbringing of such children by their families.

Children in Need

Section 17(10) of the Children Act 1989

A child shall be taken to be in need if:

- (a) The child is unlikely to achieve or maintain, or have opportunity of achieving or maintaining, a reasonable standard of health and development without the provision of services by a local authority under Part III of the Children Act 1989.
- (b) The child's health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
- (c) The child is disabled.

Section 47 child protection enquiry under the Children Act 1989

Statutory duty for the local authority to complete an enquiry where it 'has reasonable cause to suspect that a child who lives, or is found in their area is suffering, or likely to suffer, significant harm'.

Child Protection Plan

The plan to protect a child who is at risk of suffering significant harm. Plans are reviewed by multi-agency child protection conferences.

Safeguarding

Working Together 2013 defines safeguarding and promoting the welfare of children as:

- Protecting children from maltreatment.
- Preventing impairment of children's health or development.
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- Taking action to enable all children to have the best life chances.

Child Protection

Working Together 2013 defines child protection as activities undertaken to protect specific children who are suffering, or likely to suffer, significant harm.

Abuse

Abuse can cover a range of harm including:

- Physical abuse.
- Sexual abuse.
- Emotional abuse.

Neglect

Brandon et al (2014) highlights how system can fail to detect neglect and the impact this can have on children's outcomes.

Early help and intervention

Preventive services and support to reduce the risks faced by children and avoid the need for child protection interventions. Early intervention takes a holistic view of the child and their family.

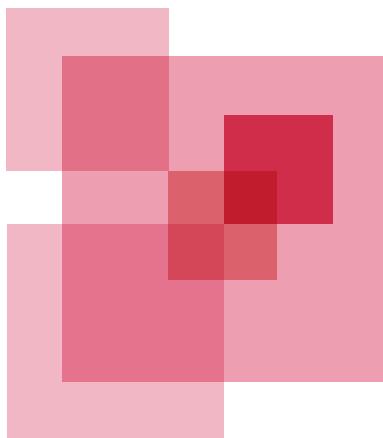
Local Safeguarding Children Board LSCB

A LSCB is established for each local authority area. Its role is to:

- Coordinate safeguarding in the local area.
 - Ensure the effectiveness of safeguarding activities of all local partners.
-

Significant harm

Forms of ill-treatment, impairment of health or development including abuse or neglect.



Checklist for Planning a Scrutiny Review of Children's Safeguarding

This tool is designed to compliment the scoping phase of a safeguarding review. It offers some initial questions to consider in planning a review.

- What are your main concerns about children's safeguarding and their welfare in the community?**
 - Who are the children in need in your local area?**
 - What does the JSNA identify as priority issues for children and young people?**
 - What local safeguarding data and evidence is currently available to help you identify a focus for the review?**
 - How do safeguarding and child protection issues affect different groups of children and young people in your community? Who are the children most at risk in terms of age, gender, disability, ethnicity, location and other factors?**
 - What specialist expertise may you need to understand the particular areas of safeguarding, abuse and harm covered by a review?**
 - What specialist support may you need to appreciate the developmental needs of children and young people at different ages?**
 - Who are the multi-agency partners involved in the local safeguarding process? What are their different roles and responsibilities?**
 - Who could you work with to ensure that the voices of local children and young people are considered by your review?**
 - What are the risks of a review of safeguarding and how will you manage them?**
 - What support and training might members need to conduct a review of safeguarding?**
-

The Centre for Public Scrutiny

Local Government House

Smith Square

London SW1P 3HZ

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Agenda Item 5



Policy and Scrutiny

Open Report on behalf of Richard Wills, the Director responsible for Democratic Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	Lincolnshire Safeguarding Boards Scrutiny Sub-Group – Update

Summary:

This report enables the Children and Young People Scrutiny Committee to have an overview of the activities of the Lincolnshire Safeguarding Boards Scrutiny Sub-Group, in particular the Sub-Group's consideration of child safeguarding matters. The draft minutes of the last meeting of the Scrutiny Sub-Group held on 7 October 2015 are attached.

Actions Required:

That the draft minutes of the meeting of the Lincolnshire Safeguarding Boards Scrutiny Sub-Group, held on 7 October 2015 be noted.

1. Background

The Lincolnshire Safeguarding Boards Scrutiny Sub-Group considers both adults' and children's safeguarding matters, in particular focusing on the activities of the Lincolnshire Safeguarding Children Board and Lincolnshire Safeguarding Adults Board.

The last meeting of the Sub-Group was held on 7 October 2015 and the draft minutes are attached at Appendix A to this report. As the remit of the Children and Young People Scrutiny Committee includes children's safeguarding, the Committee is requested to focus on those minutes of the Sub-Group, which are relevant to this remit.

2. Conclusion

The draft minutes appended to this report are for the Committee's information.

3. Consultation

a) Policy Proofing Actions Required

This report does not require policy proofing.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Minutes of the Lincolnshire Safeguarding Boards Scrutiny Sub-Group held on 7 October 2015.

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Catherine Wilman, who can be contacted on 01522 55(3788) or catherine.wilman@lincolnshire.gov.uk.



**LINCOLNSHIRE SAFEGUARDING
BOARDS SCRUTINY SUB-GROUP
7 OCTOBER 2015**

PRESENT: COUNCILLOR C R OXBY (CHAIRMAN)

Councillors S R Dodds, Mrs S Ransome, Mrs L A Rollings, and Mrs M J Overton MBE;

Added Members: Councillor C L Burke (District Council Representative), Emma Olivier-Townrow (Parent Governor Representative);

Officers in attendance:- David Culy (LSAB Business Manager), Simon Evans (Health Scrutiny Officer), Tracy Johnson (Senior Scrutiny Officer), Andy Morris (LSCB Business Manager), Catherine Wilman (Democratic Services Officer).

16 APOLOGIES FOR ABSENCE

Apologies were received from Councillor D Brailsford.

Councillor Mrs M A Overton MBE was present as a replacement for Councillor A Austin for this meeting only.

17 DECLARATION OF MEMBERS INTERESTS

No interests were declared.

**18 MINUTES OF THE SAFEGUARDING BOARDS SCRUTINY
SUB GROUP HELD ON 15 JULY 2015**

RESOLVED

That the minutes from the meeting held on 15 July 2015 be approved as a correct record and signed by the Chairman.

**19 KEY MESSAGES FROM LINCOLNSHIRE SAFEGUARDING
ADULTS BOARD**

Consideration was given to a report which updated the Sub Group on the key issues from the Lincolnshire Safeguarding Adults Board since the last meeting.

The Sub Group reviewed the Board's Risk Register. In relation to the Deprivation of Liberty Safeguards (DOLS), it was reported it would not be

**LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB-GROUP
7 OCTOBER 2015**

mitigated. The legal consultation into changing the Cheshire West judgement was expected to take 18 months to 2 years; this length of time was to be expected. The mitigated risk had been entered onto the register and the risk and target score would be reviewed on a regular basis.

The Board's first Strategy had been finalised and copies were circulated to the members. The strategy would be in force for three years from 2015-2018 and had taken several months to finalise. All members of the Board as well as the Health and Wellbeing Board had helped to develop it.

The Sub Group were complimentary about the strategy, feeling that it was a clear and precise document and its presentation was easy to follow and read. The strategy document would be available to view online and hard copies had already been posted out to relevant organisations.

It was felt an interactive version would be beneficial as it was currently a PDF. This feedback was noted.

The Sub Group discussed the Multi-Agency Policy and Procedure 2015 whose purpose was to set out to multi agency partners the procedures to be followed for situations involving safeguarding.

During discussion of the document it was noted that:

- Under section 3.23 – Person in a Position of Trust, young people who were carers needed to be within this section;
- Under section 4.7 – Designated Adult Safeguarding Manager, there were blurred lines between the role of a Designated Adult Safeguarding Manager and a Safeguarding Lead;
- It was clarified that all faith groups would be included in the policy. The Lincoln Diocese had worked tirelessly to promote safeguarding and free training would be available to faith groups.

RESOLVED

That the Sub Group be assured that the LSAB continues to try to protect the adults at risk living Lincolnshire from abuse and neglect.

20 SAFEGUARDING ADULT REVIEWS (SARS)

Consideration was given to a report which updated the Sub Group on the current Safeguarding Adult Reviews (formerly Serious Case Reviews), currently going through the early information gathering process.

The action plan written as a result of the case of KJ had identified changes to procedures, which was a positive outcome.

RESOLVED

**LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB-GROUP
7 OCTOBER 2015**

That the report be noted.

21

UPDATE ON THE WORK OF THE LSCB AND ITS SUB-GROUPS

The Sub Group considered a report which provided an update on the work currently being undertaken by the Lincolnshire Safeguarding Children Board and its sub groups.

The LSCB had recently recruited an Audit Officer which would greatly strengthen its processes.

Through the work of its four sub groups, the Board was coming to the conclusion of three Serious Case Reviews and the Sub Group received an update on all of these.

RESOLVED

That the report be noted.

22

LSCB AUDIT PROGRAMME

Consideration was given to a report which provided an overview of the Lincolnshire Safeguarding Children Board audit programme covering the period 2015/16.

There was an ongoing multiagency case file audit being undertaken, which was spot checking cases at random.

The Sub Group discussed paying visits to care homes, however it was felt that the group's function was to scrutinise the Boards and not the services. It was felt attending a Board meeting would be far more useful and enlightening to the scrutiny process.

It was reported that best practice and success stories, as a result of the audit process, was shared and reported to the Serious Incident Review Group. This would then be shared with the Policies and Procedures Group in order to incorporate best practice.

RESOLVED

That the report be noted.

23

JOINT BOARD WORKING

**LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB-GROUP
7 OCTOBER 2015**

Consideration was given to a report which provided a response to the task assigned to Business Managers to discuss business planning cycles and processes, and outcomes. The report made proposals for future working practices.

It had become clear that there was no scope for one joint board with each of the existing boards having a different scope for safeguarding. However, there was a need for the two boards to work together for consistency and to do this, the Business Managers to meet four times each year.

There was a proposal for a 'collective' handbook which would explain how the boards could work together. There was totally different legislation and remit for both the boards, however where there was a crossover, was where the alliance could occur.

A network for business managers outside of meetings had been proposed which would further aid information sharing and stronger cooperation between Boards.

There had already been some good collaborative work emerging from the joint working and more was to be expected.

RESOLVED

That the proposals to introduce:

- A Business Managers' email network;
- Regular scheduled business Managers' meetings;
- Development of a 'collective' handbook;

be supported by the Sub Group.

24 JOINT DOMESTIC ABUSE PROTOCOL

The Sub Group considered a report which provided an update on the work being undertaken by the LSCB in conjunction with the LSAB and Domestic Abuse Strategic Management Board (DASMB).

The protocol was launched on 29 September 2015 and was an example of good multi agency/board working. The launch had seen a good amount of media attention.

The Sub Group discussed the DASH Risk Assessment (Domestic Abuse, Stalking and Honour Based Violence), contained within the protocol and it was felt the questions contained in the assessment were too closed, only requiring a 'yes' or 'no' answer. To get a fuller response, questions should begin with why, what, where, when and who. This feedback would be noted, however, as it was a national risk assessment, it was likely that the document could not be changed. The questions asked were intended to provide an indication, as the process undertaken prior to the DASH assessment, would

**LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB-GROUP
7 OCTOBER 2015**

provide sufficient information for professionals to form an opinion.

RESOLVED

That the report be noted.

**25 LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB
GROUP WORK PROGRAMME 2015/16**

Volunteers were sought to attend the next meeting of the Lincolnshire Safeguarding Adults Board on 28 October 2015 and the LSCB Strategic Management Group on 3 December 2015. Councillors C L Burke, C R Oxby, Mrs S Ransome, and Mrs L A Rollings agreed to attend on 28 October 2015, and Emma Olivier-Townrow agreed to attend on 3 December 2015.

RESOLVED

That the work programme and changes made therein be noted.

26 PROPOSED MEETING DATES

The dates for future meetings, as proposed on the agenda, were discussed and the following dates were agreed:

6 January, 2016 – 10am
6 April, 2016 – 2pm
6 July, 2016 – 10am
28 September, 2016 – 2pm.

The meeting closed at 12.45 pm

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Agenda Item 6



Policy and Scrutiny

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	SEND Transport Procurement Review

Summary:

This report invites the Children and Young People Scrutiny Committee to consider a report on the SEND Transport Procurement Review which is due to be considered by the Executive Councillor for Adult Care and Health Services, Children's Services on 1 December 2015. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of her consideration of this item.

Actions Required:

- (1) To consider the attached report and to determine whether the Committee supports the recommendation(s) to the Executive Councillor for Adult Care and Health Services, Children's Services as set out in the report.
- (2) To agree any additional comments to be passed to the Executive Councillor for Adult Care and Health Services, Children's Services in relation to this item.

1. Background

The Executive Councillor for Adult Care and Health Services, Children's Services is due to consider a report on the SEND Transport Procurement Review. The full report to the Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive Councillor. The Committee's views will be reported to the Executive Councillor.

3. Consultation

a) Policy Proofing Actions Required

Not applicable

4. Appendices

These are listed below and attached at the back of the report.

Appendix A	Report and Appendices to the Executive Councillor for Adult Care and Health Services, Children's Services on SEND Transport Procurement Review
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5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Anita Ruffle, Passenger Transport Unit Group Manager who can be contacted on 01522 553147 or by email at anita.ruffle@lincolnshire.gov.uk and by Sophie Reeve who can be contacted on 01522 552578 or by email at Sophie.reeve@lincolnshire.gov.uk.

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Cllr Mrs P Bradwell, Executive Councillor for Adult Care and Health Services, Children's Services
Date:	1 December 2015
Subject:	SEND Transport Procurement Review
Decision Reference:	I010050
Key decision?	Yes

Summary:

A cross-departmental Project Team was established in May 2015 to consider the procurement options for transport for children with special educational needs and disabilities to special educational schools, PRUs and Pilgrim Hospital (SEND Transport), in order to improve market sustainability, create greater efficiency and potentially to deliver financial savings. This report recommends a new procurement model for implementation in 2016/17 and 2017/18.

The recommendations follow in depth analysis of transport needs and engagement with providers and parents/carers.

Recommendation(s):

That the Executive Councillor:-

1. Notes the opportunities as outlined in 'Reasons for Recommendations.'
2. Notes the proposed changes to transport that current SEND pupils would face (see section below) and the completed Equality Impact Assessment in Appendix A.
3. Approves the procurement model as outlined in section 1.8 below for the delivery of transport for children with special educational needs and disabilities to special educational schools, PRUs and Pilgrim Hospital and authorises the commencement of a procurement exercise.
4. Approves the delegation to the Executive Director for Children's Services in consultation with the Executive Councillor for Adult Care and Health Services, Children's Services to conduct all processes, take all decisions and approve the entering into of all documentation necessary to give effect to the above decisions.

Alternatives Considered:

The following procurement options were considered:

- **Do minimum – maintain current approach.** Existing PTU organisation maintained, operations contracted out to private sector, with ongoing efficiencies and regular reviews.
- **In-house service provision – management and operation.** Develop an in-house fleet creating a new business within the Council.
- **Develop a shared services approach with other local authorities.** Engage with other local authorities to seek opportunities for sharing capacity, systems and experience.
- **Single provider contract procurement for the county.** The transfer of all transport route operations to a single provider.
- **Area based contract procurement.** Utilising the existing 9 transport tendering areas to establish 9 contracts for route operations.
- **Cluster based contract procurement.** Similar to area based contract procurement, but creating more contracts aimed at one provider for each cluster of establishments.
- **Establishment based contract procurement.** Creating one contract and one provider per establishment.

These alternatives are discussed in paragraph 1.5 below

Reasons for Recommendation:

The procurement of SEND Transport needs to be as efficient as possible. The SEND Transport Procurement Review has identified efficiencies that could be made, through changing the procurement approach in order to reduce the high number of single vehicle contracts and replace the majority of them with larger, higher value contracts potentially helping to create a more stable and sustainable market. At the same time the increasing efficiency brought about by a reduction of providers should see savings in the cost of contract management within the Council and in provider contract costs.

The advantages of the new mixed economy model are:

- Each provider has significant volumes of work guaranteed;
- Waste mileage is reduced by each provider having its own location and by avoiding all of the approved providers chasing the same transport contracts;
- It provides structure to the market enabling the council more readily to work with and support providers;
- It provides better market intelligence and the opportunity to develop capacity increasing initiatives;
- It enables more effective relationships to be built between providers and establishments.

The recommendations are the result of detailed analysis and engagement with the provider market and parents/carers of SEND pupils.

1. Background

1.1 Introduction

Lincolnshire County Council has statutory duties to enable attendance at schools. For pupils with Special Education Needs and Disabilities (SEND) this is a key element in ensuring their needs are met including providing, where appropriate, transport which meets their specific needs. The Council also has a statutory duty to provide a '*safe and reasonably stress free*' journey for SEND pupils. These duties and the Equality Impact Assessment in Appendix A have informed the recommendations detailed in this report.

Lincolnshire provides home to school transport for over 20,000 pupils and students, of which approximately 2,000 attend SEND establishments, Pupil Referral Unit (PRU) establishments and Pilgrim Hospital establishment sites.

A review of the provision of this transport was commissioned by the Children's Services Directorate and is being delivered by a project team drawn from the Passenger Transport Unit (PTU), Children's Commissioning, the SEND team and the Commercial team.

As a result of the review the recommendation is to change the procurement model for the transport provision, following a comprehensive analysis of all relevant data and information. Potential benefits include securing a more structured and sustainable market; creating circumstances to enable market development and engagement; reducing inefficiency both within the Council and in the market and potentially achieving savings..

For the purpose of this report, the term SEND Transport is used to mean transport of pupils and students with special educational needs and disabilities to SEND establishments, Pupil Referral Unit (PRU) establishments and Pilgrim Hospital establishment sites, which are all within the scope of this review. Analysis was undertaken to establish whether to change the procurement approach for home to **mainstream** school and college transport for pupils and students with special educational needs or disabilities who are educated within a mainstream school. The analysis showed that efficiencies would be difficult to achieve due to the low number of passengers and transport contracts involved.

1.2 Context

To assess the current and future provision of the transport within the scope of this project requires a clear understanding of the background and context. This report considers the legislative framework that establishes the County Council's duties and responsibilities, the current management systems, as well as the operations and funding required to meet pupils' travel needs across Lincolnshire.

The Education and Inspections Act 2006 gives the County Council the responsibility to assist pupils with transport to enable attendance at school where they are eligible on the grounds of distance, safety of route or disability.

The SEND code of practice maintains the definition of special educational need that was first described and defined in the 2001 Code of Practice and is as follows: a child or young person has SEND if they have a learning difficulty or disability which calls for special educational provision to be made for him or her. A child of compulsory school age or a young person has a learning difficulty or disability if he or she:

- *Has a significantly greater difficulty in learning than the majority of others of the same age, or*
- *Has a disability which prevents or hinders him or her from making use of facilities of a kind generally provided for others of the same age in mainstream schools or mainstream post-16 institutions.*

Special educational needs are described by the Special Education Needs Code of Practice as falling into four areas. These are:

- *Communication and interaction*
- *Cognition and learning*
- *Behavioural, emotional and social development*
- *Sensory and/or physical.*

The Equality Act 2010 also provides a statutory framework with duties and responsibilities to be observed by the Council. It defines disability as having a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on someone’s ability to do normal daily activities.

A key issue is that since September 2014, Statements of SEN have been replaced by Education, Health and Care (EHC) plans. This change, under the Children & Families Act 2014, is having a significant impact on the processes involved in establishing transport need, especially for new pupils coming into the system. In the longer term, the impact should be a positive one, but currently there is difficulty getting all of the right information regarding passengers' needs to the right decision makers and to therefore determine the appropriate form of transport. This is particularly acute in September when a new cohort of pupils is admitted and the procurement timetable reflects this. Of further note is that in Lincolnshire, the overall proportion of children with Statements of SEN is higher than the national and regional averages.

The Council's Passenger Transport Unit (the PTU) currently organises SEND transport for three teams: The SEND team, the Children's Commissioning transport team and the PRU team. The PTU carry out any risk assessments and decide appropriate transport solution for the pupil, discuss transport arrangements with the pupil, parent and school, plan and schedule transport for child, including route planning, procuring and managing the transport contracts and manage incidents on transport, which include safeguarding issues (reporting and investigation).

Expenditure on home to school transport to SEND schools was £10.1m in 2014/15, which was an overspend of £228,000. The current annual spend on SEND transport is approximately £10m per year. Between 2010/11 and 2014/15, pupil numbers have increased by 23% and expenditure has increased by 29%. The projected outcome for 2015/16 at October 2015 is an estimated overspend of £330,000. Reasons for cost increases include increased complexity of needs and parental expectations; fuel prices; wages and vehicle spare part cost pressures.

However, this does not allow for any ad hoc decisions being taken to make discretionary exceptions to the current transport entitlement policy, which would increase expenditure. Discretionary exceptions can and currently do include continuity of a specific provider, lone transport, transport for exams.

As at 22 May 2015, there are currently over 554 separate contracts/routes in place to 82 SEND schools, the Pupil Referral Unit and Pilgrim Hospital for the provision of the SEND transport service within the scope of this project.

1.3 Benchmarking

Comparison with other local authorities indicates that Lincolnshire's costs of SEND transport in comparison to its nearest neighbour authorities show the average cost per pupil is approximately 12.5% lower than the average of these authorities. Results range from £3,815 per pupil per year in Suffolk to £5,490 in Norfolk, with an average of £4,664. The figure for Lincolnshire is £4,087. These figures are from 2013, which is the most recently available data. The benchmarking data therefore indicates that for a rural county Lincolnshire is performing reasonably well on cost.

In 2014, external consultants JMP undertook a review was to provide a comprehensive, credible and independent analysis of the procurement of Home to School Transport services in Lincolnshire, including the effectiveness of the Council's current approach to achieving value for money in the procurement of its Home to School Transport services and any possible options to deliver savings through the procurement processes. In summary, the findings were:

- Current planning and provision of home to school transport was effective
- On the commissioning and assessment side, greater emphasis is being placed on more stringent assessment of needs.
- When measured against the Department for Transport's good practice guidance, Lincolnshire demonstrates many of the good characteristics.
- Compared with other authorities, Lincolnshire performs well in terms of average transport costs per mainstream and SEND pupil, particularly given its rural nature.
- In respect of the processes and practices, there appeared to be a lot of instability, with a large number of contractual changes each month. This tended to occur due to changing circumstances, early termination of contracts and short term planning. Transport providers indicated that in some cases this leads to higher pricing, to take account of the risk.
- We don't consider there are any significant efficiencies waiting to be uncovered.
- There would be benefits in creating more stability in the marketplace, reducing the number of contract changes and early terminations. This might mean using more resource tendering and flexible arrangements, longer term contracts and single provider contracts, with more responsibility given to providers for service planning, allocating pupils and liaising with schools, parents and pupils.

Further work was carried out to understand the potential for savings through a report commissioned from Peter Brett Associates (PBA), who are specialists in home to school transport reviews. A Theoretical Consolidated Network Review was completed by PBA to look at the cost of reorganising transport by transferring all

trips to minibus provision to understand the greatest possible potential savings that could conceivably be made based on the maximum number of pupils that can be carried on each type of vehicle using optimum loading of vehicles and extensions to many current passengers' journey times. The Theoretical Consolidated Network Review indicates that the current 554 contracts held by the PTU could be reduced to 270 under a system maximising the use of minibuses delivering a saving of 28% when compared to the existing daily prices. These 270 contracts would still be single vehicle contracts.

In practice, savings are likely to be much less because of a number of important factors including:

- Pupils' individual needs must be taken into account decreasing the average occupancy of vehicles for example wheelchair users;
- It does not take into account those passengers unable to travel with other specific passengers;
- Assumes the suitability and availability of minibuses
- Does not take into account one to one passenger assistant requirements.

However the Theoretical Consolidated Network Review does point to the inefficiencies present in the current arrangements and furthermore indicates that a whole system approach is more likely to secure savings than the current piecemeal practice where individual contracts are let.

1.4 Key issues

A number of issues which have been identified with the current procurement, management and operational approach including:

- Monitoring of 554 individual contracts for quality, audit and budgetary purposes is problematic with constant changes in routes, service users, service providers and costs.
- Difficulties in arranging cost effective cover for certain areas of the county and in meeting specific requirements because of a lack of capacity.
- Many different providers operating routes to the same establishments.
- All service issues raised by any party (provider, school, service user or parent) are put through the PTU rather than the provider.
- Currently several discretionary elements of transport provision are provided increasing flexibility but adding to cost and complexity.
- The PTU is undergoing a restructure with a planned implementation in April 2016 which is likely to result in a reduction in capacity impacting on the Council's ability to continue to manage the existing model.

1.5 Procurement option development and analysis

Following the completion of a Theoretical Consolidated Network Review the key options were analysed as follows;

- Option A – Do Minimum - maintain current procurement approach
- Option B – In-house service provision - management and operation
- Option C – Develop a shared services approach with other local authorities
- Option D – Single Provider Contract for the County
- Option E – Area based contract procurement

- Option F – Cluster based contract procurement
- Option G – Establishment based contract procurement

The non-procurement options are:

Option B – In-house service provision. Preliminary analysis by the PTU based on the cost of wheelchair accessible transport indicates that in-house provision would only be efficient and cost effective if in-house vehicles used on school transport provided additional services throughout the day. This approach could be feasible as a whole county solution within an integrated, Total Transport approach and, as such, will continue to be explored in the longer term as part of this work stream. It is however a significant and complex piece of work because of;

- The scale of the capital investment required
- The regulated nature of the sector
- The need to collaborate across the Council
- The need to accurately anticipate the Council's future need for transport
- Appraisal of the different implementation options available
- The need to explore the benefits to be had from engaging with health colleagues

As a result large scale in-house provision will not come to fruition in the short to medium term and may not survive the rigorous business cases necessary to justify the significant expenditure required. As a consequence other options are required for the short to medium term.

Option C – Develop a shared services approach with other local authorities. Research has shown that there could be some scope for shared services, but as a county wide solution it would need to be fully integrated as with the in-house service provision approach. As such, this approach could be feasible within an integrated, Total Transport approach and will therefore continue to be explored in the longer term. It will however rely very heavily on collaboration and common mutual interest making progress challenging even over the longer term.

Consequently for the foreseeable future the Council continues to require one of the procurement options listed above-Options A, D-G

In order to establish the preferred options for procurement across Lincolnshire, the following analysis was completed. These were considered in the context of the stakeholder engagement feedback from providers and parents/carers, and an External Impact Assessment (see Appendix A):

- Identification of which establishments currently require numerous transport contracts and therefore where the transport network could benefit from implementing establishment based contract procurement.
- Identification of any cluster based contract procurement opportunities.
- Identification of which transport contracts may not benefit from being grouped, due to the geographic location of the passengers and/or the establishment.

Following engagement with potential providers, engagement with parents/carers, research into successful practice within other local authorities and analysis on the

delivery issues across establishments, a mixed approach is recommended, utilising a combination of the following options:

- **Option G – Establishment based contract procurement for the majority of transport provision.** This option received the most positive feedback from the provider market and therefore has the greatest chance of generating competition and successful awards county wide; it enables the development of a relationship between the organisation and the provider consistent with the extended provider role discussed below at paragraph 1.8; it guarantees each provider significant volumes of work; provides structure to develop and support the market; significantly reduces the inefficiency of there being multiple providers travelling to the same establishments; reduces the number of contracts to manage; there are currently two successful example contracts in operation to build on;
- **Option F – Cluster based contract procurement where the opportunities are identified.** A 'cluster' would involve a group of establishments and all of the transport involved would be contracted to one provider. This approach would benefit transport arrangements where greater flexibility is required and where there is insufficient demand to justify an establishment based contract. The benefits are similar to the ones referred to above but scaled down.
- **Option A – Maintain current single vehicle contract procurement approach where alternative options would not be feasible.** There are establishments which have one vehicle serving them, or the geographical location of pupils would not lend itself to a natural grouping for one contract.
- **Option D – Single provider contract procurement for the county.** This approach was deemed to have the potential for exposing the Council to significant risk levels, there was active market resistance to it and no confidence in any event that the current providers in Lincolnshire could properly manage a contract of this size, further there has been no interest from a new provider large enough to deliver such a contract.
- **Option E – Area based contract procurement.** Analysis demonstrated that neither the provider market nor the establishments are structured geographically, and therefore this approach did not offer sufficient opportunity for success

1.6 Provider market engagement

To assess the provider interest and ability to deliver one or more of the options, a series of workshop events were held in August 2015. The key points that emerged were:

- The current market is immature with a limited number of large providers
- There was no enthusiasm for a single solution across the county-making Option D unviable.
- Providers were the most positive about Option G – one provider/one establishment model.
- There was little enthusiasm for subcontracting arrangements limiting the size of contracts which could be offered making Option E unattractive.
- There was some interest shown for Options E and F – Area and Cluster based Contracts, but not as much as the one provider/one establishment model and it was deemed suitable for contracts which require more flexibility.
- Little interest has been shown from new providers coming into the market.

1.7 Parent/carer Engagement

To assess the feedback from parent/carers, the following activity was proposed, in partnership with the Lincolnshire Parent Carer Forum (LPCF):

- Eight engagement events around the county in September 2015 – due to very low levels of interest, these events were cancelled
- Online survey
- Two LPCF organised events in October 2015.

During the engagement events and with the online survey, the following potential changes were highlighted to parents/carers who were asked what the potential impacts of these changes were:

- The transport provider, Passenger Assistant and/or driver.
- The home pick up and drop off time.
- The type of vehicle.
- The role of the Council - parents may liaise directly with the transport provider instead of the Council.

The key points arising were as follows:

- Parents/carers have high expectation of the level of service and quality including continuity and significantly higher levels of training/understanding.
- The majority of points raised were regarding the performance of current providers, in the context of the point made above.
- Parents/carers were unconcerned about the manner in which LCC procures transport as long as their expectations are met.

1.8 Procurement Approach Contract Design

Further work analysed levels of demand across the county and concluded that the demand justified 16 one provider/one establishment contracts, and 2 cluster contracts – a total of 18 contracts. This would leave approximately 100 single vehicle contracts, and would reduce the overall number of contracts by more than 400. This results in fewer contracts than the Theoretical Consolidated Network Review suggested as this review did not consolidate the number of contracts, it retained single vehicle contracts.

Such an approach addresses some of the issues raised in section 1.4 above by:

- significantly reducing the numbers of contracts to be managed by the PTU reflecting the PTU's reduced capacity and potentially enabling some time to be spent on market development;
- requires providers to cover all transport requirements for their establishment/cluster preventing "cherry picking" and avoiding the current difficulties in arranging cover for particular areas/requirements;
- removes the complexity of many different providers operating routes to the same establishments.

At the same time it:

- reduces the number of contracted providers making meaningful engagement between the Council and the market more deliverable

- has a tendency to promote stability increasing the chances of continuity of service/driver for pupils
- provides the opportunity to pass additional activity in a managed way to the large providers when there are 18 contracts in place, reducing the total number of contracts from 558 to 112

In order to achieve maximum savings the providers must be able to explore efficiencies within their area of operation so that they are able to pass on cost savings to the Council. The greater the scope of the activity, the greater the potential for savings. With this in mind the proposal is that the contractors for the 18 large contracts will be responsible for route planning and that they will also be responsible for managing transport incidents and being the liaison point between the schools and parents regarding transport issues.

1.9 Procurement Process

The key recommendations for the implementation of this procurement project are as follows:

- Procurement to be phased;
- The procurement process to be a two stage process, including a Pre-Qualification Questionnaire to ensure that only bidders with the appropriate financial standing and experience are able to bid
- A Dynamic Purchasing System to be implemented to serve as an online platform through which providers submit bids;

1.10 Commercial Basis of the Contract

- Route planning will become the responsibility of providers (for one provider/one establishment contracts and cluster contracts)
- Contracts will be awarded for a longer period to encourage investment possibly for 5 years with 2 single year extensions
- Providers will be paid a lump sum (divided into monthly instalments) fixed by reference to the number of pupils they transport. The price will vary up and down as the pupil numbers change (subject to a cap and collar arrangement) but not as the routes change
- Much as they are now, providers will be subject to proportionate price deductions if they fail to meet key performance indicators for example fail to collect pupils but the intention is not to unreasonably penalise providers.

1.11 *Equality Act 2010*

The Council's duty under the Equality Act 2010 needs to be taken into account by the Executive when coming to a decision.

The Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it: [Equality Act 2010 section](#)

[149\(1\)](#). The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation: section 149(7)

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in this section may involve treating some persons more favourably than others

A reference to conduct that is prohibited by or under this Act includes a reference to:

- ❖ A breach of an equality clause or rule
- ❖ A breach of a non-discrimination rule

It is important that the Executive Councillor is aware of the special duties the Council owes to persons who have a protected characteristic as the duty cannot be delegated and must be discharged by the Executive Councillor. The duty applies to all decisions taken by public bodies including policy decisions and decisions on individual cases and includes this decision.

To discharge the statutory duty the Executive Councillor must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

It is important to note that whilst there will be some impact through changes to arrangements, which are set out in section 1.7 above, the point of the service is to give SEND pupils and students access to educational establishments and opportunities through travel arrangements that meet their specific needs. This will continue to be the case whatever the procurement approaches are that are used to secure the necessary transport.

Individuals who have protected characteristics will continue to experience an accessible service regardless. Accessibility means that first and foremost they have easy access to the service and that the service offered meets their individual

needs. The collaborative partners and service providers will be required to have policies and procedures in place and have staff sufficiently trained in their responsibilities in regard to the Equality Act. An integral part of the monitoring of the arrangements will be to look at where individuals have experienced negative outcomes, looks at trends and whether there is any association with protected characteristics. As a result policies and procedures must be changed and regularly reviewed to minimise any negative impact.

1.12 *Child Poverty Strategy*

The Council is under a duty in the exercise of its functions to have regard to its Child Poverty Strategy. Child poverty is one of the key risk factors that can negatively influence a child's life chances. Children that live in poverty are at greater risk of social exclusion which, in turn, can lead to poor outcomes for the individual and for society as a whole.

In Lincolnshire we consider that poverty is not only a matter of having limited financial resources but that it is also about the ability of families to access the means of lifting themselves out of poverty and of having the aspiration to do so. The following four key strategic themes form the basis of Lincolnshire's Child Poverty strategy: Economic Poverty, Poverty of Access, Poverty of Aspiration and Best Use of Resources.

The Strategy has been taken into account in this instance and the following comments are made:

Economic Poverty

Improved sustainability of school transport will help ensure regular attendance which in turn will enhance pupil's educational performance and attainment, providing improved chances of access to further education and well paid employment.

Poverty of Access

Lack of qualifications and skills are a key barrier in accessing employment opportunities and the ability to earn at least a living wage. Maintaining access to schools through effective transport will maintain pupils performance and access to employment opportunities.

Poverty of Aspiration

A key part of the strategic priorities for 16-18 year olds for education and training is to close the gap of attainment between those vulnerable groups and their peers. Effective transport arrangements will help support vulnerable learners to achieve their aspirations and fulfil their potential.

Best use of Resources

Best use of Resources aims to ensure that all key stakeholders contribute to improving the life chances of children and young people in a coordinated way. The priority on reducing inefficiency and saving costs within this paper support that.

1.13 Joint Strategic Needs Assessment (JSNA)

The Lincolnshire JSNA identifies a number of needs that directly relate to young people, with a specific focus on Educational Attainment. This service by maintaining access to education supports the maintenance and improvement in:

- Outcomes for pupils with Special Educational Needs and Disabilities
- Reducing the gap in achievement between “key vulnerable groups” and their peers

1.14 Health & Well Being Strategy

The Lincolnshire Health & Well Being Strategy includes five main themes. This service specifically supports:

Improving health and social outcomes and reducing inequalities for children through contributing to ensuring children and young people feel happy, stay safe from harm and make good choices about their lives, particularly children who are vulnerable or disadvantaged.

2. Conclusion

The recommendations detailed in this report aim to create greater efficiency in how home to school transport to SEND schools is procured, including improving long term market sustainability and potentially delivering financial savings. This report recommends a new procurement model for implementation in 2016/17 and 2017/18.

The reaction from the provider market is unpredictable and, as such, if the procurement exercise is unsuccessful in whole or in part , the Total Transport approaches regarding in-house fleet provision and shared services with other local authorities would need to be scoped and timetabled if necessary they could be reviewed on a smaller scale against any gaps in market provision. If required, interim arrangements would involve remaining with the current procurement approach in the very short term.

3. Legal Comments:

Children with Special Educational Needs and Disabilities are eligible children for the purposes of section 508B of the Education Act 1996. The Council must therefore make such travel arrangements as it considers necessary in order to secure that suitable home to school travel arrangements, for the purpose of facilitating the child's attendance at the relevant educational establishment in relation to the child, are made and provided free of charge.

The Report makes proposals for a contracting approach to ensuring compliance with that duty.

The decision is consistent with the policy framework and within the remit of the Executive Councillor if it is within the budget.

4. Resource Comments:

The current operating model meets service user requirements, however the review outlines the opportunities to develop a more co-ordinated and structured operating model(s) that will look to achieve a more efficient delivery and cost model. There are many variables facing the delivery of SEND transport, therefore these need to be fully understood before engaging with providers in the procurement cycle.

With the continuing cost pressures identified in delivering SEND transport and the Local Authority's requirements to meet its future financial challenges, such work streams need to be pursued to seek to achieve more effective use of resources for the Council.

5. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Children and Young People Scrutiny Committee will consider this report at its meeting on 27 November 2015. Comments from this meeting will be presented to the Executive Councillor on 1 December 2015.

d) Policy Proofing Actions Required

Not applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Assessment
Appendix B	Theoretical Network Review

7. Background Papers

The background papers included as Appendices, within Section 100D of the Local Government Act 1972, were used in the preparation of this report.

This report was written by Anita Ruffle, Passenger Transport Unit Group Manager who can be contacted on 01522 553147 or by email at anita.ruffle@lincolnshire.gov.uk and by Sophie Reeve who can be contacted on 01522 552578 or by email at Sophie.reeve@lincolnshire.gov.uk.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions "Who might be affected by this decision?" "Which protected characteristics might be affected?" and "How might they be affected?" will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Special Educational Needs and Disability (SEND) School Transport Project	Person / people completing analysis	David Robinson – Version 0.1 Verity Quinn – Version 0.2 Katy Tutty – Version 0.3
Service Area	Children Commissioning/Passenger Transport Unit (delivery)	Lead Officer	Verity Quinn
Who is the decision maker?	Executive Councillor – Mrs P Bradwell	How was the Equality Impact Analysis undertaken?	Version/Phase 1 Initial discussion with LCC Equalities Officer, scoping of project and identification of stakeholders and affected person in protected categories
Date of meeting when decision will be made	18/03/2016	Version control	Version 0.1 30 June 2015 Version 0.2 08 July 2015 Version 0.3 14 October 2015
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	<p>Transport of children from home to SEND schools is presently organised on the basis of individual contracts serving specific addresses. This leads to a multiplicity of contracts and providers serving individual schools. The change is to review this procurement approach and explore alternative approaches in order to create efficiencies. The aim of the change is to rationalise provision and save costs, without reducing the quality of service provision.</p> <p>The requirements from Providers and Transport Crew will remain the same as they currently stand:</p> <ul style="list-style-type: none"> • Drivers have the appropriate level of driving qualification for the type of vehicle/s to be operated • The provider holds the appropriate licenses (e.g. hackney, private hire, operator's licence or section 19 permits) • All drivers and passenger assistants have an enhanced DBS disclosure and are approved by the council • Providers have the correct level of insurance cover in place: Employers liability insurance, Public liability insurance, Third party property damage for Motor Insurance etc. <p>School age pupils with special educational needs and/or disabilities attending Special Schools and Referral Units, which require home to school transport to ensure their attendance will be affected by the proposed change. A key aim of the change is for this</p>		

cohort to have a journey to school or unit which is the best available, within travel time guidelines and with the appropriate equipment and assistance.

The Council is not legally obliged to carry out a public consultation, however there will be opportunities for parents/carers to engage through the means of an online survey, engagement events or via the Lincolnshire Parent Carer Forum (LPCF). No service is being removed or reduced although details of that service may change in the following ways:

- Transport provider may be different
- Vehicle transported in may change
- Driver/Passenger Assistant may change
- Pick up/drop off times may change
- Route travelled may be different

Legal Services do not consider that the law would treat such changes as matters which as a matter of fairness or on the basis of legitimate expectation it was unlawful for the Council to make without consulting.

These are operational matters which occur with a frequency and volume that would render consultation impractical and would not require consultation for such operational changes.

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state '*no positive impact*'.

Age

In relation to Lincolnshire's Looked after Children (LAC) who are living at 'confidential addresses' and in some cases have a risk of abduction, the current requirements will remain the same as they are currently stand to ensure consistency of the way this is already managed and to assist with keeping customer confidence. The current general requirements which cover SEND transport inclusive of LAC are as follows:

- To ensure safe carriage all passengers must have use of a 3 point inertia reel belt (for vehicles up to 16 passenger seat capacity). Lap belts must not be used.
- To manage any changes to transport for the passenger due to changes in crew, provider etc, home visits are carried out by the crews prior to new contracts commencing.
- Regular drivers and passenger assistants are requested on all SEND transport to enable consistent relationships between crews, passengers, establishments.
- When quotes/bids are sought to convey passengers from a confidential address, or if a regular driver/passenger assistant is required on a contract – the operator is required to disclose names and badge details of the crew and back up crew at award of contract. Changes to crew throughout the lifetime of the contract must be notified to the Passenger Transport Unit – prior to the change taking place (unless in an emergency situation).
- Lincolnshire County Council has a responsibility to ensure all employees are aware of Equality & Diversity and Safeguarding, this responsibility has now been extended to include all approved operators, drivers and passenger assistants. A new free eLearning course for Equality & Diversity and Safeguarding is available to all operators, drivers and passenger assistants (<http://maxrespectdrivertraining.learningpool.com>). This course became compulsory on 1st October 2015.
- Primary age pupils up to 135 cm (4 feet 5 inches) tall must travel on a booster cushion which will be provided by Lincolnshire County Council.

Disability

The recognition of the transport needs of children/young people with disabilities will be a key specification on awarding the main contracts. There are current requirements which relate to a range of disabilities which will continue to remain in place with any new contracts that are procured these are as follows:

Physical Difficulty/Disability;

- If a passenger travels in a wheelchair consideration should be taken as to the particular model of wheelchair, if it has been crash tested and if the vehicle to be used is suitable to carry it (i.e. wheelchair accessible/tail lift vehicle).
- Where passengers are to be conveyed in their own wheelchair, operators must ensure they are secured in accordance with the Department of Transport's Code of Practice VSE 87/1. In effect all wheelchairs should be

- suitably secured to the vehicle and the passenger provided with a separate safety belt.
- Training to secure wheelchairs safely must be given to transport crews by providers.
- If a child has a disability/difficulty that affects their mobility, consideration must be given as to the type of vehicle to be used (i.e. low access/tail lift), whether specific equipment is required to assist with transferring the passenger to and from the vehicle and if there is sufficient storage on board for folding wheelchairs, walking frames etc.
- Passenger assistants and drivers will need to be suitably briefed and/or trained to deal with specific disabilities.

Medical Requirements:

- Passenger assistants and drivers required to carry and/or administer medication/s or deal with potential situations relating to a medical condition for example Epilepsy.
- The transport crew need to have received specific awareness training from NHS Nurse Trainers for administering medications and be in receipt of the passengers Medical Care Plan (created by medical professionals and agreed by parents/carers) which communicates any specific requirements for administering medication on transport.
- Any providers offering this type of service must have the correct level of Medical Intervention Insurance (an endorsement within public liability or by bespoke arrangements a minimum of £2million).

Learning Difficulties/Disability and Emotional and Behavioural Difficulties

- For those passengers who present with aggression there is a potential threat to themselves, the transport crew and possibly other pupils. In extreme cases Passenger Transport Unit will risk assess the pupil to ensure that correct procedures are carried out to reduce the level of risk when transporting the pupil.
- Some pupils will be assessed for specialist seatbelts and harnesses which offer postural support and in some cases, a certain degree of restraint.
- If a pupil presents with anxiety issues this must be communicated to the provider and any change to the child's routine needs to be made aware to parent/carers/school as soon as details are available so that the anxiety can be managed in a productive way.
- Safe Travel Plans are to be created by the Passenger Transport Unit to assist the transport crew when managing passenger behaviours
- Specific awareness of passengers needs if they present with development delay, are emotionally immature and extremely vulnerable, sometimes with an understanding much younger than their chronological age. Their wellbeing needs to be considered and assessed if they require a Passenger assistant to supervise them on transport.

As these considerations as noted above will remain in place the consistency to the approach used should allow this to be a positive experience as moving forward the length of contracts is intended to be longer therefore the number of changes throughout the passenger's need for transport should see fewer changes taking place.

Gender reassignment	This issue has become more of a consideration in recent years. Sensitivity to transport implications for children/young people undergoing or being considered for gender rearrangement will be specific contract obligation for the successful tender of the main contracts
Marriage and civil partnership	No positive impact
Pregnancy and maternity	Acknowledgement of and sensitivity to teenage pregnancy will be written into contract conditions
Race	Diversity and Equality training will be a contractual requirement of a successful tender level under the new arrangement. The ability to use language appropriately when communicating with young people will be highlighted in the contract specifications.
Religion or belief	Cultural values or practices will be identified and acknowledged, with appropriate adjustments made as far as is reasonably possible, consistent with LCC practices.
Sex	Wherever practically possible, contractors will be asked to meet reasonable and evidence based demands when specific sex drivers/passenger assistants are requested.
Sexual orientation	Sensitivity around sexual orientation will be a requirement in the contract of any successful bidder.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Parents and carers of children transported to and from school and college.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state '*No mitigating action identified*'.

Age	<p>The age cohort of the learners affected are 4 – 16 year old pupils in statutory full-time education and continuing learners aged 16-19 in Special Need schools/establishments .</p> <p>Although there is no perceived adverse impact of the proposed changes, any changes to transport provider and or the practical arrangements would need to consider whether the individual child could cope with the proposed change, eg from a lone journey to a shared journey, in context of the child's age and ability to cope with change</p>
Disability	<p>Many of the children affected will have disabilities and all will have some learning difficulties. Many will have, or have had, a statement of SENs or an EHC plan.</p> <p>Although there is no perceived adverse impact of the proposed changes, any changes to transport arrangements will need to be looked at against the experience and needs of individual pupils and students. Potential changes may include pick up times, route used, type of vehicle, passenger mix and driver/pa/operator.</p>
Gender reassignment	Sensitivity to transport implications for children and young people undergoing or being considered for gender reassignment will be a specific contract obligation for the successful contractor, who will be notified with appropriate information on an 'as needed' basis. It is not known at this stage what any negative impacts might be if any. This will need to be considered against the specific needs of the individual.
Marriage and civil partnership	No perceived adverse impact.

Pregnancy and maternity	No perceived adverse impact
Race	Racism awareness training will be a contractual requirement of the successful contractor. The interaction between providers and children, providers and parents and between children sharing transport will require careful consideration and monitoring. Without this the potential for adverse or negative impact may increase
Religion or belief	The potential exists for adverse impact, if a new travel arrangement provider is not sensitive to religion or belief issues of pupils or young people undertaking the transport.
Sex	Where pre-existing or present arrangements recognise requests or recommendations for, eg, same sex passengers only, or eg, female drivers, any alternative arrangements which did not allow for these features might be perceived as an adverse impact. All passengers needs will be reviewed in advance of the provision starting in September 2016
Sexual orientation	A lack of sensitivity around this issue could lead to adverse consequence for pupils/students affected. All passengers needs will be reviewed in advance of the provision starting in September 2016 to ensure any issues are dealt with.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Other groups that would be affected include: parents and / or carers of children / young people; schools / colleges or other learning centres attended

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

The purpose of the EIA engagement activity is to ensure that all key stakeholders are engaged and well informed as to the process that is being delivered, enabling them the opportunity to feed their views into the process regarding the impact on them before any final decisions are made.

The findings from the EIA engagement will be analysed and considered with a view to removing or at least mitigating potentially adverse impacts. Where any adverse impacts after mitigation indicate a breach of statutory duty, then the changes proposed will have to be re-considered and further EIA analysis carried out.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category no specific issues pertaining to age were identified.
Disability	<p>The primary stakeholders who are affected by the review are the SEND pupils who are transported by vehicles procured by LCC to their relevant schools/establishments.</p> <p>Engagement events were available for parents/carers of SEND pupils to meet with LCC to understand the purpose of the review, to discuss any concerns they may have and/or provide their input with regard to procurement options which had been made available for discussion. For those who were unable to attend events there was an online survey made available to collect comments on the same set of questions used for discussion.</p> <p>The general view of parents from both events and the survey, was that whilst there may be some pros and cons, no preference was made as to which method would be best adopted to procure the transport. It was felt that longer contracts would be a benefit as they would assist with better consistency of provision.</p> <p>A number of personal concerns were raised in relation to the current transport provision which would need to be addressed separately. As a collective group their main concerns when looking at the potential change were related to the following:</p> <ul style="list-style-type: none">• Ensuring that all drivers and passenger assistants have had specific training to include autism awareness and other behavioural disorders to ensure that they understand and are able to manage their approach accordingly.• Consistency of drivers and passenger assistants to lessen the effects that change may have on the children.• Home visits to be mandatory so that the children and parents/carers have the opportunity to meet the drivers/passenger assistants and see the transport which they will travel on to assist with managing anxieties.• Better communication between providers and parents/carers in relation to any changes or delays again this helps parents/carers to plan and manage the change better• Reasonable journey times and consistent pick up/drop off times• Reasonable number of passengers travelling together with consideration taken to their individual needs• Awareness of which approach the Council decides to use and updates on when things are likely to begin to change.

Gender reassignment	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to gender were identified.
Marriage and civil partnership	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to marriage and civil partnership were identified.
Pregnancy and maternity	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to pregnancy and maternity were identified.
Race	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to race were identified.
Religion or belief	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to religion or belief were identified.
Sex	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to sex were identified.
Sexual orientation	All consultation has been in relation to transport for Children with Special Educational Needs and Disabilities so will be identified within the disability category, no specific issues pertaining to sexual orientation were identified.
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	

Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?

The transport contract(s) will be monitored to evaluate the benefits and how effective the actions have been in reducing negative impacts

Further Details

Are you handling personal data?	Yes If yes, please give details. The personal details and needs of pupils being transported are provided to the PTU through the referral process from Schools Services and SEND. This includes contact details for parents/guardians. All departments keep and maintain this data in order to deliver their service effectively.
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Actions required Include any actions identified in this analysis for on-going monitoring of impacts.	Action	Lead officer	Timescale
Signed off by		Date	Click here to enter a date.

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Appendix B – Theoretical Consolidated Network Review

Introduction

Peter Brett Associates LLP (PBA) have been commissioned by Lincolnshire County Council (LCC) to undertake a review of the authority's Special Educational Needs (SEN) transport provision, in order that efficiency savings can be aligned with organisational change and future procurement methods.

As part of this commission, a network review of SEN transport provision has been undertaken to identify where and on what scale consolidation of routes could take place to deliver these efficiency savings.

The purpose of this Technical Note is to:

- outline the existing situation in relation to SEN transport provision in Lincolnshire;
- set out the methodology used by PBA in recasting the provision;
- describe the new consolidated network on an establishment by establishment basis; and
- consider the potential cost of the consolidated network and the revised financial impact.

Existing Situation

LCC currently procure 554 SEN transport contracts from a total of 148 providers. Over £58,000 per day is spent by the authority on funding this transport provision, which transports over 1,900 pupils every day to and from their education establishment.

There are 82 establishments providing education services for SEN pupils that are served by LCC funded contracts, of which 52 are located within the County. Out of county transport is generally restricted to one or two pupils per journey and many of these establishments cater for boarding pupils.

A variety of vehicles are used to procure these services:

- Coaches and double decked vehicles (3);
- Minibuses (66);
- Taxis (437);
- Tail lift vehicles (24); and
- Private cars (30).

Taxi provision currently makes up 78% of all SEN transport arrangements in Lincolnshire. The County Council's stated aim is to reduce the number of contracts by combining journeys where possible and using larger vehicles to provide these new combined routes.

Pupils' needs vary widely, from those who are able to travel independently without a Passenger Assistant (PA) to those with more complex requirements who require supervision. A total of 366 passenger assistants are utilised on the current network, with 66 being lone escorts on taxi or MPV contracts but there are some minibus contracts on which two PAs are necessary.

Review Methodology

LCC has supplied PBA with a large amount of data relating to the current SEN transport network, including:

- details of current contracts;
- provider details;
- postcodes of SEN transport users; and
- school start and finish times.

PBA have plotted pupil postcodes on 250k Ordnance Survey (OS) base mapping in order that the new routes can be identified. Reference to the raw student data was necessary where there were particular clusters of pupil postcodes in the larger towns or particularly close to the establishment, to confirm the number of pupils for each vehicle.

New route proposals were drawn up by PBA's network planning team. New contracts were developed by linking pupil postcodes by the most efficient route using the 250k OS mapping. Route duplication was kept to a minimum where practical and the number of overall vehicles and hence contracts has been significantly reduced through combination of several taxi services into new minibus routes. Mileage was calculated using the drawing scale for each route.

For some establishments, large clusters of pupils are located in and around the more significant urban areas of the County, including Lincoln, Grantham, Boston, Spalding, Skegness and Gainsborough. In these areas the concentrations of pupil postcodes marked on the map mean it has been difficult to accurately identify numbers of passengers from the map itself. In these instances, reference has been made to the master spreadsheet supplied by LCC from which it is possible to ascertain the numbers of pupils living in this area. A vehicle allowance has then been provided for these pupils in addition to those for which a route and capacity requirement could be more readily calculated.

It was agreed that for taxi contracts space would be reserved for one PA, and on minibus contracts space was reserved for two PAs. This limits the number of pupils that can be carried on any one service to three (in a small taxi), seven (in an MPV-style taxi vehicle) or 14 (in a standard minibus). A maximum journey time of 90 minutes has been specified, although for some out of county routes that is not feasible.

Costs for the new consolidated network have been taken from median average mileage costs for the current network, split down by type of vehicle. The current median average mileage cost for a minibus contract is £3.53, and for a taxi it is £1.95. Where a contract is unchanged, the existing mileage and cost remain unaltered, hence the reason there are different average cost per mile figures available for some contracts – those that are unchanged are indicated by inclusion of the existing contract number.

The results of the exercise are detailed in the section below. This is a theoretical exercise based on the number of pupils that can be carried on each type of vehicle, and does not take account of pupils' individual requirements in terms of personal space (for example those who require a wheelchair or those that cannot be safely carried in close proximity to other pupils). In addition, it does not take any account of the ability of the market to respond to the change of minibus providers being preferred to taxi providers.

Theoretical Consolidated Network

In this, we have assessed possible future transport patterns where:

- Statutory distances and entitlement policies have been strictly applied (removal of current discretionary arrangements on distance); and
- Where possible, trips have been transferred to minibus provision and the services then re-costed on an existing contract mileage basis.

The revised scenario for maximum use of minibuses on the SEN transport network results in a considerable reduction in the total number of contracts, daily mileage and daily cost. The table overleaf indicates some of the key headline outputs from the review:

	Current	Theoretical Consolidated Network
Total no. of contracts	554	270
Minibuses (16 seat capacity)	66	156
Taxis (4-8 seats)	435	89
Tail-lift vehicle	24	-
Private Cars (Private Travel)	30	30
Daily Mileage	25,181	14,800
Daily Cost	£58,132	£41,552

The total number of contracts has reduced by over 50% to 270. Most of these are now minibus contract routes, with the number of private travel routes remaining unchanged. The number of taxi routes falls from 435 to 89, with some of these being operated as feeder connections to the main minibus routes.

Overall, the consolidation of numerous individual piecemeal taxi routes into minibus corridors has reduced daily mileage considerably. Although many of the new minibus routes are longer than previously, the overall mileage has fallen by 41%.

Despite the new minibus routes being more expensive to provide than taxi routes, the consolidation has permitted a significant reduction in daily cost. The current daily cost of £58,132 would be reduced to £41,552 with the revised network, a saving of 28%.

It is important to stress that this figure is a **maximum theoretical saving** that could be achieved using optimum loading of vehicles and extensions to many current users' journey times. In practice it may not be possible to achieve the level of saving because of a number of factors including:

- passengers being unable to travel in close proximity to other passengers;
- passengers being unable to travel on the same vehicles as certain other passengers;
- wheelchair passengers being carried, requiring a lower number of seats in the vehicle;
- the possibility of maximum journey times being exceeded in practice;
- resistance to change to journey patterns;
- average costs per mile being higher than stated.

This is a relatively high level review of the potential for financial savings through a network review exercise, in conjunction with the wider possibilities of adjustments to governance arrangements and procurement. Further work will be necessary within the PTU to develop the proposed network further.

Maps indicating the postcode location of pupils' residences in relation to the establishments have been produced and these have been used to draw up the revised network on a manual basis. Electronic copies of these maps will be provided, so that the PTU can examine the proposed changes in more detail and assess the suitability of the proposed routes and stopping patterns from a local perspective.

The table below and overleaf indicates the individual impact on transport arrangements at each of the establishments where a taxi or minibus element is currently provided:

Establishment	Current Situation		Theoretical Consolidated Network	
	Minibuses	Taxis and tail lift vehicles	Minibuses	Taxis and tail lift vehicles
Aegir, Gainsborough	8	13	11	0
Alderwasley Hall and Callow Park	0	1	0	1
Ash Lea School	0	1	0	1
Bladon House	0	1	0	1
John Fielding, Boston	0	9	4	0
Teaching & Learning Centre, Boston	0	8	2	0
Youth Centre, Boston	0	7	1	2
Willoughby, Bourne	6	12	6	0
Bridge House	0	22	5	1
Build A Future	0	12	4	1
Cambridge Park Academy, Grimsby	0	3	0	2
Catmose College, Oakham	0	1	0	1
Carlton Road Old School	0	2	0	2
Chambers Wood	1	1	1	1
City of Peterborough Academy	0	0	0	1
Continuum School, Wisbech	0	1	0	1
Cruckton Hall School	0	1	0	1
Dawn House School, Mansfield	0	2	0	2
Demeter House, Brigg	0	2	0	2

EYS, Lincoln	0	3	0	2
EYS, Newark	0	1	0	1
EYS, Wisbech	0	1	0	0

Establishment	Current Situation		Theoretical Consolidated Network	
	Minibuses	Taxis and tail lift vehicles	Minibuses	Taxis and tail lift vehicles
Fortuna Primary School	0	31	5	1
Foundations, Holbeach	0	4	0	2
Gelder Virtual School, Scampton	0	5	0	3
Gosberton House School, Gosberton	3	13	7	0
The Beacon, Grantham	0	2	0	1
Ambergate School, Grantham	1	16	6	0
Sandon School, Grantham	1	13	5	0
Library, Grantham	0	1	0	1
Teaching & Learning Centre, Grantham	0	8	1	3
Gretton School, Girton	0	1	0	1
Hartsholme Pilgrim School, Lincoln	0	7	4	1
Hill Holt Wood, Collingham	0	5	1	1
Hope House School, Newark	0	4	0	2
St Lawren, Horncastle	9	14	10	0
Humberston Park School, Cleethorpes	0	3	0	1
Kisimul School, Collingham	0	4	0	2
St Christopher, Lincoln	13	23	21	0
St Christophers School Senior Annex	1	4	4	0
St Francis & The Pheasantry, Lincoln	4	33	9	4
TLC Centre, Lincoln	1	6	3	0
Linkage College, Toynton Hall	0	4	1	1
Linkage College, Weelsby, Grimsby	0	4	1	1
St Bernard's, Louth	3	10	5	0
Children's Centre, Mablethorpe	0	4	1	1
Mark College, Somerset	0	1	0	1
Marshfield School, Peterborough	0	1	0	0
Meadowgate School, Wisbech	0	1	0	1
Orchard Special School, Newark	0	2	0	1
Queens Park Community Hub, Lincoln	0	1	0	1
Regard for Learning Education Centre, Wisbech	0	1	0	1
RNIB New College, Worcester	0	1	0	1
Royal School for the Deaf, Derby	0	2	0	2
Shapwick School, Somerset	0	1	0	1
Sheridan House School, Methwold	0	1	0	1
Library, Sleaford	0	1	0	0
South Park Enterprise College, Scunthorpe	0	7	1	1
The Priory & Extra, Spalding	8	12	11	1
The Garth, Spalding	2	9	4	1
The Eresby, Spilsby	1	11	4	0
Spring Hill School, Ripon	0	1	0	1
St John's School for the Deaf, Wetherby	0	2	0	1
St Mary's Wrestwood Children's Trust, Bexhill	0	1	0	1
St Vincent's School for the Blind, Liverpool	0	1	0	1
St David's College, Llandudno	0	1	0	1
STS Training, Lincoln	0	3	0	3

Establishment	Current Situation		Theoretical Consolidated Network	
	Minibuses	Taxis and tail lift vehicles	Minibuses	Taxis and tail lift vehicles
Sutherland House School, Nottingham	0	5	1	2
The Lady Jane Franklin School, Spilsby	0	18	6	1
The Phoenix Academy Trust, Grantham	1	13	4	0
The Phoenix School, Peterborough	0	1	0	1
The Robert Ogden School, Goldthorpe	0	1	0	1
The Shires, Stretton	0	1	0	1
The Sincil School, Lincoln	0	21	5	4
Thornton Heights, Horncastle	0	8	0	6
Wilds Lodge School, Stamford	0	4	1	0
William Henry Smith School, Elland	0	3	1	1
Witherslack Hall School, Kendal	0	1	0	1
Yorkshire School for the Deaf	0	2	0	1
TOTAL	63	462	156	89

In the current scenario, relatively few establishments are being served by minibuses. A total of 16 establishments are served by 63 minibuses, and the majority of these are the larger establishments catering for greater numbers of pupils. Taxi provision is much more prevalent with a total of 462 contracts split over all the establishments.

In the Theoretical Consolidated Network, use of minibuses becomes the default mode of SEN transport with an increase to 156 contracts delivered by minibus to 34 establishments. Use of taxis falls sharply from 462 to 89, with a significant number of these taxis merely being used on feeder journeys from more remote locations to the main minibus network.

The table below shows the full network design data for each establishment:

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
Aegir, Gainsborough	A	AE01		Minibus	105	£370.65	£3.53
	B	AE02		Minibus	71.6	£252.75	£3.53
	C	AE03		Minibus	99	£349.47	£3.53
	D	AE04		Minibus	67.6	£238.63	£3.53
	E	AE05		Taxi	79	£154.05	£1.95
	F	AE06		Minibus	20	£70.60	£3.53
	G	AE07		Minibus	20	£70.60	£3.53
	H	AE08		Minibus	20	£70.60	£3.53
	I	AE09		Minibus	20	£70.60	£3.53
	J	AE10		Minibus	20	£70.60	£3.53
	H	AE11		Minibus	20	£70.60	£3.53
Alderwasley Hall and Callow Park		AW01	9801T	Taxi	28	£125.00	£4.46
Ash Lea School		AL01	10556	Taxi	29	£60.00	£2.07

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
Boston John Fielding	A	BJ01		Minibus	83.5	£294.80	£3.53
	B	BJ02		Minibus	49.2	£173.50	£3.53
	C	BJ03		Minibus	33.9	£119.76	£3.53
	D	BJ04		Minibus	30.9	£109.01	£3.53
Boston Teaching & Learning Centre	A	BT01		Minibus	114.0	£402.28	£3.53
	B	BT02		Minibus	66.1	£233.38	£3.53
Boston Youth Centre	A	BY01		Taxi	49.2	£95.84	£1.95
	B	BY02		Taxi	54.4	£106.02	£1.95
	C	BY03		Minibus	112.2	£396.14	£3.53
Bourne Willoughby	A	BW01		Minibus	43.9	£155.08	£3.53
	B	BW02		Minibus	19.6	£69.09	£3.53
	C	BW03		Minibus	43.5	£153.54	£3.53
	D	BW04		Minibus	56.5	£199.60	£3.53
	E	BW05		Minibus	63.1	£222.63	£3.53
	F	BW06		Minibus	60.9	£214.96	£3.53
Bridge House	A	BH01		Minibus	78.3	£276.37	£3.53
	B	BH02		Minibus	72.7	£256.63	£3.53
	C	BH03		Minibus	49.7	£175.48	£3.53
	D	BH04		Minibus	111.8	£394.82	£3.53
	E	BH05		Minibus	128.0	£451.85	£3.53
	TB	BH06		Taxi	31.1	£60.58	£1.95
Build A Future, Horncastle	A	BF01		Taxi	54.4	£106.02	£1.95
	B	BF02		Minibus	63.1	£222.63	£3.53
	C	BF03		Minibus	79.2	£279.44	£3.53
	D	BF04		Minibus	58.3	£205.74	£3.53
	E	BF05		Minibus	69.6	£245.67	£3.53
Cambridge Park Academy, Grimsby	A	CM01		Taxi	63.1	£122.98	£1.95
	B	CM02		Taxi	19.6	£38.17	£1.95
Catmose College, Oakham		CA01	10361	Taxi	21.2	£42.82	£2.02
Carlton Road Old School		CL01	0200T	Taxi	3.6	£37.14	£10.32
		CL02	0208T	Taxi	10.6	£24.50	£2.31
Chambers Wood		CH01	0184T	Taxi	25	£57.75	£2.31
		CH02	9954T	Minibus	20.4	£186.05	£9.12
City of Peterborough Academy	A	CP01		Taxi	39.1	£76.34	£1.95
Continuum School, Wisbech	A	CO01		Taxi	69.6	£135.71	£1.95
Crickton Hall School		CR01	9756	Taxi	154	£101.04	£0.66
Dawn House School, Mansfield		DA01	9296T	Taxi	12.2	£65.03	£5.33
		DA02	9378T	Taxi	29	£93.67	£3.23
Demeter House, Brigg	A	DE01		Taxi	79.2	£154.37	£1.95
	B	DE02		Taxi	20.4	£39.86	£1.95

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
EYS, Lincoln	A	EL01		Taxi	30.9	£60.22	£1.95
	B	EL02		Taxi	49.6	£96.69	£1.95
EYS, Newark		EN01	10285	Taxi	34.4	£51.60	£1.50
EYS, Wisbech				<i>Pupil to travel on Continuum School contract</i>			£0.00
Fortuna Primary School	A	FT01		Minibus	56.7	£200.04	£3.53
	B	FT02		Minibus	103.9	£366.74	£3.53
	C	FT03		Minibus	85.5	£301.82	£3.53
	D	FT04		Minibus	157.6	£556.26	£3.53
	E	FT05		Minibus	138.2	£487.82	£3.53
	TD	FT06		Taxi	20.4	£39.74	£1.95
Foundations, Holbeach	A	FD01		Taxi	78.3	£152.67	£1.95
	B	FD02		Taxi	45.7	£89.06	£1.95
Gelder Virtual School, Scampton	A	GE01		Taxi	28.7	£55.98	£1.95
	B	GE02		Taxi	21.3	£41.56	£1.95
	C	GE03		Taxi	92.2	£179.81	£1.95
Gosberton House School, Gosberton	A	GH01		Minibus	70.1	£247.42	£3.53
	B	GH02		Minibus	58.7	£207.06	£3.53
	C	GH03		Minibus	60.1	£212.33	£3.53
	D	GH04		Minibus	56.2	£198.29	£3.53
	E	GH05		Minibus	99.9	£352.71	£3.53
	F	GH06		Minibus	96.9	£342.18	£3.53
	G	GH07		Minibus	126.3	£445.71	£3.53
Grantham Beacon	A	GB01		Taxi	76.1	£148.31	£1.95
				<i>Gainsborough pupil travels on route GT03</i>			
Grantham Ambergate School	A	GA01		Minibus	80.0	£282.52	£3.53
	B	GA02		Minibus	112.7	£397.67	£3.53
	C	GA03		Minibus	44	£155.32	£3.53
	D	GA04		Minibus	98.7	£348.54	£3.53
	E	GA05		Minibus	17.8	£62.95	£3.53
	F	GA06		Minibus	69.6	£245.67	£3.53
Grantham Sandon School	A	GS01		Minibus	110.0	£388.46	£3.53
	B	GS02		Minibus	88.3	£311.69	£3.53
	C	GS03		Minibus	67.0	£236.45	£3.53
	D	GS04		Minibus	20	£70.60	£3.53
	E	GS05		Taxi	15	£29.25	£1.95
Grantham Library		GL01	6805T	Taxi	31	£19.90	£0.64
Grantham Teaching & Learning Centre	A	GT01		Taxi	47.2	£92.04	£1.95
	B	GT02		Taxi	68.4	£133.38	£1.95
	C	GT03		Taxi	100.6	£196.17	£1.95
	TB	GT04		Taxi	49.7	£96.92	£1.95

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
Gretton School, Girton		GR01	9845T	Taxi	20.75	£78.00	£3.76
Hartsholme Pilgrim School, Lincoln	A	HL01		Minibus	114.33	£403.59	£3.53
	B	HL02		Minibus	91.96	£324.63	£3.53
	C	HL03		Taxi	84.51	£164.79	£1.95
	D	HL04		Taxi	55.18	£107.60	£1.95
	E	HL05		Minibus	55.67	£196.53	£3.53
Hill Holt Wood, Collingham	A	HH01		Minibus	49.59	£175.04	£3.53
	B	HH02		Taxi	50.02	£97.54	£1.95
Hope House School, Newark	A	HP01		Taxi	82.6	£161.15	£1.95
	B	HP02		Taxi	65.2	£127.23	£1.95
Horncastle St Lawren	A	HR01		Minibus	85.3	£300.94	£3.53
	B	HR02		Minibus	52.6	£185.78	£3.53
	C	HR03		Minibus	91.8	£323.97	£3.53
	D	HR04		Minibus	52.2	£184.25	£3.53
	E	HR05		Minibus	50.5	£178.11	£3.53
	F	HR06		Minibus	63.1	£222.63	£3.53
	G	HR07		Minibus	56.5	£199.60	£3.53
	H	HR08		Minibus	65.2	£230.31	£3.53
	I	HR09		Minibus	56.5	£199.60	£3.53
	J	HR10		Minibus	73.9	£261.02	£3.53
Humberston Park School, Cleethorpes	B	HU01		Taxi	50.0	£97.54	£1.95
Kisimul School, Collingham	A	KS01		Taxi	106.4	£207.44	£1.95
	B	KS02		Taxi	101.9	£198.71	£1.95
Lincoln St Christophers	A	LC01		Minibus	63.50	£224.17	£3.53
	B	LC02		Minibus	81.34	£287.12	£3.53
	C	LC03		Minibus	63.07	£222.63	£3.53
	D	LC04		Minibus	73.94	£261.02	£3.53
	E	LC05		Minibus	21.75	£76.77	£3.53
	F	LC06		Minibus	38.28	£135.12	£3.53
	G	LC07		Minibus	21.75	£76.77	£3.53
	H	LC08		Minibus	41.32	£145.86	£3.53
		LC09		Minibus	20	£70.60	£3.53
		LC10		Minibus	20	£70.60	£3.53
		LC11		Minibus	20	£70.60	£3.53
		LC12		Minibus	20	£70.60	£3.53
		LC13		Minibus	20	£70.60	£3.53
		LC14		Minibus	20	£70.60	£3.53
		LC15		Minibus	20	£70.60	£3.53
		LC16		Minibus	20	£70.60	£3.53
		LC17		Minibus	20	£70.60	£3.53

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
Lincoln St Christophers Senior School Annex	A	LS01		Minibus	67.85	£239.52	£3.53
	B	LS02		Minibus	52.20	£184.25	£3.53
	C	LS03		Minibus	20	£70.60	£3.53
	D	LS04		Minibus	20	£70.60	£3.53
Lincoln St Francis & The Pheasantry	A	LF01		Minibus	73.94	£261.02	£3.53
	B	LF02		Minibus	71.33	£251.81	£3.53
	C	LF03		Minibus	43.50	£153.54	£3.53
	D	LF04		Minibus	52.20	£184.25	£3.53
	E	LF05		Minibus	52.20	£184.25	£3.53
	F	LF06		Minibus	81.34	£287.12	£3.53
	G	LF07		Minibus	20	£70.60	£3.53
	H	LF08		Minibus	20	£70.60	£3.53
	I	LF09		Minibus	20	£70.60	£3.53
	TA (1)	LF10		Taxi	21.75	£42.41	£1.95
	TA (2)	LF11		Taxi	17.83	£34.78	£1.95
	TF (1)	LF12		Taxi	14.79	£28.84	£1.95
	TF (2)	LF13		Taxi	14.79	£28.84	£1.95
Lincoln Teaching & Learning Centre	A	LL01		Minibus	80.53	£284.27	£3.53
	B	LL02		Minibus	45.73	£161.44	£3.53
	C	LL03		Minibus	100.91	£356.21	£3.53
Linkage College, Toynton Hall	A	LT01		Minibus	69.6	£245.67	£3.53
	B	LT02		Minibus	39.1	£138.19	£3.53
Linkage College, Weelsby, Cleethorpes	A	LW01		Minibus	57.8	£204.21	£3.53
	B	LW02	9492T	Taxi	35.8	£79.02	£2.21
Louth St Bernards	A	LB01		Minibus	82.6	£291.73	£3.53
	B	LB02		Minibus	88.7	£313.22	£3.53
	C	LB03		Minibus	38.7	£136.61	£3.53
	D	LB04		Minibus	54.8	£193.46	£3.53
	E	LB05		Minibus	70.9	£250.27	£3.53
Mablethorpe Children's Centre	A	MB01		Taxi	37.4	£72.94	£1.95
	B	MB02		Minibus	59.6	£210.35	£3.53
Marshfield School, Peterborough			<i>Pupil carried on contract CP01</i>				
Meadowgate School, Wisbech		MG01	9379T	Taxi	27.2	£50.95	£1.87
Orchard Special School, Newark		OR01		Taxi	31.3	£61.07	£1.95
Queens Park Community Hub, Lincoln		QP01	9893T	Taxi	16.8	£108.25	£6.44
Regard for Learning Education Centre, Wisbech		RL01	10030	Taxi	48.4	£68.75	£1.42
RNIB New College, Worcester		RN01	7961T	Taxi	18	£169.60	£9.42
Royal School for the Deaf, Derby		RD01	10110	Taxi	36.4	£95.00	£2.61
		RD02	9842T	Taxi	42.67	£180.00	£4.22

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
Shapwick School, Somerset		SW01	7954T	Taxi	54.75	£234.50	£4.28
Sheridan House School, Methwold		SD01	10011	Taxi	21.25	£124.95	£5.88
South Park Enterprise College, Scunthorpe	A	SO01		Taxi	76.6	£149.28	£1.95
	B	SO02		Taxi	119.3	£232.64	£1.95
Spalding The Priory & Extra	A	SL01		Minibus	80.5	£284.27	£3.53
	B	SL02		Minibus	68.6	£242.16	£3.53
	C	SL03		Minibus	46.2	£163.19	£3.53
	D	SL04		Minibus	53.2	£187.76	£3.53
	E	SL05		Minibus	46.2	£163.19	£3.53
	F	SL06		Minibus	57.2	£201.80	£3.53
	G	SL07		Minibus	30.8	£108.79	£3.53
	H	SL08		Minibus	47.2	£166.70	£3.53
	I	SL09		Minibus	39.8	£140.38	£3.53
	J	SL10		Minibus	20	£70.60	£3.53
	K	SL11		Minibus	20	£70.60	£3.53
	TB	SL12		Taxi	25.8	£50.41	£1.95
Spalding The Garth	A	SG01		Minibus	65.7	£231.85	£3.53
	B	SG02		Minibus	83.5	£294.80	£3.53
	C	SG03		Minibus	46.1	£162.75	£3.53
	D	SG04		Minibus	20	£70.60	£3.53
	E	SG05		Taxi	45.7	£89.06	£1.95
Spilsby The Eresby	A	SE01		Minibus	80.9	£285.59	£3.53
	B	SE02		Minibus	69.2	£244.13	£3.53
	C	SE03		Minibus	63.1	£222.63	£3.53
	D	SE04		Minibus	46.1	£162.73	£3.53
Spring Hill School, Ripon		SP01	9755	Taxi	46.75	98.5	£2.11
St John's School for the Deaf, Wetherby		SJ01	9861	Taxi	52.3	£113.67	£2.17
		SJ02	10204	Taxi	102.5	£250.00	£2.44
St Mary's Wrestwood Children's Trust, Bexhill		SM01	9670T	Taxi	30.4	£115.00	£3.78
St Vincent's School for the Blind, Liverpool		SV01	10533	Taxi	157.5	£179.50	£1.14
STS Training, Tattershall	A	ST01		Taxi	81.8	£159.46	£1.95
	B	ST02		Taxi	47.8	£93.30	£1.95
	C	ST03		Taxi	52.2	£101.78	£1.95
Sutherland House School, Nottingham	A	SU01		Minibus	79.2	£279.44	£3.53
	TA (1)	SU02		Taxi	15.2	£29.69	£1.95
	TA (2)	SU03		Taxi	39.1	£76.34	£1.95

Establishment	Route on Map	Contract No.	Current Contract No.	Vehicle Type	Daily Mileage	Daily Contract Cost	Rate per mile
The Lady Jane Franklin School, Spilsby	A	LJ01		Minibus	70.1	£247.42	£3.53
	B	LJ02		Minibus	119.3	£421.14	£3.53
	C	LJ03		Minibus	110.4	£389.55	£3.53
	D	LJ04		Minibus	88.5	£312.35	£3.53
	E	LJ05		Minibus	67.1	£236.89	£3.53
	F	LJ06		Minibus	32.3	£114.06	£3.53
	TC	LJ07		Taxi	17.9	£34.90	£1.95
The Phoenix Academy Trust, Grantham	A	PA01		Taxi	113.3	£221.01	£1.95
	B	PA02		Minibus	87.0	£307.08	£3.53
	C	PA03		Minibus	129.2	£456.24	£3.53
	D	PA04		Minibus	45.7	£161.44	£3.53
The Phoenix School, Peterborough		PH01	9482T	Taxi	12.67	£38.99	£3.08
The Robert Ogden School, Goldthorpe		RO01	10151	Taxi	32	£110.50	£3.45
The Sincil School, Lincoln	A	SC01		Minibus	87.0	£307.08	£3.53
	B	SC02		Minibus	64.4	£227.24	£3.53
	C	SC03		Minibus	79.2	£279.44	£3.53
	D	SC04		Minibus	76.1	£268.70	£3.53
	E	SC05		Taxi	9.6	£18.66	£1.95
	F	SC06		Minibus	23.5	£82.91	£3.53
	TA	SC07		Taxi	57.8	£112.81	£1.95
	TC	SC08		Taxi	17.0	£33.08	£1.95
Thornton Heights, Horncastle	A	TH01		Taxi	54.7	£106.67	£1.95
	B	TH02		Taxi	33.8	£65.91	£1.95
	C	TH03		Taxi	45.7	£89.12	£1.95
	D	TH04		Taxi	41.3	£80.54	£1.95
	E	TH05		Taxi	85.5	£166.73	£1.95
	TE	TH06		Taxi	17.4	£33.93	£1.95
Wilds Lodge School, Stamford	A	WL01		Minibus	72.2	£254.88	£3.53
William Henry Smith School, Brighouse	A	WH01		Taxi	140	£273.00	£1.95
	TA	WH01		Taxi	20	£39.00	£1.95
Witherslack Hall School, Kendal		WS01	10016	Taxi	92	£188.00	£2.04
Yorkshire School for the Deaf, Doncaster	A	YS01		Taxi	51.2	£99.84	£1.95
SUB-TOTAL					13,384.61	£40,898.79	£3.11
Private travel					1,416.23	£653.57	
TOTAL					14,800.84	£41,552.36	

The table details all proposed minibus and taxi contracts for the establishments where such an arrangement currently exists (it does not include locations where private transport is used exclusively to access the establishment).

Conclusions

PBA were commissioned by LCC to examine several aspects of the County Council's provision of transport for SEN statemented pupils. As part of this a network review exercise has been undertaken which has identified the potential for financial savings through the agglomeration of existing contracts into a greater number of minibus services as opposed to services provided by taxi providers.

The outcome of this review was as follows:

- The number of live contracts may theoretically be reduced from 554 to 270;
- The number of minibuses in use would increase from 66 to 156;
- Taxi contracts could decrease from 435 to 89;
- Daily mileage could reduce from 25,181 to 14,800; and
- Total daily costs could decrease from £58,132 to £41,552, a 28% saving.

The outputs of the Theoretical Consolidated Network Review must be taken in the context of the theoretical nature of the exercise. It represents the best case scenario in relation to a network review, based on the delivery of statutory duty only and therefore it is based on the maximum number of pupils that can be carried on each type of vehicle. It is important to stress that the resulting estimated savings are a maximum theoretical saving that could be achieved using optimum loading of vehicles and extensions to many current passengers' journey times. In practice, it is unlikely to be possible to achieve the level of saving because of a number of factors.

Furthermore, PBA noted that this percentage saving is, in their experience of undertaking similar reviews, at the highest possible level and that actual savings, when pupil movements are agreed, appeals considered and routes retendered, usually come out at between 25% to 33% of the theoretical savings. This is unsurprising, but it is important to note, as the maximum theoretical savings are always difficult to achieve in the real world. The exercise still has value in demonstrating the level of discretionary spend and network inefficiencies in the SEND transport arrangements; it establishes a useful target to work towards.

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Agenda Item 7



Policy and Scrutiny

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	Corporate Parenting Panel Update

Summary:

The work of the Corporate Parenting Panel remains critical in promoting life chances and opportunities for vulnerable children, Looked After Children, and care leavers. Members act as champions on behalf of these groups of children and young people. The Panel meets on a quarterly basis and includes representatives from Looked After Children and Foster Carers.

Through the presentation of reports, performance information, and Visiting Members responsibilities, the Panel scrutinise that the arrangements for the safety and welfare of Looked After Children and care leavers are in accordance with what every good parent would want for their own child.

It is agreed that the minutes of the Corporate Parenting Panel be presented to the Children and Young People Scrutiny Committee, and attached are the draft minutes of the meeting held on 10th September 2015.

Actions Required:

The Children and Young People Scrutiny Committee is asked to note the work of the Corporate Parenting Panel and to consider the matters raised and addressed.

1. Background

The Panel meet quarterly and is continually evolving and is very proactive in seeking information to inform Members about the quality of services provided by the Local Authority and partner agencies, as is evidenced in the recording of the minutes.

2. Conclusion

The on-going scrutiny process looking at how well we meet our respective responsibilities and the different aspects of a child and young person's needs is pivotal to the work of the Corporate Parenting Panel. The attached draft minutes

provide an account of the work undertaken since the previous Panel held on 11th June 2015.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Corporate Parenting Panel Minutes 10/09/2015

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Tara Jones, who can be contacted on 01522 552686 or Tara.Jones@lincolnshire.gov.uk.



CORPORATE PARENTING PANEL 10 SEPTEMBER 2015

PRESENT: COUNCILLOR D BRAILSFORD (CHAIRMAN)

Lincolnshire County Council: Councillors J D Hough (Vice-Chairman), A G Hagues, P J O'Connor and L Wootten.

Added Members: Jean Burbidge (Lincolnshire Community Health Services), Mary-Beth Pepperdine (V4C The Children in Care Council) and Polly Coombes (Foster Carer).

Councillor: M S Jones (Executive Councillor for Finance and Property), Annie Fletcher (Children's Services Manager, Barnardo's) and Ron Oliver (Assistant Director – Barnardo's) attended the meeting as observers.

Officers in attendance:-

Michelle Andrews (Children's Services Manager - Early Years), Kieran Barnes (Virtual Head of Looked After Children), Katrina Cope (Team Leader Democratic and Civic Services), John Harris (Children's Services Manager - Regulated North and Fostering), John Herbert (Youth Development Hub Manager), Tracy Johnson (Scrutiny Officer), Tara Jones (Children's Services Manager - Regulated South and Adoption), Janice Spencer (Assistant Director Safeguarding), Dave Clarke (Secure Unit Principal) and Yvonne Shearwood (Senior IRO Manager / Independent Chair).

18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R J Hunter-Clarke and Mrs M Graham-Williams (Foster Carer).

19 DECLARATIONS OF MEMBERS' INTEREST

No declarations of Members' interest were made at this stage of the proceedings.

20 MINUTES OF THE MEETING OF THE CORPORATE PARENTING PANEL HELD ON 11 JUNE 2015

That the Minutes of the meeting of the Corporate Parenting Panel held on 11 June 2015 be confirmed and signed by the Chairman as a correct record.

21 VISITING MEMBERS - LOG OF QUARTERLY VISITS TO CHILDREN'S HOMES FOR 2015/16 AND VISITING MEMBER FEEDBACK

The Chairman welcomed to the meeting Councillor M Jones (Executive Councillor for Finance and Property).

**CORPORATE PARENTING PANEL
10 SEPTEMBER 2015**

Councillor Jones was invited to provide an update to the Panel concerning his visits to Strut House.

Councillor Jones advised the Panel that Strut House was located near South Park in Lincoln, and was situated in a residential street which enabled the house to blend in with its surroundings. The Panel was advised that the house had five bedrooms, and provided short break accommodation to children and young people between the ages of 5 to 18 who had a disability.

The children and young people received bespoke care which was tailored to meet their individual needs.

Overall, the house provided the children and young people staying there with a welcoming and normal family home environment. It was reported that staff were very instrumental in creating the welcoming environment; and they were also encouraged to put forward new ideas to the management team.

The Panel was advised that Strut House had been judged by OFSTED as being outstanding in all areas of judgment.

In conclusion, Councillor Jones advised that it was always a pleasure to visit Strut House.

During a short discussion, the following issues were raised:-

- Activities provided by Strut House. The Panel was advised that Strut House provided lots of activities for the children and young people, some of which included visiting the Venue to watch a family film, day trips and other engagement activities through the Arts programme; and
- The Panel was advised that Strut House management welcomed visits, as they valued any comments raised and were keen to do even better.

The Assistant Director Children's Safeguarding extended her thanks to all visiting Councillors as it was their feedback which helped service provision continually improve. It was highlighted that reports received from Councillors were very important.

The Panel was also advised that the Secure Unit had been judged as being Outstanding, Beacon had been judged as Good; and Northolme had been judged as Good in all areas with no recommendations. It was reported that the judgements relating to Albion, Eastgate and Haven would be known shortly.

RESOLVED

That the report be noted.

**CORPORATE PARENTING PANEL
10 SEPTEMBER 2015****22 CORPORATE PARENTING STRATEGY - REVISED ENGAGEMENT AND BUSINESS PLAN**

Consideration was given to a report from the Assistant Director of Children's Safeguarding, which advised the Panel of the revised Corporate Parenting Strategy where the Engagement and Business Plans for the Corporate Parenting Panel had been updated.

The Panel was advised that the main part of the Strategy remained unchanged, but the Engagement and Business Plans had been updated to bring them up to date in terms of the calendar of meetings and in the case of the Engagement Plan, some streamlining had been done to cut out duplication and more alignments had been made to existing activities. An example of such an activity was the inviting of Looked After Children/Care Leaver Representatives on scrutiny committees to existing development events. A list of the nominated said representatives were detailed within the report presented.

It was noted that the Engagement Plan was on target to achieve its goal. To get more engagement from the 77 elected councillors it was proposed to have a couple of further development days. It was agreed that the Scrutiny Officer would arrange for the necessary invites to be forwarded onto to the elected members.

One member enquired as to what progress had been made in getting the wider 77 members involved more locally across the County. The Panel was advised that local meetings were only held in Sleaford and Lincoln. A suggestion was made that the 77 members could all receive a news bulletin; as well as a further suggestion being made for members being invited to attend a carers meeting. It was agreed that the Scrutiny Officer would work with other officers outside of the meeting to get members more involved.

A further issue was raised with regard to regular attendance at the V4C meetings, as it was evident from the minutes from the last three meetings that a member of the Panel had not been in attendance. It was agreed that dates of the V4C meetings, the Big Conversation Events and other events should be made available to members so that arrangements could be made in advance to ensure that someone from the Panel attended.

RESOLVED

1. That the report be noted.
2. That the Scrutiny Officer would:
 - Arrange for necessary invites to be forwarded onto the elected members for training;
 - Work with other officers outside of the meeting to try to get members more involved locally; and
 - Look into obtaining the dates of the V4C meetings, the Big Conversation Events and other events, and circulate these to

**CORPORATE PARENTING PANEL
10 SEPTEMBER 2015**

members so that arrangements could be made to ensure that a Panel member attended such events.

**23 CORPORATE PARENTING PANEL PERFORMANCE REPORT -
QUARTER 1 2015/16**

The Panel gave consideration to a report from the Assistant Director Children's Safeguarding, which provided Quarter One exceptions Performance report relating to Looked After Children for review.

The Assistant Director for Children's Safeguarding brought to the Panel's attention the following:-

- Fostering/adoption of Looked After Children aged 10 to 16 – page 47. The Panel was advised that this indicator was only slightly outside the tolerance figure. It was noted that the majority of children within this range had foster placements as the preferred option. It was noted that the council continued to accommodate a small number of children whose behaviours had proven difficult for a family setting and as a result there had been a sustained increase in the number of young people placed in residential placements. Also, a number of children with care orders had returned to live with their parents;
- Looked After Children per 10,000 population aged under 18 – page 48, It was noted that there were currently 665 Looked After Children and that over the year this figure had remained relatively static;
- Stability of placements of Looked After Children: length of placement – page 49. The Panel was advised that there had been a steady decline and that a piece of work was currently underway to look into the makeup of the cohort. A discussion took place as to how this indicator was reported, and the fact that the Panel needed to see the true figure; this would be confirmed once the commissioned piece of work was completed.

One question asked was in a situation where there was a third placement how were these being picked up. The Panel was advised that an additional review had been introduced, and there would now be two a year. The foster carer representative advised the Panel that some foster carers might see placement changes as a failure as they would not like to admit that they could not manage. It was also reported that there was a multi-agency co-ordinated approach to review as part of the Health Assessments. It was further reported that the consistent approach with Community nurses had made a big change to foster carers.

- Training for foster carers – The Panel was advised that investment was being made to provide various forms of training to foster carers. The foster carer representative commented that some of the training was hit and miss as it was dependent on numbers. It was felt that a fairer way would be to identify the more vulnerable first. Overall, it was highlighted that all foster carers were keen to receive training. A further suggestion made was that it would be very useful to foster carers if more practical courses were available i.e. how to manage behaviour; and

- Looked After Children with A Personal Education Plan – page 50. The Panel was advised that performance for this indicator was below target as a result of technical issues with the ePEP system. It was reported that 99% were compliant; this had been achieved through engagement through the internet, and buy in from social care. It was highlighted that there would be training for foster carers to have access to the ePEP system. The figures were therefore very positive. Other figures quoted were that early years as at April were 89% compliant; Post 16 from January was 90% compliant. It was highlighted that the building blocks were in place, but there was still further work to be done to tie assessment with the outcomes for Looked After Children with their ePEPS; and engagement with foster carers to take things forward.

In conclusion, the Panel was advised that the team were working hard to make a difference to carers.

RESOLVED

That the report be noted.

24 VIRTUAL SCHOOL - UPDATE

The Virtual Head of Looked After Children provided the Panel with a verbal update on the Virtual School, which made reference to the following:-

- Early Years Foundation Stage. It was reported that there had been a good level of development during 2015 as this figure was now at 32% compared to 18% in the previous year. The gap for Looked After Children (LAC) nationally closed by 14% compared to the previous year's data. The literacy gap for LAC nationally had closed by 13% in reading and 14 % in writing;
- Key Stage 1 – Student progress – For Year 1 for Phonics in the previous year had been 49% but for 2015 it was 62% for LAC. The Panel was advised that Lincolnshire was 9% above the national average and that the data came through the school, the DfE and then back to the Council. Individual monitoring of children was by the schools and OFSTED. When a young person was struggling, the Looked After Team would go in, liaise with the school and get them to track the young person's progress, using the pupil premium to do that;
- It was reported that Key Stage 1 - Year 2 Literacy Reading, was at 62% compared to 41% in the previous year;
- Key Stage 2 – Year 6 reading levels. The Panel was advised that there had been some progress as this figure was now at 60% compared to 53% in the last year;
- Key Stage 2 - GPS/Writing was the same as in the previous year at 43%;
- Key Stage 2 - Maths, had also remained the same as the previous year at 40%; and
- Key Stage 4 – Secondary – It was highlighted that 46 Students had been entered as being on the roll for examination purposes. Of the 46 12 had been predicted by schools to achieve 5A* - C including English and Maths. The

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Panel noted that the actual percentage achieving 5 good GCSE's including Maths and English was 4 students out of the 12. This was obviously quite a difference from what was predicted in October 2014. It was highlighted of the original 12, 9 were at a good school or better. The Panel was reassured that all the LAC candidates were provided with additional support which had included catch up sessions for English and maths provided by the virtual school, exam practice sessions, holiday time tuition, learning mentoring for academic/emotional stability; special consideration from exam boards etc. To follow up, it was reported that each individual case would be reviewed by the Virtual School team, and work would also be done with schools regarding the remarking of exam papers. Schools would also be contacted and a plan put in place to monitor more precisely during the year. The Panel was also advised that only the most effective tutors would be used going forward and that early intervention would now happen from year 10.

During a short discussion, some concern was expressed that some factors could rest with the school and not with the ability of the children. The Panel noted that the Regional Director at OFSTED had been contacted to look at LAC. The team would be writing to the head teachers to the schools involved.

One member advised that lots of schools had student support officers who had received no training with regard to the needs of LAC.

The Panel was advised that a letter would be sent to all LAC congratulating them on their results.

RESOLVED

That the verbal update be noted.

25 V4C THE LOOKED AFTER CHILDREN COUNCIL - QUARTERLY MINUTES

The Panel received a verbal update from Mary-Beth Pepperdine, the Children in Care Council representative who advised that the Big Conversation item was Mental Health Awareness, as further work was needed in schools, to ensure that young people know that there is help out there. Particular reference was made to the Care App; foster carer training to make them more aware of mental health issues; and the promotion of the mentoring and budding system currently being delivered by Barnardo's.

The group had also taken part in the making of a video to show to foster carers, from children that have been in foster care.

The Panel was advised that the next V4C meeting was to be held on 22 September 2015, where it would be discussing the Big Conversation agenda.

During discussion, one member enquired as to whether the issue of Children and Young People's Plans were being followed up, as page 52 (Minutes of the V4C

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meeting held on 19 May 2015) had highlighted that some young people had not had a copy of their own plan, or even knew where to find it. The Panel was reassured that this matter was being followed up as a member of staff had been appointed to look at care planning across LAC. It was noted that a report was due to go to DMT with the initial findings of the audit plan in October; a report would then be presented to a future meeting of the Corporate Parenting Panel.

The Panel was also advised that it was planned to review processes and that one of the changes was to broaden the representation of the V4C group, and to consult with the young people first.

RESOLVED

That the verbal update be noted.

26 REGULATION 44 REPORT

The Panel gave consideration to a half yearly report from the Independent Visiting Service for the period between February and August 2015.

The Panel noted that there had been a number of changes during the last six months which included changes to regulations, which govern the role of the Independent Visitor, staffing and internal procedures. It was noted further that the Independent Visitor would continue to be expected to provide a report following each visit, in accordance with Regulation 44 of the Children's Homes Regulations.

It was reported that the Independent Visitor had been very positive about all the care homes, making particular reference to the fact that all homes endeavoured to make sure the voice of the child was heard. The Independent Visitor had been particularly impressed with the changes that had taken place at the Beacon.

It was highlighted that Albion Street and Northolme had continued to experience incidences of young people going missing. When this did occur, members of staff ensured that set procedures were followed to deal with this matter.

The Panel was advised that the implementation of social pedagogy as a means of working with children and young people had now been implemented within the children's homes in Lincolnshire. The method encouraged young people to develop a greater awareness of themselves and how they interact with the world about them.

The Panel was reassured that the reporting would still be done in the normal way. Under Regulation 44 the visiting member reports were needed as were the responses by officers, as it was these reports that OFSTED looked at and followed up.

During discussion, particular reference was made to page 63 and reference to the incidences when children had gone missing. The Panel was reassured that the incidences referred to a specific cohort of young people at the time and that it was not a regular occurrence. It was also highlighted that the term missing could just

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refer to a curfew being missed, but because of procedures that would mean that the police would have to be made aware and the term 'missing' was used. There was really good established procedures in place to deal with such instances. It was agreed that the wording of the report was misleading in this instance.

RESOLVED

That the report be noted.

27 LEAVING CARE SERVICE ANNUAL REPORT

The Panel gave consideration to the Lincolnshire Leaving Care Service Annual Report - April 2014 to March 2015 from Barnardo's (exempt), which provided a picture of Lincolnshire young people leaving care in terms of the challenges they faced, and the services in place to assist them.

The Children's Services Manager Barnardo's introduced the report and highlighted to the Panel some specific areas, which included the OFSTED results; Employer, Education and Training; specialist provision; supported lodging service; partnership working and transition from school.

During discussion, questions were raised with regard to the following issues:-

- In relation to Education, Employment and Training for care leavers. The Panel was advised that the cohort were on target to reach the 65% target. However the government's return identified that an average of 52% of Lincolnshire care leavers were in Education, Employment or Training for 19, 20 and 21 combined. It was reported that the figures were reported a month in front and three months after;
- University places – The Panel was advised that only 10 leavers were at university, which equated to 3.6% of the 17 – 25 year olds compared against 49% of 17-30 year old in the general population. The Panel was advised that all LAC had the opportunity to have career guidance post 16, but there was still work to be done;
- Transition issues – The Panel was advised that more joined up working was being done, but there was still work to be done with regard to where responsibility started and finished; and
- Exclusion – It was highlighted that some schools/college had a protocol to deal with exclusion.

In conclusion, the Panel was advised that the service being provided had gone from strength to strength, which was a credit to the Children's Services Manager.

RESOLVED

That the report be noted.

**CORPORATE PARENTING PANEL
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Consideration was given to a report from the Children's Service Manager Regulated – North and Adoption, which provided Quarter One performance information for the Fostering Service in line with regulatory requirements.

Appendix A to the report provided the first Quarterly Report for 2015/16. It was reported that the first quarter had seen a stabilisation in the number of Looked After Children with a total of 641 at the end of June. Despite the increase in the number of registered Foster Carers, this level of the looked after population had rendered the placement choice more difficult.

During the period, 166 enquiries had been received from members of the public interested in becoming foster carers. Out of these it was reported that 49 had contacted the service for further information. The main focal point of the month had been Fostering Fortnight, which involved an evening with foster carers held at Lincoln and Grantham. The service had given members of the public the opportunity to hear directly from foster carers and was attended by 35 people. From this six expressions of interest had been received, and it was felt that the service would be repeated.

The Panel was advised that the Foster Care Association had established its first support group in Lincoln and had introduced mentoring support for all new carers.

It was reported that Kinship Assessments had changed the overall workload of the team; and thanks were extended to all staff for their effort over the last year in dealing with the 140 assessments received, as all deadlines had been achieved.

During discussion, reference was made to the following issues:-

- Thanks were extended to the fostering team for all their hard work;
- Refugees situation – what the expectation would be for Lincolnshire. The Panel was advised that work would be done to see what provision was available in Lincolnshire; and information would be sought regarding sex and ages. The Panel was advised that currently there was 43 care leavers who were unaccompanied asylum seekers over the age of 16; and
- An explanation of what 'Out of County' meant in this instance. The Panel was advised that the term referred to carers who were out of the County budget.

RESOLVED

That the report be noted.

29 ADOPTION SERVICE ANNUAL REPORT

Consideration was given to a report from the Children's Service Manager Regulated – South and Adoption, which provided the Panel with the Adoption Service Annual Report. Appendix A to the report set out the relevant performance information and identified key developments within the service during the last twelve months.

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It was reported that the purpose of the report was to advise members of the work of the Adoption Service. The Government was still continuing to maintain a clear focus on minimising delays for children with a plan for adoption, and maximising the potential pool for adopters.

The Panel was advised that the National Adoption Agenda had allowed the Pupil Premium to be increased in value and was now available to all school children adopted from care. The new regulations had also put the Adoption and Children Act register onto a statutory footing and from September 2014, two-year old children adopted from local authority care were now entitled to additional Government funded early educational provision along with children made the subject of a Special Guardianship Order.

It was reported that in October 2014, Children's Services as a whole had been the subject to inspection under the revised Ofsted Single Inspection Framework. The outcome of this inspection was that the Adoption Service had again been rated as 'Outstanding'. Key comments regarding the service were contained on page 135 of the report presented. The Panel was advised that as a result of the Ofsted judgement Lincolnshire County Council had been asked to host visits from a range of other LA Adoption Agencies to see what they could learn from the Lincolnshire approach.

The Panel was advised that for 2015/16 the government looked set to make adoption a priority, and that the new Bill would enable the Secretary of State to require local authorities in England to make arrangements so that their adoption functions could be carried out by other authorities or adoption agencies. Part of the rationale for this was to enable 'excellent' agencies to support other agencies in their improvement journey. It was highlighted that Trailblazer funding was available to early local authorities and the Council was currently in the process of putting together a bid to form a regional adoption agency.

A concern was raised as to whether the Council had the capacity to cope with regionalisation. The Panel was advised Lincolnshire was being forward thinking in its approach to ensure that it would be in control and as a result would have more opportunity. The project was work in progress.

RESOLVED

That the Annual Report for the Adoption Service be noted.

30 CORPORATE PARENTING PANEL WORK PROGRAMME 2015/16

Consideration was given to a report which provided the Panel with an opportunity to consider its work programme for the coming year.

It was highlighted that when annual reports were included on future agendas, Panel Members should send questions in to officers in advance of the meeting.

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It was agreed that a letter of appreciation should be sent from the Chairman to Colin Hopkirk acknowledging his work with Looked After Children.

RESOLVED

That the Work Plan as presented be approved.

31 FUTURE MEETING DATES

RESOLVED

That the meeting dates as detailed below be agreed:-

Thursday 10 March 2016 at 10.00am;
Thursday 9 June 2016 at 10.00am;
Thursday 8 September 2016 at 10.00am; and
Thursday 15 December 2016 at 10.00am.

The meeting closed at 12.43 pm

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Agenda Item 8



Policy and Scrutiny

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	Performance - Quarter 2 2015/16

Summary:

The accompanying appendices to this report provide key performance information for Quarter 2 2015/16 that is relevant to the work of the Children and Young People Scrutiny Committee.

Actions Required:

The Committee is invited to consider and comment on the performance information contained in the appendices to this report.

1. Background

Performance Indicators

Appendix A is the summary report of the performance indicators relating to Children's Services. On presentation of the summary report there will be an opportunity to ask questions.

Appendix B provides a full and detailed report that covers all indicators used by Children's Services. This is also available for questions.

Complaints and compliments

Appendix C covers complaints and compliments.

Status of schools

Appendix D gives an overview of the Ofsted status of schools in Lincolnshire, including specific details of schools judged to be inadequate.

Performance Monitoring of Contracts

The Exempt paper attached at Appendix E gives an overview of the performance management of contracts.

2. Conclusion

This report summarises the Quarter 2 performance for Children and Young People, and the Children and Young People Scrutiny Committee is asked to raise any questions on the content of the report.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Summary of performance
Appendix B	Detailed performance data for Quarter 2 2015/16
Appendix C	Complaint and compliments report
Appendix D	Ofsted school status report
Appendix E	Performance Monitoring of Contracts - Exempt Paper

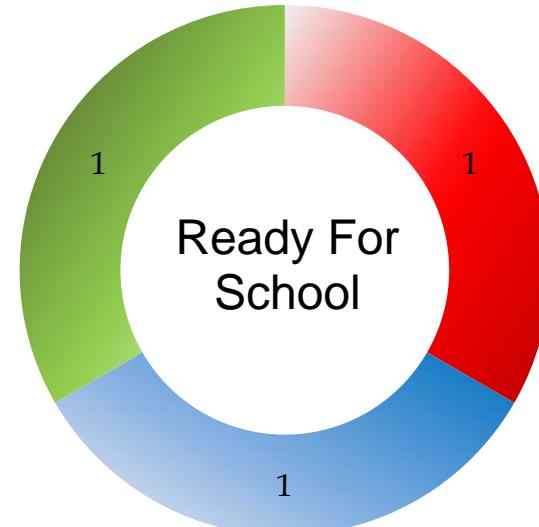
5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

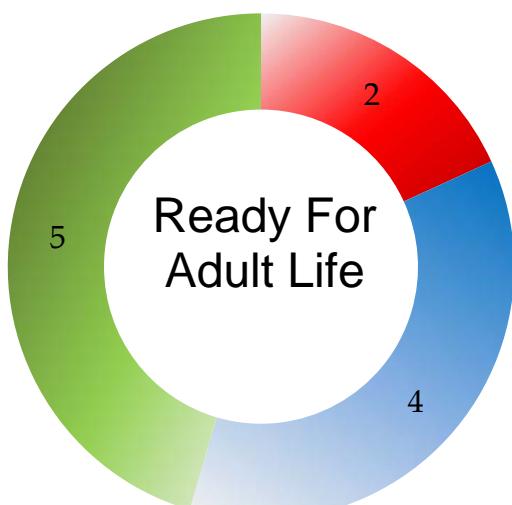
This report was written by Sally Savage, who can be contacted on 01522 553204 or sally.savage@lincolnshire.gov.uk.

Summary of performance for quarter 2

These charts summarise the current performance of our 41 indicators, split by the four commissioning groupings.



- Worse than tolerance
- Within tolerance
- Better than tolerance
- Not available



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Appendix B

Detailed Performance Information

Quarter 2 2015/16

KEY FOR SYMBOLS

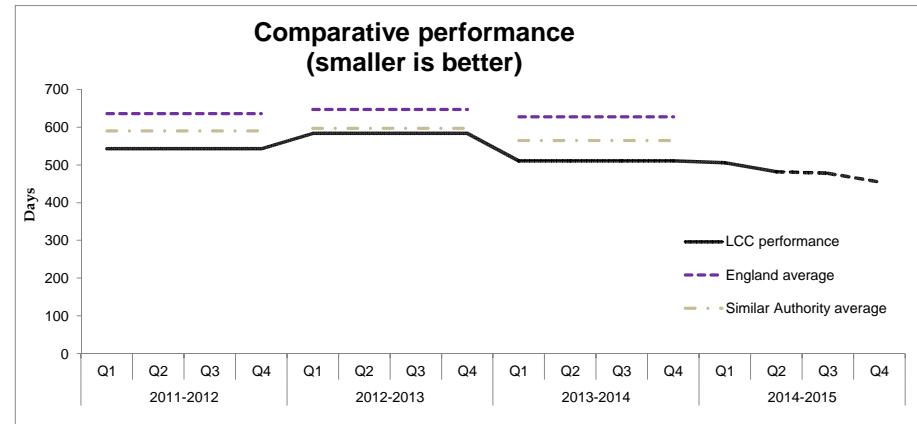
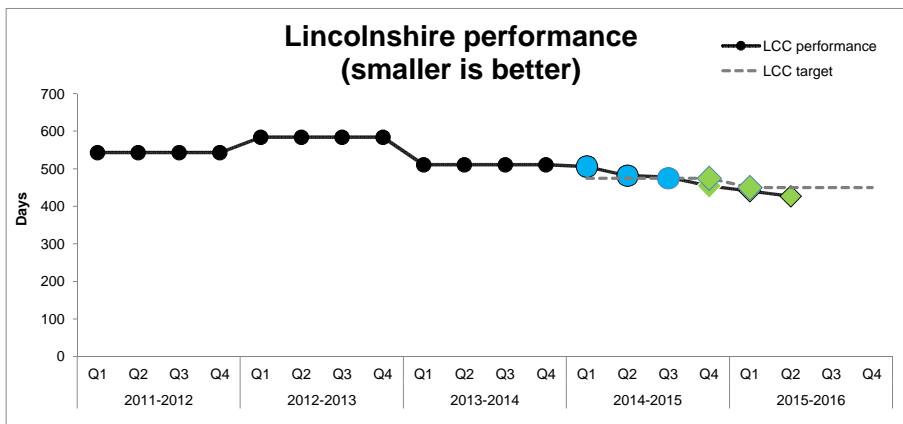
	This symbol denotes that the indicator is performing above its target range
	This symbol denotes that the indicator is performing within its target range
	This symbol denotes that the indicator is performing below its target range

Healthy and Safe

Average time for child to move in with adoptive family (Adoption Scorecard A1)

This indicator is owned by **TARA JONES**

This indicator is in the **COUNCIL BUSINESS PLAN**



Comment on latest performance from Tara Jones:

This quarter again shows an improvement in the timeliness of adoption and is in line with the Adoption Reform Agenda. The vast majority of Lincolnshire children continue to be placed quickly and this is conformed by current year performance. The adoption services rigorous and creative family finding activity, supported by robust twin tracking processes, ensures that children are placed with their adoptive families at the earliest opportunity. Lincolnshire's performance against this indicator remains strong compared with the national average and statistical neighbours. Lincolnshire has again performed below the national threshold. Lower is better.

2015/2016 TARGET RATIONALE

Reduction of 25 days from previous year target. This would be in line with Cornwall who were ranked top of the similar authorities. If we aspire to this, we should be in top quartile.

2015/2016 TOLERANCE RATIONALE

An upper value of 90 has been set as there is still some uncertainty of the 2015 position – how the national position is derived is not shared with LA's so our proxy local collection may be subject to change. The value has been set to an upper level 540 which should still retain our position in Quartile Band A (if the 2014 value stands)

A lower value has not been set. Achievement of the target would be deemed a considerable improvement.

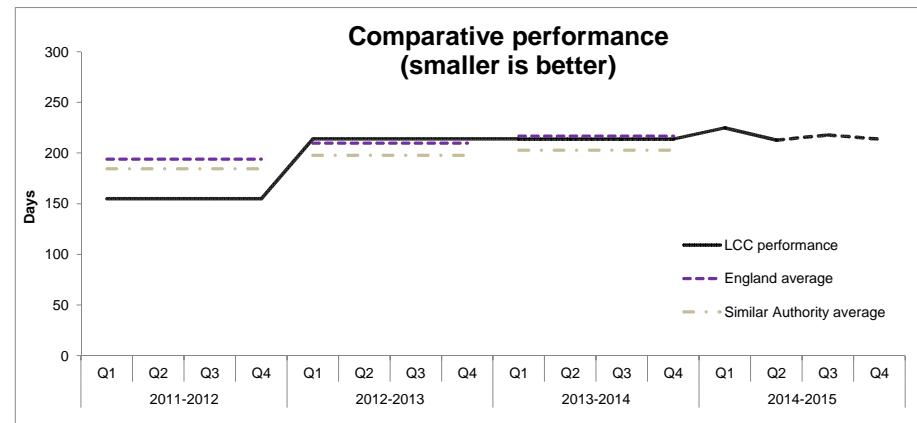
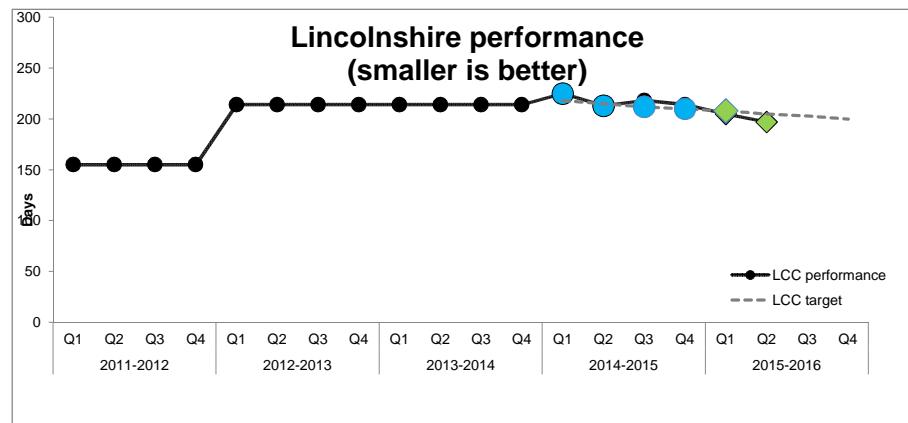
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool. No East Midlands comparative data available.

Average time to decide on an adoptive family match (Adoption Scorecard A2)

This indicator is owned by **TARA JONES**

This indicator is in the **COUNCIL BUSINESS PLAN**



Comment on latest performance from Tara Jones:

This measure has shown continuous improvement over both the 3 year rolling total, the single year 2014/15 and the first two quarters of this year. Improvement in this measure is attributable to the monthly performance reporting and the robust tracking of cases. There continues to be a small cohort of children whose timescales will not meet this target and this is due to applications from parents for leave of the court to appeal orders. If leave is granted then this prevents the authority being able to place the child with adopters until the matters are dealt with in court.

2015/2016 TARGET RATIONALE

The target decreases at the same rate as previous year, there are potential cases coming through with notable higher timescales.

2015/2016 TOLERANCE RATIONALE

Both upper and lower tolerances have been set at 10 days (average).

Achievement of the upper tolerance would almost match the LCC position achieved in 2015 (2012-14) and maintain the performance, stopping the downward trend indicated by the national data.

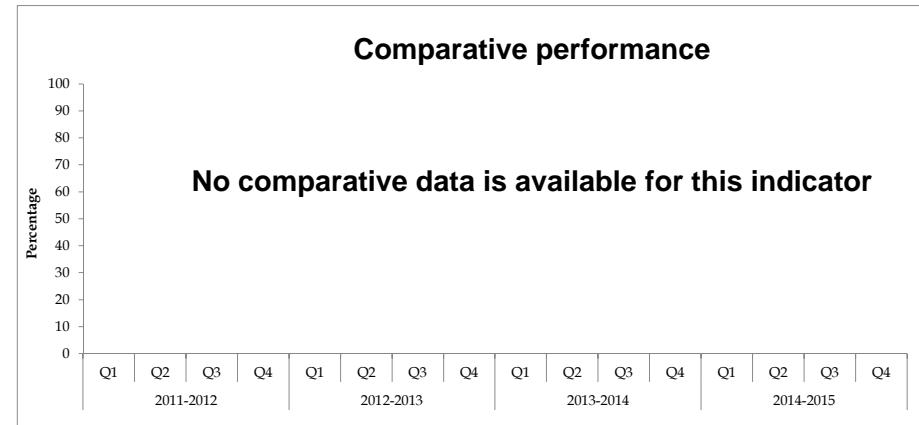
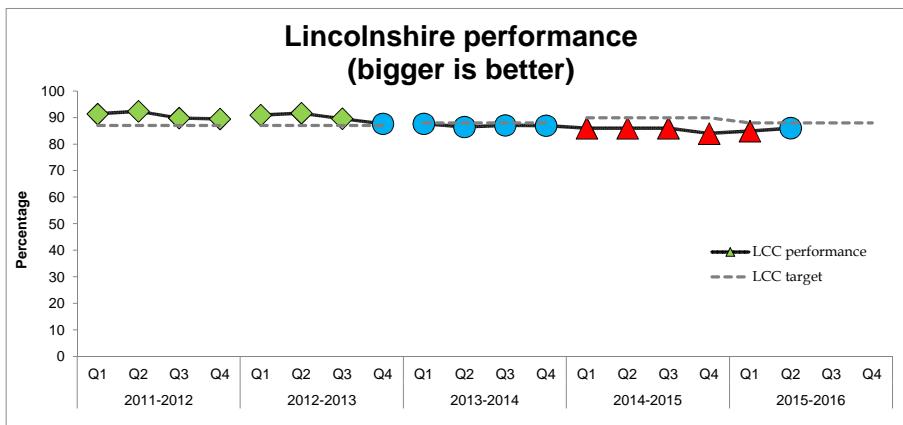
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool. No East Midlands comparative data available.

Fostering/adoption of Looked After Children aged 10 to <16

This indicator is owned by JOHN HARRIS

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from John Harris:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

Target reduced by 2% due to change in LAC population with more children placed at home on orders. This will impact upon the figures.

2015/2016 TOLERANCE RATIONALE

A 2% variance is set for the upper value and 3% for the lower value.

Meeting the upper tolerance level would achieve a performance level not reached in recent years and show a change in the overall trend.

To achieve the lower tolerance level would maintain performance from 2015 and address the current downward trend. It would also meet the national target.

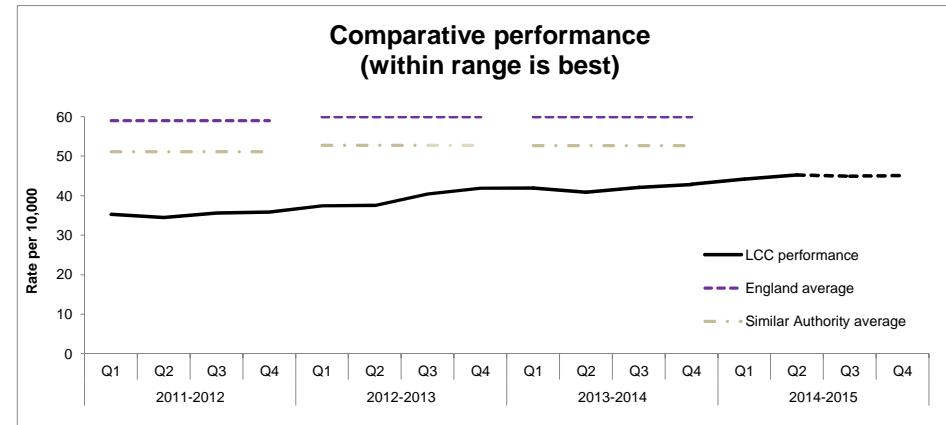
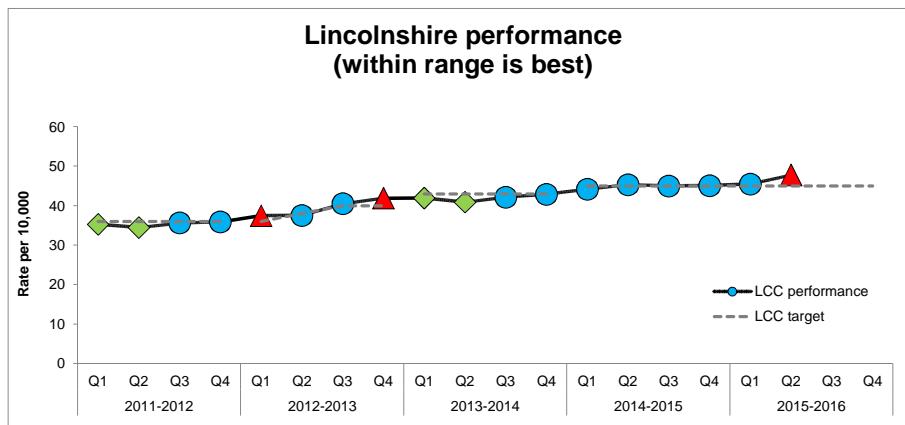
COMPARATIVE DATA SOURCE

No comparative data is available

Looked After Children per 10,000 population aged under 18

This indicator is owned by ROZ CORDY

This indicator is in the COUNCIL BUSINESS PLAN



Comment on latest performance from Roz Cordy:

There has been an increase in the number of children looked after, this is due to a number of factors. An increase in children who can't live with their parents due to safeguarding issues and are living with family members, which results in them becoming looked after in the short to medium term. An increase in the number of children being looked after in local authority accommodation mainly foster placements due to safeguarding issues family breakdown, including homeless 16 and 17 year olds. However the number of children looked after per 10,000 is still significantly under the England average and statistical neighbours and any application for a child to be accommodated has to be made through locality support panels which are chaired by service managers to ensure all other alternatives have been explored.

2015/2016 TARGET RATIONALE

Maintain our position, still well below the national and similar authority averages.

2015/2016 TOLERANCE RATIONALE

The tolerance range allows for the number of LAC to vary between approximately 600 – 660. This is about +/- 30.

Anything above or below this number would be flagged as worse than target, i.e. indicating a significant variance from the current position.

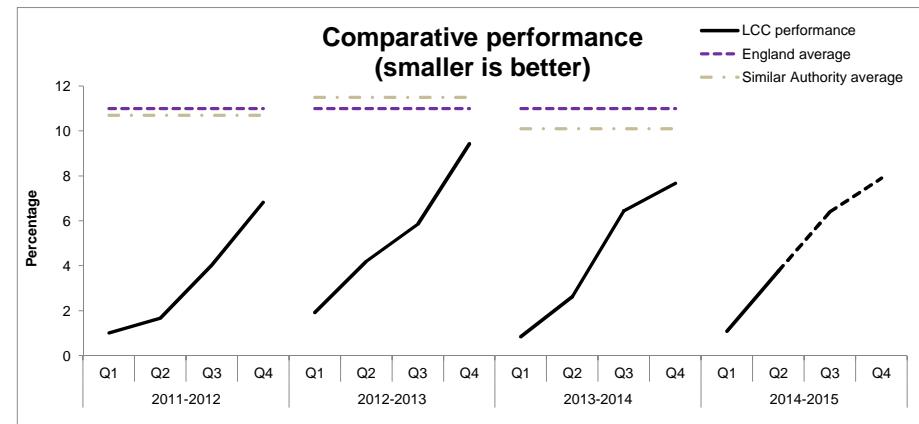
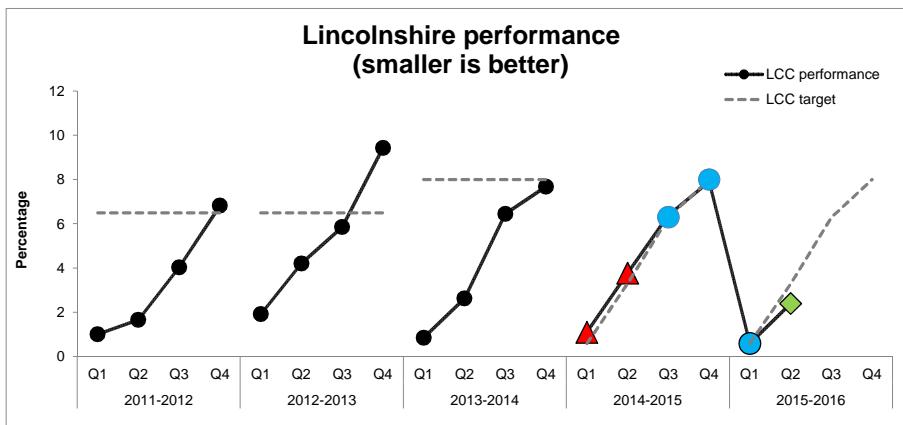
COMPARATIVE DATA SOURCE

Local Area Interactive Tool

Stability of placements of Looked After Children: number of moves

This indicator is owned by JOHN HARRIS

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from John Harris:

This is a cumulative figure that varies according to placement demand throughout the year. The improvement in this quarter suggests that more effective matching is taking place when a child becomes looked after and as a result, placements are more durable. The trend suggests that the performance target will be achieved at year end.

2015/2016 TARGET RATIONALE

Remain the same as previous years, we are well below the nation and similar authorities averages.

2015/2016 TOLERANCE RATIONALE

Achieving the upper tolerance level should maintain LCC's position within the top quartile nationally and still maintain LCC as one of the best performing of our statistical neighbours. Anything below the lower level should be shown as a significant improvement over last year.

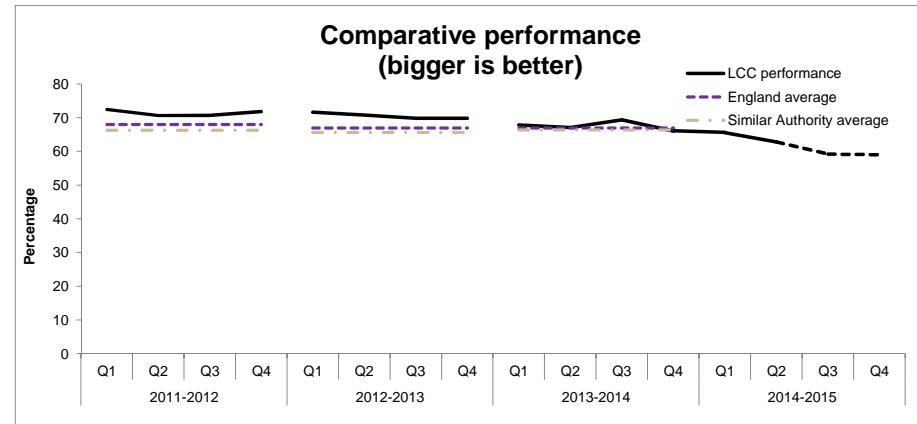
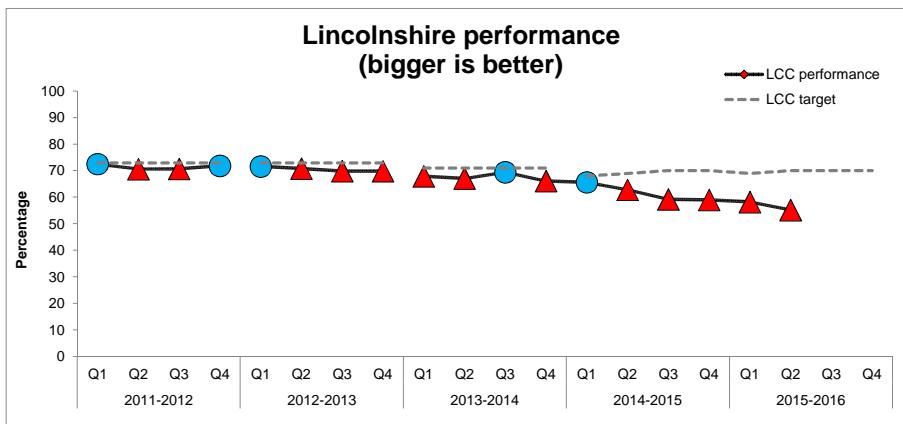
COMPARATIVE DATA SOURCE

Local Area Interactive Tool.
No East Midlands data is available.

Stability of placements of Looked After Children: length of placement

This indicator is owned by JOHN HARRIS

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from John Harris:

This indicator has shown a gradual decline and in this quarter 5 children in permanent placements have moved for a range of reasons relating to the management of challenging behaviours. The Looked after service has undertaken research into factors that result in these unplanned placement moves and are investing in a programme of training and psychology input to better support foster carers in understanding and managing these behaviours. Of the 85 children who have failed this indicator, it is important to note that 43 (50.5%) have been in placement for over 1 year and there are 13 who will never achieve the target given their ages. Within the next quarter a further 8 children will fall into the indicator which should enhance performance.

2015/2016 TARGET RATIONALE

Target to remain the same as previous year, this is a very challenging figure especially with the present cohort of LAC.

2015/2016 TOLERANCE RATIONALE

Lower tolerances have been set to account for the downward trend currently occurring. A 4% lower tolerance is set to allow for maintenance of the 2014 position at 66%.

The upper tolerance is set at 1% which should push LCC up into Quartile Band A and more importantly stop the downward trend.

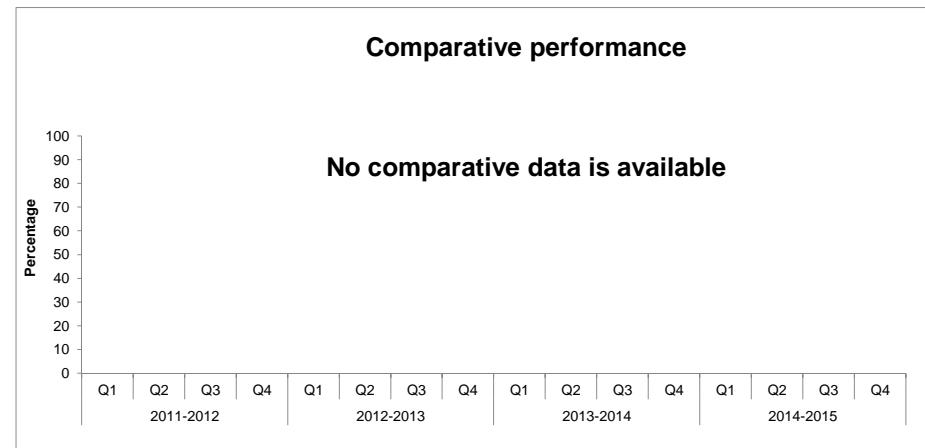
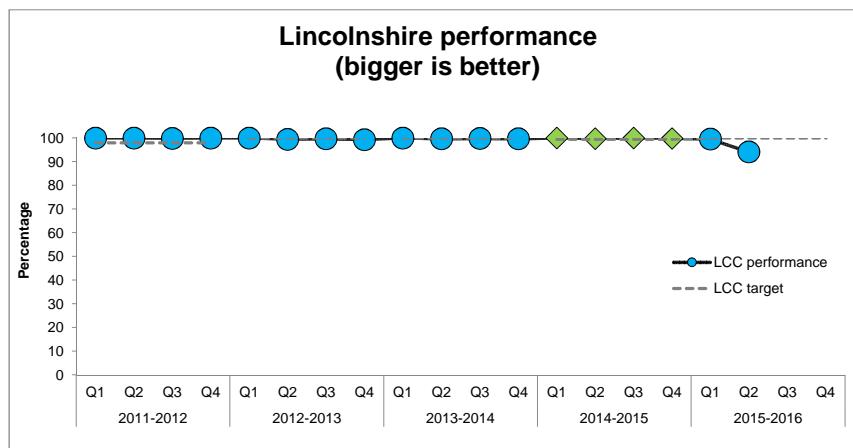
COMPARATIVE DATA SOURCE

Local Area Interactive Tool.
No East Midlands data is available.

Looked After Children reviews within timescale

This indicator is owned by **Yvonne Shearwood**

This indicator is not in any wider plans



Comment on latest performance from Yvonne Shearwood:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

Increased to 100 from 99.5, but with tolerance it will allow performance to drop to 99.5 before performance is highlighted as worse than expected.

2015/2016 TOLERANCE RATIONALE

As the target is 100%, an upper value of 0% has been set. Reaching anywhere above the target would be seen as a significant achievement.

A lower value of 0.5% has been set to accommodate a maintenance of performance.

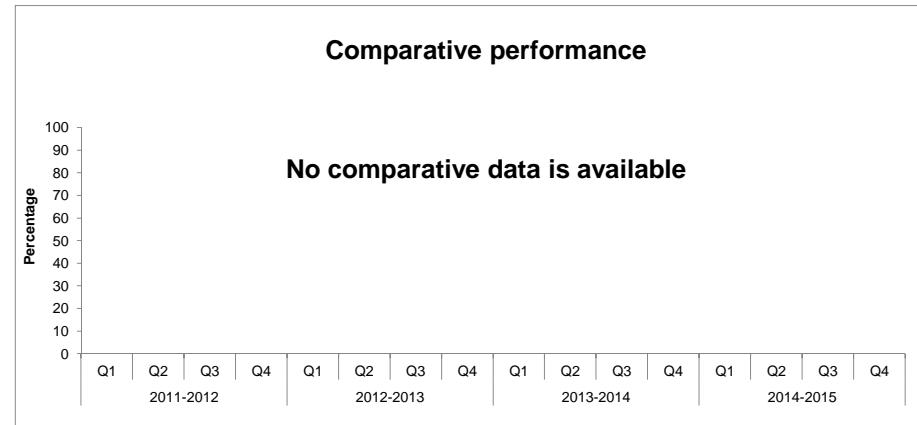
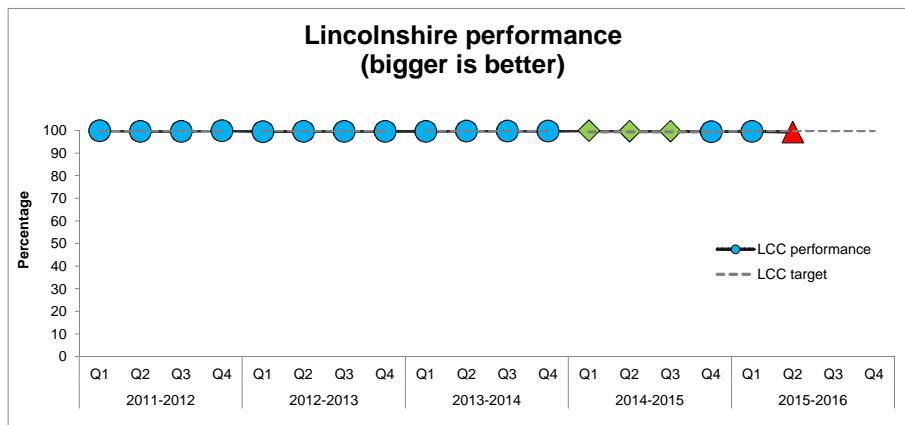
COMPARATIVE DATA SOURCE

No comparative data is available for this indicator since 2010.

Participation of Looked After Children in reviews

This indicator is owned by **Yvonne Shearwood**

This indicator is not in any wider plans



Comment on latest performance from Yvonne Shearwood:

We are currently performing 0.6% below the 100% target, this represents three children. Two of the children are unaccompanied asylum seeking children who absconded early into their looked after status commencing, thus they did not attend their reviews. The third child is a recording error, in respect of an eight year old child who had significant learning difficulties who did in fact attend his review for the last part and contributed to this meeting. It is anticipated that this data error will be corrected. With this correction the performance in respect of this indicator will be back within tolerance levels. The performance is continually monitored within the team by management. The issue of participation is currently under review with a view to enabling children and young people to participate within these meetings.

2015/2016 TARGET RATIONALE

Increased to 100 from 99.5, but with tolerance it will allow performance to drop to 99.5 before performance is highlighted as worse than expected.

2015/2016 TOLERANCE RATIONALE

An upper tolerance of 0% has been set. Reaching anything above the target would be seen as a significant achievement.

A lower value of 0.5% has been set to accommodate maintenance of the position achieved in 2014.

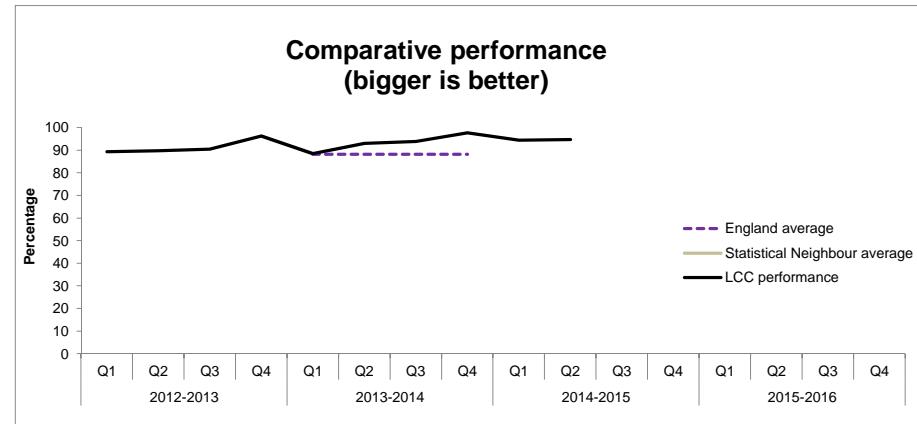
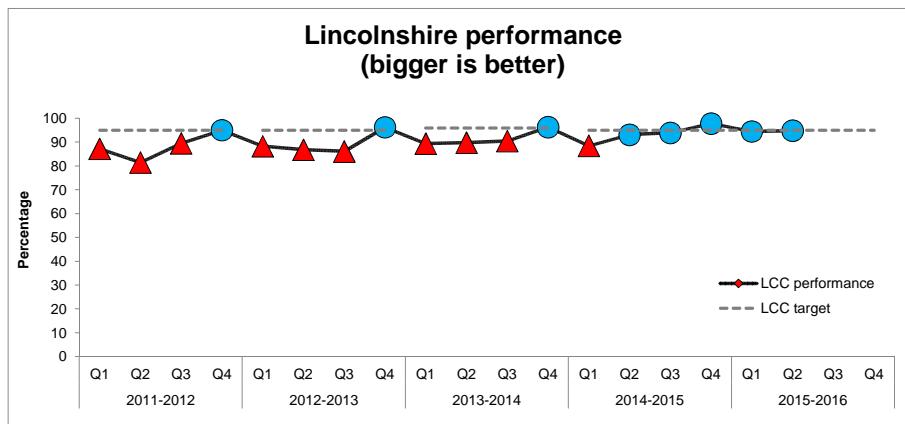
COMPARATIVE DATA SOURCE

No comparative data is available.

Percentage of Looked After Children with an up-to-date health check

This indicator is owned by **TARA JONES**

This indicator is in the **CHILDREN AND YOUNG PEOPLE'S PLAN**



Comment on latest performance from Tara Jones:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

Remain as previous year, tolerance allows performance to be in line with this year's performance

2015/2016 TOLERANCE RATIONALE

An upper tolerance of 4.5% has been set. This would mean that if all checks were done within timescale we would have achieved an excellent outcome, which would be shown as better than target.

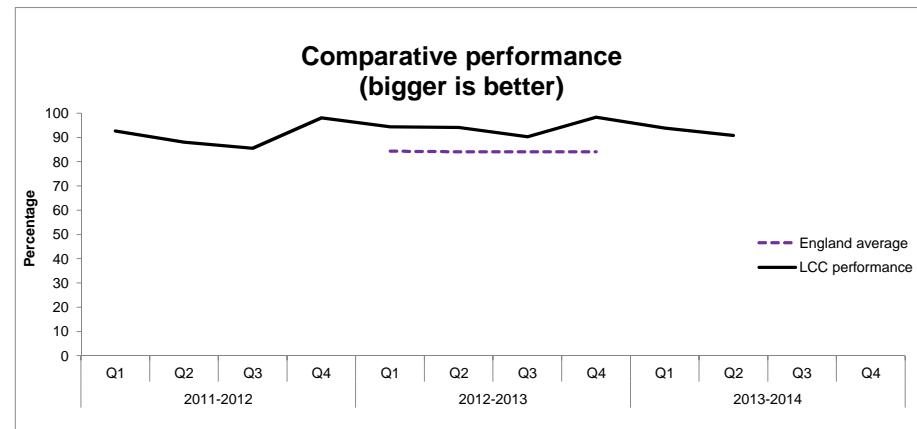
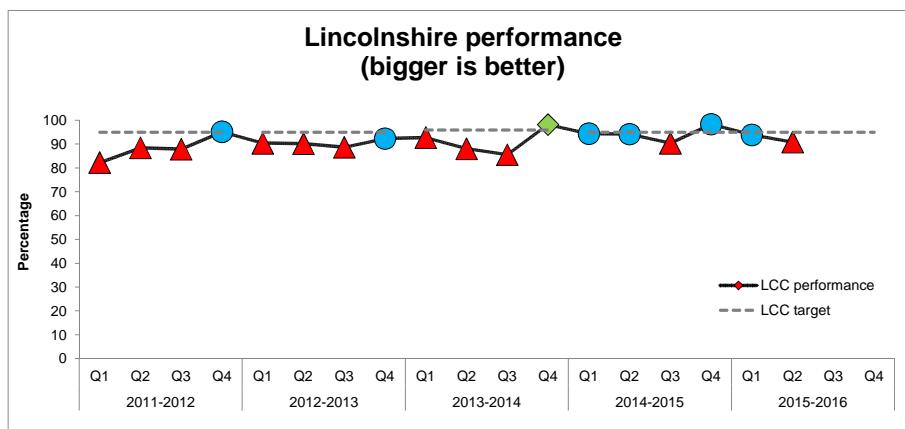
A lower tolerance of 2% has been set to allow for under performance. Data from the last two years shows achieving 93% is very achievable and performance has not often fallen below this marker.

COMPARATIVE DATA SOURCE

Percentage of Looked After Children with an up-to-date dental check

This indicator is owned by **TARA JONES**

This indicator is not in any wider plans



Comment on latest performance from Tara Jones:

Performance within this indicator is just slightly below the lower tolerance level. This is not uncommon for this quarter as previous year's data shows. There continues to be a small cohort of young people who continue to refuse dental checks, despite support from carers and social workers. Monthly performance reporting on this indicator, is circulated to all managers within the social care teams to data clean and ensure appointments are booked ahead of due dates. I am confident that by year end, the target will be met.

2015/2016 TARGET RATIONALE

Remain as previous year, tolerance allows performance to be in line with this year's performance.

2015/2016 TOLERANCE RATIONALE

An upper tolerance of 4.5% has been set. This would mean that if all checks were done within timescale we would have achieved an excellent outcome, which would be shown as better than target.

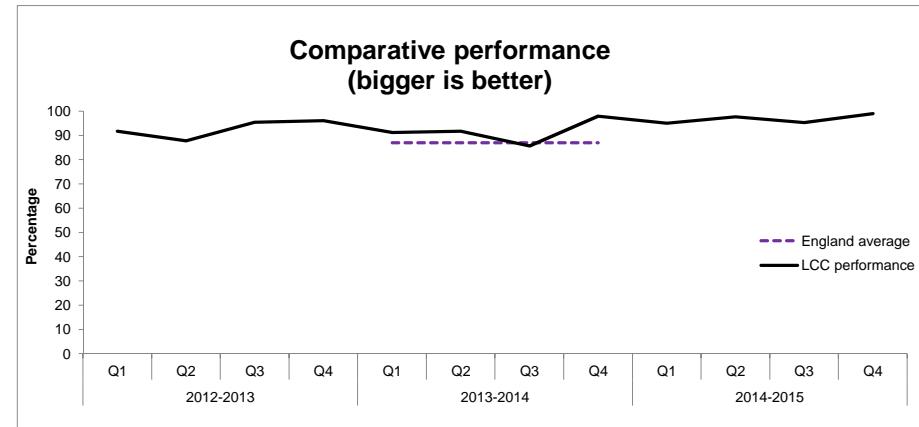
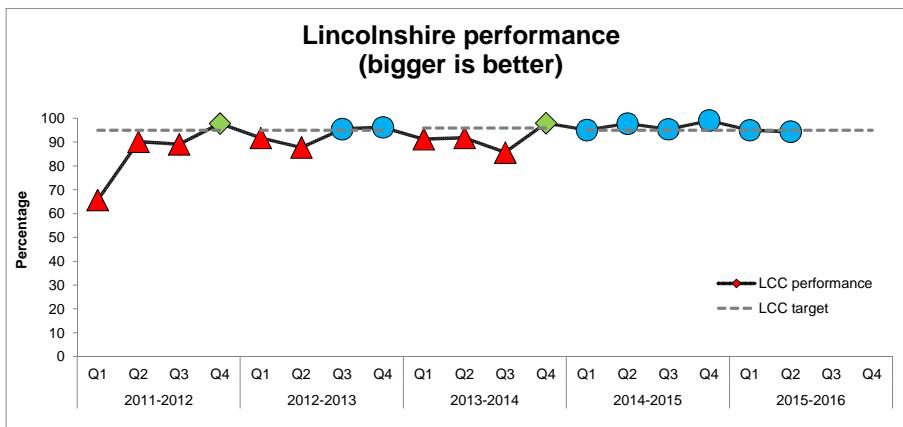
A lower tolerance of 2% has been set to allow for under performance. Data from the last two years shows achieving 93% is very achievable and performance has not often fallen below this marker.

COMPARATIVE DATA SOURCE

Percentage of Looked After Children with an up-to-date immunisations

This indicator is owned by **TARA JONES**

This indicator is not in any wider plans



Comment on latest performance from Tara Jones:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

Remain as previous year, tolerance allows performance to be in line with this year's performance.

2015/2016 TOLERANCE RATIONALE

An upper tolerance of 4.5% has been set. Achievement of this would indicate that all LAC received all their health checks within timescale – achievement of 100%.

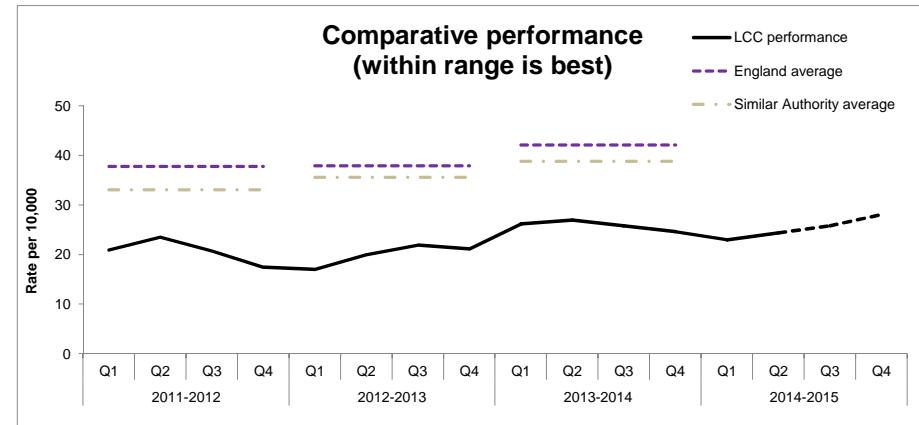
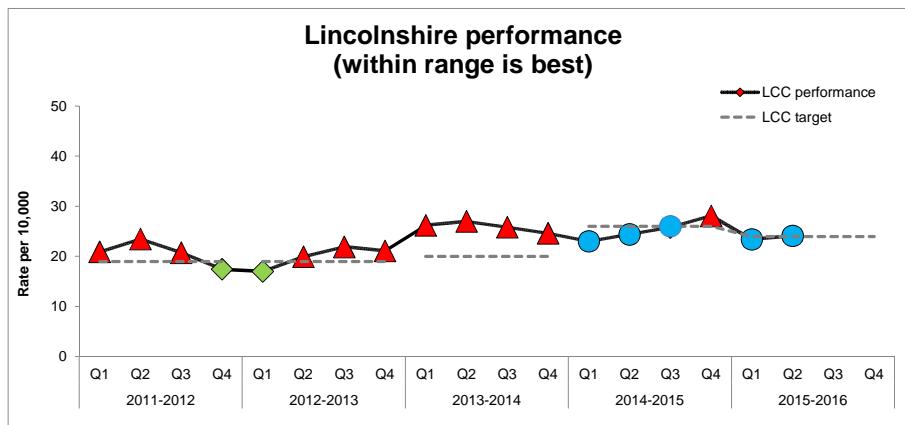
A lower tolerance of 1% has been set to allow for under performance. Data from the last two years shows achieving 94% is very achievable and performance has not often fallen below this marker.

COMPARATIVE DATA SOURCE

Number subject to a Child Protection Plan per 10,000 population <18 (Munro N19)

This indicator is owned by ROZ CORDY

This indicator is in the COUNCIL BUSINESS PLAN and the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from Roz Cordy:

There has been a slight increase in the number of children on a child protection plan, however the performance remains within the tolerance range.

2015/2016 TARGET RATIONALE

Reduction of 2 from previous year, this is to take into account the work around early help.

2015/2016 TOLERANCE RATIONALE

No inner tolerances as hitting target is not really appropriate for this measure.
Tolerance range set for a rate to vary between 21 per 10,000 and 25 per 10,000. This looks asymmetrical but it accounts for our year end position of approximately 25 per 10,000.

This gives a 'within tolerance' position of approximately 320 – 380 children with a CPP. This equates to a tolerance range of approximately +/- 30 children against our end of March position of about 350 children.

Anything outside of that range – above or below – would be flagged as red.

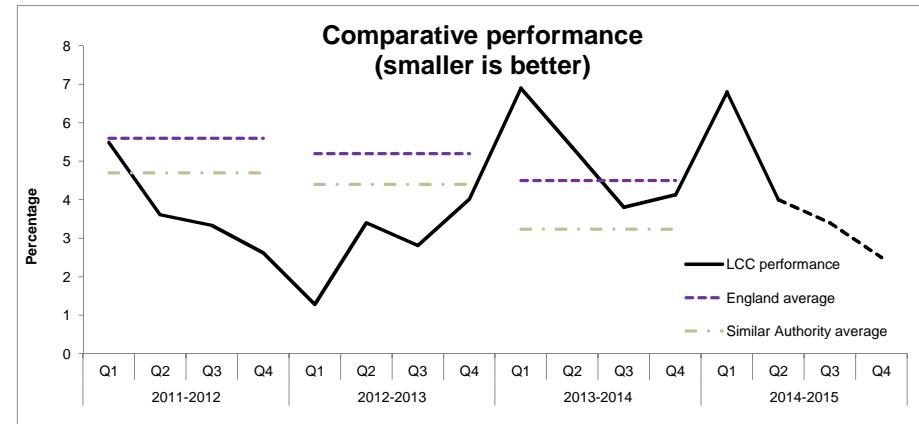
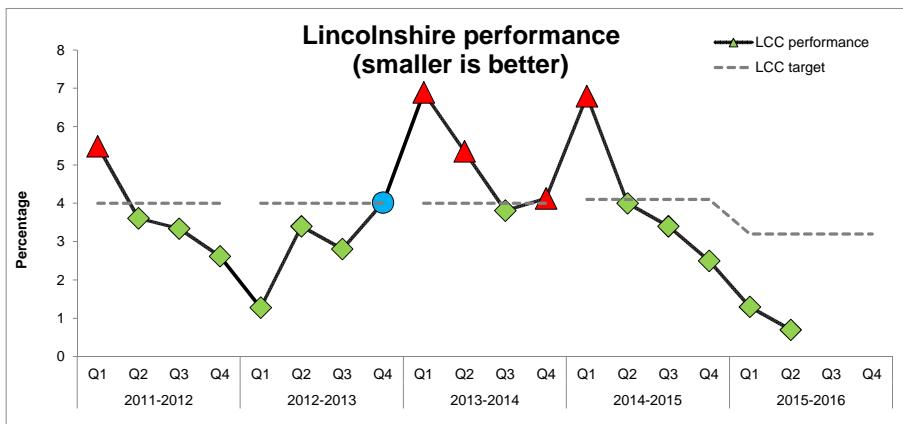
COMPARATIVE DATA SOURCE

Local Area Interactive Tool

Child Protection Plans lasting 2 years or more (Munro N17)

This indicator is owned by ROZ CORDY

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from Roz Cordy:

The percentage is continuing to reduce as predicted. The small number shows that only a very small number of children have been on a Child Protection Plan for over two years which evidences that there has not been drift in cases.

2015/2016 TARGET RATIONALE

A reduction of 0.9, this would bring us in line with similar authority average, commentary from Q2 says it is likely to improve further.

2015/2016 TOLERANCE RATIONALE

A lower tolerance has not been set as addressing the deterioration in recent years by maintaining the position in March 2014 would be a significant achievement.

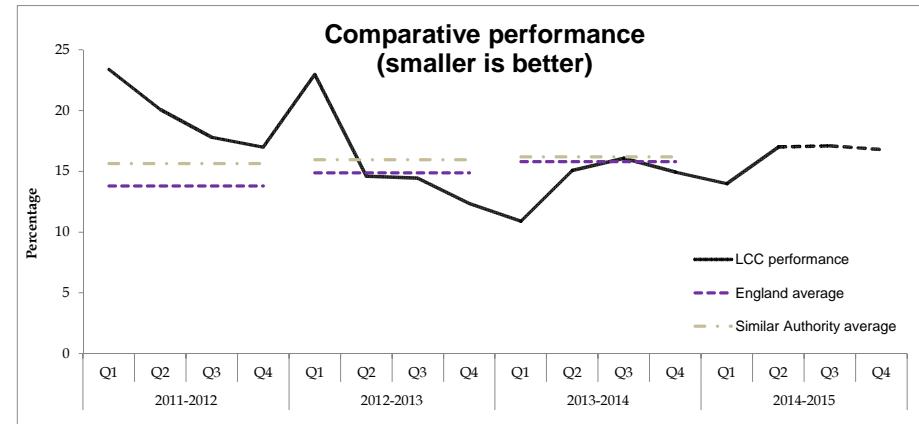
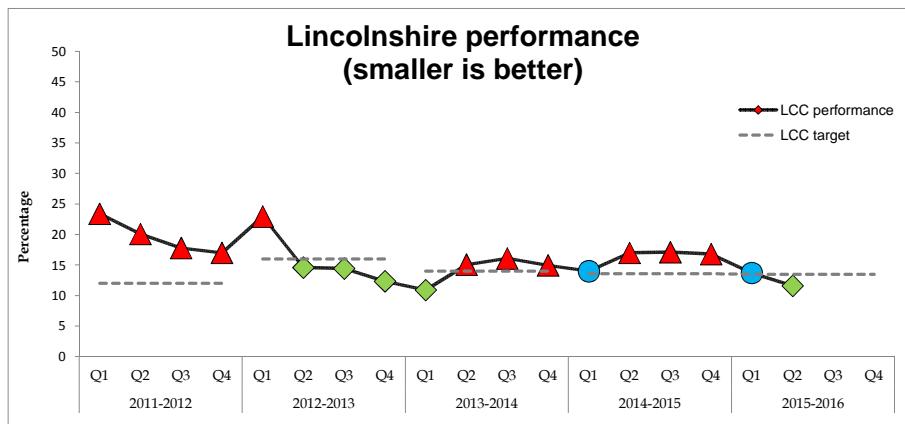
COMPARATIVE DATA SOURCE

Local Area Interactive Tool

Children becoming subject to a Child Protection Plan for a 2nd time or more

This indicator is owned by ROZ CORDY

This indicator is not in any wider plans



Comment on latest performance from Roz Cordy:

It is appropriate that some children become subject to a child protection for a second or subsequent time . The proportion is slightly below the target which is excellent performance. Team managers, prior to making the decision to agree that an initial case conference should be held must ensure that thorough assessments including Signs of safety Mapping have been completed to ensure that a second or subsequent plan is the appropriate action.

2015/2016 TARGET RATIONALE

A decrease of 0.1, trying to return to prior performance and stop the trend of poor performance.

2015/2016 TOLERANCE RATIONALE

Tolerances have been set at 10% (upper and lower). This gives an 'in tolerance' range of approximately 12.3% to 14.9%.

Achievement of the main target would show a significant improvement on last year.

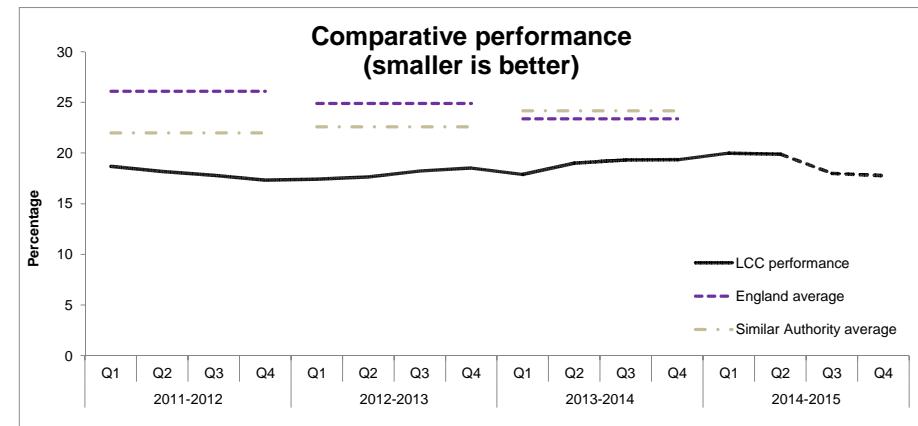
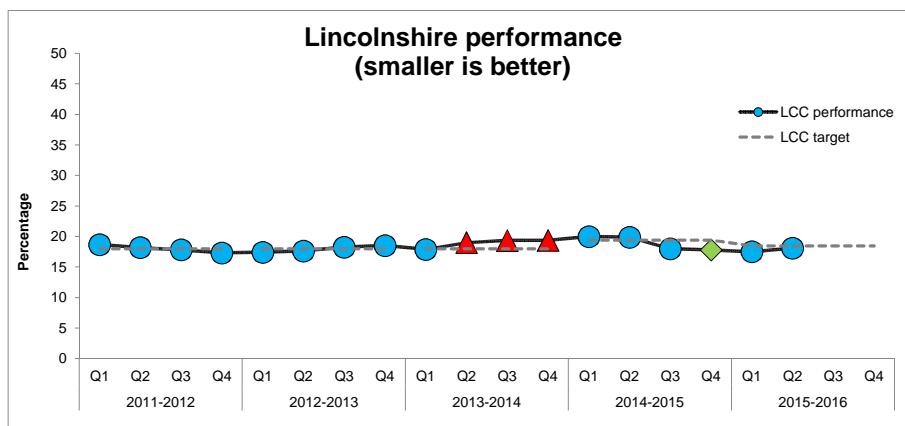
Achievement of the upper tolerance would be maintenance of last

COMPARATIVE DATA SOURCE

Percentage of referrals that are repeats within 12 months

This indicator is owned by ROZ CORDY

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from Roz Cordy:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

This is a 0.9 decrease to show a reduction, but to be realistic about the fluctuations in data

2015/2016 TOLERANCE RATIONALE

An upper tolerance of 0.9% has been set. This is based on the trended expected performance level (indicating deterioration in performance). If this was achieved in 2015, LCC are still expected to maintain their position comfortably within Quartile Band B.

The lower tolerance 1.4% is set to help move LCC up to Quartile Band A (latest marker at 18.3% - 2013 data).

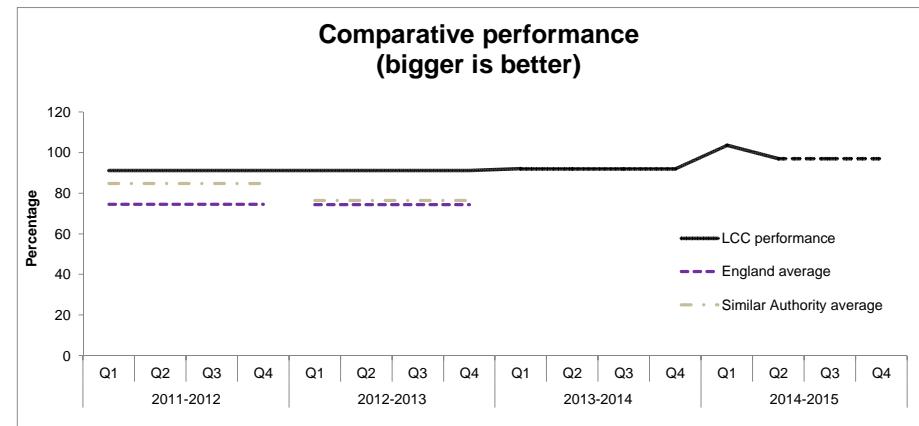
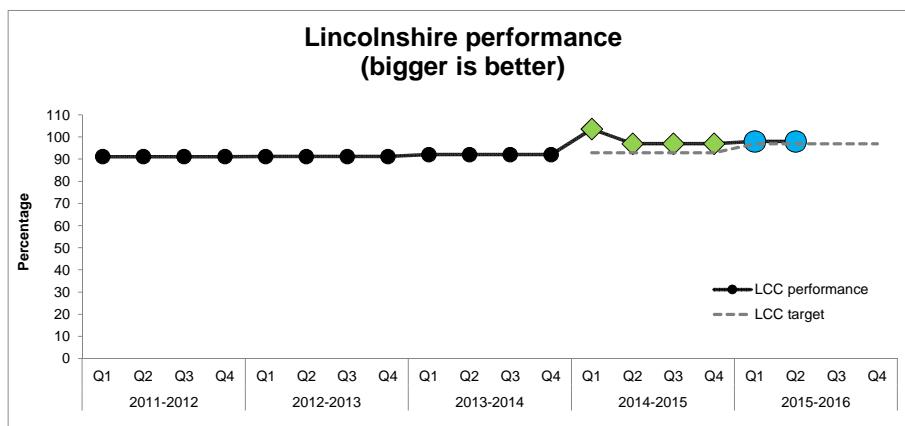
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool

Percentage of referrals to children's social care going on to assessment (Munro N9)

This indicator is owned by ROZ CORDY

This indicator is not in any wider plans



Comment on latest performance from Roz Cordy:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

This is an increase in line with performance this year, we are maintaining high 90s for three quarters this year.

2015/2016 TOLERANCE RATIONALE

Tolerances have been set to cover the uncertain and controllable nature of this measure.

Upper value set at 1%. Lower value set to 2% to cover reaching the level achieved

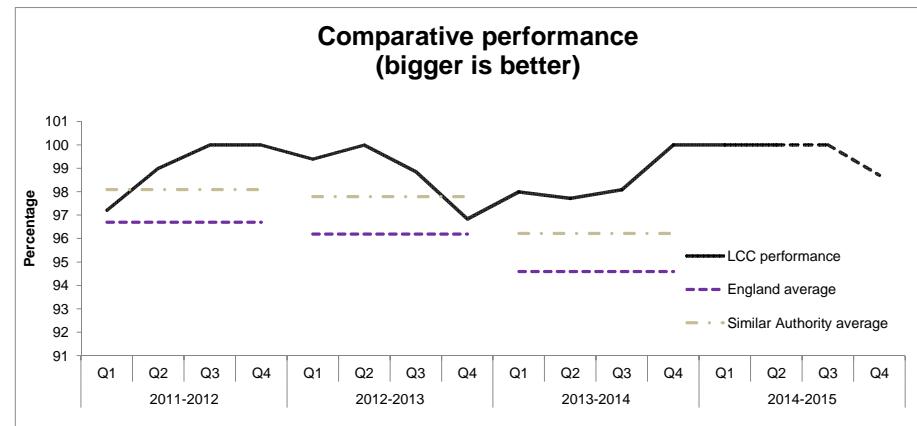
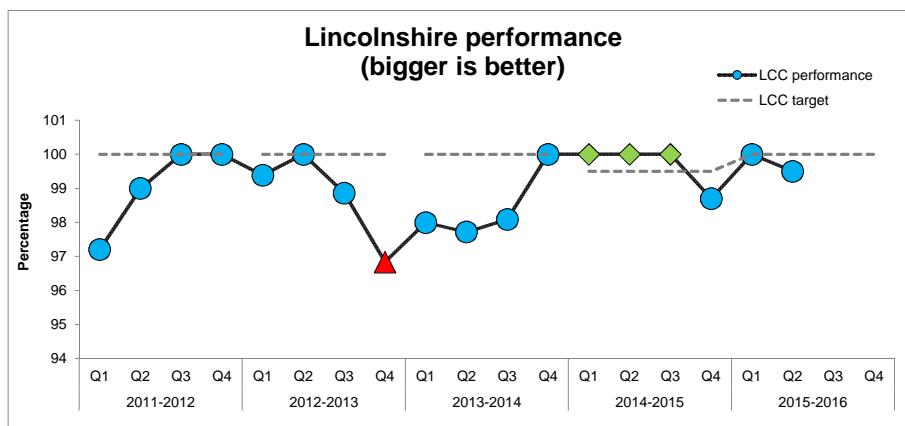
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool

Child Protection cases reviewed within timescale

This indicator is owned by Roz Cordy

This indicator is not in any wider plans



Comment on latest performance from Roz Cordy:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

With 100% for all three quarters this year, we have increased the target back up to 100% and have a tolerance range of -2% to allow for performance to slip to 98% if needed.

2015/2016 TOLERANCE RATIONALE

As the target is 100%, achievement of anything above this is considered a significant achievement. Therefore the upper tolerance has been set to 0%

A lower value of 2% has been set to accommodate maintenance of performance to that was achieved in March 2014.

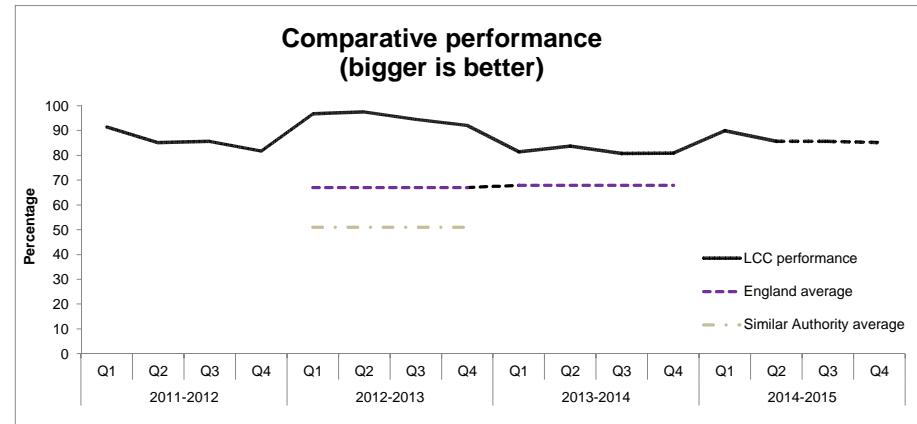
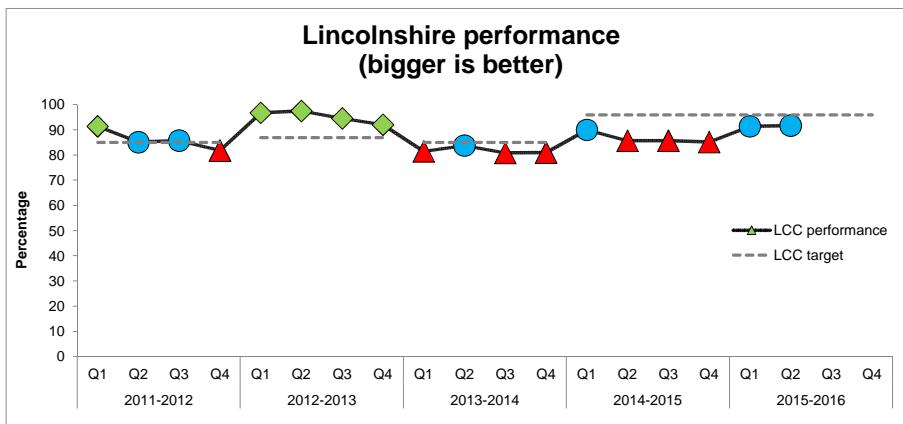
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool

Percentage of privately fostered children visited within required timescales

This indicator is owned by **JOHN HARRIS**

This indicator is not in any wider plans



Comment on latest performance from John Harris:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

Target remains the same as previous year, performance suggest we will not meet our target this year, so maintaining the target for the next year seems advisable.

2015/2016 TOLERANCE RATIONALE

A 3.5% variance is set for the upper value to allow for 100% achievement of this measure and to highlight 100% as excellent.
A lower value is set at 6%. This is to equate for up to 5 children not being visited within timescales if the expected number of total children in the denominator is reached.
As the change in how the measure is calculated by LCC has only recently been applied, it is not possible to say if the March 2014 position is considered a strong performance or not

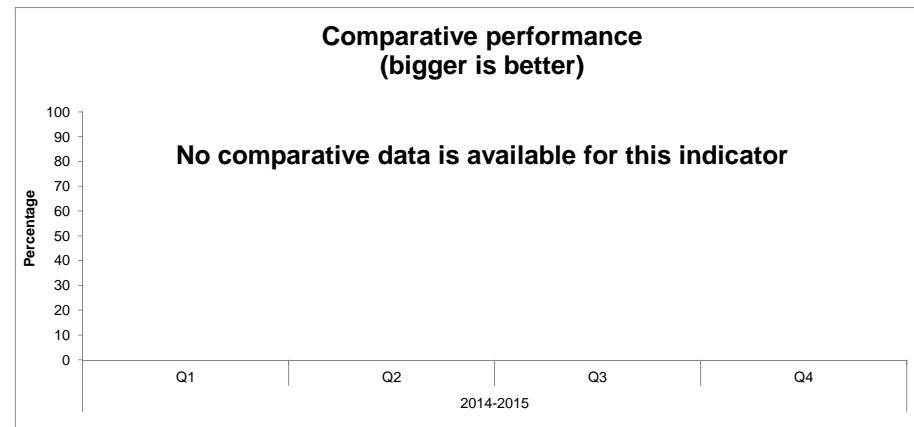
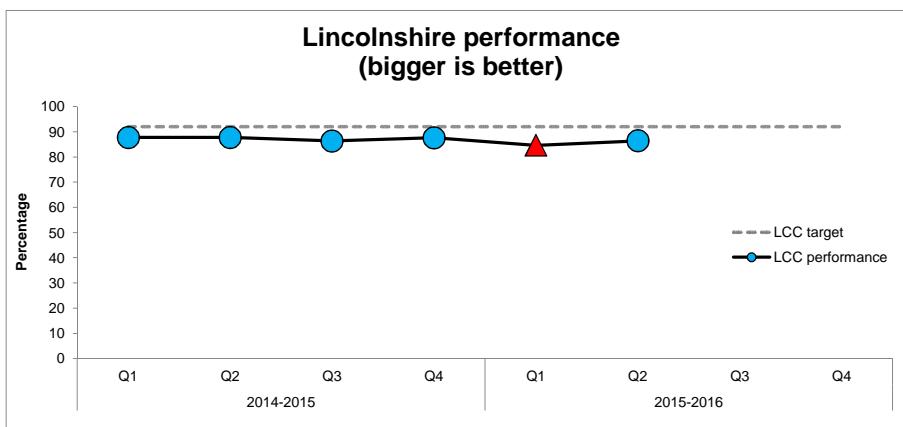
COMPARATIVE DATA SOURCE

Private Fostering Return (PF1) supporting information.
No East Midlands data is available.
Statistical Neighbour information includes a degree of estimation due to suppressed records.

Percentage of assessments completed within timescale (Munro N14)

This indicator is owned by **JO KAVANAGH**

This indicator is not in any wider plans



Comment on latest performance from Jo Kavanagh:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

Target to remain the same as previous year. Performance to date doesn't show that we will meet the target this year. Also with the move to Mosaic this could impair the correct reporting for the first two quarters.

2015/2016 TOLERANCE RATIONALE

Tolerances have been set to cover the unknown nature of this measure.

Upper value set at 3% is to factor in the possibility of achieving the 95% met comfortably at its initial launch (Oct 13 to Dec 13).

Lower value set to 7%. This has been set based on the proxy data for Lincolnshire – averaging out at 84% over the last 8 years approximately.

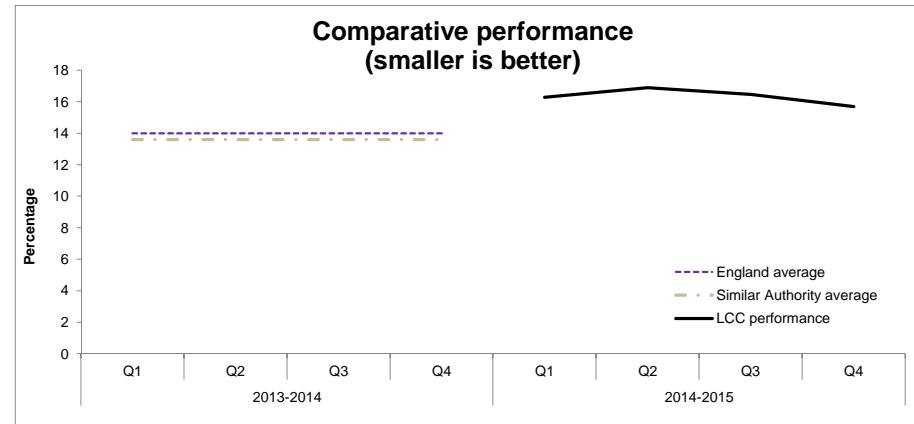
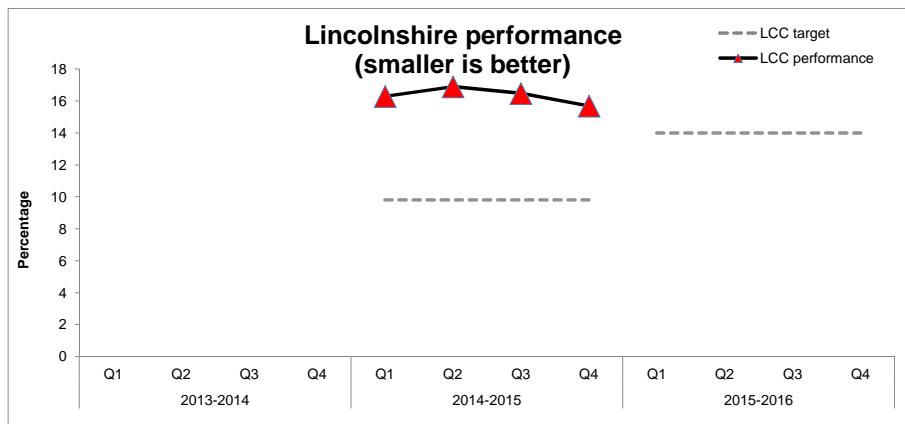
COMPARATIVE DATA SOURCE

No comparative data is available for this indicator.

Vacancy Rate of Social Workers (Munro N23)

This indicator is owned by **MARIE ROBERTSON**

This indicator is not in any wider plans



Comment on latest performance from Marie Robertson:

Data reporting in Agresso is not fully functional at present, but it is anticipated that the social worker vacancy rate will be available next quarter.

2015/2016 TARGET RATIONALE

Increase in the target, we are currently performing at 16.1 at Q3, this figure would allow for decrease in the figure to improve our performance in vacancy rates and bring us in line with National average. This year there will be data cleansing exercises to ensure that the recording of agency staff and vacancies are correct. Work is taking place at a national and regional to ensure that this figure will reduce. The increase in the establishment figures have not helped in getting to grips with the vacancy rate.

2015/2016 TOLERANCE RATIONALE

Tolerance boundaries have been set to allow for current performance and to show good performance if the figures fall below the target figure. This would be a significant improvement from where we are at present.

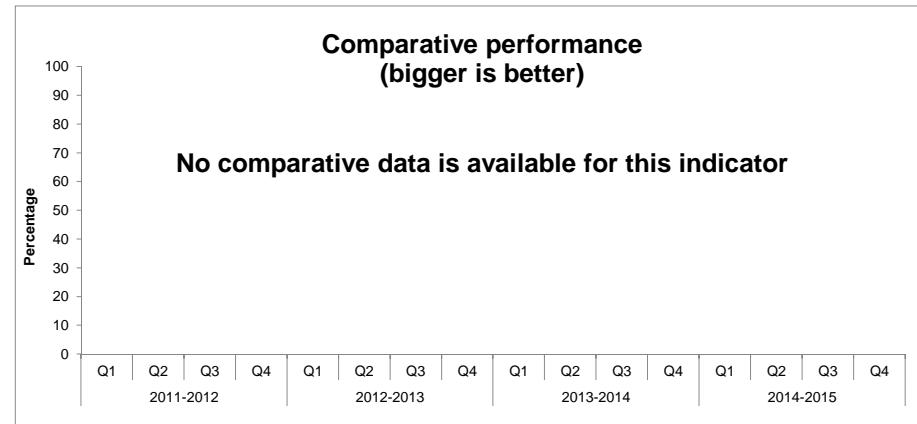
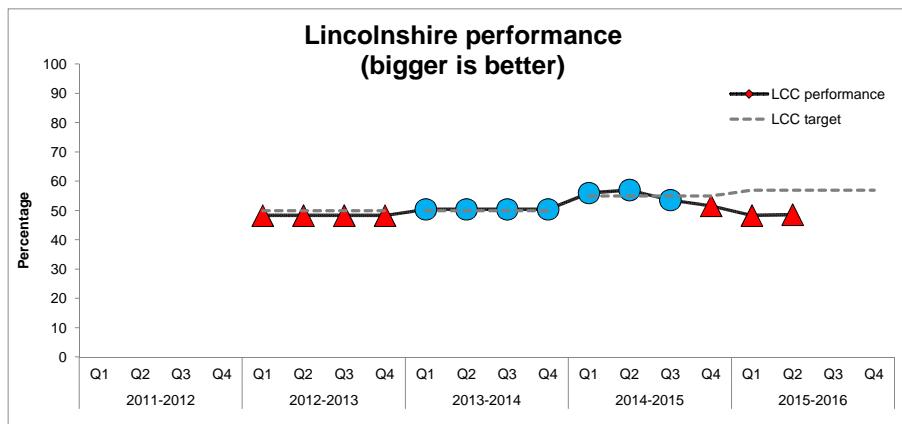
COMPARATIVE DATA SOURCE

Local Authority Interactive Tool

Percentage of families of children with disabilities using direct payments

This indicator is owned by **SHERIDAN DODSWORTH**

This indicator is not in any wider plans



Comment on latest performance from Sheridan Dodsworth:

The number of families of children with disabilities receiving Direct Payments has increased since Quarter 1 by 0.3%, however it is still under-performing by 8.4% against a target of 57%. Direct Payments are made in lieu of a social care service and offer a degree of choice to families. Direct Payments also carry a large degree of responsibility for families who have to manage an account, be accountable for what they spend their payments on and they also become the 'employer' of whoever they choose to provide a service for their child. This does not suit all families. In addition some families have struggled to find alternative carers to 'purchase' a service from. The Children with Disabilities team continues to support families in considering the option of Direct Payments but ultimately it is the choice of the family. The target was increased in Quarter 1 from 55% to 57%. The team has consistently increased the number of families taking Direct Payments over recent years therefore the recent drop in numbers will continue to be monitored so that a clearer view can be formed about whether this is simply as a result of the type of case currently open to the service (there are some children with very complex needs that require extensive packages of support that a Direct Payment couldn't address) or whether it is as a result of other circumstances e.g. lack of available market to buy required services.

2015/2016 TARGET RATIONALE

Increase by 2%, tolerances allows for performance to be within what the performance is now.

2015/2016 TOLERANCE RATIONALE

Tolerance range set at 53% to 57%. The cohort size is large enough for these values to be sensible.
Achievement of the lower value of 53% would still be an improvement on previous years in line with the trajectory; anything below that would not be consistent with the improving trajectory of previous years.
Anything above 57% would be a significant step up from previous years.

COMPARATIVE DATA SOURCE

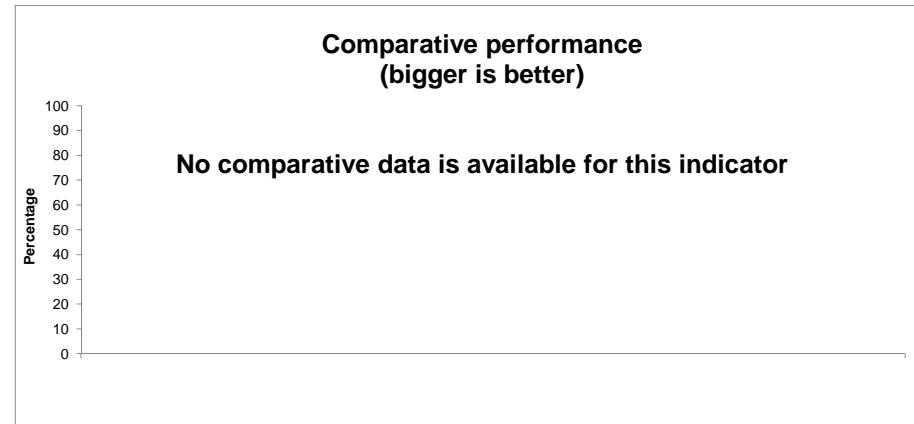
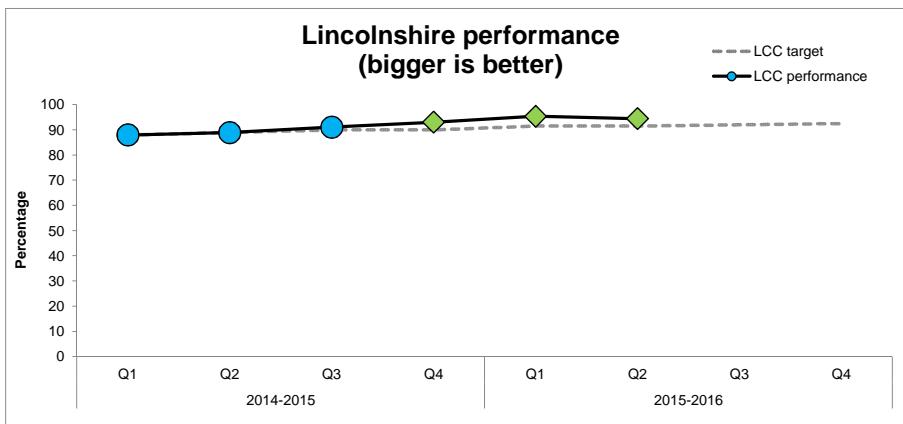
No comparative data is available for this indicator.

Ready for School

Percentage of 0<5 year olds in Lincolnshire registered to a Children Centre

This indicator is owned by **CORNELIA ANDRECUT**

This indicator is not in any wider plans



Comment on latest performance from Cornelia Andrecut:

Performance is currently at 94.5%, which is 3% better than the target. We have made significant progress and the membership for the Children's Centre groups across the county is high. All locality teams have agreed targets in regards to registrations, we have information sharing protocols with health and social care and all districts have commissioned a community engagement project that promotes and supports families to access services.

2015/2016 TARGET RATIONALE

Target increase in line with last year performance, not going to report performance in quarter 1 due to the implementation of Mosaic and the transition from SoftSmart

2015/2016 TOLERANCE RATIONALE

This variance has simply been proposed to allow a little tolerance. A 2% variance against a March 2015 target of 90% will show if we slip below our June 2014 position of 88%.

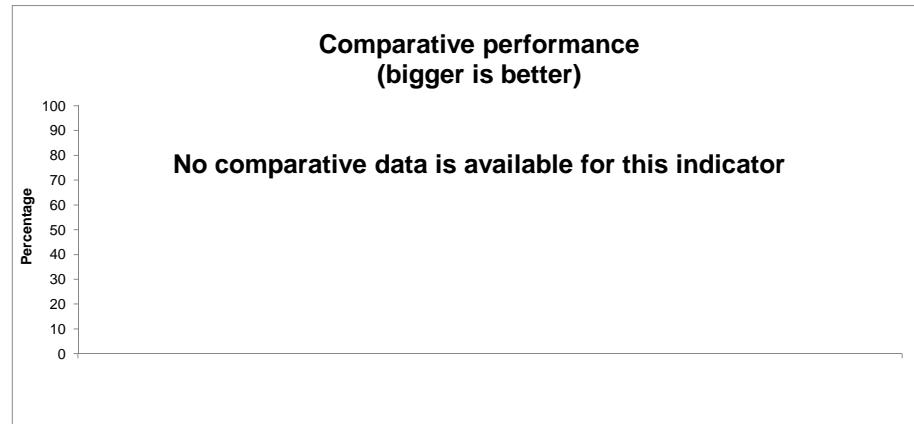
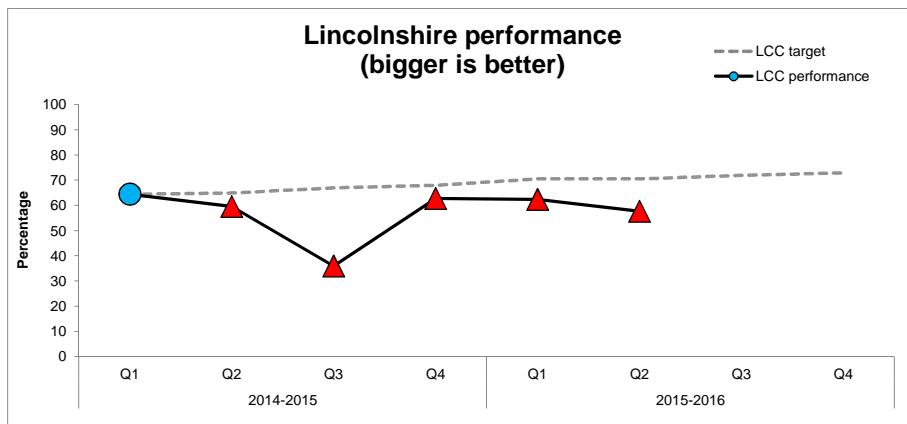
COMPARATIVE DATA SOURCE

No comparative data is available for this indicator yet.

Percentage of 0<5 year olds registered having at least one attendance within last 3 months

This indicator is owned by **CORNELIA ANDRECUT**

This indicator is not in any wider plans



Comment on latest performance from Cornelia Andrecut:

Performance is currently at 57.7 % and whilst this is under the targeted level of 65% there have been some centres that have met this performance target. Registrations have increased county wide and this has also had an impact on the attendance figures. There is continuous work with the Children's Centres, commissioned services and partners to ensure attendance to centres is accurately captured and also services are promoted to encourage participation of children and families so we achieve sustained good engagement.

2015/2016 TARGET RATIONALE

Increased in line with last year target profile, with Early years entitlement being registered as an attendance this should increase with this addition.

2015/2016 TOLERANCE RATIONALE

These variances allow some leeway whilst still requiring performance to improve a little by the end of the year.

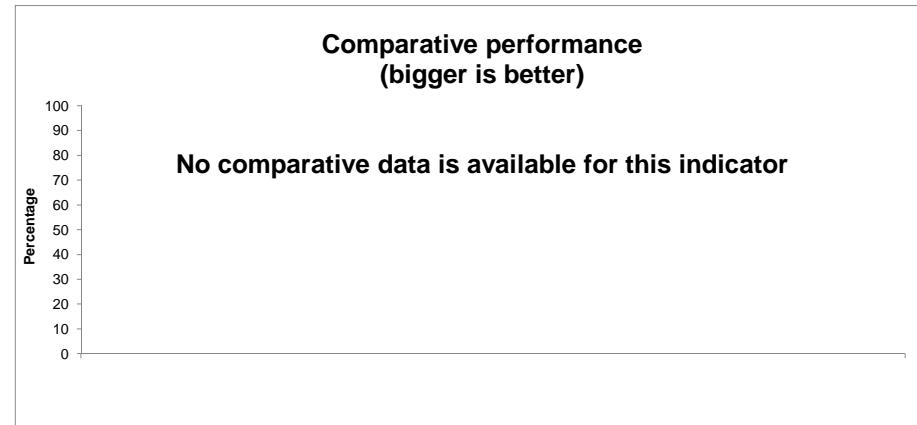
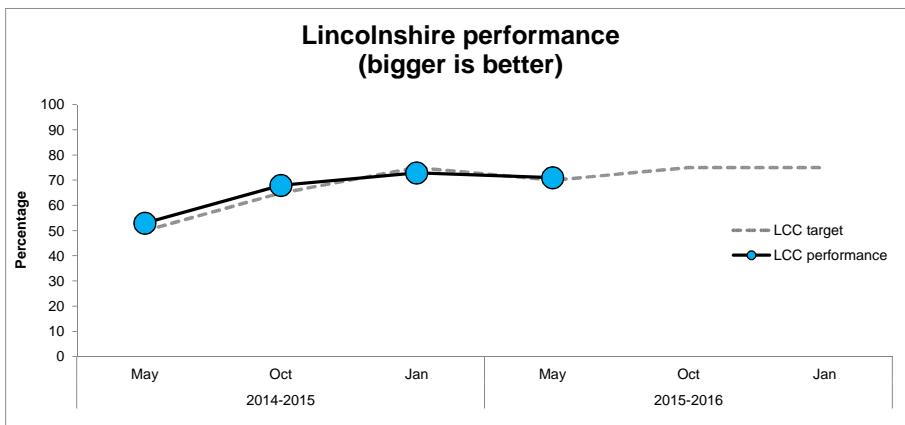
COMPARATIVE DATA SOURCE

No comparative data is available for this indicator yet.

Percentage of eligible 2 year olds who are in receipt of their Early Years Entitlement

This indicator is owned by MICHELLE ANDREWS

This indicator is in the **CHILDREN AND YOUNG PEOPLE'S PLAN**



Comment on latest performance from Michelle Andrews

No comment is required as this measure is within tolerance

2014/2015 TARGET RATIONALE

This is the first year this information will have been collected based on the cohort being the 40% most deprived families in Lincolnshire. Previous profile of performance against the 20% most deprived families shows that at the end of 2013/14 financial year the performance was 84.3%.

Initial indications shows that performance will be around 50% in May 2014 and so some rough estimates based loosely around figures from last year's 20% most deprived figures have been used to define the final 75% target in January 2015

2014/2015 TOLERANCE RATIONALE

A 5% tolerance has been set relative to each of the targets as this is a previously unmeasured indicator.

COMPARATIVE DATA SOURCE

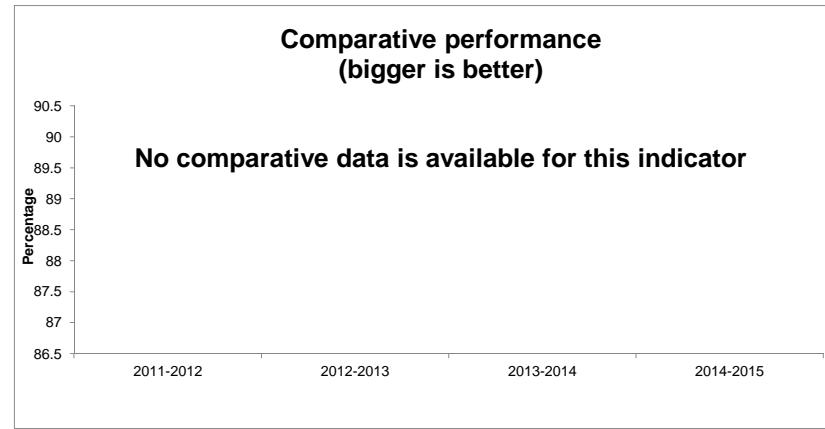
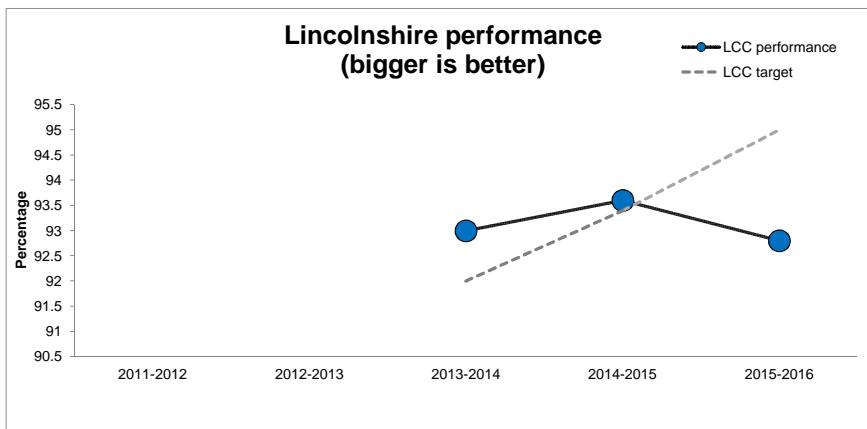
No comparative data is available for this indicator yet.

Learn and Achieve

Primary Admissions First Choice

This indicator is owned by JOHN O'CONNOR

This indicator is not in any wider plans



Comment on latest performance from John O'Connor:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

Historic performance has shown some growth. We should aim to be at the top end of our comparators and this is still significantly above National.

2015/2016 TOLERANCE RATIONALE

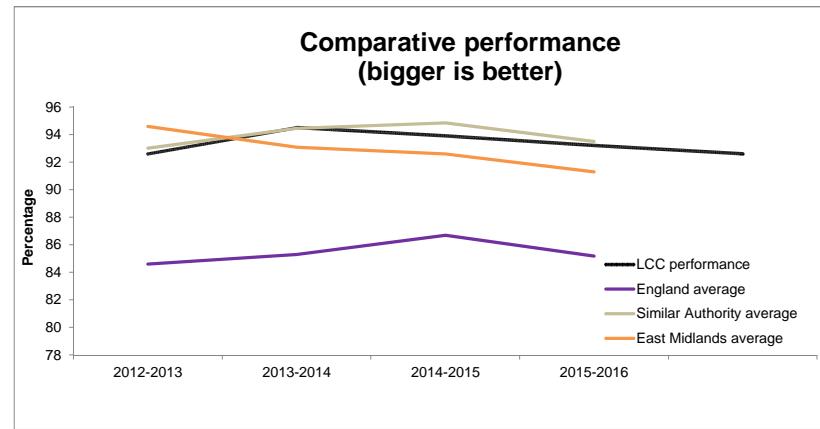
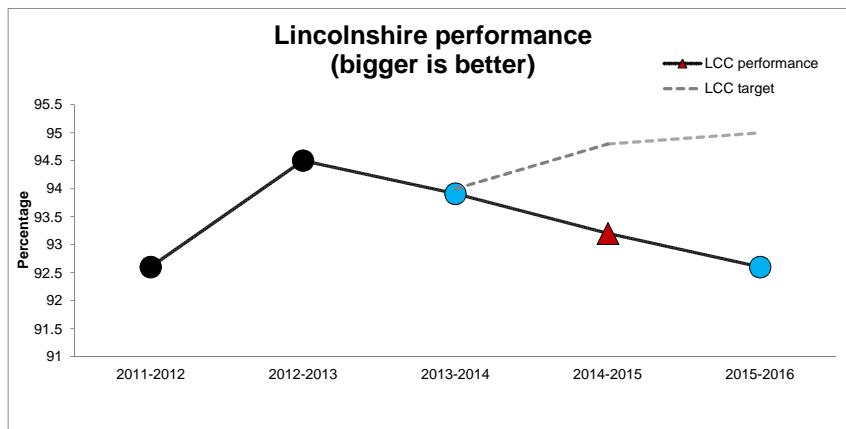
This tolerance allows some flexibility but still ensures an improvement on last year and would recognise excellent performance at the upper value

COMPARATIVE DATA SOURCE

Secondary Admissions First Choice

This indicator is owned by JOHN O'CONNOR

This indicator is not in any wider plans



Comment on latest performance from John O'Connor:

No comment is required as this measure is within tolerance

2015/2016 TARGET RATIONALE

Historic performance has shown some growth, however in a selective authority this is unlikely to rise as high as our best performing stat neighbour. We should however aim to be at the top end of our comparators and this is still significantly above National.

2015/2016 TOLERANCE RATIONALE

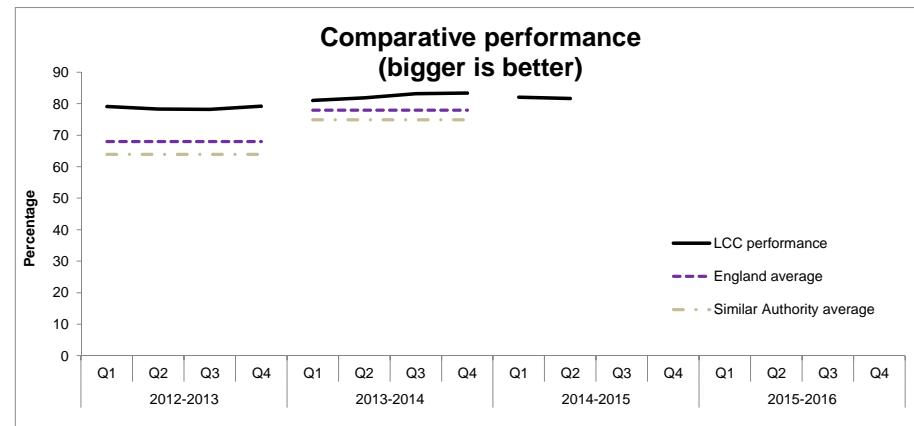
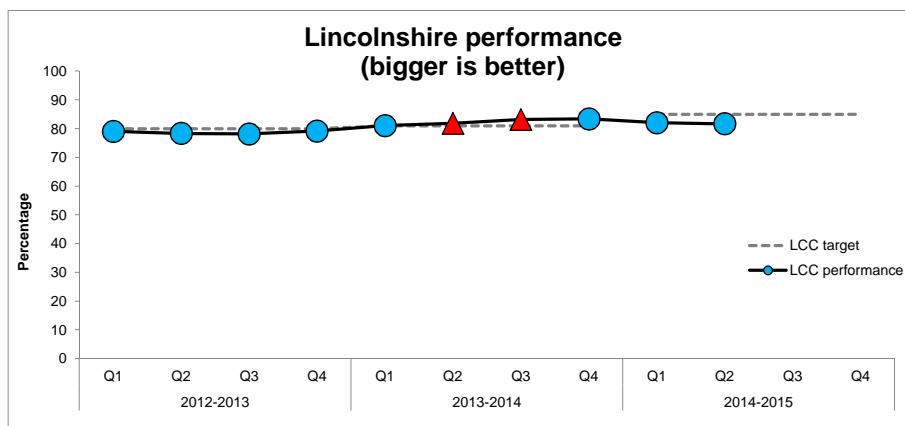
This tolerance allows some flexibility but still ensures an improvement on last year and would recognise excellent performance at the upper value

COMPARATIVE DATA SOURCE

Percentage of pupils in good or outstanding schools

This indicator is owned by **KEITH BATTY**

This indicator is not in any wider plans



Comment on latest performance from Keith Batty:

No commentary is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

The number of schools who are being judged good or outstanding is increasing. Our best performing Stat neighbour is currently 82% and we should be aspiring to be at least in line with them. Historically we have increased performance and to continue this trend requires aspirational targets.

2015/2016 TOLERANCE RATIONALE

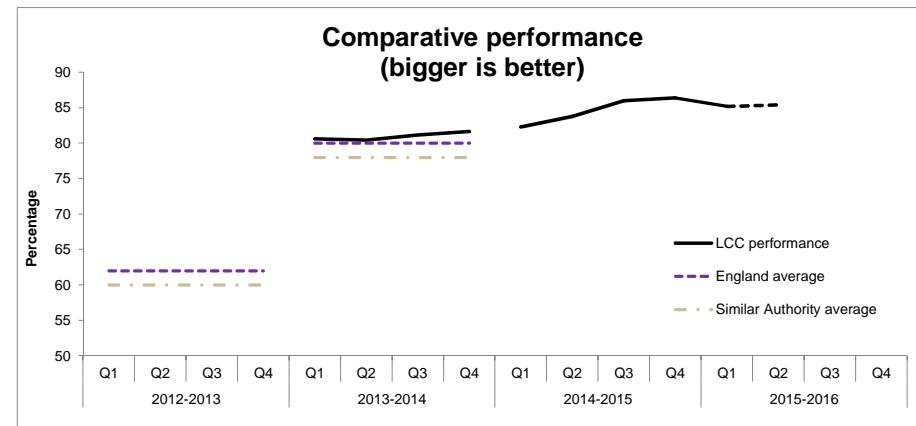
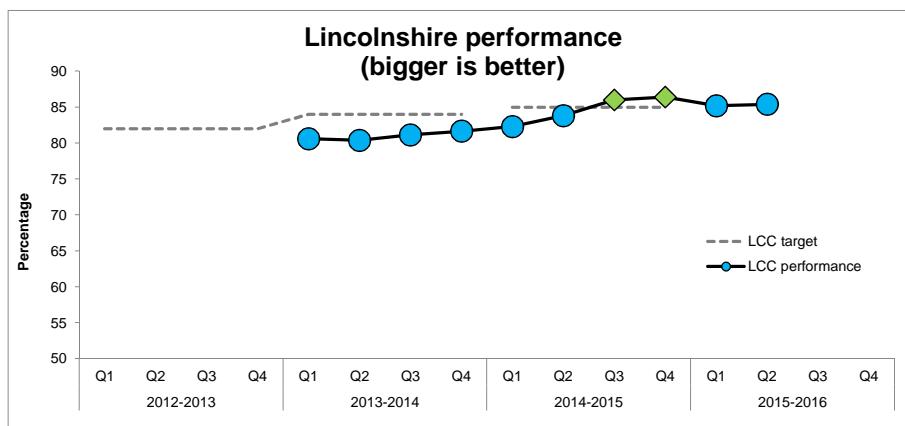
Upper value – would show outstanding performance and should be celebrated
Low value - to maintain our current position

COMPARATIVE DATA SOURCE

Percentage of schools judged to be good or outstanding

This indicator is owned by **KEITH BATTY**

This indicator is not in any wider plans



Comment on latest performance from Keith Batty:

No commentary is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

The number of schools who are being judged good or outstanding is increasing. Our best performing Stat neighbour is currently 80% and we should be aspiring to be at least in line with them. Historically we have increased performance and to continue this trend requires aspirational targets

2015/2016 TOLERANCE RATIONALE

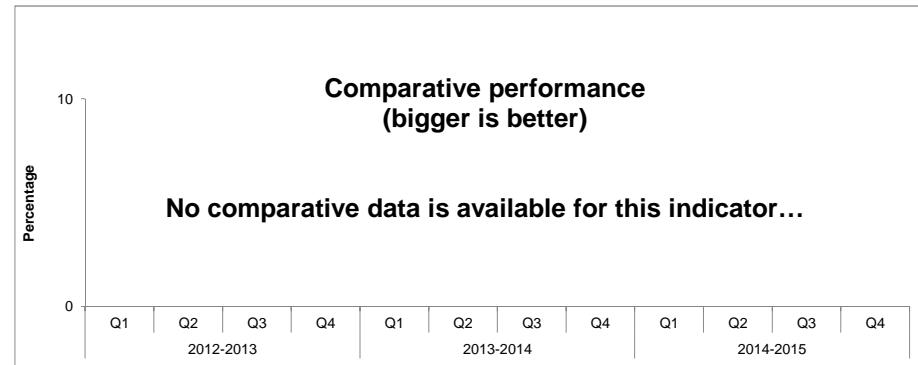
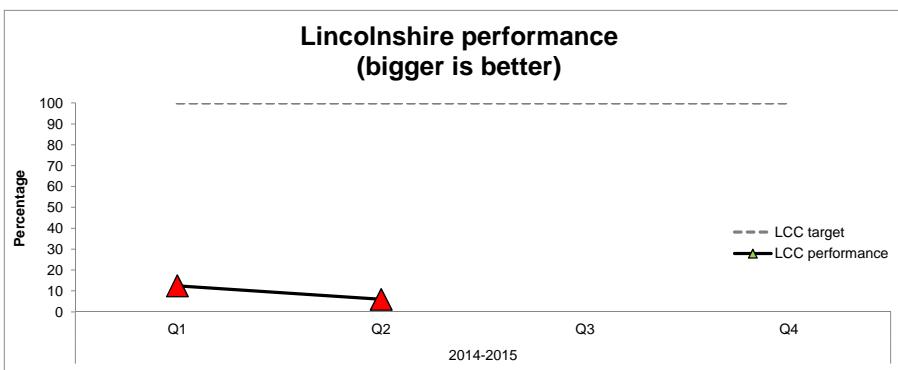
High value – if this is achieved it should be recognised
Low value – This would bring us in line with National

COMPARATIVE DATA SOURCE

Percentage of education, health and care plans in statutory timescales

This indicator is owned by **SHERIDAN DODSWORTH**

This indicator is in the **COUNCIL BUSINESS PLAN**



Comment on latest performance from Sheridan Dodsworth:

The target is to complete all EHC Plans (100%) within the 20 weeks. In Quarter 2 performance was 94% below the target at 6%. The performance dropped in Quarter 2 by a further 6.5% compared with Quarter 1. The under-performance is largely as a result of the significant staffing pressures the service has been under; the new processes which have been challenging for all those involved; the need to run an 'old' and 'new' system together; the pressures of transferring young people from Statements to EHC Plans and due to the large increase in the number of requests for EHC Needs Assessments when compared to requests for the 'old' Statutory Assessment.

The service knows that it is largely in the latter weeks of the process that performance decreases as plans are being fine-tuned and finalised. The service has struggled to keep up with the number of Multi-agency Meetings required at this point in the process. This information is being used to re-configure teams and to adapt the process to ensure that performance overall is improved and I am confident that there will be an increase in the number of EHC Plans completed within the 20 weeks during Quarter 3.

2015/2016 TARGET RATIONALE

Target set by Sheridan Dodsworth, re email to Jasmine Sodhi on 14/01/15.
Tolerance would allow a slip in performance to 95% before it was highlighted as below target.

2015/2016 TOLERANCE RATIONALE

Tolerances have been set to cover the uncertain and controllable nature of this measure. Lower value set to 5% to allow further flexibility in relation to unknown element for this measure. This also lines up with the 'Stat' Neighbour and England average level consistently achieved for the proxy measure.

COMPARATIVE DATA SOURCE

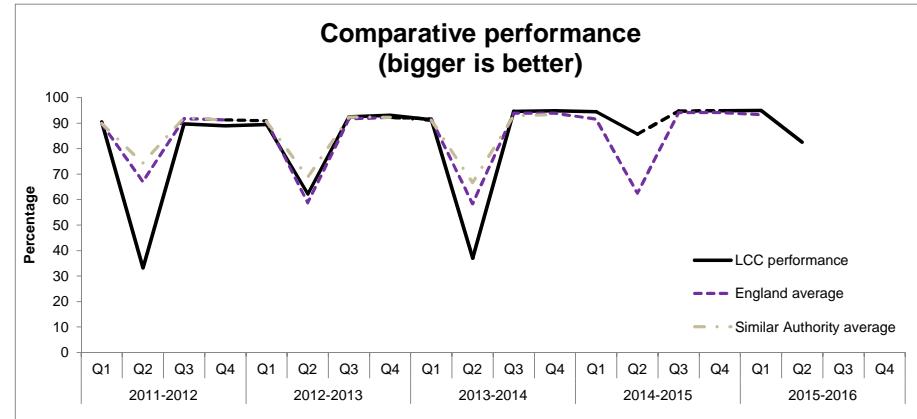
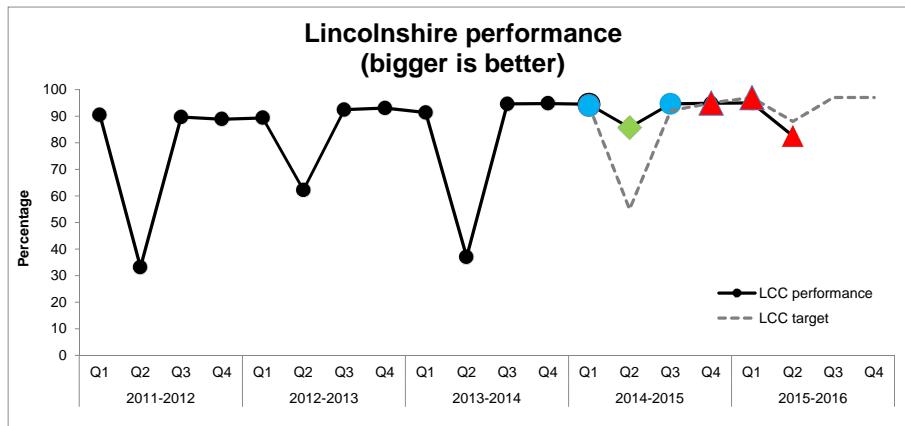
Local Authority Interactive Tool

Ready for Adult Life

Percentage of 16 year olds Participating in Learning (according to RPA)

This indicator is owned by MAGGIE FREEMAN

This indicator is in the COUNCIL BUSINESS PLAN and the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from Maggie Freeman:

At this stage in the academic year, the accuracy of figures in relation to participation in learning are dependent how many providers, schools and colleges have returned their data in relation to student enrolments. The participation figures are therefore traditionally lower at this time of year. The careers service will be establishing contact with all those young people whose situation remains unknown to identify those who are not participating and encourage and support them to engage in learning. Those young people who have a duty to participate will be prioritised in this process, but there is a finite resource to undertake this work. It is anticipated that there will be more accurate participation data by Q3.

2015/2016 TARGET RATIONALE

To continue participation in line with the new Raising of the Participation Age agenda. Target set with an aim to maintain our current performance which is, currently, above all comparators. Dip in Q2 allows for the "Roll up" process before we start getting Destinations data in following the end of the academic year – this is an anticipated dip.

2015/2016 TOLERANCE RATIONALE

Target is ambitious as LCC already have an excellent figure, the tolerance does not, however, allow us to slip under current performance.

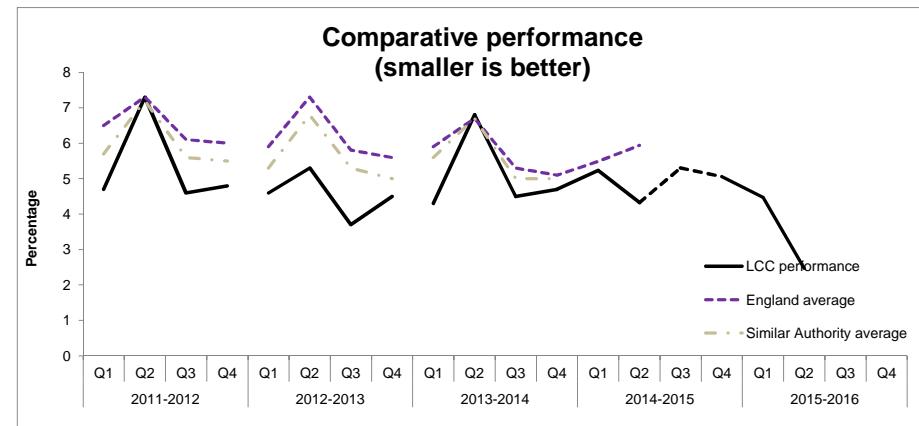
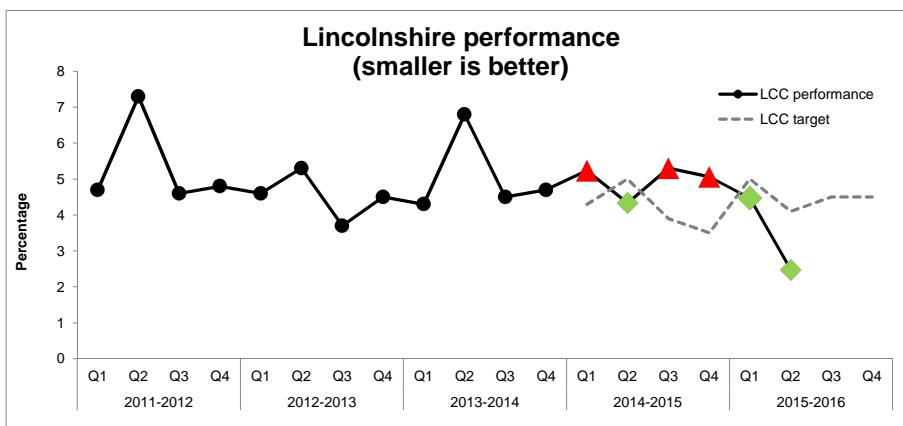
COMPARATIVE DATA SOURCE

National Client Caseload Information System

Young people not in education, employment or training (adjusted)

This indicator is owned by MAGGIE FREEMAN

This indicator is in the COUNCIL BUSINESS PLAN and CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from Maggie Freeman:

This figure should be regarded with caution in that whilst performance is showing as better than target, there is the potential for the percentage of young people who are NEET to increase as the unknown figure is reduced. It is anticipated therefore that NEET will be more in line with target by Q3.

2015/2016 TARGET RATIONALE

Current NEET figures have crept up, this has happened as the Unknown figures have drastically reduced on previous years. Due to this Lincolnshire are now showing an overall upward trend of NEETs, I believe that this will stabilise and we can work on reducing the figure through the 2015/16 and 16/17 years. That being said history has shown for not just Lincolnshire but for all our comparators that the overall NEET figure is between 4.5% and 5%. Lincolnshire are now outside of this range and I believe that our aspiration for the year should be to get back to the lower level of NEET

2015/2016 TOLERANCE RATIONALE

Q1 - no worse than last Q1
Q2 - improvement 2012/13 Q2 which is our best performance over the last 3 years
Q3 & 4 – continues the standard variance

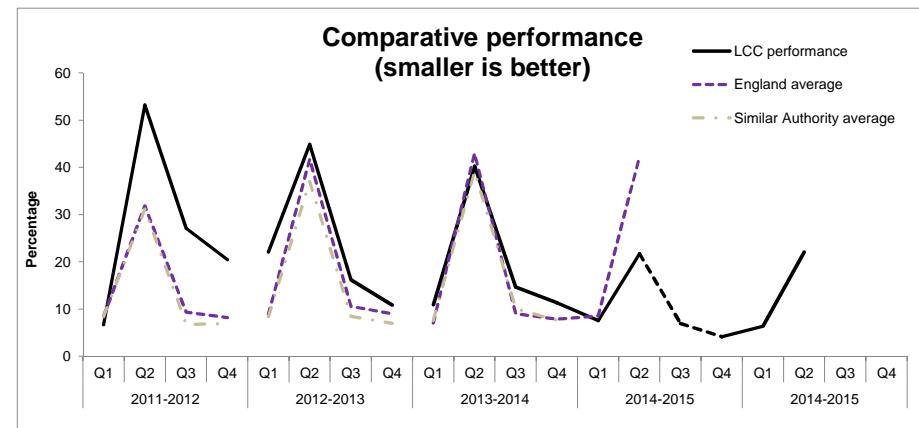
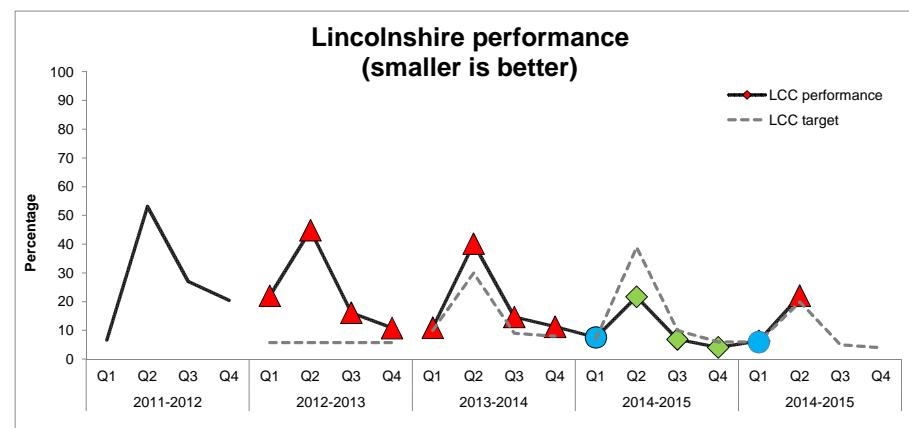
COMPARATIVE DATA SOURCE

National Client Caseload Information System

Percentage of 16 to 18 year-olds whose situation is 'unknown'

This indicator is owned by **MAGGIE FREEMAN**

This indicator is in the **CHILDREN AND YOUNG PEOPLE'S PLAN**



Comment on latest performance from Maggie Freeman:

The percentage of young people (16 - 18) whose situation is unknown is 2.13% above target. The number of young people for whom there is no information regarding their participation in education, employment or training is traditionally higher at this stage in the academic year, as data on student enrolment is still being gathered from schools, colleges and providers. In addition, as UCAS no longer share information about enrolments in higher education, all 18 year olds for whom we have no information have to be contacted individually to ascertain their education and employment status. It is anticipated that the figure will be back on target by the end of Q3.

2015/2016 TARGET RATIONALE

Following a very successful 2014/15 tracking of unknowns, which has seen us perform the best we ever have over the previous 3 years and be better than our National and Stat Neighbour comparators, these targets reflect not only just maintaining this standard but improving on them to make Lincolnshire better than the East Midlands average.

2015/2016 TOLERANCE RATIONALE

Whilst the overall target is challenging it should be achievable to stay within the tolerance levels if the Unknowns are effectively targeted with the final target tolerance being between 8% and 5%

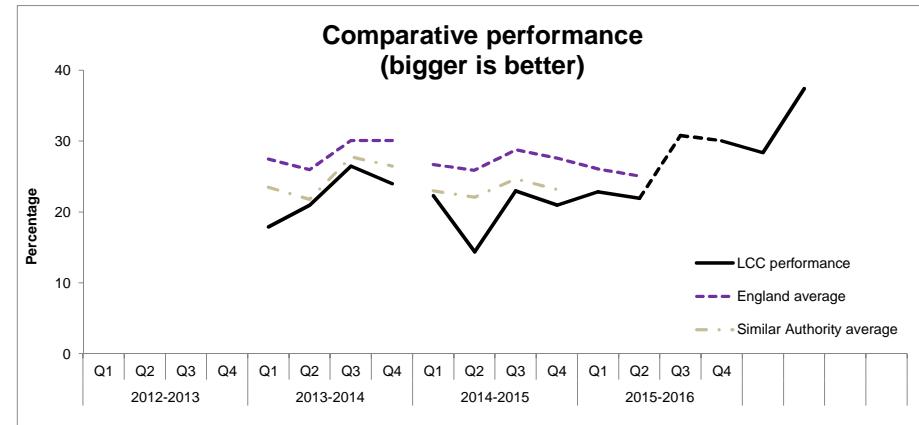
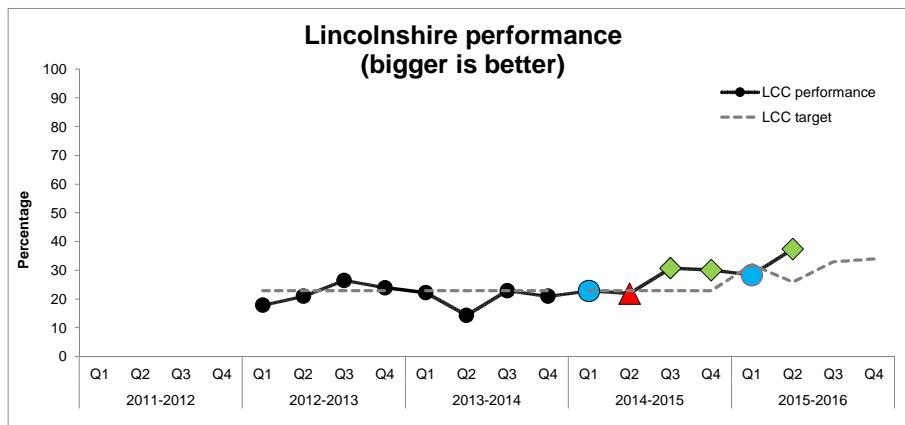
COMPARATIVE DATA SOURCE

National Client Caseload Information System

Percentage of teenage mothers 16-18 in EET

This indicator is owned by **ALISON POXON**

This indicator is not in any wider plans



Comment on latest performance from Alison Poxon:

Local Teenage Parents Experts have been established in each of the Children's Services Early Help Teams. Their role is to ensure that teenage parents receive the support they need, including access to appropriate education and training. The Teenage Pregnancy Lead (Alison Poxon) is working with the Children's Centre Hub Manager to create a referral system from Midwifery Services to the Hub, so that the the Early Help Teams can provide support at the earliest stage. There is already a robust referral system between Health Visiting Services and Early Help Teams. However, if support services are in place during the young woman's pregnancy, this can result in better engagement in education and training when the baby is born. Therefore the work with Midwifery Services is key to further improvement on the EET targets. Work is taking place with the YPLP to ensure that Early Help staff are fully aware of the training opportunities available.

2015/2016 TARGET RATIONALE

Lincolnshire was showing a decline in EET Teen Mothers – in 2014/15 we have managed to turn that around and improved the number of Teen Mothers in EET – targets have been set to continue that trend.

2015/2016 TOLERANCE RATIONALE

The tolerance should allow for enough allowances to take in to account the small number in the cohort

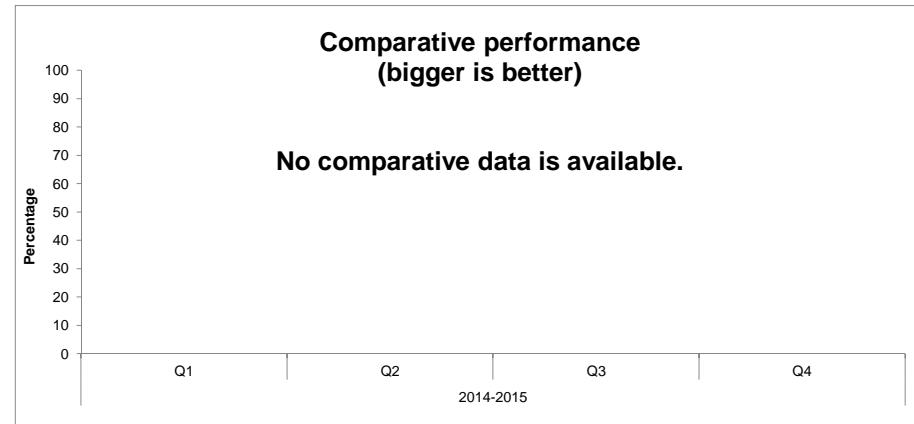
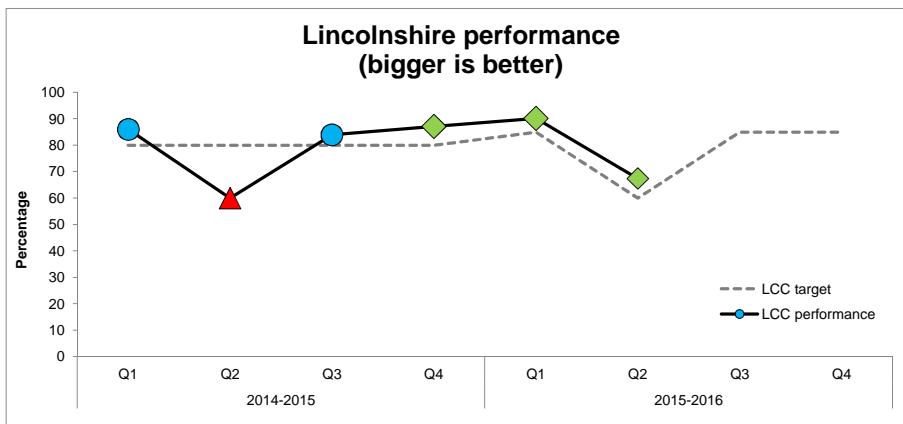
COMPARATIVE DATA SOURCE

National Client Caseload Information System

16-18 year old Looked After Children who are participating in learning

This indicator is owned by **KIERAN BARNES**

This indicator is in the **COUNCIL BUSINESS PLAN**



Comment on latest performance from Kieran Barnes:

Performance is ahead of target because of improvements in transition between Key Stage 4 and Five whereby ePEPs are continued into Post -16. The dedication of our Post -16 Coordinator who has introduced innovations such as ePEP surgeries for students attending Peterborough College is also having a positive impact on participation levels.

2015/2016 TARGET RATIONALE

To increase by 5 % on the previous year's target, we are currently performing at 83.95%, which is within tolerance with this new target.

2015/2016 TOLERANCE RATIONALE

Due to the small numbers, each person represents 1.25%
The tolerance is set at level to allow for 2 young people above the target and 5 young people below the target.

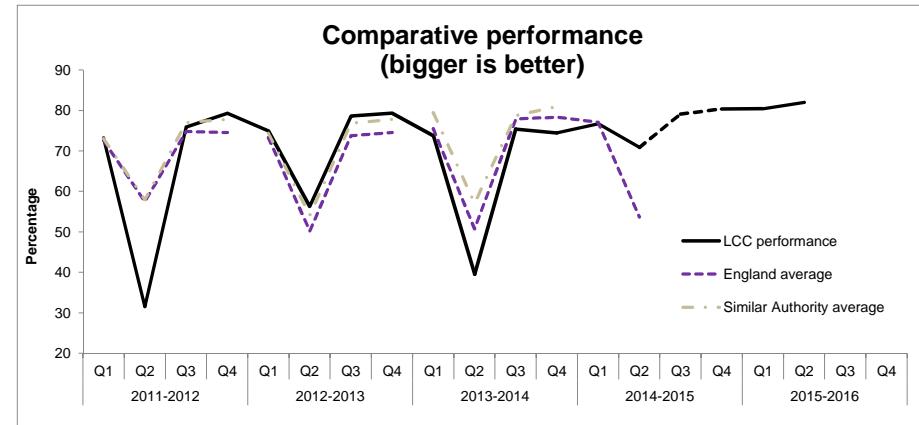
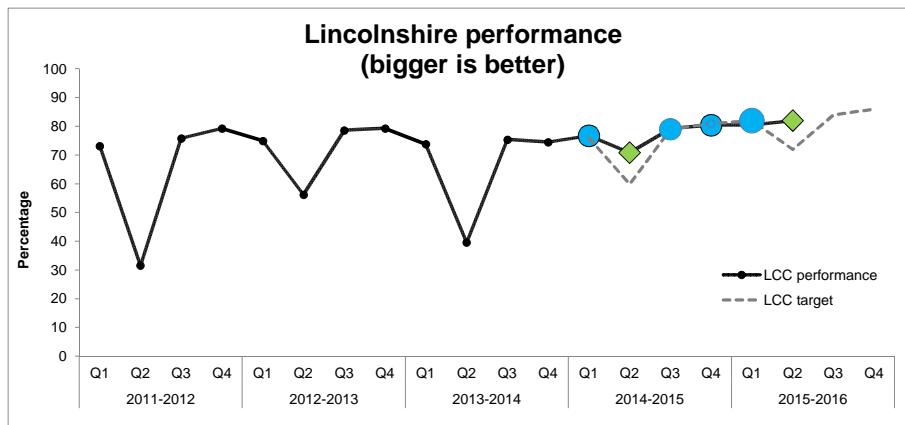
COMPARATIVE DATA SOURCE

No comparative data is available.

Percentage of 16-18 LLDD in learning

This indicator is owned by **MAGGIE FREEMAN**

This indicator is not in any wider plans



Comment on latest performance from Maggie Freeman:

Performance is above target and currently indicates better levels of participation for LLDD than for the overall cohort. This is particularly pleasing because traditionally at this time of the academic year the participation figures are much lower, due to the fact that information in relation to student enrolments is still being gathered. The introduction of changes to working practices as a result of the SEND reforms means that information is more readily and directly available regarding the situation of students with SEND (rather than relying on enrolment returns from schools and colleges). Therefore there are proportionately fewer students for whom we do not have information (unknowns) within the SEND cohort than overall. The continuing work with providers including the development of the supported internship programme means there are more appropriate post 16 opportunities available for students with SEND to participate in.

2015/2016 TARGET RATIONALE

Overall this figure has been improving and the target has been set to bring us in line with our statistical Neighbours who have significantly higher figures in learning than Lincolnshire and also to close the gap with the whole 16-18 cohort

2015/2016 TOLERANCE RATIONALE

Tolerances are set to allow for greater improvement than the target but to keep the lower end as close to the target as possible

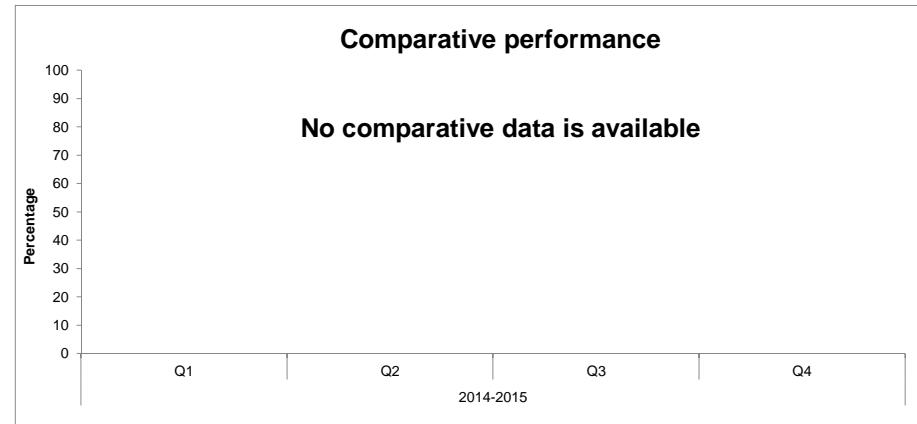
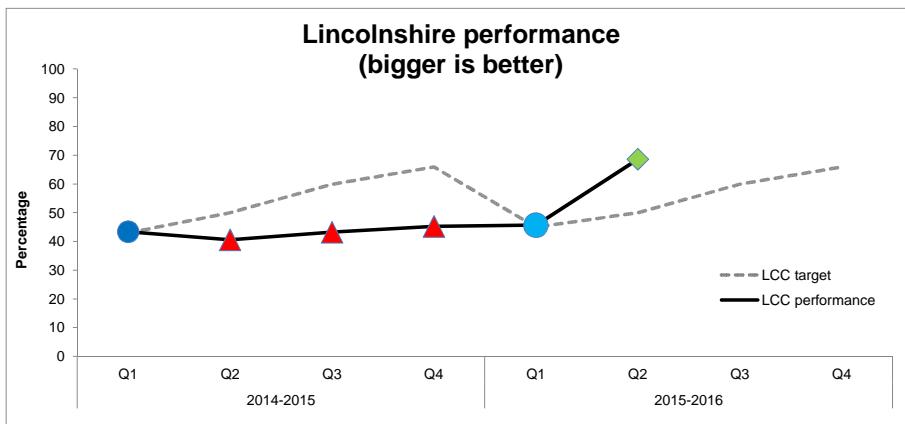
COMPARATIVE DATA SOURCE

National Client Caseload Information System

Percentage of 19-25 LLDD in legitimate outcomes

This indicator is owned by **MAGGIE FREEMAN**

This indicator is not in any wider plans



Comment on latest performance from Maggie Freeman:

The introduction of changes in arrangements for young adults with Special Educational Needs and Disabilities (SEND) as a result of the Children and Families Bill, have had an impact on the performance against this target. In particular the greater emphasis given to preparation for adulthood outcomes and the introduction of Education, Health and Care (EHC) plans which can be in place until a young adult is 25, mean that EHC plans can remain in place until an appropriate transition into a legitimate outcome is secured. As a result there is improved information about situations for these young adults.

2015/2016 TARGET RATIONALE

There is no comparator data for this indicator as the DfE do not report on LLDD 19-25. Targets have been set based on known figures – the targets set last year were not achieved – more work needs doing on updating the LDD cohort data in order to improve this figure – will aim to keep targets as they were last year and work more closely with SEND team on updating situations on this cohort

2015/2016 TOLERANCE RATIONALE

I wouldn't expect to see this number decreasing but I would expect to see a large increase as we start to record this data more accurately, therefore a small lower tolerance should be set to allow little reduction in this figure but a larger upper tolerance has been set to allow for required improvement.

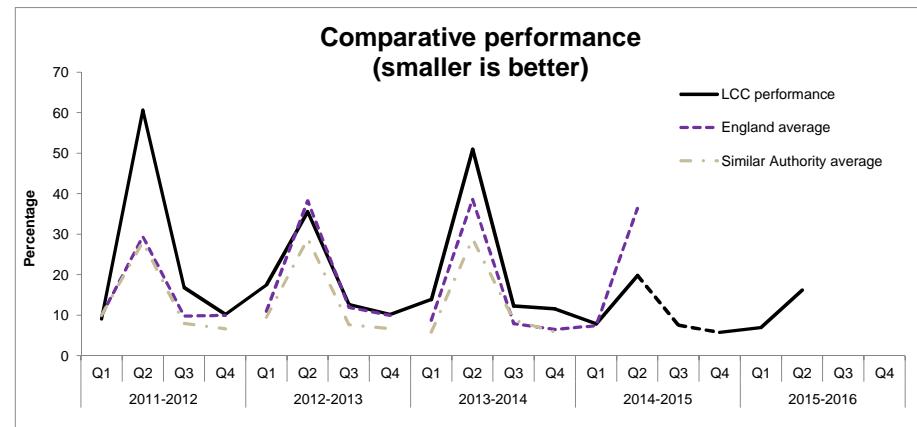
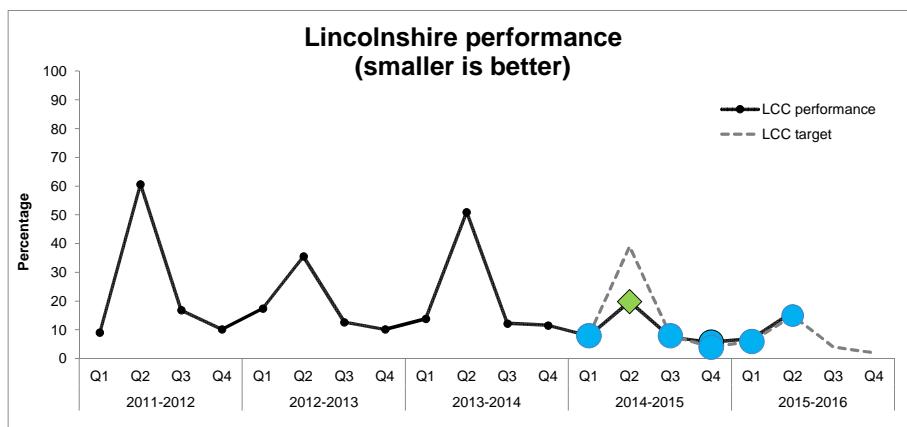
COMPARATIVE DATA SOURCE

No comparative data is available.

Percentage of 16-18 LDD clients with an unknown situation

This indicator is owned by **MAGGIE FREEMAN**

This indicator is not in any wider plans



Comment on latest performance from Maggie Freeman:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

As a vulnerable group we should know the whereabouts of all of the LDD cohort, we have significantly improved recording the whereabouts of these young people versions the universal 16-18s. However I feel that now due to the nature of the cohort we should be aiming to continue this improvement on the number of unknowns and the target for this group should be better than the target for the universal.

2015/2016 TOLERANCE RATIONALE

The tolerance is set to allow some variance in the target and set us within the expected Stat neighbour range

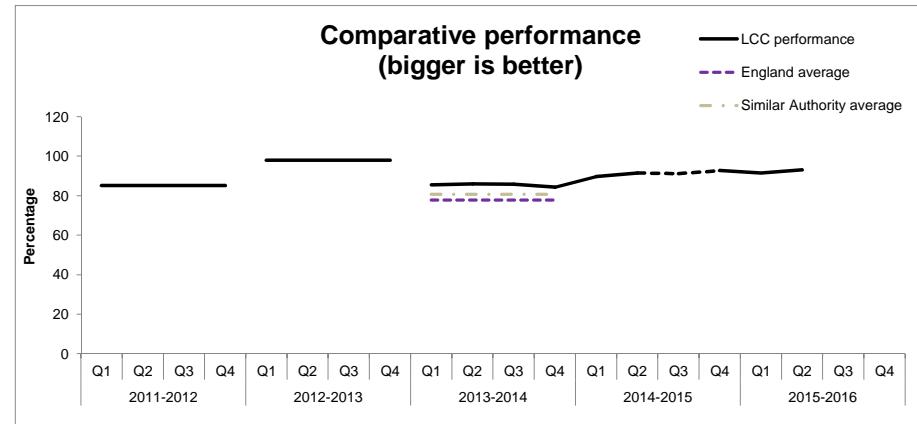
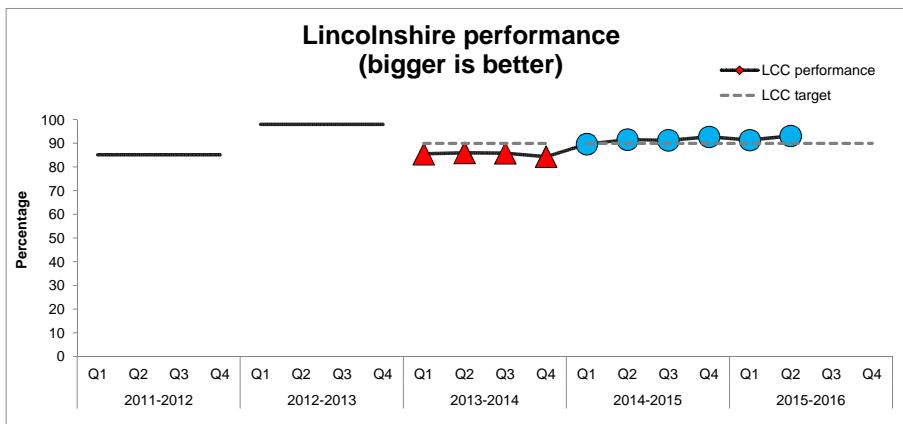
COMPARATIVE DATA SOURCE

National Client Caseload Information System

Care Leavers in suitable accommodation

This indicator is owned by JOHN HARRIS

This indicator is in the COUNCIL BUSINESS PLAN and CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from John Harris:

This performance continues to show a gradual improvement with 93.1% of care leavers in suitable accommodation. Of the 20 considered to be in unsuitable accommodation, 9 are in custody, 1 in a designated bail address and 2 are all rights exhausted. The other 8 are in a range of accommodation including with birth families and friends. They leaving care service continue to work with these individuals to promote moves into more suitable accommodation. There are no care leaves in Bed and Breakfast accommodation.

2015/2016 TARGET RATIONALE

Target to remain the same as previous year, we are above both national and similar authority average.

2015/2016 TOLERANCE RATIONALE

Upper tolerance set at the level achieved by Lincolnshire in 2013.

Lower tolerance set to accommodate an improvement on 2014 performance but keep us above Stat neighbours.

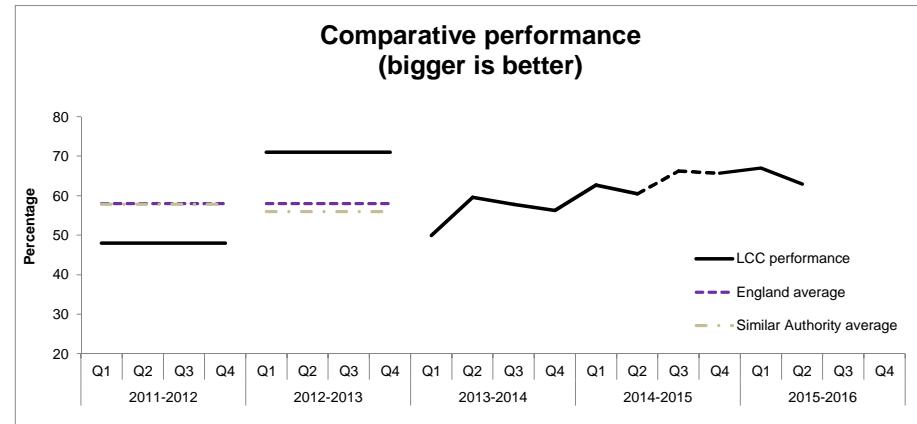
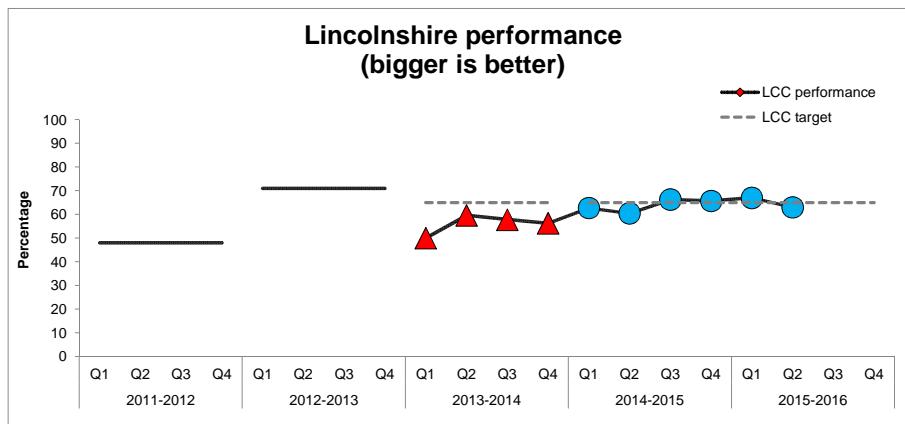
COMPARATIVE DATA SOURCE

Local Area Interactive Tool

Care Leavers in suitable employment, education or training

This indicator is owned by JOHN HARRIS

This indicator is in the CHILDREN AND YOUNG PEOPLE'S PLAN



Comment on latest performance from John Harris:

No comment is required as this measure is within tolerance.

2015/2016 TARGET RATIONALE

Target to remain the same as previous target. Comparative information is only up to 2013. Looking at the previous comparative information, it has been stable around the 58 mark for national and 56 for similar authorities.

2015/2016 TOLERANCE RATIONALE

Upper tolerance set at 3% to aim to regain position in Quartile Band A again.

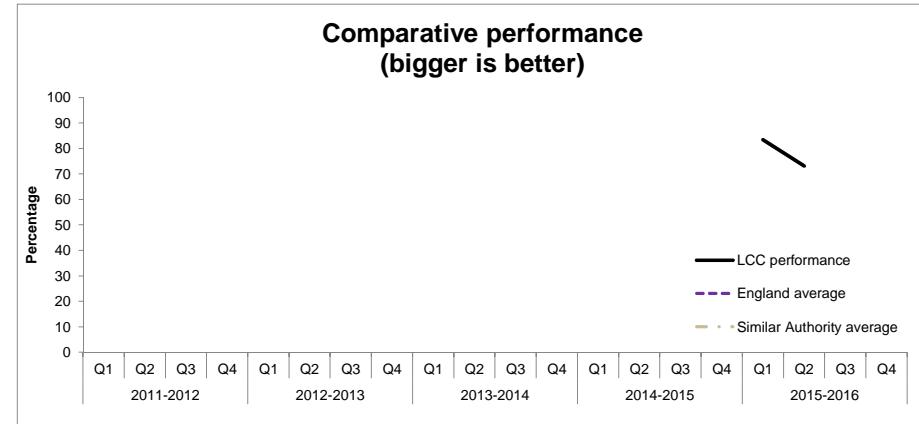
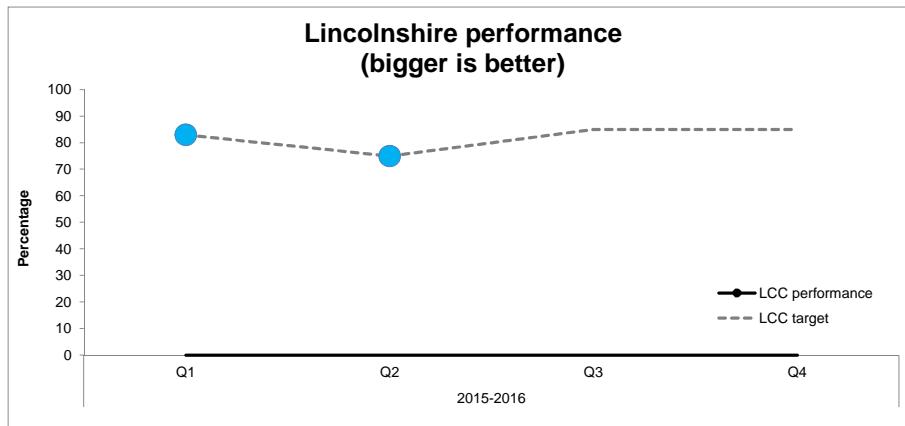
Lower tolerance set to maintain position achieved in 2014 – trend data is showing a downward trend between 2013 and 2014.

COMPARATIVE DATA SOURCE

Local Area Interactive Tool

Percentage of 16 - 18 year olds Participating in Learning

This indicator is owned by MAGGIE FREEMAN
This indicator is in the COUNCIL BUSINESS PLAN



Comment on latest performance from Maggie Freeman:

Performance is in line with target. Traditionally the participation figure is lower at this time of the academic year due to the fact that information regarding students' enrolments at colleges, schools and other providers is still being gathered, hence the slightly lower target than at Q1 or Q3. Year on year the timeliness of receipt of this information from schools, colleges and providers is improving therefore enabling a fuller picture earlier in the academic year.

2015/2016 TARGET RATIONALE

2015/2016 TOLERANCE RATIONALE

COMPARATIVE DATA SOURCE

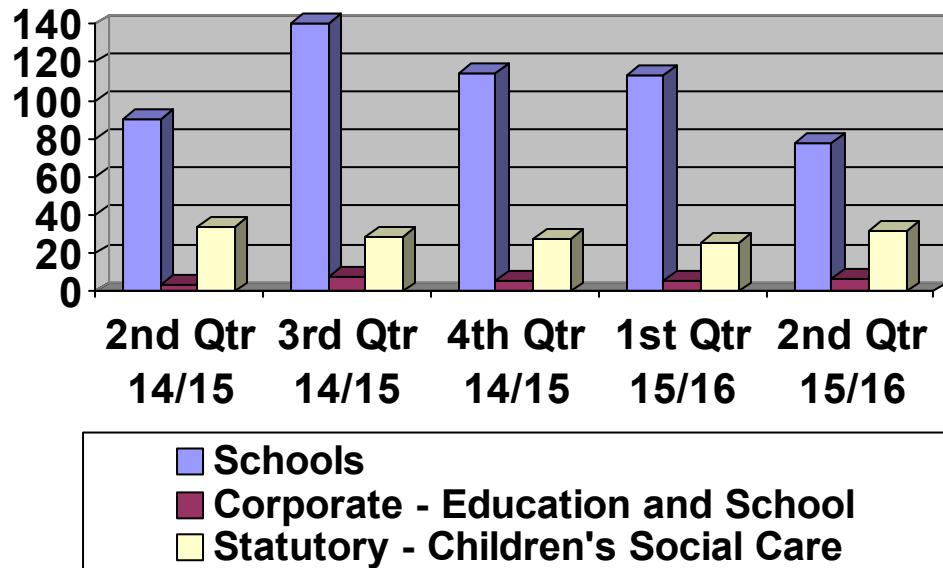
National Client Caseload Information System

Customer Satisfaction Information – Scrutiny Committees

Children and Young People Scrutiny Committee		
Date Range for Report	1 st July – 30 th September 2015 (1 st April – 30 th June 2015)	
Total number of complaints received across all LCC service area.	227 (218)	
Total number of complaints relating to Children and Young People Scrutiny Committee	117 (145)	
Total number of compliments relating to Children and Young People Scrutiny Committee	13 (8)	
Total Service Area Complaints	Schools	78 (113)
	Corporate – Education and School	7 (6)
	Statutory - Children's Care	32 (26)
Schools Complaint Reason Codes	Admission issue	1 (0)
	Allegation against Head Teacher	1 (4)
	Allegation against other school staff	3 (16)
	Attendance Issues	6 (2)
	Bullying – Homophobic	0 (0)
	Bullying – Gender	1 (0)
	Bullying – Racial	1 (0)
	Bullying – SEN	0 (2)
	Bullying – Social Media	1 (0)
	Bullying Issue	6 (9)
	Class/School Organisation	12 (9)
	Equality Issue	1 (0)
	Exclusion Issue	6 (5)
	Inconsistency in application of rules	0 (4)
	Meals/Snacks/Drinks	0 (3)
	Medical	4 (10)
	Other	3 (7)
	Parental responsibilities/rights	4 (8)
	Procedural Irregularity	7 (9)
	Racial Issues	3 (9)
	School Neighbours	2 (0)
	School Uniform	2 (2)
	SEN	6 (5)
	Social Media Abuse	2 (2)
	Truancy Issues	0 (0)
	Unfair treatment by staff	5 (7)
	No category selected	1 (0)
Corporate – Education and	Age	0 (0)

School Complaint Reason Codes		
	Breach of confidence	0 (0)
	Conduct/Attitude/Rudeness of staff	0 (0)
	Delayed Assessment of Service request	0 (0)
	Disability	0 (0)
	Disagree with policy	4 (0)
	Disagree with Procedure	1 (4)
	Insufficient Information Provided	0 (0)
	Other	1 (0)
	Procedure not Followed	0 (0)
	Procedural - Other	0 (2)
	Service Delay	1 (0)
Statutory - Children's Care Complaint areas Area information not available this quarter due to no database for statutory complaints	Statutory - Children's Care	32 (26)
Service Area Compliments	Schools	0 (0)
	Corporate - Children's	1 (0)
	Statutory - Children's Care	12 (8)
How many LCC Corporate complaints have not been resolved within service standard		8 (8)
Number of complaints referred to Ombudsman		12 (7)

Total Complaint Receipts by Quarter



Summary

LCC Overview of Complaints

The total number of LCC complaints received this Quarter (Q2) shows a 4% decrease on the previous quarter (Q1). When comparing this Quarter with Q2 of 2014/15, there is a 3% decrease when 235 were received.

Children's and Young People's Services Overview of Complaints

Children's and Young People's Services received a 19% decrease (28 complaints) in the number of complaints received compared to Quarter 1. When comparing this with Quarter 2 of 2014/15, there is a 9% decrease when 128 complaints were received.

This Quarter, schools make up 67% of the total complaints received, with statutory complaints at 27% and corporate at 6%. In Quarter 2 of 2014/15, schools made up 70% of total complaints with statutory at 27% and corporate at 3%.

School Complaints

The volume of complaints received for Quarter 2 (78) is lower than Q2 of 2014/15 when 90 were received. Quarter 2 of 15/16 is generally higher than Quarter 2 of 2013/14 (43) and 2011/12 (58) and is broadly in line with Quarter 2 of 2012/13 (70). This Quarter is usually the lowest owing to the closure of schools for the six week summer break.

Complaints about 'Classroom / School Organisation' represents the highest single reason for contact with Lincolnshire County Council (12). 4 of these complaints concern a single institution, 4 represent complaints about two schools (two each), with the other 4 representing single complaints about four separate schools. Concerns about the three with multiple complaints are currently being addressed by DMT.

Medical complaints (4) are in line with the previous average of 4 per quarter prior to the imposition of new duties on schools to meet medical needs. This may suggest that things are settling as these duties become embedded into schools' practice.

Bullying complaints (9) are lower than for most previous Quarter 2 reports and do not show any pattern or clustering across schools.

SEN complaints (6) are broadly in line with Quarters 2 for 2014/15 (6), 2013/14 (2), 2012/13 (6) and 2011/12 (1), and show a reduction since the spike immediately after the implementation of the new reforms. Three of the complaints relate to one school and two of these are by the same parent. Support was provided to the school to address parents' concerns.

Education and School (Corporate) Complaints

Education and School corporate complaints received 7 complaints this Quarter. 5 of these complaints were regarding school admissions and the mid year application process. All five of the complaints were regarding a delay in getting a school place. The remaining 2 complaints were regarding provision of transport and Special Education Needs provision at school.

Out of the 7 complaints, none were recorded as substantiated, 4 were recorded as partially substantiated and 3 complaints were recorded as not substantiated. Actions taken from the partially substantiated complaints included addressing staff performance and changes/improvement of processes.

Children's Care (Statutory) Complaints

Complaint receipts in Quarter 2 for Children's Social Care have increased by 6 complaints. From the 32 complaints received this quarter, 2 complaints were substantiated, 12 were partly substantiated and 18 were not substantiated.

Nature of Substantiated complaints	Improvements or changes implemented as a result of customers complaint
Lack of contact from social worker.	Reminder in team meetings to check workers diaries for commitments if they are absent from work.
Assessment report incorrect.	Individual support and training for the social worker to develop skills and knowledge.

Nature of partially substantiated complaints	Improvements or changes implemented as a result of customers complaint
5 complaints regarding conduct/attitude of social workers.	Discussion with workers both in supervision and in team meetings regarding confidentiality, skill development and general conduct.
2 complaints regarding lack of contact from Children's Services.	Reminder regarding timely communication.
Discrepancies in social care assessments.	Individual and team reminders to ensure any additional notes are added onto ICS.
Lack of post adoption support.	Prompted a review of the system for responses in adoption support. System is to be reviewed, to ensure that appointments are more timely and effective.
Breach of confidentiality.	No improvements/changes - clarification provided to the complainant.
Core group meeting and subsequent minutes.	Reminder to social workers to ensure visits completed within timescale. New notes have been provided to the complainant.
Breach of DPA.	Information Governance training to be completed.

The main theme of the unsubstantiated complaints this Quarter, was regarding complaints made against social workers. Out of the 18 complaints which were recorded, 10 of these were regarding conduct/attitude of social workers. There were no other themes identified this Quarter.

Overall Children's and Young People Compliments

This Quarter, Children & Young People received 13 compliments which is an increase of 5 compliments from last Quarter when 8 were received.

Education and School (Corporate) Compliments

This Quarter, Education and School Corporate received 1 compliment. This was regarding assistance to resolve a work permit application.

Children's Care (Statutory) Compliments

Statutory Children's Care received 12 compliments this Quarter. The compliments were regarding:

- 11 compliments for social workers/children's services staff for their support and help. These have been received from both families and other professionals
- Compliment for a successful event in the South West Ward

Ombudsman Complaints

In Quarter 2 of 2015/16, 12 complaints were registered with the Ombudsman. 6 of these complaints were recorded against Children and Young People.

3 complaints were recorded against Statutory Children's Care and were regarding:

- Failure by the council to protect a child from potential/likely abuse
- Failure to provide information to complainant about their daughter
- Refusal to provide requested information

At present, 2 of these are open and 1 decision has been received to refer to the ICO (Information Commissioner's Office) due to being outside jurisdiction.

3 complaints were recorded against Education and Schools and were all regarding school transport. At present, all 3 of these are open.

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Table 1a/1b: Schools/Pupils in Schools rated Outstanding or Good

Schools Outstanding or Good	CS51	Pupils in Outstanding or Good	CS50
298	85.4%	82,715	81.7%

Table 2a/2b: Count and percentage of schools by Phase and Overall Effectiveness Category

Phase	Outstanding	Good	Requires Improvement	Inadequate	Total
All-through	-	-	1	-	1
Free School	-	1	-	-	1
Nursery	3	2	-	-	5
Primary	37	198	33	1	269
PRU	-	1	-	1	2
Secondary	13	23	12	3	51
Special	8	12	-	-	20
Total	61	237	46	5	349

Phase	Outstanding	Good	Requires Improvement	Inadequate	
All-through	-	-	100%	-	
Free School	-	100%	-	-	
Nursery	60%	40%	-	-	
Primary	14%	74%	12%	0%	
PRU	-	50%	-	50%	
Secondary	25%	45%	24%	6%	
Special	40%	60%	-	-	
Total	17%	68%	13%	1%	

Table 3a/3b: Count and percentage of pupils by Phase and Overall Effectiveness Category

Phase	Outstanding	Good	Requires Improvement	Inadequate	Total
All-through	-	-	1001	-	1001
Free School	-	119	-	-	119
Nursery	363	196	-	-	559
Primary	9515	####	7217	211	52910
PRU	-	-	-	261	261
Secondary	14367	####	7935	1935	44721
Special	658	1046	-	-	1704
Total	24903	####	16153	2407	101275

Phase	Outstanding	Good	Requires Improvement	Inadequate	
All-through	-	-	100%	-	
Free School	-	100%	-	-	
Nursery	65%	35%	-	-	
Primary	18%	68%	14%	0%	
PRU	-	-	-	100%	
Secondary	32%	46%	18%	4%	
Special	39%	61%	-	-	
Total	25%	57%	16%	2%	

Table 4: Schools not yet inspected

DfE Number	School Name	Number on Roll
9252014	Beacon Primary Academy	58
9252016	Elsea Park Primary School	51
9252018	Castle Wood Academy	-
9252021	Wygates Park Academy	40
9252023	Weston St Mary CE Primary School	41
9252024	Grantham The Isaac Newton Primary School	346
9252027	St Giles Academy	444
9252035	Ingoldsby Wood Academy	44
9252168	Keelby Primary School	182
9254008	Lincoln University Technical College	140
9254011	Tattershall The Barnes Wallis Academy	282
9254013	Thomas Middlecott Academy	476
Total:		2104

Table 5: Schools currently judged to be Inadequate and/or under an Interim Executive Board

DfE Number	School Name	Academy Sponsor	Status	Time in Special Measures	Number on Roll	Comment
9252247	Gainsborough Benjamin Adlard Community School	CIBT Schools Trust	Inadequate	-	211	Went into Special Measures Nov 2014.HMI 5/03/2015, academy plan fit for purpose. Successful recruitment of head of school. HMI recognised improved teaching and learning and leadership and management. They are working within the partnership of a MAT it continues to be monitored within the Academy protocol.
9255416	Sir John Gleed School	CIBT Schools Trust	Inadequate	199 days	1320	School judged as Serious Weaknesses Spring 2015. Outcomes still cause for concern.
9251105	The Lincolnshire Teaching and Learning Centre	-	Inadequate	247 days	261	The LTLC was judged to remain in Special Measures following HMI visit 13 & 14/10/15; still not allowed to recruit NQTs. Although additional members, management committee still not correctly constituted. Some green shoots of improvement are evident across sites.
9254061	North Somercotes The Birkbeck School	-	Inadequate	248 days	262	School made progress on outcomes in 2015. Due to be sponsored by Tollbar MAT 1st Nov 2015
9254062	Cherry Willingham Community School	-	Inadequate	108 days	353	CW placed in special measures following inspection June 2015. Main issue safeguarding. Many aspects of report now addressed. Sponsor solution being sort. School outcomes improved since 2014. Now above floor standard.
9252220	Theddlethorpe Primary School	-	IEB	-	72	An Interim HT was appointed in Jan 2015, HMI visit Feb reported that the changes made so far have been worthwhile and are beginning to have an effect. An external review judged school to be RI Sept 2015.
9253137	Saltfleetby CE Primary School	-	IEB	-	29	This school has been judged by an external review to be likely to go into Serious Weaknesses should it be inspected, Sept 2015. The school is currently going through public consultation to explore the possibility of closure.
				Total	2508	

**By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.**

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Agenda Item 9



Policy and Scrutiny

Open Report on behalf of Richard Wills, the Director responsible for Democratic Services

Report to:	Children and Young People Scrutiny Committee
Date:	27 November 2015
Subject:	Children and Young People Scrutiny Committee Work Programme 2016

Summary:

This item enables the Children and Young People Scrutiny Committee to consider its own work programme for the coming year.

Actions Required:

- (1) To comment and agree on the content of the work programme, as set out in Appendix A to this report.
- (2) To note the content of the Children's Services Forward Plan, as set out in Appendix B to this report.

1. Background

Current Work Programme

At every meeting of the Committee, Members are invited to consider their future Work Programme and to agree on items to be included in the Work Programme. The current work programme for the Committee is attached at Appendix A to this report.

Forward Plan

Also attached at Appendix B for the Committee's consideration is a list of the intended decisions of the Executive or Executive Councillor for Adult Care and Health Services, Children's Services, which fall within the remit of the Children and Young People Scrutiny Committee.

Scrutiny Activity Definitions

Set out below are the definitions used to describe the types of scrutiny, relating to the items:

Budget Scrutiny - The Committee is scrutinising the previous year's budget, the current year's budget or proposals for the future year's budget.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Consultation - The Committee is responding to (or making arrangements to respond to) a consultation, either formally or informally. This includes pre-consultation engagement.

Status Report - The Committee is considering a topic for the first time where a specific issue has been raised or members wish to gain a greater understanding.

Update Report - The Committee is scrutinising an item following earlier consideration.

Scrutiny Review Activity - This includes discussion on possible scrutiny review items; finalising the scoping for the review; monitoring or interim reports; approval of the final report; and the response to the report.

2. Conclusion

That consideration is given to the content of this report.

3. Consultation

a) Policy Proofing Actions Required

No policy proofing is required for this report.

4. Appendices

These are listed below and attached at the back of the report					
Appendix A	Children and Young People Scrutiny Committee Work Programme				
Appendix B	Children's Services Forward Plan				

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Tracy Johnson, who can be contacted on 01522 552164 or Tracy.Johnson@lincolnshire.gov.uk.

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Theme: “**That every child, in every part of the county should achieve their potential”**

Chairman: Councillor John Hough
 Vice Chairman: Councillor Ray Wootten

15 January 2016		
Item	Contributor	Purpose
Children's Services Budget 2015/16 and 2016/17	Debbie Barnes Executive Director of Children's Services	Budget Scrutiny
Proposal to close the Mablethorpe site of Monks' Dyke Tennyson College	Heather Sandy Chief Commissioning Officer - Learning	Pre-Decision Scrutiny (Executive Councillor decision on 29 January 2016)
2016/17 contract with Lincolnshire Community Health Services NHS Trust for Health Visiting, Family Nurse Partnership, School Nursing and Antenatal Weight Management	Charlotte Gray Commissioning Officer	Pre-Decision Scrutiny (Executive decision on 1 December 2015)
Outcomes from School Improvement Working Group	Cllrs Mrs Jackie Brockway and Sarah Dodds and Emma Olivier-Townrow Working Group Members	Member Report
Corporate Parenting Panel Update	Cllr David Brailsford Chairman of the Panel	Member Report
Exclusion Strategy	John O'Connor Children's Service Manager – Education Support	Status Report

4 March 2016		
Item	Contributor	Purpose
Review of the Council's Home to School Transport Policy in relation to Discretionary Grammar School Transport – Final Report	Tracy Johnson Senior Scrutiny Officer	Scrutiny Review Activity
Proposal to consider the potential closure of Saltfleetby CE Primary School (final decision)	John O'Connor	Pre-Decision Scrutiny (Executive Councillor decision on 18 March 2016)

4 March 2016		
Item	Contributor	Purpose
School Performance 2015	Keith Batty Director of CfBT Education Services	Performance Scrutiny
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Theme Performance: Quarter 3	Sally Savage	Performance Scrutiny
Additional Item		

15 April 2016		
Item	Contributor	Purpose
Implementation of SEND Reforms – Lessons Learned and Progress Report	Sheridan Dodsworth Children's Service Manager – SEND John O'Connor	Status Report
Corporate Parenting Panel Update	Cllr David Brailsford Chairman of the Panel	Member Report
Additional Item		

Theme Outcomes

The Children and Young People Scrutiny Committee is aligned to the five principles set out in the Children and Young People's Plan 2012-2015:

- 1. Early Intervention and Prevention**
 - Strong universal services, providing early action and intensive support to vulnerable children and young people.
- 2. Safeguarding and Best Start in Life**
 - Ensuring children are safe in every environment.
 - Encouraging community responsibility for safeguarding.
- 3. Aspiration and Well Being**
 - Ensuring all those working with children champion the importance of aspiration.
 - Develop self-esteem, self-belief and resilience in all children, young people and their families.
- 4. Learning and Achievement**
 - All children being the best that they can be.
 - Closing the gap between vulnerable groups and children living in disadvantaged communities.

5. Best Use of Resources

- Integrating delivery with a focus on outcomes, life chances and opportunities.
- Effective use of resources to provide better services locally.
- Empower communities, creating opportunities for them to engage.

For more information about the work of this Committee please contact Tracy Johnson,
Senior Scrutiny Officer, on 01522 552164 or by e-mail at
tracy.johnson@lincolnshire.gov.uk

FORWARD PLAN OF DECISIONS RELATING TO CHILDREN'S SERVICES FROM 1 DECEMBER 2015

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW TO COMMENT ON THE DECISION BEFORE IT IS MADE AND THE DATE BY WHICH COMMENTS MUST BE RECEIVED	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I010050	Re-procurement of SEND Home to School Transport	1 December 2015	Executive Councillor: Adult Care and Health Services, Children's Services	Schools, Parents/Carers of Children with SEND, LPCF, Transport Providers, Pupils with SEND	Exempt Report	Group Manager - PTU Tel: 01522 553147 Email: anita.ruffle@lincolnshire.gov.uk	Executive Councillor: Adult Care and Health Services, Children's Services and Executive Director of Children's Services	Yes	All Divisions
I010051	Proposal to consider the potential closure of Saltfleetby CE Primary School (decision to go to Statutory Notice)	8 December 2015	Executive Councillor: Adult Care and Health Services, Children's Services	Interested parties as DfE guidance including parents, school staff, neighbouring schools, County, Parish and District Councils, MPs, Trade Unions and Diocese	Report	Admissions and Education Provision Manager Tel: 01522 553535 Email: matthew.clayton@lincolnshire.gov.uk	Executive Councillor: Adult Care and Health Services, Children's Services and Executive Director of Children's Services	No	Louth Marsh; South North; Louth Rural North; Louth South; Louth
I010172 New!	Proposal to expand capacity at Lincoln Fortuna School (Final Decision)	18 December 2015	Executive Councillor: Adult Care and Health Services, Children's Services	Interested parties as DfE guidance including parents, school staff, neighbouring schools, County and District Councils, MPs, Trade Unions and Diocese	Report	Admissions and Education Provision Manager Tel: 01522 553535 Email: matthew.clayton@lincolnshire.gov.uk	Executive Councillor: Adult Care and Health Services, Children's Services and Director of Adult Care	Yes	Lincoln Birchwood; Lincoln Boultham; Lincoln Bracebridge; Lincoln East; Lincoln Glebe; Lincoln Hartsholme; Lincoln Moorland; Lincoln North; Lincoln Park; Lincoln West
I009947	Proposal to close the Mablethorpe site at Monks' Dyke Tennyson College - Final Decision	29 January 2016	Executive Councillor: Adult Care and Health Services, Children's Services	Interested parties consulted by the Governing Body as DfE guidance including parents, school staff, neighbouring schools, County and District Councils, MPs, Trade Unions and Diocese	Report	School Organisation Planning Manager Tel: 01522 553535 Email: matthew.clayton@lincolnshire.gov.uk	Executive Councillor: Adult Care and Health Services, Children's Services and Executive Director of Children's Services	Yes	Louth Marsh; South North; Louth Rural North; Louth South; Louth Wolds; Mablethorpe