

AGENDA

Meeting: Children's Select Committee
Place: Council Chamber, Monkton Park, Chippenham
Date: Thursday 31 May 2012
Time: 10.30 am

Please direct any enquiries on this Agenda to Roger Bishton, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713035 or email roger.bishton@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Paul Darby	Cllr Russell Hawker
Cllr Andrew Davis	Cllr Jon Hubbard
Cllr Peter Davis	Cllr Jacqui Lay
Cllr Peggy Dow	Cllr Bill Moss
Cllr Peter Fuller	Cllr Sheila Parker
Cllr Mark Griffiths	Cllr Carole Soden
Cllr Mollie Groom	

Substitutes:

Cllr Christopher Devine	Cllr Helen Osborn
Cllr Nick Fogg	Cllr Jeff Osborn
Cllr Tom James MBE	Cllr William Roberts
Cllr John Knight	

Non-Elected Voting Members:

Rev Alice Kemp	Parent Governor Representative (SEN)
Mr Neil Owen	Parent Governor Representative (Secondary)
Mrs Rosheen Ryan	Parent Governor Representative (Primary)
Dr Mike Thompson	Clifton Diocesan RC Representative

Non-Elected Non-Voting Members:

Mrs Di Dale	Further Education Representative
Mr Chris Dark	Secondary Schools Headteacher Representative
Mrs Judith Finney	Primary School Headteacher Representative
Mr John Hawkins	School Teacher Representative
Kaylum House	Children & Young People's Representative

PART I

Items to be considered whilst the meeting is open to the public

1 **Membership**

To report the membership appointed by the Council (as printed on the front page).

2 **Apologies**

3 **Election of Chairman**

To elect a Chairman for the ensuing year.

4 **Election of Vice-Chairman**

To elect a Vice-Chairman for the ensuing year.

5 **Declarations of Interest**

To receive any declarations of personal or prejudicial interests or dispensations granted by Standards Committee.

6 **Chairman's Announcements**

7 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm on Thursday 24 May 2012**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

8 **Terms of Reference** (Pages 1 - 4)

- i) To note the Terms of Reference for the Children's Select Committee as agreed by Full Council on 15 May 2012 as follows:
- Deliver the children's services elements of the overall work programme (as directed by the Management Committee) in line with the overview and scrutiny procedure rules set out in the Constitution
 - Membership to include co-opted voting parent governor and church representatives in accordance with the Constitution
 - Report and make recommendations to the Management Committee through its minutes
 - Establish ad hoc task groups
 - Six meetings per year will be fixed in the Council diary
- ii) To receive details of the new arrangements agreed by Council on 15 May in the form of a revised structure chart and summary of improvements and developments.

9 **Legacy Issues and Development of Future Work Programme** (Pages 5 - 6)

A discussion document will be presented to the Overview & Scrutiny Management Committee at its first meeting to be held on 30 May 2012. This is attached for information and an update will be given at the meeting.

10 **Final Report of the Further Education in the Salisbury Area Task Group**

The Final Report of the Further Education in the Salisbury Area Task Group is circulated separately from the Agenda pack.

This Task Group was established to undertake a review of the post-16 education available in the Salisbury area. This followed a visit by several members of the Committee to three secondary schools that are co-located in the Laverstock area of Salisbury. During the visit, a number of students and staff expressed a wish for the schools to have their own joint sixth form provision. The Committee had also received reports of significant numbers of students from the Salisbury area travelling large distances, often outside of Wiltshire, to access post-16 education and it was this broader issue that the Task Group was later established to consider.

The Chairman of the Task Group, Dr Mike Thompson, will give a brief presentation introducing the report, followed by an opportunity for questions and discussion. Members are asked to consider and endorse the recommendations

of the Task Group, which are listed on page 54 of the report. These will then be referred to the Cabinet Member for Children's Services formal response at the Committee's next meeting (26th July).

11 **Wiltshire's Readiness To Meet The New Requirements For Raising The Participation Age (RPA)** *(Pages 7 - 34)*

A report from Carolyn Godfrey, Corporate Director, providing an overview of Wiltshire's readiness to meet the new statutory duties for Local Authorities set out in the Education and Skills Act 2008, to Raise the Participation Age (RPA). These duties increase the minimum age at which young people in England can leave learning, requiring them to continue in education or training until the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015. The report was requested at the Committee's March meeting.

Julie Cathcart, Head of School Improvement, will attend to answer members' questions.

The Committee is asked to note the report and comment as appropriate.

12 **Ofsted Inspection of Safeguarding and LAC Services and DfE Adoption Scorecard** *(Pages 35 - 102)*

A report from Carolyn Godfrey, Corporate Director, informing members of the March 2012 Ofsted inspection of Safeguarding and Looked After Children services in Wiltshire and the Department for Education Adoption Scorecard.

Ofsted's multi-agency inspection took place between 5th and 16th March and involved case audits, interviews with staff and managers, focus groups with a range of stakeholders including children and families. The inspection looked at the contribution made by all agencies to ensure that children and young people are properly safeguarded and the quality of service provision for looked after children and care leavers. The report was published on 24th April 2012 and is attached as Appendix 1 to the report.

NB: On 29th March, the Committee established the Safeguarding Children and Young People Task Group, which met for the first time on 3rd May and considered the Ofsted report and the various proposals for improving safeguarding arrangements in Wiltshire, plus agreeing the Group's scope and terms of reference. These are proposed for Committee endorsement under Item 16 – Task Group update and it is anticipated that the Task Group will take the lead in scrutinising all safeguarding and looked after children issues.

The Committee is therefore requested to note the information provided and refer specific issues for further exploration to the Safeguarding Children & Young People Task Group.

13 **Coalition update March to May 2012** (Pages 103 - 108)

A report from Carolyn Godfrey, Corporate Director, on developments relating to children's services arising from the Coalition Government.

14 **Report of the Family Information Service rapid scrutiny exercise** (Pages 109 - 118)

A report presenting the conclusions and recommendations of the Family Information Service rapid scrutiny exercise established by the Children's Services Select Committee on 29th March and held on 11th May. Cllr Jon Hubbard was elected as Lead Member.

On 29th March 2012, the Children's Services Select Committee received a report from Carolyn Godfrey, Corporate Director, on a review of the Family Information Service and Parent Partnership Service. The review had concluded that there was significant duplication around provision of information for parents and carers, particularly parents and carers of children with disabilities/special educational needs. It was decided that significant changes to the FIS and PPS service specifications and contracts were therefore required and proposed a number of changes that reduced the service specifications in the Council's contract with Ask and the level of funding to be provided.

At the time of the Committee meeting on 29th March, a final decision had not been made as to the continuation of the Council's contract with Ask and the level of funding to be provided in the future. The Committee resolved to undertake a rapid scrutiny exercise to explore further the nature of any duplication in the provision of the Family Information Service and plans for how the service will be provided in future.

The Committee is asked to endorse the recommendations of the Rapid Scrutiny Group and refer them to the Cabinet Member for Children's Services for response.

15 **Multi-Agency Thresholds document - update** (Pages 119 - 128)

A report from Carolyn Godfrey, Corporate Director, providing an update on progress with implementation of the Multi-Agency Thresholds Document (MATD), which sets out processes for accessing support for children and young people with additional needs.

This was first brought to the Committee in September 2011 and members requested an update six months hence.

Members are asked to note the report and comment as appropriate.

Julie Cramp, Service Director for Commissioning and Performance, will attend to answer members' questions.

16 **Task Group update** *(Pages 129 - 132)*

The Committee is asked to note the attached report providing an update on Task Group activity.

17 **Forward Work Programme** *(Pages 133 - 138)*

To note the Committee's forward work programme.

18 **Urgent Items**

Any other items of business which the Chairman agrees to consider as a matter of urgency.

19 **Date of Next Meeting**

26 July 2012

PART II

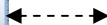
Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None

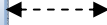
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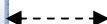
CABINET



AUDIT COMMITTEE



AREA BOARDS



**EVOLVING BODIES:
HEALTH & WELL-BEING BOARD -
POLICE AND CRIME PANELS**

Page 1

OVERVIEW & SCRUTINY MANAGEMENT COMMITTEE

- Overall management of the OS function in line with the articles and overview and scrutiny procedure rules set out in the Constitution (including call-in of Executive decisions and councillor requests for reviews)
- Co-ordination of the overall work programme (aligned to Council priorities)
- Lead the working relationship with the Executive (based on agreed core values)
- Establish sub-committees/endorse the formation of task groups/appoint representatives to project boards and delegate responsibility as appropriate
- Assign dedicated OS resources (officer team and budget)
- Overview / policy development and scrutiny of policy framework and corporate/organisational matters
- Overview / policy development and scrutiny of Business Plan- annual review & periodic performance monitoring
- Membership should include the chairmen of any standing committees

BUDGET TASK GROUP (Standing)

- Review and scrutinise revenue and capital budgets
- Manage the arrangements for the annual overview of budget proposals
- Report periodically to the Management Committee as necessary
- Membership to be drawn from the Management Committee



HEALTH SELECT COMMITTEE

- Deliver the health and adult social care elements of the overall work programme (as directed by the Management Committee) in line with the articles and overview and scrutiny procedure rules set out in the Constitution including the statutory powers of Health Scrutiny
- Membership to include co-opted non-voting stakeholder representatives as appropriate
- Report and make recommendations to the Management Committee through its minutes
- Establish ad hoc task groups
- Six meetings per year will be fixed in the Council diary

CHILDREN'S SELECT COMMITTEE

- Deliver the children's services elements of the overall work programme (as directed by the Management Committee) in line with the overview and scrutiny procedure rules set out in the Constitution
- Membership to include co-opted voting parent governor and church representatives in accordance with the Constitution
- Report and make recommendations to the Management Committee through its minutes
- Establish ad hoc task groups
- Six meetings per year will be fixed in the Council diary

ENVIRONMENT SELECT COMMITTEE

- Deliver the environmental services elements of the overall work programme (as directed by the Management Committee) in line with the articles and overview and scrutiny procedure rules set out in the Constitution
- Report and make recommendations to the Management Committee through its minutes
- Establish ad hoc task groups
- Six meetings per year will be fixed in the Council diary

OVERVIEW & SCRUTINY TASK GROUPS



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Council's decision on the review of overview and scrutiny arrangements included the following improvements/developments:

Core Values in the working relationship between the Executive and OS functions:

- Mature and harmonious working relationships to provide for open and constructive challenge in the style of a critical friend.
- OS should be an integral part of decision-making in order to minimise delays and frustrations.
- OS should add value to decision-making and focus on the big, important matters to the Council and communities identified in the Business Plan.
- A “two-way street” for communication to enable OS to develop a complementary work programme to that of the Executive.
- Responsible behaviour and sound practices with OS reviews based on evidence (not anecdote or political bias) fairness, respect and courtesy.
- All members and officers should work together to ensure the efficient transaction of OS business.

Policy and Budget Framework - OS to be consulted in good time prior to submission for formal adoption in accordance with the Constitution.

OS Work Programme to be relevant, balanced, proportionate, timely and outcome focused. Higher proportion of policy development work including cross-cutting themes linked to the Council's priorities in the Business Plan. Overall responsibility of the Management Committee.

Task Groups recognised as being both effective and rewarding and therefore to feature prominently in the new arrangements.

Added Value to be achieved through concentrating on less topics, more in-depth reviews particularly on matters agreed as priorities with Cabinet.

Budget Scrutiny to be dealt with through a dedicated standing task group of the Management Committee.

Legacy business - the approach to ongoing legacy business from the old arrangements to be determined by the Management Committee.

ELT Working Party to support the implementation of the revised arrangements.

Further review in 18 months of the effectiveness of the revised arrangements.

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REVISED OVERVIEW AND SCRUTINY ARRANGEMENTS

Approach to Legacy Issues from the previous arrangements

- New select committees to review individual work programmes from the previous arrangements as soon as possible and recommend legacy topics to the Management Committee - justifying priority linked to the Business Plan
- Review to be undertaken in consultation with relevant Cabinet Member and corporate/service director(s)
- Any priority items that cannot wait for the above review to be dealt with by the select committee at its first meeting

Approach to development of future Work Programme

- Single work programme for the function overall controlled by the Management Committee – style/layout to be determined
- To be developed in consultation with the Cabinet and CLT/ELT linked to the Business Plan (focusing on policy development and outcomes – what's not how's)
- Select committees to recommend content subject to endorsement by the Management Committee
- Relevant Chairman and Vice-Chairman to set agendas for select committees based on agreed work programme (other communication sources to be used for information/progress items)
- Limit to be placed on the number of task groups to be running at any one time matched to resources and councillor capacity
- Use of “evidence” to develop work programme:
 - Business and Financial Plans
 - “Fishbone” Programme list
 - Performance scorecards (to Cabinet)
 - Cabinet Forward Work Plan
 - Operating Model and Cross-Cutting Themes
 - CLT 90 Day Objectives
 - Invitations by Executive
 - Member requests (including CCfA and Call-in)
 - Audit Committee Work Plan

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Wiltshire Council

Children's Select Committee

31st May 2012

Wiltshire's Readiness To Meet The New Requirements For Raising The Participation Age (RPA)

Purpose of Report

1. This report provides an overview of Wiltshire's readiness to meet the new statutory duties for Local Authorities set out in the Education and Skills Act 2008, to Raise the Participation Age (RPA). These duties increase the minimum age at which young people in England can leave learning, requiring them to continue in education or training until the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015.

Background

2. The Government has set out the purpose of RPA as:
 - giving young people knowledge and skills that the economy need to prosper in the 21 century
 - reducing inequality and closing the achievement gap
 - ensuring participation, with a need for education and training opportunities to provide a good breadth and balance to enable young people to achieve their potential
3. The requirements set out in the Education and Skills Act 2008 in relation to RPA will require that young people remain in education or training. It does not mean however that young people must stay in school. They will be able to choose one of the following options:
 - full-time education, including school sixth form, college or home education
 - work-based learning, such as an Apprenticeship
 - part-time education or training if they are employed, self-employed or volunteering for more than 20 hours a week.
4. Young people who are currently in Year 10 are the first group of young people affected by the change of legislation; these young people will be required to continue in education or training until they are 17. The current group of pupils in year 8 (those who will be 16 in 2015) are the group who will be required to remain in education or training until they are 18 years of age.

5. In Wiltshire, in November 2011, 88.6% of 16 year olds and 83.2% of 17 year olds were participating in education, work based learning or a job with training. By February 2012 the figure for 16 year olds had increased to 90.3% and for 17 years had decreased slightly to 82.3%. The participation data in Wiltshire shows favourable trends with the number of young people entering post 16 education or employment with training rising dramatically from 2007 where it was 64%. Of those leaving Year 11 in 2011 who were in Education, Employment and Training (EET), 88% were in Education (FE or 6th Form). There has been an increase in the take up of apprenticeships by 4% from 2009/10 to a total of 1,137 16-18 year olds accessing apprenticeships in 2010/11. There has been a decline in young people entering employment, 6.2% in 2008 compared to 3.1% in 2011.
6. In Wiltshire, in February 2012, 856 16-18 year olds were not in Education, Employment and Training (NEET) out of a cohort of 15,088 (5.7%). Although participation trends are favourable, the challenge is in moving from this position to one of full participation by 2015 against a background of a weaker economic position and less available funding to support young people continuing in education.
7. To meet the increased demand for places nationally the government has recently confirmed its commitment to increase the funded places for young people's education and training and to raising investment in Apprenticeships. The delivery of additional Apprenticeship places for young people will be assisted by the provision of funding for up to 40,000 incentive payments for small business to take on Apprentices age 16-24.
8. The RPA legislation places two duties on local authorities:
 - i) to promote the effective participation in education and training of young people resident in their area and
 - ii) make arrangements to identify young people in their area who are not participating

Although not a specific duty under RPA the expectation is that local authorities will lead partners as part of their wider responsibility for young people to ensure the identified young people are supported to re-engage in education and training. Further guidance on the specific detail relating to local authority duties is expected shortly following a national consultation on RPA regulations which closed on the 13 April 2012.

Key actions and main consideration for the Council

9. The 13-19 Strategic Board has been leading the Wiltshire Council response to RPA. It has established a strategy group who will oversee the implementation of Wiltshire's RPA Strategy and its subsequent action plan, both of which have been agreed by the 13-19 Strategic Board. The detailed RPA strategy and action plan is as Appendix 1. In summary, Wiltshire RPA Strategy focuses on:
 - a. analysing and understanding each cohort of young people in order to establish targeted activity
 - b. identifying those at risk of not participating and supporting them to participate,

- c. supporting young people in accessing appropriate pathways and progression information
 - d. ensuring education and training provision is in place to meet the needs of all learners, especially those who are vulnerable
 - e. working with employers to identify skills gaps within Wiltshire, support workforce development and support Apprenticeships as a route of participation
 - f. raising awareness of RPA to all audiences
10. The delivery of the action plan will be further enhanced by a successful bid to the Department of Education (DfE) to participate in Phase 4 of the RPA locally-led delivery projects. The project outline and action plan (agreed with the DfE and contained within Appendix 2) have been designed to enhance and extend the Council's existing planning. The project is grant funded by the DfE at £75,000. This current phase of the project is focused on identifying the local challenges and the actions that can be taken to develop approaches to raise awareness and increase participation by 2013/15.
11. The RPA strategy, action plan and the DfE project have collectively identified a number of key performance indicators which will be monitored and reported on regularly via the various accountability structures, including to the DfE. A number of new indicators and tools will be developed as part of the strategy including the development of a 'risk of NEET indicator' (RONI); this indicator will help both providers (schools and the college) and the local authority to identify young people who are at particular risk of becoming NEET. In highlighting those who are most vulnerable, co-ordinated action can be taken to address individual needs. A 'RONI' pilot has been agreed with secondary Headteachers, looking at both the key cohorts and to inform wider practice.
12. A range of other actions are in place to support RPA and these include:
- a. development of a range performance indicators and data sharing protocols for partners and providers
 - b. work with education and training providers regarding the curriculum offer and opportunities and development of increased capacity within key areas of Wiltshire
 - c. improving information access for young people regarding local opportunities, including 'Your Choices' leaflet, website and App
 - d. communication strategy, including a theatre tour and press campaign to ensure young people, parents, employers and the public understand RPA.
 - e. work with employers and other key groups who will be able to support and provide opportunities in addition to those which are already in place.
 - f. increasing the provision and opportunities for those who are already vulnerable, including through the development of Foundation Learning, Key Stage 4 Engagement Programmes, specialist LLDD programmes, monitoring and further development of post 16 engagement programmes through initiatives such as European Social Fund and Youth Contract.

Risk Assessment

13. RPA is a statutory requirement and the Wiltshire RPA strategy and action plan seeks by its nature to secure 100% participation for all young people to the age of 18 from 2015. Rigorous monitoring of the performance indicators, swift action and early intervention will help to secure full participation.
14. From the evidence to date it is anticipated those who need to be the focus of activity are those who are considered to be the most vulnerable against other measures coupled with those who are 17 and 18 year olds.

Financial Implications

15. The immediate financial implications for delivering the strategy and plan are being managed within planned budget and the additional resource (£75,000) from the DfE as part of the awarded bid.
16. As the strategy and plan are delivered there may be some additional financial demands, but it is anticipated that these will be managed within existing resources.

Conclusion and Recommendation

17. The Wiltshire RPA Strategy and action plan is in place with clear lines of accountability and a timeline agreed by the DfE and endorsed by Wiltshire's 13-19 Strategic Board. The implementation of the plan will be monitored and adjustments made in order that the key performance indicator of a 100% participation is secured.
18. The committee is invited to note the contents of the report.

Carolyn Godfrey, Corporate Director

Report Authors: Julie Cathcart; Head of School Improvement (ext 13861) and Tina Pagett; 13-19 Education and Skills Co-ordinator (ext 13650)

Unpublished documents have been relied on in the preparation of this report: None

Appendices

- 1 Wiltshire RPA Strategy and Action Plan.
- 2 Wiltshire RPA DfE locally led delivery project Phase 4 action plan

National Context

The Education and Skills Act 2008 increased the minimum age at which young people in England can leave learning, thus requiring them to continue in education or training to the age of 17 from 2013 and to 18 from 2015. This enforcement will be reviewed annually from 2014. As part of the Spending Review and the White Paper, The Importance of Teaching, the Government confirmed its commitment to raising the participation age (RPA) and in February 2011, the Minister wrote to Directors of Children's Services setting out the Government's continuing commitment to RPA.

Raising the participation age (RPA) does not mean young people must stay in school; they will be able to choose one of the following options: full time education, such as school, college or home education, work-based learning such as an Apprenticeship, part-time education or training if they are employed, self employed or volunteering for more than 20 hours a week. 'Participating' would mean working towards recognised qualifications

Raising the Participation Age (RPA) aims to achieve three key priorities:

1. Giving young people knowledge and skills that the economy need to prosper in the 21st century

The UK needs a more highly skilled workforce to enable it to compete in the global economy. By 2020, there will be three million fewer lower skilled jobs than there are today. By increasing the number of young people who gain a higher level qualification through Raising the Participation Age (RPA) young people will have a better chance of taking an active part in the increasingly competitive employment market, reaping economic benefits for the country and improving life chances of the young people and their future families.

2. Reduce inequality

Closing the achievement gap so that all have an opportunity to succeed irrespective of gender, race, disability of background. This is especially true for vulnerable young people from disadvantaged backgrounds who are disproportionately represented in the NEET cohort and for whom low skill means economic and social exclusion. RPA is about fairness, equity and cohesion.

3. Ensuring participation

As young people will need to participate in education and training until their 18th birthday there is a need for education and training opportunities that provide a mix, balance and breadth so that they can achieve potential.

Successfully achieving RPA will require a collaborative approach and local authorities have a key role to champion the needs of young people, working with local partners to achieve full participation

Wiltshire Background

Wiltshire is a large county rated the 9th most rural with a total population of 456,100. The number of young people in Wiltshire, per cohort averages 5,100. The population for 16-18 year olds is projected to decrease by 1,000 for the period 2011-15. This will reduce the requirement for post 16 places in education and training from 2014 until 2020, after which a gradual rise is anticipated. Since 2007 the number of young people entering into post 16 education and training has risen dramatically to 89.2% in 2009 compared with 64% in 2007.

The proportion of young people choosing to stay in full time education reflects this increase. Year 11 data from 2010 show that 2320 (53.5%) attended school sixth forms and 1409 (32.5%) in FE colleges. A total of 1,112 16-18 year olds accessed apprenticeships in 2009/10. Starts for 2010/11 to quarter 3 were 908 against a target of 1,258. Update for quarter 4 due end of November 2011. The participation figure for Wiltshire's 16-18 year olds in education, employment or training was 85% (November 2010) slightly higher than the national figure of 81%.

In September 2010, an offer of a suitable place in education or training (including 17 year olds continuing on 2 year courses) was made to 93.1% of Wiltshire's 9,780 16 and 17 year olds (93.9% England, 94.4 South West). Since 2008, the number of those Not in Education and Employment and Training (NEET) has remained fairly

static at around 6%. The current (September 2011) adjusted NEET figure for Wiltshire is 5.40% based on the new change in recording data introduced in April 2011 which is based on Wiltshire residency.

Of those who are NEET it is recognised that a high percentage can be identified as being vulnerable. NEET young people from black and minority ethnic groups are in line with the proportion of young people, whilst those with learning difficulties and/or disabilities (LLDD) are significantly higher; around 16% of the LLDD cohort are NEET (March 2011). There is a lack of provision for LLDD within the county and this impacts on participation rates. Similarly, 32.8% of the Care Leaver Cohort are NEET and 75.5% of the Teenage Mother Cohort are NEET.

Prior to the election of the new government in 2010, Wiltshire's RPA plans were measured through the 14-19 Reform Agenda by GOSW as good. Historically plans for RPA have been developed jointly with Connexions and Schools and Learning.

RPA is a key priority in Wiltshire's 16-19 Strategic Statement of Priorities. This plan further expands on section 3.1 and sets out the activities required in order that this legislation is fully implemented whilst meeting the need of the learners in Wiltshire. At this stage the plan is a working document which will be shaped with strategic partners through the RPA Strategic Board.

Strategic areas for development

1. Leadership, management and collaboration

Leadership and management of the RPA strategy within the 13-19 Education and Skills Team and across the LA in collaboration with key stakeholders: Director of Schools and Learning, Head of School Improvement, Head of Service Integrated Youth, Head of Performance Management, Performance and Information Manager, 13-19 Education and Skills, Job Centre Plus, Voluntary Sector, Employers, Schools, Colleges, Work Based Learning Providers, National Apprenticeship Service, Economic Regeneration, Area Partnership Directors

2. Data, tracking and analysis

The Council will ensure that sufficient resources and coherent systems for data collection, analysis and monitoring are in place to enable local priorities to be determined and all aspects of strategy and delivery to be achieved including new protocol arrangements for identifying vulnerable groups that build on existing relationships with schools and providers

3. Early identification

Develop new or build on existing NEET indicator tools utilised both within the LA and providers so that systems are in place for the early identification of potential NEET young people within the school setting, linking to key groups; EWO, PAs, IYS workers, partnership groups, individual leads identified in schools

4. IAG

Ensuring that providers are fully prepared to develop effective IAG systems to support 13-16 (to 25 for LLDD) year olds from September 2012 in making informed and successful transitions

5. Curriculum opportunities and breadth of post 16 provision

Support providers in working collaboratively to develop a coherent range of curriculum opportunities to meet the needs of all learners across Wiltshire including views of young people. It is especially important to ensure those who are vulnerable are engaged and, where required, re-engaged

6. Support for and management of transition

Identify and map current support available, highlight gaps and ensure that support is available for targeted groups to include collaborative arrangements with Job Centre Plus (JCP)

7. Work with employers/Workforce development

Working in partnership with Economic Regeneration and associated projects, identify skills gaps within Wiltshire, support workforce development and support Apprenticeships as a route of participation

8. Communications

Develop a comprehensive communication strategy aimed at raising awareness and profile of RPA to all target audiences focussing on promoting an understanding of the choices available

Key activities for RPA implementation

- Establish RPA Strategy Group
- Finalise RPA action plan including both short and long term goals
- Identify project lead
- Establish RPA data group
- Develop multi agency protocols to include data sharing, tracking and recording participation and support processes to ensure data is used within provider base
- Develop Risk of NEET indicator (RoNI) for early identification of vulnerable groups

- Produce a communication strategy to continue to disseminate information on RPA across the County including employers
- Define a range of services to support vulnerable learners in response to the LAs statutory responsibility to **‘encourage, enable and assist young people’**
- Develop key performance measures prior to confirmation of any national measures

Link with other strategies and groups

- 16-19 Strategic Priorities Statement
- 11-19 Commissioning Strategy
- Local Enterprise Partnership Board
- WSEP Employment Skills and Development Board
- WSEP Employment and Skills sub-group (NAS), apprenticeship action plan
- Provision for Vulnerable Young People Group
- FL/KS4 group and FL implementation plan
- LLDD Transitions Sub-Group
- Transition planning for LLDD/SEN (Green Paper DCA pathfinder)
- CEIAG network groups (North Federation, West Wilts Alliance, The Wessex Partnership)
- Children’s Services Group
- Looked After Children Improvement Board
- Teenage Pregnancy Board
- Safeguarding Vulnerable Groups Board?
- Voluntary Sector groups
- Gloucester, Wiltshire, Swindon Training Provider Group
- Wiltshire College (named groups)
- Area Partnership Groups (West Wilts Alliance; North Wilts Federation; The Wessex Partnership)

Trajectory

2008/09	Education Act legislates the Raising of the Participation Age linking to the 14-19 Reform Agenda.
2009/10	Government monitoring (RAG) LAs RPA developments against national targets including pilot phases 1 and 2. Wiltshire RPA draft action plan jointly with Connexions and 13-19 Education. Ongoing IAG work and raising awareness with all providers.
2011/12	Pilot phase 3 established with small number of new areas. Wiltshire ongoing development work to increase participation and develop the range and quality of available provision including ‘Your Choices’ campaign. Wiltshire RPA Strategy Group established with updated action plan to refine infrastructure.
2012/13	End of pilot phase, evaluations to be published. Peer to peer development work with pilot authorities to support all LAs in meeting the 2013/14 participation target. Ongoing implementation of Wiltshire RPA strategy and continue action planning.
2013/14	Learners required to participate until the age of 17 as raising of participation age (RPA). Unclear on LA performance targets or government measures. Wiltshire to implement key performance targets and continue with RPA strategy implementation.
2014/15	National Annual Review of RPA by the Department scheduled. Evaluation of Wiltshire RPA strategy measured against agreed performance targets.
2015/16	Learners required to participate to 18.

Collaborative partnerships

- | | |
|---|--|
| <ul style="list-style-type: none"> • The Wessex Partnership • West Wiltshire Alliance • The North Federation • Wiltshire & Gloucester Training Provider Network • National Apprenticeship Service • Voluntary Sector Groups | <ul style="list-style-type: none"> • Wiltshire College • Economic Regeneration including WSEP/LEP • Western Vocational Lifelong Learning Network • Integrated Youth Service • 13-19 Education and Skills • Targeted School and Learner Support |
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Key objectives:

- To understand the cohort through data collection and analysis
- To develop strategies to support priority groups and establish clear governance arrangements
- To ensure systems in place for managing transitions and tracking of 16-19 year olds are coherent across all providers
- Establish support mechanisms to ensure early identification of those at risk of being NEET including exploring the Participation Adviser role
- Identify provision that meets the needs of vulnerable groups including progression opportunities and commission intelligently
- Establish systems to communicate the RPA message across Wiltshire

1. Leadership, management and collaboration

Leadership and management of the RPA strategy within the 13-19 Education and Skills Team and across the LA in collaboration with key stakeholders

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<p>Page 14.</p> <ul style="list-style-type: none"> • Confirm service Director with overall strategic responsibility for actions and outcomes • Establish a strategy group to oversee the implementation of the plan, reporting to the 13-19 Strategic Board chaired by DCS • Identify a project lead that works across the LA and links with all providers and key stakeholders • Determine clear local priorities for increasing overall participation rates and identify those which will have most impact • Identify ways of linking strategic planning groups • Ensure partnerships and links with vulnerable groups (LLDD, YO, young carers, Teen Parents) • Develop work with Voluntary Sector • Work with other LAs to share good practice and experience in relation to trial work • Identify LA with similar characteristics i.e. rurality for peer-to-peer support • Establish partnership working protocols and processes with post 16 providers specifically • Agree definition of 'reasonable excuse' around RP 	<ul style="list-style-type: none"> • Coherent teams across DCE with clear targets • Commission intelligently using available data and knowledge • Establish key task and finish groups and link to existing groups (see appendix 1) 	<ul style="list-style-type: none"> • Stephanie Denovan (Schools & Learning) • Julie Cathcart (School Improvement) • Mal Munday (Integrated Support) • Mark Brotherton (Targeted School & Learner Support) • Lynda Cox (Performance Management and Coordination) • Tina Pagett (13-19 Education & Skills) 	<p>Nov 2011</p>

2. Data

Within the Council ensure that sufficient resources and coherent systems for data collection, analysis and monitoring are in place to enable local priorities to be determined and all aspects of strategy and delivery to be achieved

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> • Establish an RPA data team including data leads from other teams (Jayne Hartnell, David Hitch, Toby Elliot and school data representative to meet as a data team) identify priorities and allocate responsibilities 	<ul style="list-style-type: none"> • Projecting participation: tools for identifying participation for particular groups to inform planning (eg EBD) 	<ul style="list-style-type: none"> • Merfyn Williams (Transitions) 	<p>Dec 2011</p>

<ul style="list-style-type: none"> Establish clear data sharing protocols with partners to include intended and actual desitinations Identify current and full participation using a trajectory with interim data points to monitor Identify data sets, sources and process of analysis as part of data team meeting Publish data on NEET at 16 & 17 and discuss with partners Identify how many young people are likely to have a reasonable excuse at any one time (one area 1.5%) and circumstances that is likely to happen Analyse and understand cohort and using data intelligently to plan for future need including projecting participation Identify first point of tracking: Protocols for tracking young people from end of year 8 but do not fully utilise the data until year 11 Identify those young people who are at risk by developing a Risk of NEET indicator (RoNI) at years 10 and 11 to allow for targeted support Using data identify trends in non participation e.g. any providers who have larger proportions of at risk learners Collate intelligence regarding drop out from leaver forms completed by providers 	<ul style="list-style-type: none"> Trial RoNI tool for Wiltshire Utilisation of KS2 data –Year 6 not attaining level 4 at KS2 as part of RoNI Revise and agree protocols for partnership working 	<ul style="list-style-type: none"> Martin Cooper (Target School and Learner support) Lynda Cox (Performance Management and Coordination) Jayne Hartnell (Self Evaluation & Pupil Tracking) Tina Pagett (13-19 Education & Skills) Identified RPA project lead 	
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3. Early identification of learners at risk of disengagement
 Develop new or existing NEET indicator tools so that systems are in place for the early identification of potential NEET young people within the school setting

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> Define ways to support offer for young people and develop agreed and coherent intervention strategies for young people both within LA and wider groups/networks Produce a coherent needs assessment document through the coordination of existing information and current consultation Develop NEET indicator tool to be used to identify those at risk of NEET Use learner survey to identify reasons for non participation at 16 and drop out at 17 Use data to show how at risk pupils are distributed across secondary schools Work with providers to develop a leavers form to be completed when a young person drops out and informed to LA 	<ul style="list-style-type: none"> Data task and finish group established Data sharing protocols revised and agreed Link to targeted learner support strategy (CAF; EWO, Behaviour support) 	<ul style="list-style-type: none"> Merfyn Williams (Transitions) Toby Eliot (Data & Information) Tina Pagett (13-19 Education & Skills) Identified RPA project lead 	Feb 2012

4. IAG

Ensure that providers are fully prepared to develop effective IAG systems to support 13-16 (to 25 for LLDD) year olds from September 2012 in making informed transitions

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> Support schools in developing staff to enable them to deliver impartial CEIAG Use CEIAG networks to upskill IAG leads Support for yp in accessing appropriate pathways and progression information including further education, employment and training, apprenticeships, HE provision and the range of alternatives Support for staff (including youth workers, YOT, EWOs, behaviour support) in accessing appropriate information resources re.pathways and progression Use of Your Choices and social networking (facebook, twitter, blog) to raise awareness amongst young people Links with HE through Western Vocational Lifelong Learning Network to provide widening participation opportunities Provide strategic leadership for schools on widening participation of students into HE. Ensuring that schools fully exploit links with HEIs (Aimhigher successor strategies) Encourage and support schools to achieve a quality award for CEIAG 	<ul style="list-style-type: none"> Support arrangements for schools, college and all providers in delivering IAG responsibilities IAG and support for staff and yp in accessing appropriate HE provision and the access to the range of alternatives (including apprenticeships) 	<ul style="list-style-type: none"> Merfyn Williams (Transitions) Toby Eliot (Data & Information) Tina Pagett (13-19 Education & Skills) Maggie Dalton (13-19 Educations and Skills) Andy Midwinter (13-19 Education and Skills) Identified RPA project lead 	Ongoing – Sept 2012

5. Curriculum opportunities and breadth of post 16 provision

Support providers in working collaboratively to develop a coherent range of curriculum opportunities to meet the needs of all learners across Wiltshire, especially those who are vulnerable, which engages them and, where required, re-engages them.

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> Map existing provision and identify gaps using data and 16-19 Strategic Statement of Priorities Commissioning new providers if appropriate through working with the YPLA Commission provision intelligently to meet the needs of young people within the area including LLDD developments using data identified following activities carried out in point 2 of this plan Support collaborative working between providers to increase participation at level 2 and level 3 through the continued development of vocational and applied learning Support for providers/employers to increase apprenticeship opportunities attending and supporting for WSEP Support providers in developing pre-16 YA type packages Conduct learner surveys to identify learner needs Work with employers on conversion of Jobs without training (JWT) to apprenticeship or on training opportunities 	<ul style="list-style-type: none"> Identification of gaps and intelligent commissioning through knowledge and understanding of delivery in Wiltshire Raise profile of apprenticeship route with yp, teachers, employers by working with NAS and Economic Regeneration Support for pre and post 16 providers on developing a diverse curriculum offer to meet local needs Economic Regeneration, employment patterns, needs of community including awareness raising with employers Cross border working (peer-to-peer) to share best practice Analysis and intelligent use of data including intended and actual destinations 	<ul style="list-style-type: none"> Haylea Asadi (Economic Regeneration) Kevin Sweeney (Area Manager) Tina Pagett (13-19 Education & Skills) Andy Midwinter (13-19 Education & Skills) Maggie Dalton (13-19 Education & Skills/Connexions) Annabel Billet (13-19 Education and Skills Vulnerable) 	Ongoing

<ul style="list-style-type: none"> • Research into new pathways e.g UTC • Support the development of Foundation Learning (FL) across Wiltshire • Support voluntary and community organisations to deliver accredited learning in local areas through LA led networks • Develop volunteering strategy- volunteering can be considered as a viable option as part of the RPA curriculum with recognised qualification outcomes • Work with NAS and Economic Regeneration and Intelligence to promote Apprenticeship opportunities at Level 2 and Level 3 based on priority employment areas • Support collaborative working in identified localised areas to ensure provision is in place to meet learner needs and numbers • Take a strategic lead and encourage schools to engage with citizenship project • Continue to support post 16 forum with specialist schools, specialist college and mainstream college to inform and exchange practice • Continue to lead Transitions sub-group for LLDD • Further development of engagement activities through providers and voluntary sector 	<ul style="list-style-type: none"> • Work with all providers, up-to-date information/analysis on course applications/availability • Development of LLDD provision locally 	<ul style="list-style-type: none"> • Groups) • Identified RPA project lead 	
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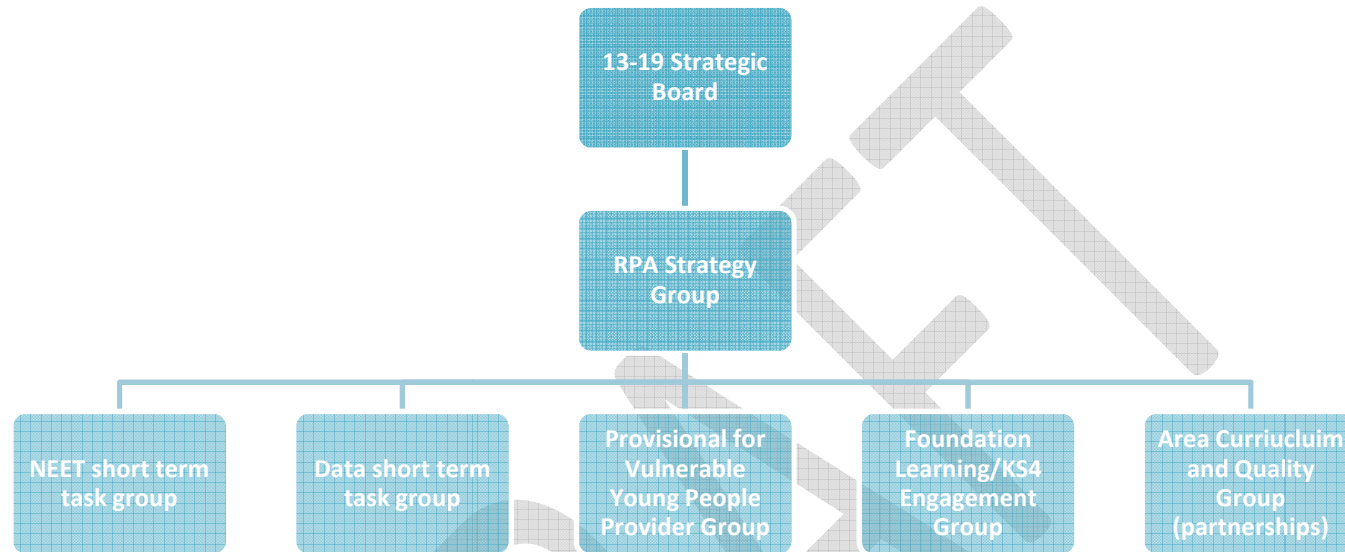
5. Support for and management of transition
Identify and map current support available, highlight gaps and ensure that support is available for targeted groups

Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> • Ensure systems are in place for identifying young people at risk and ensure that this is clearly communicated and support packages put in place (RoNI) • Identify a transitions officer to lead on sharing outcomes of RoNI • Identify ways of supporting young people with multiple needs (gateway panel?) • Share and discuss criteria for 'reasonable excuse' with partners and establish a clear approach through the protocol arrangements • Use the national model to develop a local interpretation of the Participation Advisor role, working with providers and partners to identify leads that can target support for individuals • Support for accessible provision to meet the needs of current NEET/potential NEET young people • Establish communication protocols between key partners and establish reporting mechanisms • Identify and rationalise processes/groups involved in supporting young people in schools • Ensure that systems are robust and coherent with resources in place 	<ul style="list-style-type: none"> • Changes to PAs and support for vulnerable groups in Wiltshire • Participation Advisor role (Identified key/support worker or personal adviser/ college staff) • Early identification of at risk through RoNI and dissemination of information to providers • Utilise existing systems for intensive support • Tracking of identified yp on targeted support programmes (eg programmes 1 and 2 database of learners on KS4EP/FL, alternative programmes) • Systems established for effective delivery of CEIAG and FL programmes • Ongoing support for partnership working • Opportunities for 16-25 (LLDD), voluntary work, independent living programmes 	<ul style="list-style-type: none"> • Tina Pagett (13-19 Education & Skills) • Andy Midwinter (13-19 Education & Skills) • Maggie Dalton (13-19 Education & Skills/Connexions) • Annabel Billet (13-19 Education and Skills Vulnerable Groups) • Identified RPA project lead 	<p>Ongoing Feb 12</p>

<p>to maintain and develop them</p> <ul style="list-style-type: none"> • Conduct independent learner voice activity across Wiltshire • Investigate mentoring schemes to help increase retention 			
<p>7. Work with employers/Workforce development Working in partnership with Economic Regeneration and projects linking to them to identify skills gaps within Wiltshire, support workforce development and support Apprenticeships as a route of participation</p>			
Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> • Working in partnership with Economic Regeneration and projects linking to them to identify skills gaps within Wiltshire, support workforce development and support Apprenticeships as a route of participation to address learner needs • Work with employers to develop ways of converting young people from JWT into Apprenticeship places or jobs with training • Link with data team and track progress of young people in JWT • Raise profile of apprenticeship route with yp, teachers, employers through comprehensive comms strategy • Continue work with NAS to target employers and schools • Support for providers/employers to increase apprenticeship opportunities through new and existing groups • Continue to work closely with NAS, YPLA/EFA, SFA and Economic Regeneration on national and regional policy 	<ul style="list-style-type: none"> • Link schools with NAS for Apprenticeship week • Intelligent use of data to identify learners in jobs with and without training, work with employers to convert to apprenticeships or JWT • Work with employers through existing boards such as WSEP to raise RPA profile 	<ul style="list-style-type: none"> • Haylea Asadi (Economic Regeneration) • Jackie Tuckett (Job Centre Plus) • Andy Midwinter (13-19 Education & Skills) • Maggie Dalton (13-19 Education & Skills/Connexions) • Identified RPA project lead 	<p>Feb 2012 Ongoing</p>
<p>8. Communications Develop a comprehensive communication strategy aimed at raising awareness of RPA to all target audiences focussing on promoting an understanding of the choices available</p>			
Activities	Key outcomes/Performance Indicators	Key people/teams	Dates
<ul style="list-style-type: none"> • Develop a comprehensive communications strategy building on current good practice, identifying and prioritising weak areas and a clear strategy for dissemination of information to key groups • Continue work with NAS in targeting employers and schools to raise awareness of apprenticeship routes • Develop a campaign to raise awareness of apprenticeships as an alternative post 16 progression opportunity within all schools, young people, teachers and employers • Identify routes that exist to deliver coherent message • Your Choices website, App, leaflet and theatre tour campaign, ongoing updating of website and link to Sparksite with focus on participation and opportunities • Support for post 16 through Ho6 networks for transition planning • Review material and resources to ensure that messages about RPA are clearly included • Raise awareness in the community through Wiltshire publications 	<ul style="list-style-type: none"> • Agree and consult on communications strategy • Ensure parents are systematically informed and consulted • Work across DCE through 13-19 strategy linking health, social services and integrated youth services • Communication to be targeted eg. LDD • Where available link to National campaigns • Explore options for including RPA message in letters confirming of secondary school place • Newsletter or publication to remind of RPA to Heads, principals, HoY, tutors, pastoral care staff, careers advisors, Voluntary sector, providers and staff 	<ul style="list-style-type: none"> • Tina Pagett (13-19 Education & Skills) • Andy Midwinter (13-19 Education & Skills) • Maggie Dalton (13-19 Education & Skills/Connexions) • Identified RPA project lead • Communications team 	<p>March 2011</p>

Appendix 1

Draft meeting structure (for development)



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Education Act (2011 act refers back to 2008 act): 74 Duty to participate in education or training: commencement

In section 173 of ESA 2008 (commencement), for subsections (9) and (10) substitute “(9) An order under subsection (4) may provide for the following provisions to come into force with the substitution of “the first anniversary of the date on which the person ceased to be of compulsory school age” for “the age of 18” (a) section 1(b) (persons to whom Part 1 applies); (b) section 29(1)(b) (employer to enable participation in education or training: extension for persons reaching 18). (10) The Secretary of State must (a) exercise the powers conferred by subsections (4) and (9) so as to secure that sections 1 to 10 are in force with the substitution in section 1(b) mentioned in subsection (9) no later than the day after the day which is the school leaving date for 2013, and (b) exercise the power conferred by subsection (4) so as to secure that sections 1 to 10 are in force without that substitution no later than the day after the day which is the school leaving date for 2015, subject, in each case, to any provision made by virtue of subsection (8).”

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RPA locally-led delivery project 2012-13 Action Plan

Please complete all parts of the Action Plan to avoid delay in agreeing and issuing your grant agreement and funding. Guidance for completing the plan can be found [here](#).

Local Authority:

Wiltshire Council

Joint Partners:

Introduction:

Wiltshire Council has a strong commitment to full participation in learning in order to support its wider agenda of enabling its young people to make a positive contribution, to achieve economic well being, to be healthy and to stay safe, which is characterised by

- raising attainment
- raising aspiration
- supporting the most vulnerable to have the same chances as other young people
- promoting a healthy local economy where there are apprenticeship and work-based learning opportunities for young people.

Wiltshire recognises the opportunity of promoting these agenda by building on existing good practice through the successful implementation of RPA. The phase 4 pilot will allow the authority to manage the move to full participation, based on the interrogation of local data to determine local priorities and informed by the learning from activities outlined in the action plan.

As a DCA Pathfinder LA Wiltshire recognises the benefits of working on the basis of a 0-25 years service and therefore welcomes the opportunity to identify vulnerability to NEET at primary level.

The participation data in Wiltshire has shown favourable trends with the numbers of young people entering into post 16 education employment and training rising dramatically from 2007 (64%) to 2011 (86.52%). Of those EET in 2011 88% were in education (FE or sixth forms). There has been an increase in the take up of apprenticeships by 4% from 2009/10 to a total of 1,137 16-18 year olds accessing apprenticeships in 2010/11, whilst there has been decline in young people entering employment 6.2% in 2008 compared to 3.14% in 2011. Until recently the number of NEETs had remained fairly static at around 6% since 2008, however, the current figure is 7.23%.

Although participation trends are favourable the challenge is in moving from this position to one of full participation by 2015 against a background of higher levels of NEETs and unknowns, the particular issues of a rural setting, recent local authority savings and restructuring.

Aim/Vision:

Overseen by a lead officer appointed to manage the project, the aim is to define and pilot a number of key elements of the RPA plan which will underpin the drive to full participation by 2015: namely

- using data to understand the cohort, piloting a RONI and identifying potential gaps in provision
- using the data analysis as a basis for determining local priorities for Wiltshire
- establishing methods to improve and facilitate the ongoing tracking of the cohort including the agreement and use of data sharing protocols
- finalising and actioning an RPA communication plan which promotes the benefits of engaging in continuing learning and aspires to engage young people and all other stakeholders.

Overall Success Measures

1. Schools and colleges use RONI to identify and support vulnerable students
2. Reduction in number of unknown destinations from 9.2% to 6.5%
3. Increase in the numbers of Y11 young people with an offer of learning, training or work with training (including apprenticeships) by the end of Y11
4. Data sharing protocols are in place and working

5. Increase in appropriate local provision places for LLDD learners
6. Learner survey outcomes show that the full list of post-16 provision is helpful to learners in making post-16 decisions
7. Impact surveys demonstrate that all target audiences are aware of RPA and understand (at least some of) its benefits
8. Overall participation targets for Wiltshire for March 2013:
 16 year olds in learning - Baseline Nov 2011 = 85.4%; target March 2013 = 87.5%
 16 year olds in work based learning including apprenticeships – Baseline Nov 2011 = 2.5%; target March 2013 = 3.5%
 17 year olds in learning - Baseline Nov 2011 = 84%; target March 2013 = 86%
 17 year olds in work based learning including apprenticeships – Baseline Nov 2011 = 2.75%; target March 2013 = 3.75%

Stakeholders:

External Stakeholders

- The Wessex Partnership of Schools
- West Wiltshire Alliance of Schools
- The North Wilts Federation of Schools
- Wiltshire & Gloucester Training Provider Network
- National Apprenticeship Service
- Voluntary Sector Groups
- Wiltshire College
- Western Vocational Lifelong Learning Network
- Wessex Chambers of Commerce representing employers
- JobcentrePlus

Internal Stakeholders


- Economic Regeneration including WSEP/LEP
- Integrated Youth Service (Wiltshire Council)
- 13-19 Education and Skills (Wiltshire Council)
- Targeted School and Learner Support (Wiltshire Council)

Sustainability:

The project is essentially designed to be sustainable because it concentrates on key activities which will need to be ongoing after March 2013 and which, according to learning from previous RPA pilot phases, underpin successful RPA outcomes:

- establishing agreements and protocols for effective data collection in cooperation with other partners which will form the basis of ongoing practice;
- establishing effective methods of tracking the cohort to ensure that data is accurate and up to date to enable continuing data analysis to take place;
- models by which the data can be analysed in order to incorporate this as a regular and ongoing activity;
- establishing and piloting a Wiltshire RONI which will be evaluated and capable of being rolled out for general use during 2011/12 and beyond;
- establishing and actioning a communication plan to run up to and beyond 2015.
- evaluation of the learning from the pilot phase to update the RPA Action Plan and inform the setting of new priorities.

The RPA lead officer managing the project will be a substantive post within Wiltshire Council and further to future funding will continue beyond the life of the phase 4 pilot. The RPA lead will undertake to report regularly on the progress of the pilot both within Wiltshire and to DfE and to make learning available more widely to other local authorities.

Signature of Senior Local Authority Manager	Date
 <p style="text-align: center;">Nick Glass</p>	28 March 2012

Objective 1 Description:	
Understand the cohort through data collection and analysis and develop strategies to support priority groups	
Impact/ Outcome:	
<ol style="list-style-type: none"> 1. Schools will be able to use a Risk of NEET Index (RONI) to identify and support those most at risk of not making successful transitions. 2. The local authority will be better able to target its resources to support those most at risk of not participating. 3. Vulnerable young people will be better supported and therefore more of them will make successful transitions. 	
Success Measures and Baselines:	
<ol style="list-style-type: none"> 1. At least 15 out of 29 schools will be using a RONI by March 2013 to identify and target those in Y11 at risk of NEET (Baseline: 0 schools; currently no RONI developed or in use) 2. At least 10 of 21 schools with sixth forms will be using a RONI with Y12s by March 2013 to identify and target those at risk of not making a successful transition or failing to progress into Y13 (Baseline: 0 schools; currently no RONI developed or in use) 3. Schools will be able to demonstrate how they are supporting those identified at risk of NEET in order to ensure that they have a learning or training offer for 2013-14. 4. Use of RONI with Wiltshire College by March 2013 to identify and target those at risk of dropping out, of not making a successful transition or failing to progress into Y13 (Baseline: currently no RONI developed or in use) 5. Wiltshire College will be able to demonstrate how they are supporting those identified at risk of NEET in order to ensure that they have a learning or training offer for 2013-14. 6. RONI to be developed for use in primary schools and piloted with a group of 8-10 schools (Baseline: 0 schools; currently no RONI developed or in use) 	
Deliverables/ Products:	
<ol style="list-style-type: none"> 1. RONI templates for Y11 and Y12 which can be used by all schools via the schools' own management information system 2. Identification of risk of NEET indices for use in primary schools 3. Reference documentation and instructions for schools on how to use the RONI, both for data managers and pastoral staff 4. Training session for Integrated Youth Service (IYS) staff working with the most vulnerable on the use and the potential of RONI information 	
Risks and Contingencies:	
<p>Risk: Schools fail to comply to run the RONI or follow up the results by supporting those identified as vulnerable</p> <p>Contingency: extra LA staff time required to engage schools by negotiating with SLT in schools and to (re)train staff in understanding their responsibilities, in particular with regard to destinations measures.</p>	
Expenditure, Staffing and Lead Officer	
<p>Expenditure: £15,000 staffing with on-costs & travel (DfE contribution: £15,000)</p> <p>Staffing: RPA Lead, 13-19 Adviser, IYS Data Performance Manager, Admin support</p> <p>Lead Officer: RPA Lead</p>	
Action/Activity:	Milestones: (T1, T2, or T3)
Development of a pilot pre-16 Wiltshire RONI for use with Y11s to be piloted with the Y10 cohort in 3 Wiltshire schools in the summer term 2012	Completion of pilot in 3 schools by end T1 (July)
Roll-out of Y11 RONI to at least 15 out of 29 schools	Awareness raising with Schools' SMT T1 (June) Good practice from pilot shared with stakeholders T2 (Sept) Training for school data managers T2 (Sept) Publication of information/instruction

	resources supporting the training T2 (Sept) Progress check on use of RONI T2 (Oct) Progress check on learning from use of RONI T3 (Jan) Learning report shared with stakeholders T3 (Feb)
Y12 RONI to be used in at least 10 out of 21 schools	Awareness raising with Schools' SMT T1 (June) Training for school data managers T2 (Sept) Publication of information/instruction resources supporting the training T2 (Sept) Progress check on use of Y12 RONI T2 (Oct) Progress check on learning from use of Y12 RONI T3 (Jan) Learning report shared with stakeholders T3 (Feb)
RONI to be used in Wiltshire College	Development of risk of NEET indices relevant to college students T1 (June/July) Engagement Wiltshire College T1 (July) Implementation of RONI in College T2 (Sept/Oct) Learning report shared with stakeholders T3 (Feb)
Primary school RONI to be trialled in 8-10 primary schools	Development of risk of NEET indices relevant at primary level T2 (Sept) Engagement of 8-10 primary schools T2 (Oct) Implementation of RONI in 8-10 schools T2 (Oct/Nov) Learning report shared with stakeholders T3 (Feb)

Objective 2 Description:	
Establish systems for managing transitions and tracking across all providers	
Impact/ Outcome:	
Improved take up of post-16 provision, with increased retention rates and good progression for young people who might previously have become NEET	
Success Measures and Baselines:	
To reduce the number of unknown destinations of 16 and 17 year olds: (<i>figures are actual rather than academic age</i>) Baseline (Jan 2012) 9.2% (1201) Target: 6.5% (852) in order to go below statistical neighbour mean of 6.7% by March 2013; in short this will equate to 'finding' 359 young people	
To increase the numbers of (Y11 young people) 16 year olds with an offer of learning, training or work with training (including apprenticeships) from the Jan 2012 baseline 9% (478) without an offer, concentrating on the 31% of the 9% (148) who had a positive intention but no offer; target: to reduce the numbers with positive intentions but without offers by September 2012 and to introduce strategies to further reduce this number by March 2013 (numbers not measureable until September 2013)	
Deliverables/ Products:	
Data and information sharing protocol agreements Timetable of data collection activities, by whom, when Training conference for pre-16 and post-16 providers on data collection, tracking and interventions to support successful transitions Resource pack for providers on benefits, timetable, instructions and agreed protocols for data & information sharing	
Risks and Contingencies:	
Risks: <ul style="list-style-type: none"> Providers fail to comply with data sharing agreements Schools will have the major (new) responsibility for ensuring young people have offers Contingency: extra LA staff time required to chase providers for information, to re-negotiate agreements and to provide further guidance and training for schools regarding their new responsibilities	
Expenditure, Staffing and Lead Officer	
Expenditure: £15,000 staffing with on-costs & travel plus £5,000 Data Sharing & Tracking Conference (DfE contribution: £15,000 staffing; £2,000 conference) Staffing: RPA Lead, IYS Data Performance Manager, 13-19 Adviser, IYS Managers (x 2), , Admin support Lead Officer: RPA Lead	
Action/Activity:	Milestones: (T1, T2, or T3)
Interrogation of NEET data to profile any patterns e.g. identification of length of time in NEET, where NEETs have come from, what interventions NEETs have had prior to becoming EET	Data interrogation T1 (April/May) Data analysis and commentary T1 (May) Evaluation of learning and potential actions identified T1 (June/July) Monitoring and review of actions T2/3 (Oct, Nov, Dec & Jan) Report to stakeholders T3 (Feb)
Agree information and data sharing protocols and timetables with schools and providers	Consultation with schools re. collection of data for Y11s, Y12s and Y13s including intended destinations, actual destinations, starters and leavers T1 (May) Consultation with post-16 providers on sharing of starter and leaver information T1 (May) Protocols with schools agreed and timetables issued by beginning of T2 Protocols and timetable with post-16 providers published by beginning of T2

<p>Collection of 'Intended Destinations' data for Y11s and Y12s</p>	<p>Inform schools about methods of collection of data for Y11s Jan 2012 Engage schools in supporting Y11s whose intended destinations are unclear/unrealistic T1 (April) Review learning with schools T2 (Sept) Remind schools about methods of collection of data for Y11s and Y12s T3 (Jan 2013) Engage schools in supporting Y11s and Y12s whose intended destinations are unclear/unrealistic T3 (Feb/March)</p>
<p>Progress check on 'September Guarantee'</p>	<p>Using CCIS to identify learners without offers T1 and early T2 (regularly April to Sept) Report back to schools on their learners without offers T1 (April –July) Caseloading of learners without offers to IYS for tracking T1/T2 (July –Sept)</p>
<p>Progress check on College / Sixth Form / Training Provider / Apprenticeship starters</p>	<p>Ensure data is submitted from providers according to protocols agreed, chasing non-compliant providers T2 (Sept/Oct)</p>
<p>Monitor reporting of learners dropping out of post-16 provision</p>	<p>CCIS checks to ensure that providers are notifying LA of leavers T2 (Sept/Oct/Nov) Learning/issues shared with providers to improve practice T2 (Oct/Nov) Report to stakeholders on analysis of reasons for leaving post-16 provision to inform future interventions T3 (Feb)</p>
<p>Establish support mechanisms for vulnerable LLDD YP over summer months to improve number of starts in September and successful engagement in post-16 destinations</p>	<p>Identify LLDD learners at risk of not making a successful transition T1 (May) Discussion and agreement with post-16 providers re. strategies they could use to maintain engagement with learners to whom they have offered places T1 (May/June) Identification and referral of learners who can be supported by new Transitions Worker posts T1/2 (May/June) Analysis of data to identify numbers of successful and unsuccessful LLDD transitions and reasons to gauge effectiveness of support activities and report to stakeholders T2 (Nov)</p>
<p>Data and Tracking Training Conference</p>	<p>Training conference planned and advertised T1 Training conference held T2 (Oct)</p>

Objective 3 Description:	
Understand the cohort better through data analysis in order to support transitions more effectively and to identify any gaps in provision for vulnerable groups, especially LLDD, and promote the setting up of appropriate additional provision where indicated.	
Impact/ Outcome:	
Better support and progression opportunities for LLDD learners in appropriate local provision enabling them to remain and become independent in the local community. 2011-12 LLDD numbers: 173 - 16 year olds, 166 - 17 year olds.	
Success Measures and Baselines:	
Baseline: twelve 16 year olds in year 1 of local supported provision (on two sites) Increase to twelve 17 year old learners in year 2 of provision (on two sites) with a further eighteen 16 year olds learners in year 1 on three sites agreed by March 2013 Publication of the report on the data interrogation for vulnerable groups identifying and recommending appropriate support mechanisms and protocols to support work with vulnerable groups	
Deliverables/ Products:	
Analysis report on the study of the data Information leaflet describing the provision for prospective learners, their parents/carers, teachers and advisers Feasibility report on Learner Voice Survey (and implementation of Survey if possible)	
Risks and Contingencies:	
Risk: <ul style="list-style-type: none"> • Data analysis is inconclusive in suggesting gaps in provision • No funding streams available to build any new provision indicated Contingency: LA to liaise with EFA and DfE on any findings and provision needs	
Expenditure, Staffing and Lead Officer	
Expenditure: £10,000 staffing with on-costs & travel (DfE contribution: £10,000) Staffing: RPA Lead, IYS Data Performance Manager, Post 16 Partnership Officer (Vulnerable Groups), Admin support Lead Officer: RPA Lead	
Action/Activity:	Milestones: (T1, T2, or T3)
Analysis of data to establish needs of vulnerable (especially LLDD) learners currently not able to be met	Study of 2011 and 2012 learners and report to stakeholders T2 (Aug/Sept) Action points agreed by RPA group T2 (Oct) Progress check on action points T3 (Jan/Feb)
Analysis of data to establish reasons for vulnerable (especially LLDD) learners not making successful transitions	Study of 2011 and 2012 learners and identification of transition point weaknesses T2 (Sept/Oct) Action points to address weaknesses agreed by RPA group T2 (Oct) Negotiation and agreements with stakeholders to strengthen transition weaknesses T2/3 (Oct – Jan) Progress check T3 (March)
Analysis of procedural processes to establish areas of weakness for vulnerable (especially LLDD) learners which might put learners at risk of not making successful transitions	Study of processes and identification of transition point weaknesses T2 (Sept/Oct) Action points agreed by RPA group T2 (Oct) Negotiation and agreements with stakeholders to strengthen transition weaknesses T2/3 (Nov/Dec) Progress check T3 (Feb/March)

Analysis of feasibility of a Learner Voice Survey	Stakeholder meeting to discuss potential and to agree actions for investigation T1 (June) Feasibility report to stakeholders T2 (Sept) Learner Survey conducted (if agreed) T2 (Oct/Nov) Interim evaluation of survey to be reported to stakeholders T3 (Feb)
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Objective 4 Description:	
Identify and map all post-16 provision and make a summary available to all learners to inform their post-16 progression planning	
Impact/ Outcome:	
Learners know the post-16 opportunities available to them in their locality and how to find out further information about these opportunities	
Success Measures and Baselines:	
Baseline: no publication or web resource describing all post-16 provision in Wiltshire A full list of post-16 provision is available to 100% of 16 and 17 year old learners by January 2013 Learner survey results will measure the extent to which 16 and 17 year olds access and use the list of post-16 provision	
Deliverables/ Products:	
Web-based reference resource outlining all post-16 provision in Wiltshire and surrounding areas, capable of being downloaded and printed off. Publicity plan for schools, learners, teachers, parents/carers Learner Survey to assess awareness, useage and usefulness	
Risks and Contingencies:	
Risks: <ul style="list-style-type: none"> • Costs (in staff time) of information gathering may affect sustainability • Unless all providers engage it will not be a full list of provision • Costs (in staff time) of keeping up to date Contingency: learner, teacher and parent/carer surveys to be conducted to judge usefulness in order to support future deployment of funds	
Expenditure, Staffing and Lead Officer	
Expenditure: £20,000 staffing with on-costs & travel; £3,000 surveys (DfE contribution: £20,000staffing; £1,500 surveys) Staffing: RPA Lead, 13-19 Adviser, Admin support Lead Officer: RPA Lead	
Action/Activity:	Milestones: (T1, T2, or T3)
Project plan agreed and implemented	Project plan written T1 (April) Project plan and resourcing agreed T1 (April/May) Engagement of post-16 providers T1 (May/June) Collection of course information from post-16 providers T1/2 (June/July/Sept) Preparation of data and publication T2 (Sept/Oct)
Publicity	Awareness raising through Area Partnerships, IAG networks, secondary heads groups, newsletters T2 (Sept-Oct) Launch via publicity campaign: email, websites, newsletters, schools' careers information portals, Sparksite T2 (Oct)
Learner Survey Teacher survey Parent/carer survey	To be conducted via short Survey Monkey questionnaire on invitation from the host website T3 (Jan/Feb) Interim evaluation of surveys to be reported to stakeholders T3 (Feb)

Objective 5 Description:	
Communication plan to be written and implemented with emphasis on positively conveying the policy logic	
Impact/ Outcome:	
There will be a wider awareness, understanding and acceptance of RPA and its benefits to young people and the community amongst all stakeholders including young people, parents/carers, educational and training providers, employers and the wider community	
Success Measures and Baselines:	
<p>PDF leaflets, flyers, posters, web-based information, article templates all available and in use: baseline 0 materials currently available</p> <p>Completion of theatre group tour and impact assessment survey to measure</p> <ul style="list-style-type: none"> • % of Y8 cohort who understand (at least some of) the benefits of RPA following the theatre production (target = 95%) • % of Y8 cohort who understand the post-16 choices open to them following the theatre production (target = 95%) • % of Y8 cohort who state that they are considering a wider range of options or who are aiming higher following the theatre production (target = 75%) <p>General impact assessment surveys will measure the effectiveness of the communication plan:</p> <ul style="list-style-type: none"> • % of 16 and 17 year olds surveyed who are aware of RPA (target = 95%) • % of 16 and 17 year olds surveyed who understand (at least some of) the benefits of RPA (target = 95%) • % of parents/carers of 16 and 17 year olds surveyed who are aware of RPA (target = 90%) • % of parents/carers of 16 and 17 year olds surveyed who understand (at least some of) the benefits of RPA (target = 90%) • % of employers surveyed who are aware of RPA (target = 75%) • % of employers surveyed who understand (at least some of) the benefits of RPA (target = 75%) 	
Deliverables/ Products:	
<p>PDF leaflets, flyers, posters able to be downloaded and printed for young people, for parents/carers, for providers, for employers</p> <p>RPA information on Wiltshire Council website and on Sparksite (the Young People's Website for Wiltshire)</p> <p>RPA information on schools' careers information (Resource & Career Companion) portals</p> <p>RPA information on Your Choices website and App</p> <p>RPA messages conveyed via social networking: Facebook, Twitter, blogs</p> <p>RPA play delivered by Solomon Theatre Group to all Y8s with preparation and debrief classroom materials and impact assessment survey</p> <p>Article template for newsletters, in-house magazines, etc</p>	
Risks and Contingencies:	
<p>Risks: Negative messages 'bad publicity' nationally or locally which affects the acceptance of the benefits of RPA</p> <p>Contingency: Using websites, social networking, articles and press coverage to explain, clarify or counter negative messages in circulation</p>	
Expenditure, Staffing and Lead Officer	
<p>Expenditure: £10,000 staffing with on-costs & travel; £10,000 theatre tour; £3,000 design and publications; £5,000 RPA awareness conference & launch; £2,000 App development</p> <p>(DfE contribution: £10,000 staffing; £1,500 design costs for web, app, publications, etc)</p> <p>Staffing: RPA Lead, 13-19 Adviser, WC Communications & Branding Team, Lead Commissioner for Young People's Voice and Influence, WC Economy and Enterprise, Admin support</p> <p>Lead Officer: RPA Lead</p>	
Action/Activity:	Milestones: (T1, T2, or T3)
Drafting of detailed communication plan including activities targeting all groups: young	Communication plan in place Review of Communication plan and production of revised T1 (April)

people, parents/carers, providers, employers	action plan Review of Communication plan and production of revised action plan	T2 (Sept) T3 (Jan)
PDF leaflets, flyers, posters able to be downloaded and printed for young people, for parents/carers, for providers, for employers	PDFs produced PDFs published on website Awareness raising through Area Partnerships, IAG networks, newsletters, email, websites, schools' careers information portals, employer groups, Chambers of Commerce throughout T1	T1 (May) T1 (May)
RPA information on <ul style="list-style-type: none"> • Wiltshire Council website • Sparksite (the Young People's Website for Wiltshire) • schools' careers information (Resource & Career Companion) portals • Your Choices website and App 	Web information in place Web information reviewed Web information reviewed	T1 (May) T2 (Sept) T3 (Jan)
RPA messages conveyed via social networking: Facebook, Twitter, blogs	Using accounts already set up occasional RPA messages	T1,T2,T3 and ongoing
Templates for magazine articles, press releases	Written and on file Shared with Communications and Branding Team and Economy and Enterprise	T1 (May) T1 (May)
RPA play delivered by Solomon Theatre Group to all Y8s with preparation and debrief classroom materials	Script agreed Tour schedule confirmed and schools invited and booked in Tour programme completed Impact Assessment Survey	T1 (May) T1 (April/May) by end of T1 (June) T2/T3 (June/July)
RPA Training Conference for pre-16 providers	Training conference planned and advertised Training conference held	T1 (April/May) T1 (June)
Impact Assessment Surveys to be carried out with young people, parents/carers, providers, employers	Surveys designed Surveys carried out Evaluation Learning reported to stakeholders	T2 (Sept) T2/T3 (Oct-Jan) T3 (Jan/Feb) T3 (Feb)
Training Conference for all stakeholders re. RPA Phase 4 Progress: Learning from phase 4 and what challenges lie ahead	Training conference planned and advertised Training conference held	T3 (Jan/Feb) end T3 (March)

Guidance

Introduction - Brief outline of any background to Project / (business / political) context. Include brief outline of rationale, drivers etc. Where does it fit within wider local authority strategy.

Aim/Vision - Brief description of the Aim or Vision of the Project.

Stakeholders - Who are the Project's key stakeholders. These are any person or organisation having an interest in the progress or outcomes of a Project– usually because they are either part of it or affected by what it delivers (and are they internal to your organisation or external e.g. voluntary sector organisations, commercial partners, schools etc. Also indicate / assess level of interest?

Joint Partners – Give a brief description of the LA's project joint partnership organisations (if applicable) and their role in the project.

Sustainability - Describe how your Project will deliver sustainable outcomes following the end of DfE funding in March 2013.

Objective - Something you need to achieve in order to meet your Aim. To be effective, objectives should always be written so that they are SMART (Specific, Measurable, Achievable, Relevant, Time-bound). All too often at least one of these elements is left out! The Project should produce at least one Deliverable in support of each objective (otherwise, how are you going to achieve it?).

Success Measures and Baselines – A Success Measure is the criteria by which an Objective will be measured in order to determine whether it has been successful. In determining this consider your current position on participation and where you need to be to meet the requirements of RPA. Please include your **baseline measure** which will be the measure or position at the start of the project. For example these might be:

- 16 year olds in learning increased to 93.5% by the end of March 2013 (Baseline 92.2% in March 2012).
- 50 young people progressing from jobs without training to jobs with training;
- At least 28 out of 32 schools delivering a protocol to identify and target those young people at risk of NEET (Baseline: 3 schools).

Note: We encourage you to make best use of your local CCIS data in developing and setting your success measures.

Like milestones success measures should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Nevertheless they should be challenging and demonstrate good value for money.

Risk and Contingency - A risk is a situation which may occur in the future and which, if it were to occur, could impact on the ability of a Project to deliver one or more of its goals or objectives.

A contingency is a series of activities you plan in advance that you can put in place to reduce or eliminate the Impact of a Risk AFTER it has occurred (Sometimes referred to as a fallback plan). Please just include your headline risks, or contingencies which might affect how you need to use project funds.

Deliverables/Products - Something you produce or deliver during the Project in order to achieve one or more objectives. Deliverables do NOT necessarily have to be physical things like documents.

Some examples could be:

- a software tool;
- a set of guidance notes;
- a Project team.

Each Deliverable should be linked to at least one Project objective (otherwise why are you producing it?)

Planning is normally carried out by a logical process of working out what Deliverables you need to produce and then working out what actions/activities you need to carry out to produce them.

Deliverables are often confused with objectives – essentially, a Deliverable, or set of Deliverables, is what you produce to achieve the objective.

Action/Activity - Describe what actions or activities need to be done to achieve the objective.

Impact/Outcome - A resulting effect of carrying out the Actions or Activities in an Objective. A positive outcome is usually referred to as a Benefit.

Milestones - A point at which you can measure progress on the way to achieving an objective. It can be used interchangeably to show on a plan the production or completion of a Deliverable, or the meeting of an objective. In analogous terms, if your objective is to travel from Sheffield to London in four hours then one of your milestones may be to have reached Leicester after two hours.

Milestones are usually phrased using the name of the relevant Deliverable, activity, or objective followed by a passive verb, for example: “report agreed”, “website launched”, or “Project Team in place” to identify that the milestone has been achieved.

As you will be asked to report on a ternary basis so we would like you to define your milestones in the terms in which you aim to achieve them. For example ‘Good practice shared with stakeholders by end of term 1’. The terms are defined below:

April to July 2012	Term 1
August to December 2012	Term 2
January to March 2013	Term 3

Wherever possible, milestones, like objectives, should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). A common problem is for milestones not to be defined specifically enough for their achievement to be easily measured. These either need to be challenged with “how will it be measured”- type questions, or they should be re-defined as outcomes. In general, leading practice is that you should avoid “start”- type milestones.

Expenditure, Staffing and Lead Officer

It’s important to demonstrate value for money and sustainability for the work you are doing We therefore want you set out details resources you are assigning to each activity.

For example £2000, 4 staff, John Smith - Senior Manager.

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Wiltshire Council

Children's Select Committee
31st May 2012

Ofsted Inspection of Safeguarding and Looked After Children Services and Department for Education Adoption Scorecard

Purpose of Report

1. The purpose of this report is to inform members of the Ofsted Inspection of Safeguarding and Looked After Children services and Department for Education Scorecard.

Background

Inspection

2. Ofsted is currently completing a 3 year programme of inspections of safeguarding and looked after children services. The multiagency inspection of Wiltshire took place 5-16 March this year and involved case audits, interviews with staff and managers, focus groups with a range of stakeholders including children and families.
3. The inspection looked at the contribution made by all agencies to ensure that children and young people are properly safeguarded and the quality of service provision for looked after children and care leavers.
4. The report was published on 24 April 2012 and is attached to this report as appendix 1. The assessed grades are on the last page of the report in the Record of Main Findings table.
5. There are 4 possible outcomes for each grade given: inadequate, adequate, good or outstanding.

Adoption Scorecard

6. The Government has introduced [adoption scorecards](#) for all local authority areas based on figures from 2008/9 to 2010/11. The scorecards are a key part of the Government's tougher approach to addressing under performance in the adoption system – set out in the Action Plan for Adoption published in March. A new assessment process will reduce bureaucracy and the delays which put off potential adopters and slow down the finding of homes for children. Timescales will be challenged through the setting of thresholds of the maximum time these processes should take.

Main Considerations for the Council

Inspection

Overall Outcomes:

7. The safeguarding services overall effectiveness has been graded as Inadequate. Capacity for improvement has been graded as adequate.
8. The overall effectiveness of the services for looked after children has been graded as adequate. Capacity for improvement has been graded as good.

Safeguarding:

9. The inspection found statutory requirements are not met consistently and that there are significant failings in the contribution made by Wiltshire Council and partner agencies to child protection work.
10. The inspectors state that the level of robustness of managerial oversight and decision-making needed to improve to ensure that the risk to a child or young person is minimised.
11. For some children and young people child protection procedures had not been followed in accordance with statutory guidance, resulting in them not being subject to a child protection plan when they should have been.
12. Within health agencies and adult services it is highlighted that there is a lack of appropriate levels of safeguarding supervision and training for a wide range of staff who have direct contact with children, young people and families.

Safeguarding Areas highlighted as positive:

13. The inspectors have reported that as soon as the issues were raised Wiltshire Council took immediate and appropriate action to ensure the children and young people identified were re-assessed and appropriately protected.
14. They also note that wider safeguarding provision is effective and in a number of instances there is evidence of good and outstanding practice. This includes the multi-agency work delivered through children's centres, the work in schools by the safeguarding in education lead officer, the transformation of the short breaks service for children with disabilities and the emotional and well-being support provided to service children by the army welfare service which is effective in helping to safeguard children and young people.
15. The inspectors state that the council is committed, within challenging budget reductions, to protecting its front line services.

16. There is evidence that interventions are child focused, and that the views of children and young people are listened to and acted upon. Front line workers are committed to doing the best they can for the child or young person they are working with and want to ensure children and young people are appropriately safeguarded.
17. The views of children and young people contribute significantly to the council's service development. The Wiltshire Assembly of Youth and the children and young people issues groups are very effective in influencing service planning and making a difference. An active Wiltshire parent carer council has been very successful in helping to change and develop service provision for children and young people who have learning difficulties and/or are disabled.
18. Children and young people who met with inspectors reported that they felt safe at school and in their localities describing Wiltshire as 'a safe place to live'. They know where to get help and advice and who they would choose to confide in if they have any safeguarding concerns. They reported that the rare incidents of bullying are dealt with effectively in their school where pastoral care staff, school nurses and peer mentors had provided reliable sources of support.
19. The council has taken robust action to improve school attendance and to reduce school exclusions. Persistent absence rates have fallen to well below the national average for primary schools and are now in line with the national average for secondary schools. Good collaboration between the council and its schools has seen the overall number of days lost to exclusions in secondary schools drop significantly.

Looked After Children:

20. No looked after children or young people are placed in settings judged by Ofsted inspections to be unsafe. The most recent Ofsted inspections of private fostering in 2007 and fostering and adoption inspections in August 2010 judged services as good. At its latest inspection in August 2011 the single local authority residential care home, used to provide respite care for children with disabilities, was judged as outstanding in all aspects of its service provision.
21. For looked after children who are in care the outcomes are adequate or better. These children receive good support and economic well-being which helps them enjoy life and achieve better outcomes.
22. Strong collaborative working between the virtual school, social workers and teachers and a shared vision to give all looked after children and young people a positive and successful school experience were noted as common features of the work in Wiltshire. The virtual school has had a positive impact on the improving educational inclusion, attendance, progress and attainment.
23. The Corporate Parenting Board was judged to have a mature understanding of its responsibilities and a determination to make a difference for children and young people who are in care - "Recognising the importance of hearing directly from young people, the corporate parenting board has successfully

developed with young people a model of 'Shared Guardian' sessions, which enables members of the Children in Care Council to speak out and to play a meaningful part in the review and development of services at the highest level."

24. The engagement of looked after children, young people and care leavers in making a positive contribution is judged as outstanding.

Capacity for improvement:

25. The inspectors judged that there is adequate capacity to improve safeguarding services and for looked after children the capacity to improve is good. The political and managerial ambition and prioritisation across all partners is to improve and be better than adequate across all services. There is a strongly evidenced commitment from all partners to ensure that the well-being and safety of children and young people is central to all service planning and delivery.
26. There is a great deal of evidence that the council is able to learn from inspections or other sources and take positive action to improve.
27. During the inspection, the council produced a detailed improvement plan in recognition of the failures in child protection services. The council demonstrated that it accepted the findings of the inspection by taking immediate steps to commit both resources and take action to address the failings in child protection services.
28. The leader of the council committed resources immediately to support remedial action to ensure children and young people in Wiltshire are appropriately protected from significant harm or risk of harm.

Making Improvements:

29. Action has been taken on all the immediate items set out by Ofsted. A multi-agency Safeguarding Improvement Board with an independent chair will be responsible for monitoring progress and overseeing the delivery and evidence of improvement.
30. The improvement plan is prioritised and fully resourced and a summary of its content is included as Appendix 2.
31. A comprehensive audit of all children who are on the threshold of risk and/or subject to child protection is being undertaken to ensure that these children are being protected from serious harm. The council has commissioned independent (not employed by the council) senior social workers to review cases where children might be at risk. Over 500 cases have been reviewed and follow up action taken where needed. This includes increased visits to families, gathering more information, and meeting with other agencies.

32. Additional managers with experience of improving social work practice have been recruited and the council has also committed to ensure that it improves its management oversight of cases and that its assessments are updated to reflect and evaluate the impact of changing family circumstances and to ensure child protection plans and written agreements with parents clearly identify what needs to change with the timescale for action.
33. Work is underway with the police and health service to review and improve the way child protection cases are investigated and ensure that action is taken in a timely way.
34. The Terms of Reference of the Placements for Looked After Children Task Group have been extended to specifically focus on the improvements needed in safeguarding.

Adoption Scorecard

35. A briefing is attached as appendix 3.

Conclusions

36. The Committee is asked to note the content of the report and the actions that are being taken to improve.

Carolyn Godfrey, Corporate Director

Report Author: Lynda Cox, Head of Performance and Information Management,
Children's Services

Date of report: 18 May 2012

Appendices:

Appendix 1 Ofsted Report 24 April 2012
Appendix 2 Improvement Plan Summary
Appendix 3 Adoption Scorecard briefing

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Inspection of safeguarding and looked after children services Wiltshire

Inspection dates: 5 – 16 March 2012

Reporting inspector: Lynne Staines HMI

Age group: All

Published: 24 April 2012

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About this inspection

1. The purpose of the inspection is to evaluate the contribution made by relevant services in the local area towards ensuring that children and young people are properly safeguarded and to determine the quality of service provision for looked after children and care leavers. The inspection team consisted of three of Her Majesty's Inspectors (HMI), two additional inspectors and one inspector from the Care Quality Commission. The inspection was carried out under the Children Act 2004.
2. The evidence evaluated by inspectors included:
 - discussions with 110 children and young people receiving services, 49 parents or carers, front line staff and managers, senior officers including the Director of Children's Services and the Chair of the Local Safeguarding Children Board, the leader of the council, elected members and a range of community representatives
 - analysing and evaluating reports from a variety of sources including a review of the Children and Young People's Plan 2012-2015, performance data, information from the inspection of local settings, such as schools and day care provision and the evaluations of a serious case review undertaken by Ofsted in accordance with 'Working Together To Safeguard Children', 2010
 - a review of 92 case files for children and young people with a range of need. This provided a view of services provided over time and the quality of reporting, recording and decision making undertaken
 - the outcomes of the most recent annual unannounced inspection of local authority contact, referral and assessment services undertaken in June 2011
 - interviews and focus groups with front line professionals, managers and senior staff from NHS Wiltshire, now part of NHS Wiltshire and Bath and North East Somerset (BANES) Primary Care Trust (PCT) cluster and health providers; Wiltshire Community Health Services (WCHS), Great Western Hospital Foundation Trust, Sirona Health and Social Care, Salisbury NHS Foundation Trust, Avon & Wiltshire Partnership Trust and Oxford Health NHS Foundation Trust.

The inspection judgements and what they mean

3. All inspection judgements are made using the following four point scale.

Outstanding (Grade 1)	A service that significantly exceeds minimum requirements
Good (Grade 2)	A service that exceeds minimum requirements
Adequate (Grade 3)	A service that only meets minimum requirements
Inadequate (Grade 4)	A service that does not meet minimum requirements

Service information

4. The county of Wiltshire is situated in the south west of England. It is a large, predominantly rural and generally prosperous county. Although Wiltshire ranks amongst the least deprived areas of England, it contains significant pockets of deprivation. The total population in Wiltshire is estimated to be 461,480 (mid year estimate 2011) and rising. Of this population the number of children and young people aged 0-19 is 114,390 (24.8%) which is more than the national average of 23.8%. The proportion of children and young people in Wiltshire who are entitled to free school meals, at 8.1% is significantly below the national average of 17.1%.
5. Children and young people from minority ethnic groups account for 8.3% of pupils in primary schools and 6.7% of pupils in secondary schools which is significantly below the national average of 24.5% and 20.6% respectively. The largest group is made up of children and young people from White and Black Caribbean and White and Asian communities with a more recent increase of children and young people from Western and Eastern European countries. In 2011 the percentage of pupils who speak English as an additional language was 3.4%.
6. Apart from its rurality Wiltshire is characterised by the scale of its military presence which is one of the largest in the country. In January 2011, 4,893 (7.6%) children and young people in Wiltshire schools had a parent in the armed services. This in itself presents challenges not only to statutory services but also to military welfare services in addressing difficulties relating to the turbulence and disruption to family life and learning due to children and young people moving schools as their parents are posted to different locations, and the anxiety felt by children and young people when their parent is away on active service.

7. Wiltshire has a long history of Children and Young People's Partnership arrangements which pre-dates the Wiltshire Children's and Young People's Trust established in 2005. Despite the removal of statutory requirements, Wiltshire remains committed to continuing the arrangements for collaborative working through a Children and Young People's Trust Commissioning Executive with a Stakeholder Partnership. The ambition and priorities of the Trust are reflected in the newly published Children and Young People's Plan (CYPP) 2012-2015. Membership of the partnership is made up of key partner agencies from statutory, community and voluntary organisations. The Local Safeguarding Children Board has an independent chair and brings together representatives from all the main organisations, including a representative from the army welfare service, working with children, young people, families and carers in Wiltshire. The voluntary and community sector are well represented on the Commissioning Executive, Stakeholder Partnership and the Wiltshire Safeguarding Children Board (WSCB). They work closely with the council and partners in service provision such as family support services and advocacy for children subject to child protection plans.
8. At the time of the inspection there were 405 children and young people looked after by Wiltshire County Council comprising; 102 children under the age of five, 272 children of school age (5-16) and 31 aged 17 years. The council and its partners currently support 198 care leavers. Wiltshire uses a virtual school approach in its support of children in care to raise standards of individual achievement and attainment, celebrate their successes and increase the overall rates of progress made by looked after children.
9. Social care services for children have 217 foster carer households, including 19 families that provide short breaks for children who are disabled. Wiltshire Council provides children's residential care through one respite care residential children's home for children with disabilities, with all other residential placements commissioned from the independent sector.
10. There are 152 Wiltshire children subject to a child protection plan and an additional 26 children living in the county where Wiltshire is not the lead authority. Community based social care services to children and young people are provided by five social work teams, one fostering team, two through care teams, a specialist prevention team and an adoption and permanence team. Out of hours services are provided by the emergency duty service team. Other specialist and social work posts and services are located in established multi-disciplinary teams such as family support teams. Additional preventative services are delivered by 30 children's centres and a wide range of early intervention services.

11. Within Wiltshire, primary care services to children, young people and their families and carers living in the community are commissioned by NHS Wiltshire, now part of the NHS Wiltshire/BANES PCT Cluster. Acute hospital services are provided at Salisbury Foundation Trust, Great Western Hospital NHS Foundation Trust and Swindon & Royal United Hospital NHS Trust Bath. Universal services such as health visiting and school nursing are delivered primarily by Wiltshire Community Health Services (WCHS), managed by Great Western Hospital Foundation Trust. Specialist child and adolescent mental health services (CAMHS) are provided by Oxford Health NHS Foundation Trust. Adult mental health services are provided by Avon and Wiltshire Mental Health Partnership NHS Trust (AWP). This provision is jointly commissioned with other local PCTs and NHS South Gloucestershire is the lead commissioner.

Safeguarding services

Overall effectiveness

Grade 4 (Inadequate)

12. The overall effectiveness of safeguarding services is inadequate. Statutory requirements are not met consistently. The inspection found significant failings in the contribution made by Wiltshire Council and partner agencies to child protection work, particularly with regard to children and young people who had already been identified as suffering, or at risk of suffering, significant harm and who were subject to child protection plans. For some children and young people child protection procedures had not been followed in accordance with statutory guidance, resulting in them not being subject to a child protection plan when they should have been.
13. Inadequate practice was found in the level of robustness of managerial oversight and decision-making. The lack of challenge resulted in the level of risk to a child or young person not being correctly assessed leading to poor quality core assessments and subsequent child protection or child in need plans. Core assessments were not being used to review and reflect changing family circumstances and professionals and parents were unclear about the consequences should the plan fail to deliver sustainable change for the children and young people involved. Within health communities and adult services there is a lack of appropriate levels of safeguarding supervision and training for a wide range of staff that have direct contact with children, young people and families. Child protection chairs have not been sufficiently robust in identifying non-compliance with statutory guidance, unassessed risk, drift and the lack of robust contingency plans. These significant shortfalls in practice were identified through the random selection of cases by inspectors throughout the inspection process. Once issues were raised with the council immediate and appropriate action was taken to ensure the children and young people identified were re-assessed and appropriately protected.
14. Wider safeguarding provision is effective and in a number of instances there is evidence of good and outstanding practice. Examples include, some of the multi-agency work delivered through children's centres, the work in schools by the safeguarding in education lead officer, the transformation of the short breaks service for children with disabilities and the emotional and well-being support provided to service children by the army welfare service which are all effective in helping to safeguard children and young people. However, this has not translated into improved safeguarding outcomes within child protection services for all children and young people in Wiltshire. The established practice by police of using Section 136 of the Mental Health Act 1983 to hold some children or young person in custody where they have committed an offence, is inappropriate. This practice is under review, given there is now a

dedicated CAMHS out of hours service that can provide more timely and potentially more appropriate assessments.

15. Despite the shortfalls in child protection services there is good cross-party political commitment and support for the prioritisation of safeguarding services that offers some stability to medium and longer term service planning. Corporately the council is committed, within challenging budget reductions, to protecting front line services. Staff morale across the partnership is good and there is evidence that interventions are child-focused, and that the views of children and young people are listened to and acted upon. Front line workers are committed to doing the best they can for the child or young person they are working with and want to ensure children and young people are appropriately safeguarded.
16. With the exception of low capacity within the school nursing service, staffing resources within children's services and health are sufficient to deliver the priorities identified in the CYPP. The recruitment and retention of social care staff is satisfactory and consequently there is very little reliance on agency staff. Safe recruitment practices are established across the partnership and meet at least minimum standards. The role of the local authority designated officer (LADO) is well known across all agencies, including those in the voluntary and community sector, and appropriately used.
17. Although there is a wide range of performance management and quality assurance systems in place across the partnership their effectiveness is variable. Where they have been effective services have improved, for example the work on missing children or hidden harm. However, others are either under developed or not used consistently or effectively, corporately and strategically, to drive service improvement. The failure of the partnership to comprehensively audit Section 47 child protection enquiries is one such example. Outcomes from action plans relating to audits or performance are not systematically or consistently drawn together and evaluated to provide a holistic overview of service improvements. Performance monitoring and quality assurance functions carried out by the Children's Trust, WSCB and elected members have all failed to identify the significant failings in child protection services.
18. The views of children and young people contribute significantly to planning and service development. The Wiltshire Assembly of Youth (WAY) and the children and young people issues groups (CAYPIGs) have been very effective in influencing service planning and making a difference. An active Wiltshire parent carer council has been very successful in helping to change and develop service provision for children and young people who have learning difficulties and/or who are disabled. There are many examples of where they have made a difference. Parents consider the group and those they represent to have a real, rather than

tokenistic, role in service planning and comment 'we are walking the journey together'.

Capacity for improvement

Grade 3 (Adequate)

19. The capacity for improvement is adequate. Political and managerial ambition and prioritisation across the partnership are at least adequate and provide a clear direction of travel. There is a strongly evidenced commitment from all partners to ensure that the well-being and safety of children and young people are central to service planning and delivery. While wider safeguarding services have developed and improved this commitment has not been effective to date in ensuring all children and young people subject to child protection services have been appropriately safeguarded. However, the council has demonstrated that it accepted the findings of this inspection by taking immediate steps to commit both resources and action to address the failings in child protection services. Some remedial action commenced before this inspection ended. Overall, leadership of safeguarding is satisfactory with the high visibility of the Director of Children's Services and senior managers. Staff, children and young people report they feel listened to and involved in improving services. Services for children and young people who have learning difficulties and those who are disabled have been transformed over the past 18 months and are good with some outstanding features.
20. There is evidence that the council is able to learn from inspections or other sources and takes positive action to redress deficiencies in service provision. For example, following the first 2010 unannounced Ofsted inspection actions were taken to improve the referral and assessment team by centralising it. The initial model did not work effectively and further improvements in its re-design ensued. The council was still not content and recognised further improvements were required to its 'front door' service provision. Prior to this inspection being announced, the council had commissioned consultants to take the work forward but it had not been completed before this inspection commenced. There was also a recognition by the council that a review of the effectiveness of the independent safeguarding unit was required. The unit has line management responsibility and accountability for the independent reviewing officers (IROs) and child protection chairs. A review was commissioned and reported in December 2011. It identified a number of shortfalls some of which reflect the findings of this inspection. Senior managers were in the process of considering the outcome of the review and drawing up plans to address identified issues when this inspection was announced.
21. There is a good range of effective preventative and early intervention services to respond to families in need and those in crises. Early intervention provision and partnership work are effective and are resulting

in positive outcomes for many children, with good early identification of their needs for safeguarding. Good quality services provided by the voluntary and community sector further enhance capacity.

22. During the inspection, a detailed improvement plan was drawn up by managers in children's social care in recognition of the failures in child protection services identified throughout this inspection. The leader of the council has committed resources immediately to support remedial action to ensure children and young people in Wiltshire are appropriately protected from significant harm or risk of harm. Additional managerial capacity has been commissioned with extra resources being procured to enable all cases to be thoroughly reviewed. It was recognised immediately by the council and senior managers that the capacity of front line social care services is stretched and additional resources are required in the short to medium term to turn the service around.

Areas for improvement

23. In order to improve the quality of provision and services for safeguarding children and young people in Wiltshire the local authority and its partners should take the following action.

Immediately:

- Wiltshire Council to ensure that the improvement plan to address the findings of this inspection is prioritised and fully resourced to reduce any adverse impact upon the capacity of the front line service
- Wiltshire Council to undertake a comprehensive audit of all children who are on the threshold of risk and/or subject to child protection plans to ensure that these children are being protected from serious harm
- Wiltshire Council to ensure that the serious shortcomings in quality assurance arrangements are addressed by strengthening management oversight and challenge in case work and through improved effectiveness of the child protection chairs
- Wiltshire Council to ensure core assessments are regularly used and updated to reflect and evaluate the impact of changing family circumstances
- Wiltshire Council to ensure child protection plans and written agreements with parents clearly identify what needs to change with clear timescales and what action is required to address any drift
- Wiltshire Council and Wiltshire Constabulary to review procedures for conducting joint Section 47 interviews to ensure practice is compliant with statutory guidance

- NHS Wiltshire and NHS South Gloucestershire, Great Western NHS Foundation Hospital Trust, Salisbury NHS Foundation Trust, Oxford Health NHS Foundation Trust and Avon & Wiltshire NHS Partnership Trust to ensure that staff fully understand the escalation policy and that there is effective monitoring of when the policy is invoked.

Within three months:

- Wiltshire safeguarding children board to ensure a comprehensive Section 47 multi-agency audit is carried out that identifies robustly current practice to ensure it is compliant with statutory guidance
- Wiltshire Council to ensure that the serious shortfalls in the identification of risk within assessments, contingencies and care planning are addressed and improved through appropriate staff development and training
- Wiltshire Council to ensure children in need plans are consistently drawn up following assessment and are regularly reviewed
- NHS Wiltshire and Salisbury NHS Foundation Hospital Trust to ensure that activity and outcomes from the review of children's cases presented in the accident and emergency department are reported regularly through hospital and safeguarding governance arrangements
- NHS Wiltshire and Salisbury NHS Foundation Hospital Trust to ensure that staff have access to regular safeguarding supervision as set out within statutory guidance to senior managers within the Trust
- NHS Wiltshire, Salisbury Hospital NHS Foundation Trust and Great Western NHS Foundation Trust to ensure that staff are well supported to undertake their safeguarding responsibilities through training at levels appropriate to their role and documentation which includes triggers to facilitate comprehensive risk identification
- NHS Wiltshire/BANES and NHS South Gloucestershire, Avon & Wiltshire Mental Health Partnership NHS Trust and the police to review practice to ensure that children and young people under 18 years of age are not inappropriately detained under Section 136 of the Mental Health Act 1983. In the event that a child or young person has to be detained ensure that there is access to appropriate dedicated facilities within the relevant cluster areas and that the child or young person concerned receives a prompt mental health assessment
- NHS Wiltshire and NHS South Gloucestershire, Great Western NHS Foundation Trust, Avon & Wiltshire Mental Health Partnership NHS Trust and Wiltshire Council to ensure that staff in adult services

receive children's safeguarding training at levels appropriate to their role, receive safeguarding supervision as set out in statutory guidance and are fully engaged in children's safeguarding and governance arrangements.

Safeguarding outcomes for children and young people

Children and young people are safe and feel safe

Grade 4 (Inadequate)

24. The effectiveness of child protection services in ensuring that children and young people are safe and feel safe is inadequate. While there is a wide range of effective community based early intervention services available across the partnership to support children, young people and their families this inspection found significant shortcomings in the child protection services designed to protect the most vulnerable children and young people in Wiltshire. During the course of this inspection a number of cases were randomly selected from the current case lists open to social workers both in the referral and assessment team and the community safeguarding teams. Seventeen of these cases were returned to senior managers to be reviewed. Significant failings in practice were identified by inspectors with regards to the protection of children and young people who had already been identified as being at significant risk of harm and subject to a child protection plan. The non-compliance with statutory guidance, inadequate quality of assessment, including identification of risk, insufficiently robust managerial decision-making and quality assurance by managers and child protection conference and reviewing chairs failed to ensure appropriate action was taken to secure immediate or longer term protection for some children and young people. Not all children and young people had been made subject to a child protection plan that should have been. Where concerns were identified by inspectors immediate appropriate and remedial safeguarding action was taken by senior managers to protect the children and young people.
25. Children and young people who met with inspectors reported that they felt safe at school and in their localities describing Wiltshire as 'a safe place to live'. They know where to get help and advice and who they would choose to confide in if they have any safeguarding concerns. They reported that the rare incidences of bullying are dealt with effectively in their school where pastoral care staff, school nurses and peer mentors had provided reliable sources of support. Professionals who work in a range of settings are alert to cyber-bullying and appropriate steps are taken to minimise risk.
26. Robust arrangements are in place to identify, find and return to safety children who go missing from care, education, home or hospital. The WSCB has taken effective action over the last two years to strengthen partnership work and strategic oversight which means that roles and responsibilities of all agencies are clear, understood and underpinned by comprehensive policies and a multi-agency protocol. Systematic and prompt information sharing between police and social care ensures there is a timely response when children are reported missing and in the follow up action required. There is good communication with other authorities to track children who move schools between areas without notification.

27. Effective and robust action is being taken by the council to improve school attendance and to reduce school exclusions. Persistent absence rates have fallen to well below the national average for primary schools and are now in line with the national average for secondary schools. Good collaboration between the council and its schools has seen the overall number of days lost to exclusions in secondary schools drop from 5783 in 2008-9 to 4603 in 2010-11. The low level of permanent exclusions in primary schools has been maintained and in secondary schools has reduced from 64 to 40 over the same period. The number of fixed term exclusions has dropped from 467 to 433 in the last twelve months.
28. No looked after children or young people are placed in settings judged by Ofsted inspections to be unsafe. The most recent Ofsted inspections of private fostering in 2007 and fostering and adoption inspections in August 2010 judged services as good. At its latest inspection in August 2011 the single local authority residential care home, used to provide respite care for children with disabilities, was judged as outstanding in all aspects of its service provision.
29. The work of the two local authority designated officers (LADOs) is effective. There is clear evidence of impact in respect of the reporting and investigating of concerns regarding the conduct of members of the children's workforce. One randomly selected case file demonstrated clearly how a health referral relating to a nurse had led to effective action by children's social care to assess safeguarding issues within the family. In addition there are defined links to complaints about staff with clear and appropriate working arrangements between the two service areas.
30. Arrangements for handling comments and complaints are adequate. Children and young people who wish to raise issues about their care have access to the children's rights officer, who in most instances ensures their concerns are resolved constructively at an early stage. Where children, young people or their carers wish to make a formal complaint they are supported appropriately by independent investigators. However, while the number of formal complaints continues to fall, a high proportion are not completed within procedural timescales. While the annual report for 2010-11 identifies issues arising from complaints it does not include an action plan on how the learning will be taken forward to improve practice. Similarly, while the annual report is presented to the senior management team within children's social care it is not shared with elected members. This is a lost opportunity to maximise learning from the perspective of service users.
31. Safe recruitment processes meet statutory minimum requirements. There is good tracking and follow up of staff that require renewed Criminal Records Bureau (CRB) checks and General Social Care Council registration. In all cases randomly selected by inspectors CRB clearance had been established prior to staff beginning their employment and good systems

are in place to record and monitor most safe recruitment activity. However, there is no centralised system in place resulting in no overall monitoring of the consistency of performance of first line managers who are responsible for checking references and employment histories. All providers who provide transport to children and young people are required to have an enhanced CRB check. Monitoring visits to spot check drivers are CRB compliant are made by the council's passenger transport team on average four times a month. If non-compliance is discovered appropriate remedial action is taken.

Quality of provision

Grade 4 (Inadequate)

32. The quality of assessments and direct work with children and young people is inadequate. Inspectors found serious and significant shortcomings in the safeguarding and protection arrangements for a number of children receiving statutory child protection services. Within children's social care and the police, statutory guidance and procedure are not routinely followed in respect of joint interviews of Section 47 child protection enquiries. Similarly, in some instances social care practice has been non-compliant with statutory guidance in deciding whether to hold an initial child protection conference (ICPC) if it is felt that the child has been made safe irrespective of whether it has suffered significant harm. Records of child protection enquiries seen by inspectors demonstrated that welfare checks with other key agencies are often incomplete. Feedback to other agencies on what has happened to a referral is inconsistent.
33. A high proportion of cases seen by inspectors were judged to be inadequate and these included cases of children under the age of 10 years who had received services over a number of months. There was over optimism by professionals and managers involved in these cases as to the level of protection being afforded by parents and carers to such young children. This, combined with an insufficient focus on the needs of the child during assessment and the failure to identify risk, contributed to the significant failures in child protection. The monitoring of cases by managers had failed to identify inadequate practice and consequently not led to appropriate action being taken in a timely enough manner to protect children. These issues were drawn to the attention of senior managers during the inspection, and the cases scrutinised by inspectors were all immediately reviewed. Levels of risks were re-assessed and immediate and appropriate action taken to safeguard the children concerned, including the use in some cases of legal proceedings to ensure appropriate protection from harm.
34. The quality of core assessments in long term casework to fully record and evaluate the history and current circumstances of the child and family is underdeveloped. This significantly impacts on the quality of risk assessment and care planning. Children are regularly seen, mostly within statutory time scales. Case recording is generally up to date. However, it

is highly descriptive and there is little evidence of risk analysis or how new information influences and drives case planning. Discussions with managers are usually evident in most case files although these do not always have a significant impact on the case direction or improve outcomes for some of the most vulnerable children.

35. The analysis in the majority of assessments seen, including those in Section 47 enquiries, is poor. In a majority of cases it was descriptive and lacked focus on robustly identifying whether a child has suffered significant harm or is likely to in the future. As a consequence case planning and decision making becomes seriously flawed leaving some children inadequately protected and exposed to potential and on-going harm.
36. Although child protection conferences and reviews are mostly held within timescales and core agencies are generally well represented, the quality and impact of case conferences is variable. This has resulted in families being unclear about the full reasons why their child has been made subject to a child protection plan. A small number of parents who met with inspectors, whose children were or had been subject to a child protection plan, reported on their experience of the case conference. While they appreciate the support and help offered to them from a range of professionals, they describe the child protection processes as daunting, especially the conference. Most of the parents considered that their views were not sufficiently acknowledged in these meetings thus inhibiting their initial engagement.
37. Child protection plans are currently written by conference chairs and not the allocated social worker. The quality of these plans is variable and social workers report that they do not always capture the correct emphasis on specified actions or on occasion accurately reflect decisions made. Key professionals report that there are often significant delays in case conference minutes being sent out. These issues reduce the effectiveness of the core group of professionals working with the family to develop and monitor the plans to ensure improved outcomes for children and young people.
38. Whilst most plans do have contingency arrangements in place these are written as broad statements. This leads to a lack of clarity for those working with the plan, and more importantly parents, as to the potential consequences if they fail to deliver sustainable change for the children and young people concerned.
39. Out of hours support to vulnerable children and families and working arrangements with day time services are good. The emergency duty service (EDS) has access to Wiltshire's electronic integrated children's system that contains relevant information about vulnerable children and families known to day time services. EDS staff update case records in a

timely fashion and allocated workers are well informed about any activities in relation to their allocated casework. On call managers are available from children's social care if EDS needs to consult about the outcome of their intervention. The EDS manages the crisis intervention service out of office hours resulting in children, young people and their carers being able to gain intervention and support in the event of a crisis occurring out of regular daytime hours. This is effective in helping to prevent a child or young person from becoming accommodated. The team has the capacity to provide pre-arranged monitoring visits or telephone support calls to families allocated to social workers.

40. Thresholds for access to social care services are generally well known across the partnership and used appropriately. Schools and health partners report favourably on the single point of referral and assessment for the whole of Wiltshire. They comment favourably on the advice, guidance and information they can access when seeking clarification as to whether a concern should be a referral. However, the same agencies report feedback is not routinely given on referrals they make and where it is the quality is reported as variable but improving.
41. Early intervention and prevention services in the wider children's safeguarding arena are effective and used both to prevent children and young people from being accommodated by the local authority and to help reunify some families where their children have been accommodated. The establishment in 16 areas of Wiltshire of multi-agency fora (MAFs) is proving to be effective in delivering early interventions. Although in varying stages of maturity, where they have been working the longest, multi-agency interventions are effective in providing a 'team around the child' (TAC) approach. There are strong links between the MAFs and the use of the common assessment framework (CAF). There are regular multi-agency meetings about children and young people where concerns have been raised, with parents fully engaged in the process. Military families have full access to all service provision and in February 2012, 52 school age children from military families were benefiting from a CAF. Parents who met with inspectors reported positively about the process and the benefits: not having to retell their story to different agencies, getting help early before problems escalated, having a lead professional as their advocate and bringing agencies together to help them and their child. They reported that the CAF was not an 'easy option'. It provided them with challenge as well as supporting them to build their confidence and capacity to become better parents.
42. Arrangements to identify and monitor children who are educated at home are well established and effective. Robust policies and procedures are in place and followed consistently by the education and welfare officers (EWO) with specific responsibility for this work. Good liaison and sharing of information between EWOs and other agencies, including general practitioners (GPs) and paediatricians, supports the work undertaken to

track children, to provide advice to parents and to share information swiftly as soon as concerns are raised about the safety and welfare of children.

The contribution of health agencies to keeping children and young people safe **Grade 3 (Adequate)**

43. The contribution of health services to safeguarding of children and young people is adequate. Health partners assure themselves that children and young people are adequately safeguarded. Policies and guidance are readily accessible to staff across health provider services and those staff who met inspectors confirmed they knew how to seek safeguarding advice and guidance. The lead safeguarding professionals are knowledgeable and accessible to practitioners. Under the guidance of the named GP and designated nurse the engagement of GPs, dentists and pharmacists in safeguarding is improving but it is acknowledged that there is more progress to make. Safeguarding champions are being identified in all GP practices and although GP attendance at case conferences is low, most GPs do submit reports. However, the use of the standard report template is inconsistent and not all GPs are aware of it. The role of the LADO is well understood across health services and whistle blowing procedures have been used with positive outcomes. Where safeguarding concerns are not appropriately addressed an escalation policy is in place and front line staff are confident as to its effectiveness. However there is less clarity and understanding that consulting with named nurses does not necessarily invoke a safeguarding referral. This can potentially lead to a delay in progressing issues of concern.
44. Health provider support plans to individual children subject to child protection procedures are not always sufficiently detailed or outcome focused. Serious incidents are not routinely notified by all providers to the designated safeguarding nurse. This issue is being addressed currently through contracts and direct engagement with providers. A twice weekly review at Salisbury NHS Foundation Hospital Trust of all presenting children is an effective safety check to ensure that appropriate safeguarding actions have been taken. Any practice development issues arising from this review are promptly addressed with individual clinical staff and notified to the lead consultant and named nurse. However, there is no upward routine reporting of this review activity to the Trust. Safeguarding supervision has yet to be established effectively within the Trust and this is being addressed by the named nurse. EDS are accessible to the acute services and will attend the emergency department as requested.
45. Health visitors and school nurses prioritise child protection and safeguarding activity, and attendance at case conferences and core groups is good. There are capacity pressures in the school nursing service currently being addressed through training to increase numbers of

qualified staff, skill mixing and the reconfiguration of the service based on areas of highest need. Health visitor service development and capacity building is progressing well from a slow start towards achieving the 2015 staffing targets. There is positive multi-agency partnership working through the MAFs, the gateway panels and multi-agency risk panels.

46. Midwives are appropriately identifying potential safeguarding risks at registration and through ante-natal activity resulting in improvements in pre-birth planning. Safeguarding training and supervision in these services is not yet established to expected levels but is improving. Midwives are gaining confidence in undertaking CAFs but this is at a relatively early stage and as yet there is little evidence of impact.
47. Access to CAMHS has significantly improved with a newly commissioned service provider, Oxford Health NHS Foundation Trust. The CAMHS, including the outreach child and adolescent service (OSCA) which is available 24 hours per day, are good quality and effective. Young people told inspectors how highly they value the support they receive and what a positive impact it has had on them and their families. The service makes daily contact with the acute hospital trusts, and responds promptly to requests for assessments. For young people requiring in-patient mental health treatment, there is clear access to specialist adolescent provision at Marlborough House in Swindon. No young people requiring in-patient Level 4 mental health services are placed in adult provision.
48. A wide range of good quality sexual health services, known as 'No Worries,' is being delivered within a strong partnership arrangement across health, schools and colleges, the youth service and the third sector. The services are well known and trusted by young people and there are examples of innovative practice and service development. Access to clinics and school and college drop-ins is good and well used by young people. Innovative practice includes the development of a smartphone app specifically for Wiltshire where young people will be able to access advice, guidance and sexual health information. Young people are actively involved in mystery shopping services against 'You're Welcome' criteria for the delivery of sexual health services and have influenced the design of posters, location and opening times. The teenage pregnancy rate is well below that of similar councils. All teenage mothers routinely have CAF assessments and effective support from a specialist midwife and health visitor. A head teacher is acting as a positive influence in increasing school engagement with sexual health strategies resulting in a robust healthy schools programme with positive outcomes.
49. Children and young people who have been victims of sexual assault have good support, via a well-established and effective referral pathway to dedicated facilities within the acute hospitals which serve Wiltshire. Although sexual assault referral centre (SARC) facilities are not available within the area, there are facilities close by within neighbouring

authorities. There is good follow-up support and effective sexual health services are in place.

50. There is a good range of health services providing effective support for children with disabilities. Appointments are increasingly coordinating multi-disciplinary interventions through the 'team around the child' approach, minimising disruption to children's daily lives. There is more to do to ensure this practice is fully embedded particularly where a child may need multiple medical interventions which could be delivered simultaneously or under single anaesthetic such as dental surgery and blood tests but it is an improving picture. Schools, nurseries and children's centres are well supported to include children who have disabilities or healthcare needs and effective practice guidance is in place. Palliative care and support for children with life limiting illnesses are delivered in a sensitive and supportive way based on the wishes of the child and their family.
51. Staff across the health community are aware of the cultural and diverse needs of the population. There is effective use of independent interpreters rather than family members to help families have appropriate access to health services. There is an awareness of increasing incidents of female genital mutilation and work is in hand within the maternity services to develop awareness and expertise. Leaflets are provided in a number of languages within acute settings and the minor injuries unit. The development of the support group named by young people as 'Group of Gays' (GOGs) is facilitating young people to understand and gain peer support on issues of sexuality. The young people involved with GOGs speak positively of the impact that GOGs has had on their sense of identity and well-being.
52. Where young people are subject to detention by police under Section 136 of the Mental Health Act 1983 there are no appropriate dedicated suite facilities. Section 136 suites provided by the Avon and Wiltshire Mental Health Partnership NHS Trust do not accept referrals for young people under 18 years of age and, although few in number, children have been detained in police custody awaiting a mental health assessment. This is inappropriate practice. Currently discussions are at an early stage, between health commissioners, provider and the police, to resolve this issue and to review whether assessments under the Mental Health Act are being appropriately requested or whether a mental health assessment from OSCA would better meet the needs of the child or young person and reduce delays in service provision.
53. The Wiltshire assembly of youth (WAY) is effective and leading the 'agenda for action' programme facilitating young people to have real influence on service areas they have identified as priorities. Under the auspices of the WSCB and as a result of lessons learned following a serious case review of a young person who committed suicide, young people recently led a well attended mental health conference, 'Be Kind to

Your Mind' as part of their work to develop a Young Minds Matter Charter for schools. Councillors attended the event, including the cabinet member and portfolio holder for children and feedback from young people who attended is that the event provided a safe and open place where young people's awareness was raised and they could share their mental health issues, in some cases for the first time. A report of issues and recommendations arising from the event is being taken to cabinet with an accessible version and a DVD of the event being developed for young people.

54. Services are responding appropriately to the high and rising alcohol use among young people. Effective substance misuse services are provided by Motiv8 which is providing support to young people which they value. The new provision of a substance misuse specialist in the CAMHS team to develop the expertise of clinicians in understanding and responding to substance misuse issues in their work is positive and although too soon for impact to show, the aim is to improve multi-disciplinary working with young people with multiple needs.

Ambition and prioritisation

Grade 3 (Adequate)

55. Ambition and prioritisation are adequate. The CYPP has been revised and re-launched for the period 2012-15. It is based on a thorough joint strategic needs analysis which has informed planning decisions and commissioning priorities. As a result new commissioning strategies for family and parenting support, 11-19s, child poverty and emotional health and well-being have been developed. Over the past 12-24 months the focus and priorities have been on improving services. The re-design of the referral and assessment team following the Ofsted unannounced inspection in 2010, with further improvements made in 2011, the re-design and transformation of the looked after children's and care leavers service, the transformation of the short break services for children with disabilities from an under performing service to one that is now a national exemplar and the council's and health's corporate restructuring have been major activities for the council and partners. As a result improved outcomes for many children and young people have been achieved.
56. Corporately across the partnership, safeguarding is a high priority. However, while attention has been given to designing a model for the future that has a greater emphasis on building the resilience of service users through early intervention and prevention, the fact remains that this has had the unintended consequence of insufficient attention by senior managers being accorded to child protection work. When drawn to the council's attention this was acknowledged by senior managers and the leader of the council with remedial action implemented immediately. The council is supporting and resourcing children's services with immediate effect to ensure appropriate safeguarding practices are followed across

the partnership to afford protection to Wiltshire's most vulnerable children and young people.

Leadership and management Grade 4 (Inadequate)

57. Leadership and management of safeguarding services are inadequate. Inspectors found some children and young people inadequately protected from significant harm. Although the leadership and management of the wider safeguarding services is good, the serious shortfalls in child protection practice have been missed not only within children's social care but across the partnership, including the Children's Trust and the WSCB. Although some issues of poor practice had been identified by children's social care improvement board prior to the inspection commencing, case file audits, performance monitoring arrangements by the Boards and single agency management oversight had all failed to identify key areas of risk or non-compliance with statutory guidance. For example while some agencies have escalation policies in place should safeguarding concerns arise they had not been consistently used. Similarly, joint interviews by the police and children's social care are not always carried out in accordance with statutory guidance. The failures in managerial oversight meant that such practices were either not identified or, in some instances, challenged appropriately where risk had been identified but the subsequent proposed action was insufficiently robust. This led to some children being left experiencing ongoing risk of serious harm.
58. The strategy for workforce development is currently being revised and is in draft form. Joint workforce planning has yet to be developed with the majority of the work being undertaken within single agencies and then overseen by the Children's Trust and WSCB training sub-group. There is good multi-agency training provided to develop staff through mandatory and elective training using the web-based 'Pathways' website. This is available and well-used by both statutory and third sector agencies. Training audits are undertaken and supervision used to identify a worker's individual training needs. However, this inspection clearly identified the lack of appropriate training in the identification and management of risk within child protection and child in need assessments. It was acknowledged that this was a gap which senior managers are addressing as a matter of urgency. There is a lack of coordinated planning across children's services or the partnership as a whole to target recruitment to reflect the diversity of Wiltshire other than in the early years settings where a focus has been on a 'Men in Child Care' campaign. Vacancies within children's social care are low. A high proportion of newly qualified social workers report that they receive good support and training.
59. Safeguarding children and young people is not adequately developed across all adult services with inconsistent procedures across statutory and third sector services. The under development in some service areas of

safeguarding is recognised. Within adult mental health services children's safeguarding champions have been appointed in each team to drive development and to provide advice and guidance. This service has recently set a requirement for Level 3 children's safeguarding training for adult mental health staff. However, to date, children's safeguarding training targets have not been ambitious enough to ensure that adult service staff are fully equipped to identify issues of hidden harm. Adult learning disability services have not established routine safeguarding supervision and are rarely involved in pre-birth planning. This is a key omission and has the potential to place children and young people at risk through there being insufficient supervision of safeguarding issues or of key workers not being invited to planning meetings where protective information can be shared.

60. Resources are used effectively to meet service demand. Within the significant budget reductions faced by the council it has taken appropriate action to protect front line services. A clear focus of the partnership has been on developing good commissioning strategies designed to promote the independence and resilience of service users while saving money in the longer term through children and young people not requiring accommodating by the council. Because of its commissioning work Wiltshire has been accepted as a phase 2 community budget pilot to support multi-agency work for families with complex difficulties. However, the project is very new and it is too soon for impact to be demonstrated. There is good evidence that services have been de-commissioned and others re-commissioned to meet identified need or where practice and services have fallen below an acceptable standard. Examples of improved services leading to better outcomes for children and young people include the CAMHS OSCA team, the newly commissioned early intervention services from Action for Children and council funding of bilingual teaching assistants through the ethnic minority achievement service to help some service children overcome language difficulties and to provide support to parents.

Performance management and quality assurance

Grade 4 (Inadequate)

61. Performance management and quality assurance arrangements are inadequate. There are significant failings in quality assurance arrangements across the partnership to ensure that the most vulnerable children and young people are appropriately safeguarded. Within children's social care 17 cases of a child protection nature had shortcomings, some more serious than others, in the identification of risk assessment and planning. Quality assurance processes that had been applied to these cases were not robust and had not identified key risk factors. Although social workers report that their managers are available and that they receive regular support and supervision, it is not clear how supervision has influenced practice within child protection cases to ensure

the most vulnerable children and young people are safe. Direct managerial oversight through supervision and case directions has failed to provide an appropriate level of oversight and challenge. In some cases reviewed there was insufficient challenge by child protection chairs or recognition of the risks some children and young people were exposed to. Consequently, the impact of ongoing risk for the child or young person was not reflected in the subsequent child protection plans.

62. Corporately and across the partnership there are a number of performance management, monitoring and auditing systems in place. Reports are routinely made available to council committees and partnership boards and ensure that political leaders and managers have up to date information on performance trends. However, there has been too much reliance on measuring performance against set performance indicators with insufficient attention given to reviewing the quality of safeguarding work underpinning the data. For example, under the auspices of the WSCB some multi-agency themed audits have been carried out and the findings used to inform practice. However, no comprehensive audit of Section 47 enquiries has taken place to date. Had there been such an audit it is likely that the child protection issues identified by this inspection would have been discovered. It is the partnership's intention to address this issue as a matter of priority.
63. There is not yet a unified performance management framework in place across the whole health community to assure consistent, quality assured health safeguarding activity. Priority has been given to setting up clear governance arrangements and establishing reporting systems. Annual safeguarding reports, while describing activity well, do not set out strategic, measurable objectives to ensure continuous and consistent improvement. A gap analysis has been undertaken and an improvement framework is currently being developed to encompass all health providers.

Partnership working

Grade 3 (Adequate)

64. Partnership working is adequate. Although there is evidence of effective partnership working in a wide range of safeguarding service areas, the significant shortcomings in child protection work means partnership working cannot be judged to be good.
65. There is good awareness of the impact domestic violence has on children and young people. There has been effective awareness raising across a wide range of professionals through a number of routes, such as practitioner fora, general training, bespoke training for professionals, such as community dentists and nursery nurses, and an annual domestic abuse conference. This has resulted in an increasing number of professionals making referrals to the multi-agency risk assessment conference (MARAC). Good targeting of services has led to a reduction from 45.7% in 2005-06 to 26.3% in 2010-11 in the number of incidents of domestic abuse

reported to the police involving the same victim during the previous 12 months. Wiltshire police are one of three forces taking part in a pilot under which perpetrators can be banned from molesting a victim, or going near their home for up to 28 days through the use of a domestic violence protection order (DVPO). Since the pilot commenced in June 2011, the police have obtained 83 DVPOs to protect families in Wiltshire. Although it is too soon for the full impact of the pilot to be known, early indications as to the improved safeguarding of families are positive, with referrals being made to victims of domestic abuse support groups and offender programmes.

66. The MARAC is effective and its action planning and links with multi-agency public protection arrangements (MAPPA) ensure that safeguarding risks to children and young people are appropriately considered. However, although individual cases are dealt with appropriately there are no clear arrangements for the evaluation of practice. Although individual agencies review their practice internally there is no formal overview minimising the opportunity to identify trends and themes or inform learning. While the MARAC co-ordinator circulates reports to support learning from local and national issues, front line staff do not routinely use the information to inform casework practice.
67. The WSCB and Wiltshire child death overview panel are effective in using findings from serious case reviews and reviews of deaths to influence policy and guidance. A good example is the development of the emotional well-being and mental health strategy for young people. Under the auspices of the WSCB and from learning arising from a serious case review a mental health conference for young people was held and run by young people. They influenced the agenda and with support will be taking forward the action planning arising out of the conference. Dissemination of learning across the partnership from serious case reviews is satisfactory but it is less clear, particularly in child protection work, how the learning from national serious case reviews has influenced practice.
68. Partnership working between the statutory and third sector organisations is strong. A good example is the vibrant and strong Wiltshire parent carer council (WPCC) who are working together to improve services for disabled children and young people. Aiming High funding has been used effectively to transform services for children with disabilities with some outstanding aspects of service provision evident. For example, the development of the Wiltshire short breaks local offer has resulted in a 40% increase in take up in 2010-11 with 953 families availing themselves of the flexibility of the programme offered. WPCC are fully engaged in the disabled children and adults review where Wiltshire has been awarded pathfinder status and is developing a 0-25, or described by parents as 0-stability, model to improve transition arrangements and practice to better meet the needs of the young people involved.

69. There is strong and effective liaison and co-working between statutory and voluntary services and the army welfare service. The extended services coordinator works closely with the army welfare service to support families living in the area. A good range of early intervention services through children's centres, parent support advisers and integrated youth services are available to support military families. Specific groups to help children and young people with emotional and well-being issues relating to a parent on deployment, bereavement and isolation are effective. There has been a significant increase in foreign and commonwealth families within the military community resulting in challenges for professionals to ensure integration and social cohesion. Clear arrangements exist for notifications relating to domestic violence, family difficulties and health issues. Where child protection concerns are identified there is clarity of understanding and appropriate action is taken by military personnel to comply with the WSCB child protection procedures. A representative from the military welfare service is a member of the WSCB, the Children's Trust Commissioning Executive and the Stakeholder Partnership. Given the large number of children from military families living in Wiltshire this is appropriate and demonstrates the partnership's strong commitment to service children.

Services for looked after children

Overall effectiveness

Grade 3 (adequate)

70. The overall effectiveness of services for looked after children, young people and care leavers is adequate. Because of the significant failings identified in the safeguarding part of this inspection the council and partners cannot be confident that all children and young people who need to be in care in Wiltshire are in their care. For looked after children and young people who are in care outcomes are adequate or better. In the areas of being healthy and staying safe the outcomes are adequate. Looked after children and young people receive good support to help them enjoy and achieve and to achieve economic well-being. The engagement of looked after children, young people and care leavers in making a positive contribution is outstanding. All looked after children and young people are allocated to qualified social workers from whom they receive appropriate advice and guidance. However, there is variability in the quality of assessment and case planning. This is largely dependent upon whether they are allocated to social workers in generic teams or to workers in the through care team where the focus of work is exclusively with looked after children and is of better quality.
71. The majority of looked after children and young people who met with inspectors or who completed the pre-inspection Care4me survey said they felt safe, were in the right placement to meet their needs and that they had at least one person they could confide in if they felt unsafe or had worries. Opportunities for looked after children, young people and care leavers to voice their views and opinions as to how their needs are met or to contribute to service planning are outstanding. The Children in Care Council is well established and effective. Their involvement in the corporate parenting board is valued and the young people concerned feel listened to and feel they make a difference.
72. Performance management is adequate. While performance against key national indicators is regularly scrutinised to inform practice there is insufficient attention to the quality and robustness of assessment and planning. Managerial oversight, decision-making and challenge from the independent reviewing service are variable in consistency and quality.
73. The council's single agency commissioning arrangements are well developed. Rigorous monitoring systems and practices are in place to ensure no looked after child or young person is placed in a care setting or school that has been judged by Ofsted to be less than good. However, joint commissioning with health and other partners for looked after children's services is still relatively under developed but being worked on.

Capacity for improvement

Grade 2 (good)

74. The capacity to improve services for looked after children, young people and care leavers is good. The shared vision and strong leadership across the partnership has been effective in driving improvement within the looked after children's service. Commitment from elected members, partners and senior managers within the council has ensured that all outcomes for looked after children and young people have significantly improved. The turnaround in the quality of provision within a relatively short timeframe is evidence that the council and partners have good capacity for improvement within this service area.
75. Strategic planning and the development of priorities and targets for looked after children are good. The children in care commissioning strategy, currently in draft form awaiting sign off, is clear in its priorities for on-going service development. Looked after children and young people made a positive contribution to the formation of the strategy. Children and young people are listened to very regularly and their views are used well to inform practice and service development. A good learning culture within the service is adding to capacity. For example, the authority both contributes to and uses research to inform practice. Parenting assessments undertaken in the resource centres are strengthened by awareness of current learning, and adoption workers are contributing to research at a local university into post adoption breakdowns.
76. Overall there is sufficient capacity and a low vacancy rate within the looked after children's and care leavers' service to enable managers and staff to meet the needs of the service and to deliver its core functions. Staff in the through care teams who met inspectors report they have been well supported through the recent changes to service delivery by knowledgeable and respected managers. They are energised by the changes, viewing them as significant improvements and are determined to make a positive difference for the looked after children and young people they work with.

Areas for improvement

77. In order to improve the quality of provision and services for looked after children and young people in Wiltshire, the local authority and its partners should take the following action.

Immediately:

- Wiltshire Council, through its review of its risk assessment processes and practice to ensure that all children and young people who need to be in care in Wiltshire are appropriately accommodated

- Wiltshire Council to ensure placement plans for looked after children and young people placed with foster carers contain relevant, up to date information to assist carers provide good quality safe care personal to the child or young person's needs
- Wiltshire Council to ensure the looked after children's health team receive prompt notification of a child or young person's admission to care or change of placement

Within three months:

- Wiltshire Council to ensure robust tracking and monitoring systems are in place to enable the council to assure itself that looked after children and young people allocated to teams other than the through care teams receive a service that is at least comparable to the quality of service provided by the through care service.
- Public Health and NHS Wiltshire and the council should appoint a designated doctor and designated nurse for looked after children to ensure effective strategic clinical leadership in line with statutory national guidance as set out in Working Together To Safeguard Children, 2010
- Public Health & Public Protection NHS Wiltshire & Wiltshire Council should ensure that looked after children's health service delivery is subject to a work plan with measurable objectives and a rigorous performance management framework
- Public Health & Public Protection NHS Wiltshire & Wiltshire Council should ensure that the needs of young mothers and fathers within the looked after children service, including those who are placed outside the area, are identified and addressed
- Public Health & Public Protection NHS Wiltshire & Wiltshire Council should ensure that there is effective quality assurance of health assessments and reviews for all looked after children, and that the looked after children nurses are well equipped to undertake this role
- Public Health & Public Protection NHS Wiltshire & Wiltshire Council should ensure that health support to looked after children and care leavers is fully developed in partnership with the children in care council
- Public Health & Public Protection NHS Wiltshire & Wiltshire Council to ensure that care leavers receive copies of their health histories to equip them to make effective future health choices.

How good are outcomes for looked after children and care leavers?

Being healthy

Grade 3 (Adequate)

78. The delivery of health services to looked after children is adequate. NHS Wiltshire has not appointed a designated nurse and designated doctor for looked after children and is therefore not in line with statutory guidance as set out in Working Together To Safeguard Children, 2010. This has resulted in a lack of clinical leadership and representation at a strategic level. However, at an operational level most functions of the designated roles are fulfilled. For example, two provider trusts are contracted to provide appropriately skilled and experienced paediatricians to undertake the designated doctor roles, carry out or direct all initial health assessments and provide support to the adoption and fostering panel which functions effectively.
79. The establishment of a single point of access for all notifications from social care to the looked after children health team has been a positive development, providing appropriate information regarding children and young people entering the care system and any changes to their placement. However, not all notifications are timely and this contributes to delay in a child or young person receiving an initial health assessment. For example, only six of the current cohort of 19 young people will have received an initial health assessment within 28 days of becoming looked after. This results in the health needs of some looked after children and young people not being fully identified and addressed soon enough. Remedial action is being taken to address this issue. Performance on ensuring that annual reviews of health assessments are timely is good at 88.4% compared to the national average of 84.3%. Good flexibility and choice in terms of location and time is offered to looked after children and young people as to where they have their health review. However, more recently there has been a significant increase in the number of looked after young people declining their health review. Currently, this issue is being explored by the looked after children health group and community health service to understand and address the reasons for this.
80. The looked after children nurses quality assure all health review documentation and health plan recommendations completed by other professionals. If the information is not judged to be good enough it will be returned to the originator for improving and updating. The quality of health assessments and health reviews undertaken by professionals for children in out of area placements is variable. Action to address this issue is taken with areas known to produce poorer quality assessments through payment systems and directive approaches. Currently, although work is being undertaken to address the quality of health service delivery to

children and young people placed out of area their access to good quality, age appropriate health promotion, cannot be fully assured.

81. Coordination between looked after children and young people's statutory reviews and their annual health reviews is under developed. No reference is made in the independent reviewing officers' (IROs) annual report or audits to the outcomes from health assessments or the quality of health care plans. This is a missed opportunity for any trends or themes to be identified and to inform future service provision.
82. Children have ready access to health services including good quality CAMHS and Motiv8, the substance misuse service. Both services are outreach based services and able to respond to need promptly. To date strengths and difficulties questionnaires (SDQs) and the minutes of looked after children reviews have not been routinely shared with the looked after children health team. This reduces the ability of the looked after children health team to fully quality assure health service delivery and results in a missed opportunity to track a young person's emotional growth and development at the time of their annual health review. More importantly it prevents a looked after child or young person from being actively engaged within the review process in tracking their own emotional development. Partners have recognised this as an area for development and from April 2012, SDQs will be copied to the looked after children nurses.
83. Targeted health promotion is delivered by a range of professionals including the looked after children nurses, school nurses, and sexual health services. Foster carers and other professionals receive good quality training on a range of issues relating to the health and well-being of looked after children and young people. Looked after young women who become pregnant routinely receive a CAF assessment. However, currently, there is no collection of data on the numbers of looked after young women who are pregnant, or who are teenage mothers. Similarly, partners are not aware of which looked after young men are, or about to become, fathers. Consequently, the partnership cannot satisfy itself that the needs of this group of young people, including those who may be placed out of area, are being fully met.
84. The standard of case recording, health assessments and health planning is adequate overall, although health plans are task centred rather than outcome focused. In cases reviewed by inspectors it is clear that the views and wishes of the child or young person are clearly recorded. This is a positive feature and reflects the work that has been undertaken across health to ensure the voice of the child is heard.
85. Health support for care leavers is under developed. Care leavers are not routinely given their health records when they leave care. There has not been recent engagement with the Children in Care Council on how health information, advice and guidance can be best provided to and received by

care leavers. This has been identified as an area for development in health's 2012 work plan.

Staying safe**Grade 3 (Adequate)**

86. The impact of services in ensuring looked after children and young people stay safe is adequate. The failings identified in child protection assessments means that safeguarding risks have not been consistently identified or managed well and therefore the council and partners cannot assure themselves that all children and young people who need to be looked after are in care.
87. Once children and young people enter care their safeguarding needs are well met through good quality placements. The most recent Ofsted inspections of fostering and adoption inspections in August 2010 judged services as good. At its latest inspection in August 2011 the single local authority residential care home, used for children with disabilities, was judged as outstanding in all aspects of its service provision.
88. Looked after children and care leavers who spoke with inspectors are generally positive about their experiences of care. They spoke very positively of teaching staff, independent reviewing officers and the children's rights officer, who had provided continuity through change where this had occurred. All children who responded to the Care4me survey reported that they could tell someone if they were being harmed.
89. Arrangements for the independent review of children's cases, including those who are placed with independent providers or who are outside the local area, have recently been strengthened and reviews are held in a timely way. Most looked after children and young people had confidence in their independent reviewing officers and understood their role. However delays in sending out minutes following reviews mean that some carers and young people are unclear about who was responsible for progressing the plan, and several reported that actions agreed at one meeting are incomplete or inappropriate at the next. The monitoring and review arrangements are very robust for placements commissioned externally. No looked after children or young people are placed in settings where staying safe was judged by Ofsted inspections to be inadequate. The council is able to evidence the robust action it took when a provider failed to provide an appropriate standard of care.
90. Short term placement stability is improving and better than that of similar councils. A determined recruitment drive for new carers combined with an improved focus on assessment of relatives as foster carers has resulted in a steady rise in additional fostering households with a net gain of 20 new carers in 2009-10 and a further 20 in 2011-12. However, long-term stability remains a challenge and performance is below that of similar councils. The council is aware of the need to provide additional support for carers where placements are under pressure due to the complex needs of

some looked after children and young people. It has created additional capacity within the service and is in the process of recruiting additional workers for this specific area of work. Social workers interviewed demonstrated they had worked hard to ensure children's needs are matched to carers who have the right skills to meet them, and were committed to avoiding unplanned moves.

91. The timeliness and numbers of children being placed for adoption are good. Effective ongoing work to secure more timely permanency for some looked after children and young people has resulted in fewer placement breakdowns. The council has recognised a need to strengthen financial and practical support to promote Special Guardianship, and there is increasing use of this route to permanence for children who may not need to remain in care.
92. Children's services work closely with the council's housing options team to ensure that all 16 and 17 year olds who present as homeless receive appropriate support and the use of bed and breakfast accommodation is avoided. The host family's scheme, an innovative and central part of the strategy, provides high quality emergency accommodation across the county while suitable longer-term options are explored and mediation is undertaken where a safe return to the family home is in the young person's best interests.

Enjoying and achieving

Grade 2 (good)

93. The contribution of services to helping looked after children and young people enjoy and achieve is good. Strong collaborative working between the virtual school, social workers and teachers and a shared vision to give all looked after children and young people a positive and successful school experience are common features of the work in Wiltshire. The virtual school has had a positive impact on the improving educational inclusion, attendance, progress and attainment.
94. Clear admission policies and procedures ensure that looked after children are prioritised and placed in good or outstanding schools wherever possible. In the few cases where education provision deteriorates and is judged satisfactory or inadequate by Ofsted following the admission of a child, the local authority takes swift action to ensure that their educational needs continue to be met, putting in place additional support and challenge where needed.
95. Most looked after children enjoy a stable and rewarding school life. For the small number of older young people who struggle in full-time mainstream school, flexible curriculum packages are developed involving a range of alternative education provision to meet their individual need. Robust monitoring arrangements and tenacious work of virtual school officers are helping to keep young people who face some of the most significant barriers to learning engaged in education and making progress.

96. In 2011, attainment at Key Stage 1 was above the national average for looked after children on all measures. At Key Stage 2, attainment improved substantially from 2010 to above the national and similar area average. Attainment in mathematics was well above both comparators. The large majority of children are making satisfactory or better progress throughout primary school and the attainment gap between looked after children and their peers at the age of 11 in Wiltshire is closing.
97. The number of young people sitting and achieving GCSEs has increased over the last three years despite a slightly higher proportion of the cohort having a statement of special educational need compared to the national figure for this group. All 16-years-olds who took GCSEs in 2011 progressed successfully into full-time further education or training. However performance in respect of the number achieving five or more good GCSEs including mathematics and English was disappointing as a few of the group very narrowly missed their target grades. The three-year rolling average for performance at this level remains above the national average. Closing the attainment gap between looked after children and all Wiltshire pupils at the age of 16 is a high priority for the local authority. Targeted strategies to better support the current cohort of young people in Year 11 up to and throughout the examination period have been put in place in the light of the lessons learned last year.
98. Effective action has been taken to improve attendance and behaviour in school. In 2011, attendance was above the national and similar area averages for looked after children following a marked improvement since 2009. The number of looked after children and young people who are persistently absent has fallen consistently over the last three years. Absence rates remain higher in secondary schools than in primary schools and the local authority knows there is more to do to improve in this area. There have been no permanent exclusions of any looked after children for the last three years as a result of well targeted support and intervention from the virtual school and other services working in close partnership with schools. The number of fixed-term exclusions and the number of school days lost to exclusions overall are now low, as both have fallen dramatically over the last three years.
99. Personal education plans are used increasingly well to support, monitor and record learning. Action to improve the timely completion of plans has been effective with the large majority reviewed and updated on time. The roles and responsibilities of social workers, teachers and virtual school staff have been reviewed and clarified. The quality of personal education plans seen by inspectors was satisfactory overall and some were good. Effective quality assurance and moderation of plans and systematic use of data are enabling the virtual school to challenge and support the work of schools more robustly and to target resources effectively. The revised template for personal education plans helps to capture the views and aspirations of children and young people well and encourages them to

share responsibility for learning. While good attention is often paid to children and young people's personal, social and emotional development, the quality of academic target setting and monitoring is variable with some targets that are not sufficiently precise or measurable. Work to develop an early years personal education plan to support the very youngest children is well underway.

100. Robust monitoring arrangements for children placed in schools out of the county ensure they are well supported and their attendance and outcomes are tracked carefully. Two virtual school officers carry specific responsibility for these children and work closely with their schools and social workers.
101. With the agreement of local schools, the virtual school retains control of the pupil premium funding for looked after children. This funding is being targeted and used well to support learning and achievement, for example by purchasing specialist equipment and resources, and providing one-to-one tuition in key subjects and extra curricular activities. Children and young people have good access to a range of enjoyable leisure and recreational activities, however not all children, foster carers and professionals who met inspectors were aware of the free leisure pass offered by the council. The participation opportunities provided by the virtual school are a major strength. Children and young people told inspectors that taking part in activities as a group gave them confidence to try out new things, opportunities to make new friends and time out just to be themselves.

Making a positive contribution, including user engagement
Grade 1 (outstanding)

102. Looked after children, young people and care leavers make an outstanding contribution to decision making, democratic processes and service development and this has made a notable difference to policy, practice and provision in many areas. In schools, they are encouraged and well supported to play a full and active part in school life, for example taking on roles as mentors to younger children and as school council members representing the views of their peers. With support from the virtual school looked after children and young people are also well prepared to deal with challenge and change in their lives, for example moving from primary to secondary school and onto post-16 education and independence. Looked after children and young people are well supported to contribute to their plans and reviews for care and education. A few are now taking the lead role of chairing their review meetings. All looked after children and young people have access to independent advocacy should they need additional support to express their views and opinions.

103. The well established corporate parenting board, which includes a commissioning representative from health, demonstrates a mature understanding of its responsibilities and a determination to make a difference for children and young people who are in care. Elected members have been quick to respond positively to learning from Total Respect training delivered by young people who have left care and who describe themselves as 'experts by experience'. They exert informed and constructive challenge to information presented by professionals including key managers from children's services and from health. Recognising the importance of hearing directly from young people, the corporate parenting board has successfully developed with young people a model of 'Shared Guardian' sessions, which enables members of the Children in Care Council to speak out and to play a meaningful part in the review and development of services at the highest level. The session observed by an inspector included discussion of how the impact of the 'promise', developed some time ago and recently revised by the Children in Care Council could be maximised; how best to launch a high quality DVD on coming into care made by and for children and young people; and a lively debate on how developing plans for the new Aspire Centre could involve young people further. These opportunities keep corporate parenting members well in tune with the reality of life in care and give looked after children and young people excellent opportunities to take responsibility and to make a difference individually and collectively. Examples of this can be seen in changes made to pathway planning, the format of personal education plans, the provision of supported accommodation and contact arrangements for siblings following adoption.
104. The children in care council is effective, comprising of a core group of active members and a wider network of sub-groups and activities. Monthly meetings often include invitations for professionals to attend and talk directly with looked after children and young people. Meetings have included representatives from the children and family court advisory and support service (CAFCASS), the IRO service; the Director of Children's Services, the head of service for looked after children and the virtual head teacher. A variety of other senior managers have also attended at the looked after children and young people's request to discuss key issues. Through the Children in Care Council and other means, young people have contributed very well to strategic thinking in an impressive number of areas. These include the review and re-launch of the CYPP, the children in care commissioning strategy; the 11-19 commissioning strategy and the participation and involvement strategy.
105. Care leavers have made a very good contribution to the development of policies and practices in the through care service. They have had a say in the revision of pathway plans, contributed to the development of leaving care procedures and sit on interview panels for workers and managers. Young people who are unaccompanied minors recently took part in a local

radio broadcast which helped to raise awareness and understanding of the issues affecting young people in these circumstances.

106. Children and young people have good access to a range of advocacy and participation activities provided by the children's rights service, known in Wiltshire as 'Voice'. Through these activities, young people are gaining knowledge about their rights and responsibilities and developing skills to take on representation roles. The service provides good one-to-one support. The majority of issues are resolved locally with social workers or their managers. Information about how to complain is circulated regularly to looked after children and young people. Voice operates the independent visitor scheme which offers advice and befriending through trained visitors who meet young people on a regular basis to build a long-term relationship during their time in care. The number of children and young people benefiting from the scheme continues to grow. Currently 29 looked after children and young people have an independent visitor with three others awaiting a match.
107. Most looked after children, young people or care leavers who met with inspectors and those who responded to the pre-inspection survey know how to access the complaints procedure. A formal complaint system is in place that is compliant with statutory guidance for the investigation of complaints or allegations made against staff who work with children and young people. The children's rights officer is available to support those who wish their concerns to be dealt with on a more informal and speedy basis. Looked after children, young people, social workers and foster carers who met inspectors spoke highly of the skills and integrity of the children's rights officer, and were able to give good examples of her role in reaching constructive solutions to their issues.
108. A strong and effective inter-agency commitment to reducing offending behaviour through a restorative justice approach is resulting in steadily declining rates of conviction across the county. Good working partnerships between the police, youth offending service, the community safety partnership and social care have resulted in effective information sharing and the innovative use of resources, such as specialist provision via the Towpath Project to reduce the risk of offending and to keep individuals safe. A continuing development of a restorative justice approach was expressed well by one police officer as a move from 'catch and convict' to 'restore and rehabilitate'. The multi-agency reducing offending behaviour by looked after children (ROBLAC) panel provides a problem solving forum for professionals from different agencies where young people's behaviour gives rise to concern. Looked after children and young people who are at risk of offending are directly benefiting from this approach. In the period from December 2010 to May 2011 of the 11 young people referred to ROBLAC eight had not re-offended at the time of the inspection.

Economic well-being**Grade 2 (good)**

109. Outcomes for older looked after children and for young people who are now leaving care are good. Strong leadership of services for care leavers and the establishment of dedicated Through Care teams comprising social workers and personal advisors working closely with the virtual school, youth support services and housing providers have brought about major improvements in outcomes for this group over the last two years. Almost all young people at age 16 move successfully into full-time further education or training and continue to make progress in learning. However the legacy of previous arrangements for care leavers means that outcomes for young people aged 18 plus who left care more than two years ago are not nearly as good. Around half of this group are not in education, employment or training and the current economic climate and pressures on the job market have exacerbated further the challenges they face. Targeted strategies and increased resources have been put in place to better support this group as well as those who are at risk of dropping out of education or training. These include the development of the Aspire Centre due to open in summer 2012 and the development of work experience and bespoke training programmes designed to improve young people's resilience and their preparedness for work. A mentoring programme is in the early stages of development and the Director of Children's Services is leading the way by mentoring a young person.
110. The local authority has improved significantly the way it tracks and monitors young people leaving care, including those who have moved out of the area. In 2010-11 it successfully kept in regular contact with the entire cohort, following improvements on performance in 2009-10 when the education, training and employment circumstances of around one in five of the young people were not known.
111. Young people in care and care leavers have access to a range of post-16 learning. The local authority and its partners have a well established and effective strategy for delivering 14-19 education and training. Recently revised, as the 11-19 commissioning framework, this strong partnership work takes a holistic approach to the development of provision which also includes access to youth support services and targeted impartial information and advice for vulnerable groups such as care leavers. Monthly meetings of key partners instigated by the virtual school in 2011 are helping to focus support on the young people who have dropped out, or risk dropping out, of learning. It is too early to see the full impact of this approach, but early signs are positive. The local authority, in its corporate parenting role, has been slow to develop apprenticeship opportunities for young people but plans are now in place.
112. Effective work raises the aspirations of young people who have the potential to progress into higher education. The number at university, currently 12 young people, has increased over the last three years. The

virtual school has good links with local institutions and opportunities to visit their campuses have been instrumental in helping young people choose higher education as the way forward. There is a good package of on going support for these young people, including the option to return to their foster carers or other funded accommodation during the holidays.

113. The small numbers of unaccompanied minors who are looked after are well supported with good access to language and other education courses, regular meetings as a peer support group, access to legal and other advice and opportunities to participate in recreational activities which boost their skills and confidence.
114. Most care leavers who met inspectors were extremely positive about the support they were receiving in moving towards independence and in achieving their goals. Personal advisors are well matched to the young people they support and know their circumstances well. Effective pathway planning is central to this key relationship. While performance in relation to the timely completion of pathway plans and reviews is much improved following concerted action in this respect, the current data base does not readily provide management information on the number of plans that are up to date. The quality of plans seen during the inspection was good with young people's voice and engagement in decision making clearly at the heart of the work. Robust and detailed needs analysis and attention to young people's identity and individual needs informs action plans which are regularly reviewed. Transition planning for care leavers with disabilities is underpinned by clear policies and procedures.
115. There is good support for care leavers to develop independent living skills. For example, the recent establishment of the 'Come Dine with Me' project is helping young people work together to budget, cost, prepare and serve meals to their peers, social workers and personal advisors. Young people told inspectors that they enjoy and value these kinds of opportunities. The imminent launch of long-planned 'trainer flats' for care leavers, which have been designed with housing partners with the involvement of young people, will offer care leavers the opportunity to experience the realities of independent living before they move on to their own tenancies.
116. In 2011, the vast majority of care leavers were living in suitable accommodation following a marked improvement on the low proportion reported in 2010. This is the result of effective collaboration between Through Care teams in partnership with key agencies and commissioned providers. A clear strategic approach to the development of a range of supported accommodation to meet local needs has increased choice for young people, including for the most vulnerable for whom high quality provision has recently been secured at Towpath House.

Quality of provision**Grade 3 (Adequate)**

117. The quality of provision for looked after children and young people is adequate. The formation in 2010, of dedicated teams to provide a continuous service for children throughout their care career is resulting in an improving focus on their needs. Early evidence of impact on outcomes following the changed arrangements include gradually improving rates of short term placement stability, reducing numbers of young people in care entering the criminal justice system and safer living arrangements for care leavers. However a significant number of looked after children and young people remain allocated to social workers within the safeguarding and community teams or the referral and assessment team until such time as court proceedings or other systems have determined they need permanent care. To better meet the needs of this group of looked after children and young people this issue is currently under review by senior managers within children's social care. Consideration is being given as to whether it is more appropriate for some looked after children and young people to move sooner to the through care teams.
118. Most parents and carers who met inspectors spoke positively of the improving level and quality of support they were now receiving from social workers and family support workers in the through care teams and the post adoption team. Carers of disaffected teenagers praised the support from the crisis intervention team and the emergency duty service, where successes included forging links with young people and brokering practical solutions. However not all carers had received timely or appropriate support. Some expressed dissatisfaction with services from the referral and assessment and safeguarding teams, including the variable reliability and skill levels of social workers, some of whom had moved on rapidly and had consequently been unable to form relationships with the looked after children and young people they had been working with. Social workers in the through care team demonstrated confidence in working directly with children and young people, and were able to give examples of a wide repertoire of techniques to engage with them. Young people and carers confirmed that individual needs, in respect of learning, culture and identity, were respected.
119. A range of measures is in place to avoid, where possible, the need for children and young people to enter or remain in care. Good analysis of gaps in provision informs strategic priorities for the reconfiguration and commissioning of preventative services. For example, a gap in the quantity of provision of Family Group Conferencing was identified and this has been recently re-commissioned with a new provider. The crisis intervention team provides a timely and practical response to families where children and young people's behaviour is presenting challenge, and the use of an innovative 'Host Family' scheme means 16 and 17 olds who become homeless have access to mediation pending assessment on whether admission to care is appropriate for them. There is increasing use

of the permanency panel to determine the best plans and placements for children, and an increasing use of court processes to secure permanency. Within children's social care the establishment in November 2011 of the risk management panel is helping partners identify the small numbers of teenagers at risk of significant harm through their risky behaviour. For these young people a bespoke package of support is put in place to safeguard them and to try to prevent them needing to become accommodated by the local authority. Although too soon for impact to be fully evidenced the early signs are that this is a positive development.

120. Most children who are in care benefit from focused support by professionals who know them well, communicate effectively, and demonstrate commitment to ensure they have safe and stable placements. While there has been a recent rise in the numbers of children and young people entering care rates remain below similar authorities. There is evidence of good levels of awareness of the needs of looked after children and young people by partner agencies including police, the youth offending service and CAMHS. Young people reported they have good access to a range of services in the community when they need advice on sexual or emotional health and substance misuse. The Salisbury bridging project is involving disabled young people, including those who are in care, in community activities which are visibly boosting their self-esteem, broadening their social networks and helping to prepare them for independence.
121. Unaccompanied minors are receiving good high quality services. Those who met inspectors praised the expertise and tenacity of their specialist worker. They valued the continuity and quality of the support they had received from foster carers who had demonstrated respect for their religious beliefs and were sensitive to their experience. Personal advisors and supportive lodgings for those who were over 18 were continuing to help them build social networks through sport and community activities. All had been well supported through the virtual school to acquire the language skills they needed to achieve their potential and were on course to achieve their goals.
122. Foster carers seen were very positive about the support received from their fostering social workers, though they had mixed experience of training and access to CAMHS. A recent positive move is the creation of mentor foster carers to support less experienced carers as their children move from primary to secondary school. This is making good use of the diverse skills that foster carers bring to the role. The post adoption service is comprehensive and highly valued. The authority recognises the important role played by children of foster carers in supporting young people in placements, and a support group for sons and daughters of foster carers has been formed recently.

123. For looked after children and young people the quality of initial and core assessments seen was mixed. While some were of good quality others did not take sufficient account of the family history meaning immediate concerns were not informed by an understanding of the child's earlier experience. Initial assessments did not take sufficient account of children's identity in terms of culture and race. However these aspects were generally well covered in core assessments and care plans for children in longer term care showing that their individual cultural needs, for example attention to skin and hair, had been sensitively addressed. Case files and interviews indicate that in most cases once children become looked after, effective action is taken to ensure robust plans are made to avoid further risk and drift.
124. Most case records seen include chronologies but not all were up to date, meaning that the impact of children's earlier life experiences did not consistently inform responses to immediate issues, or reports to assessments and statutory reviews. An inadequate level of information is provided to foster carers at the time a child or young person is placed with them. A random sample of eight placement records which had been completed by social workers in the safeguarding and community teams indicated a significant lack of information on a child's routine, care needs, what level of risk the child had been exposed to prior to placement or what action a foster carer should take should a parent or other adult seek to remove the child from placement. Case records, reports for and minutes of reviews are generally adequate, and all seen have included evidence that a looked after child or young person's perspective has been taken into account. However the backlog of review minutes means these records are not being fully utilised to ensure all concerned are clear about their responsibilities to progress the care plan.

Ambition and prioritisation

Grade 2 (good)

125. Ambition and prioritisation of services for looked after children, young people and care leavers are good. There is a strong determination across the council and partnership that children and young people in care should be well supported and encouraged to have high aspirations and achieve. Elected members, the corporate parenting board and the portfolio holder for children's services, champion the needs of children in care and young people. They have been successful in ensuring services for looked after children and young people are designed to be child focused with a high level of participation from the children and young people concerned. This principle is strongly evidenced in the Shared Guardianship aspect of the corporate parenting board that includes looked after children and young people in care in all its meetings. The outstanding participation of children and young people exemplifies the commitment of the partnership to children and young people who are looked after.

126. Two years ago the looked after children, young people and care leavers services were deemed by senior managers in children's social care and elected members to be not fit for purpose. Since then high priority has been given to overhauling and re-designing the through care service which is having a positive impact on improving outcomes for looked after children and young people. Remodelling of the through care, fostering and adoption teams, a strengthened approach to corporate parenting, re-commissioning of arrangements for homeless young people and for supported housing for care leavers, together with progress to realise the ambitions of the Aspire Centre embody realistic plans for improvement, based on a good understanding of local need. A new children in care commissioning strategy, currently in draft form pending final sign off, clearly identifies the direction of travel and is underpinned by a good gap analysis. This has defined the priorities for on-going service development.

Leadership and management

Grade 3 (adequate)

127. Leadership and management are adequate. There is competent leadership and management of services for looked after children, strongly supported by cross-party support from elected members. The corporate parenting board provides strong challenge and champions the needs of children in care and care leavers. A standing looked after children task group chaired by a senior member of the Children's Select Committee provides challenge to the corporate parenting board and senior officers to ensure the needs of looked after children and young people and care leavers are met effectively. Senior managers are committed to improving outcomes for looked after children and young people although in some key outcome areas improvement is needed, such as being healthy and staying safe.
128. The failings identified in child protection assessments means that safeguarding risks have not been consistently identified and therefore the council and partners cannot assure themselves that all children and young people who need to be looked after are in care. While there are tangible improvements to the quality of services for looked after children and young people allocated to social workers in the through care teams over 100 looked after children and young people remain allocated to workers within the safeguarding and community teams and the referral and assessment team. Workers in those teams do not work exclusively with looked after children and also have to balance their workloads with child protection and child in need cases. The management oversight and decision-making structures are different and there are no systems in place to ensure that looked after children and young people allocated to these multi-faceted casework teams are receiving a comparable quality of service to those in the through care teams. Consequently, the council and partners cannot assure themselves that all looked after children and young people are receiving a good quality of service that appropriately meets their needs.

129. A determination to strengthen partnerships, redeploy resources and raise standards is building a united and highly motivated workforce for children in longer term care. The head of service is visible, respected and accessible, modelling a can-do approach reflected by staff at all levels who were keen to share examples of how multi-agency support for individual children, including those who have very complex needs, has helped them turn their lives around. Overall there is sufficient capacity and a low vacancy rate within the looked after children's and care leavers' service to enable managers and staff to meet the needs of the service and to deliver its core functions. Staff in the through care teams who met inspectors report they have been well supported through the recent changes to service delivery by knowledgeable and respected managers. They are energised and determined to make a difference for children. All were committed to their own learning and had been enabled to pursue their own professional development.
130. Partnership working to meet the needs of children and young people in care and care leavers is good and well established at both the strategic and operational level. Strategic planning through the work of the corporate parenting board is effective, child centred and focused on keeping children and young people in care safe, enhancing their levels of educational achievement and attainment and on encouraging them to have high aspirations for themselves. At an operational level services work together well to meet the needs of, and deliver improved outcomes for, children in care and young people. There is a well established complaints and representations system in place with the availability of advocates to support children and young people in care as necessary.
131. Commissioning arrangements for looked after children and young people are robust. Placements are commissioned on an individual basis and subject to rigorous safeguarding processes and contracts. The placement panel has a clear role for effectively ensuring that risk is appropriately managed and that safe alternatives to care have been fully explored prior to a child or young person becoming accommodated. In making effective decisions the panel is required to consider the cost of placement, whether it offers value for money and, more importantly, whether it can deliver what the child or young person needs to provide stability and care appropriate to assessed need. Although they cannot always be met, individual commissioning arrangements do ensure the cultural and diverse needs of a looked after child or young person are fully considered. For example, the rurality of the county and where foster carers are situated may mean that children and young people cannot be provided with care within their home communities. There is a good focus on value for money, for example, through contracts with the voluntary and community sector, to provide advocacy services.

Performance management and quality assurance

Grade 3 (adequate)

132. Performance management and quality assurance arrangements are adequate overall. The corporate parenting board receives and scrutinise management information on the service and holds officers to account. Performance management at the strategic level within the service is adequate and performance information based upon the national data set is used at all levels of the council and partners to monitor performance and identify areas of concern. It is used appropriately to inform planning and service delivery.
133. There are weaknesses in some areas of operational performance management. An effective performance management framework is not yet in place to monitor the health of children in care. This means that there is not an overall picture of the health of children in care and care leavers that can be used to improve service delivery. Similarly, IROs do not systematically gather and analyse information so that key themes can be identified and lead to improvements in practice. The looked after children health group has an annual work programme that is driving improvements. However, joint performance scrutiny and measurable outcome focused objectives within the work plan are not yet fully developed or sufficiently rigorous. Access to managerial supervision of staff is adequate across both health and social care. Although social workers receive regular supervision, challenge and reflection were not well evidenced in the supervision files reviewed by inspectors.

Record of main findings:

Safeguarding services	
Overall effectiveness	inadequate
Capacity for improvement	adequate
Safeguarding outcomes for children and young people	
Children and young people are safe and feel safe	inadequate
Quality of provision	inadequate
The contribution of health agencies to keeping children and young people safe	adequate
Services for looked after children	
Ambition and prioritisation	adequate
Leadership and management	inadequate
Performance management and quality assurance	inadequate
Partnership working	adequate
Equality and diversity	adequate
Services for looked after children	
Overall effectiveness	adequate
Capacity for improvement	good
How good are outcomes for looked after children and care leavers?	
Being healthy	adequate
Staying safe	adequate
Enjoying and achieving	good
Making a positive contribution, including user engagement	outstanding
Economic well-being	good
Quality of provision	adequate
Services for looked after children	
Ambition and prioritisation	good
Leadership and management	adequate
Performance management and quality assurance	adequate
Equality and diversity	adequate

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SUMMARY OF THE SAFEGUARDING IMPROVEMENT PLAN

This is a summary of the more detailed Safeguarding Improvement Plan. The detailed plan also includes tables outlining actions, timescales, leads, success criteria and evidence sources. At this stage we are still seeking comments on the plan so your views and ideas are welcomed.

1. Purpose

The Safeguarding Improvement Plan identifies plans and actions being taken to ensure that all children and young people in Wiltshire are safe and achieve the best possible outcomes.

2 Context

The Safeguarding Improvement Plan has been developed in response to the April 2012 Ofsted Report on the inspection of safeguarding and looked after children. All areas of development identified in the Ofsted report are noted in the Improvement Plan. Action in response to the Adoption Scorecard 2012 is also included.

A Safeguarding Improvement Board (SIB) has been established. The Board will have an independent chair. The Safeguarding Improvement Board is responsible for driving forward progress on the actions outlined in the Improvement Plan.

3. Involvement of front-line staff and children, young people and parents

Children's Services Voice and Influence Team has been asked to advise on the best way of involving children, young people, parents and carers.

Social Care staff and managers have already influenced the content of the plan through 2 workshops held in late March and will continue to do so through briefing sessions and "Reference Groups" which will be used to test ideas and get feedback.

5 Vision and Values

The vision for children and young people is set out in the Children and Young People's Plan as follows:

"To improve outcomes for children and young people in Wiltshire; ensure good safeguarding practice; reduce, prevent and mitigate the effects of child poverty; and enable resilient individuals, families and communities."

Further work is taking place to identify a specific vision for social care.

Following the Ofsted Inspection over 180 social care staff took part in workshops. Participants identified the principles which should underpin all improvements. Following this feedback it has been agreed that the following principles will underpin social care practice:

- The experience and outcomes for the child informs everything we do
- Good open and honest communication
- Working well, respectfully and collaboratively with others
- Having shared ownership and responsibility
- Listening, reflecting and learning
- Promoting professional debate and challenge

This is consistent with the overall Wiltshire Council values which are noted below:

We embrace change, treat everyone fairly, value diversity and we:

- Place our customers first
- Want to strengthen our communities
- Adopt a can-do approach in everything we do
- Value our colleagues

6. Strategic Goals

Key strategic goals are set out below in the column on the left. The remaining 3 columns identify where we aim to be in 3 months, 6 months and 1 year to end March 2013.

Goal	3 months by end July 2012	6 months by end October 2012	For 1 year to end March 2013
Children and young people are safe	The case work and plans for all children who are at significant risk and/or subject to a child protection plan have been reviewed and any necessary action taken.	There is evidence safeguarding is improving from regular management information reports and “off-line/independent” single and multi-agency audits.	Audits consistently demonstrate that assessments assess risk and plans outline how risk will be managed and what will change as a result of the plan. Audits identify good child centred case work practice. This is supported by performance on a number of key performance indicators.
The skills and quality of front line workers has improved.	All social workers have attended a half day training event which covered statutory guidance, risk management, core assessments and case work planning. A draft set of Wiltshire Social Work standards has been developed. The training and use of new standards has been reinforced through new guidance and discussion in supervision sessions. All relevant staff in other parts of the Council and in partner agencies have also attended half day training events to reinforce guidance and policies.	All social workers are clear about the Wiltshire approach to social work and are using the Wiltshire Social Work standards as a guide for their practice. All social workers have received training and briefing sessions on the approach and standards and this is being reinforced in supervision sessions. Social workers are aware of the management information reports and quality audits being used to monitor and improve practice. Some social workers can evidence how feedback from case file audits has influenced practice.	All social workers can evidence how their approach to case work has changed in the last year. Quarterly reports are produced on compliance with the social work standards. There is consistent evidence from case file audits of good practice including analytical assessments, good risk analysis, outcome focused care planning. There is also evidence of research influencing practice.
The skills and quality of managers have improved.	All managers in all agencies are aware of their safeguarding responsibilities and the policies and procedures which must be followed. Specialist safeguarding managers including social care managers are aware of the management “must do’s” and are being supported in improving and developing their management skills. There is evidence of improved case oversight and decision	All social care managers are clear about the social care leadership and management approach and the management standards required. All managers have received training on the approach and standards. This is being reinforced in supervision sessions. Managers use a variety of performance reports and evidence from case file audits to assess the quality and impact of practice. There is evidence from case file audits of good management oversight and decision making.	All managers can evidence how their approach to leadership and management approach has changed in the last year. Quarterly reports are produced on compliance with management standards. An independent evaluation has confirmed that there is good leadership and management within social care. There is consistent evidence from case file audits of good management oversight and decision making.

	making.		
Goal	3 months by end July 2012	6 months by end October 2012	For 1 year to end March 2013
Quality assurance of safeguarding has improved	A new quality assurance process has been developed. New audit formats and processes have been used to undertake a multi-agency Section 47 audit and follow up action has been taken.	Managers within social care are undertaking regular case file audits. The programme of independent/off-line audits of social care cases has been established. A new programme of LSCB multi-agency audits has been established. There is some evidence that follow up action taken in response to audit findings is impacting on practice.	The revised audit formats and processes have been reviewed. Audits happen routinely. There is strong evidence that follow up action taken in response to audit findings has impacted on practice.
	Revised guidance for child protection chairs has been produced. Protocols between child protection chairs and social care teams have been revised. Standards for child protection chairing have been agreed.	Role and functions of child protection chairs has been reviewed and job descriptions and person specifications revised. Monthly reports on performance of child protection chairs are being produced. There is some positive feedback from families and professionals attending conferences. There is some evidence from case file audits that the quality of chairing is good.	Monthly reports on performance of child protection chairs demonstrate consistent good quality performance. Quarterly feedback from families and professionals attending conference and reviews is positive about the skills and quality of chairs. Case file audits consistently comment on good quality chairing.
	Processes have been put in place to improve the quality of LAC case work provided by the Safeguarding Teams so that this is consistent with the standard of service provided by Through Care teams.	All looked after children are receiving a similar standard of service. An options appraisal has taken place to assess when LAC cases should best transfer to longer term teams.	There is a good standard of service provided to all looked after children regardless of which team holds the case.
The child protection system is working effectively	All immediate and 3 months actions noted in the Ofsted report have been completed. The 3 months self assessment workshop has taken place.	The Safeguarding Improvement Plan is on track. The safeguarding peer review has taken place and the improvement plan been revised and updated.	It is anticipated that the follow-up Ofsted inspection will have taken place.
	The LSCB Executive has met to address the issues raised in the Ofsted report and the improvement plan. The LSCB Business Plan has been revised so it is consistent with the improvement plan. (see above for reference to multi-agency audit).	The role of the LSCB, the Executive and all sub-groups have been reviewed and terms of reference have been updated as necessary. The LSCB performance monitoring report has been reviewed and revised. (see above for reference to multi-agency audit).	A new Section 11 audit process has been developed and the 2013/14 Section 11 audit taken place. Action following analysis of the audit has informed the Annual Report and 2013/14 LSCB business plan.
	The new Scrutiny Task Group has met.	The Scrutiny Task Group has developed methods for scrutinising all aspects of the child protection system.	There is evidence that Scrutiny has been effective.
	The Improvement Board has defined the "child protection whole system" including outlining the functions which individuals, services and groups are responsible for in order for the system to work effectively.	All services and groups are clear about their contribution to an effective child protection system.	There is a date for the final meeting of the Improvement Board.

7. Monitoring Progress

- Some key performance indicators will be monitored weekly at least initially. There will also be some regular weekly and monthly performance reports.
- Revising multi-agency and single agency quality audit processes is a priority. Findings from audits will assist with monitoring progress and with further development of the improvement plan.
- In mid July we anticipate holding a workshop which will involve social care managers and staff from key partner agencies to review and assess progress. This will be informed by feedback from a survey sent to all social care staff, a survey for staff partner agencies and a survey which will be sent to all children, young people and parents who have had contact with social care from April to end June 2012.
- In October 2012 we anticipate there will be a rigorous review by skilled external reviewers. This will be a "peer review". We will select the peer review team and ensure that the terms of reference for the review will focus on actions highlighted in the Improvement Plan.
- The scrutiny function is well developed in Wiltshire and a LAC Scrutiny Task Group has been meeting for some time. This group has had a positive impact on monitoring and driving through improvements. A Safeguarding Scrutiny Task Group is being established to feed into the Improvement Board.
- There will be a follow up Ofsted inspection. We are not sure of the timing for this but anticipate this will be early 2013.

4. Improvement Priorities

There are 5 improvement priority themes.

- IP1 Improving the quality of front line practice within and across agencies
- IP2 Ensuring we have the right people, with the right skills and the right support
- IP3 Knowing how well we are doing including how risk is being managed and quality audits
- IP4 Improving leadership and management
- IP5 Ensuring good governance

In addition the Improvement Plan includes a list of priority actions. The Ofsted Report April 2012 identified some immediate priorities and some action items which needed to be completed within 3 months of the report being published. The voice of children and young people and equalities and diversity issues will be taken into account in all the priority areas.

The priority themes and specific objectives are summarised below. The improvement plan objectives

PA Priority actions	
PA1 Ofsted	To ensure the improvement plan is prioritised and fully resourced to reduce any adverse impact upon the capacity of the front line service
PA2 Ofsted	To undertake a comprehensive audit of all children who are on the threshold of risk and/or subject to child protection plans to ensure that these children are being protected from serious harm
PA3 Ofsted	To address shortcomings in quality assurance arrangements by improving the effectiveness of child protection chairs. This will include ensuring child protection plans and written agreements with parents clearly identify what needs to change with clear timescales and what action is taken to address drift
PA4 Ofsted	To address shortcomings in quality assurance arrangements by strengthening management oversight and challenge in case work
PA5 Ofsted	To improve the quality of case work by developing the knowledge and skills of front line workers. This will include: <ul style="list-style-type: none"> • Ensuring core assessments are regularly used and updated to reflect and evaluate the impact of changing family circumstances • Ensuring child protection plans and written agreements with parents clearly identify what needs to change with clear timescales and what action is taken to address drift
PA6 Ofsted	To review procedures for conducting joint Section 47 interviews and ensure practice is compliant with statutory guidance
PA7 Ofsted	To ensure that (health) staff fully understand the escalation policy and that there is effective monitoring of when the policy is invoked
PA8 Ofsted	To review risk assessment processes and practice to ensure that all children and young people who need to be in care in Wiltshire are appropriately accommodated
PA9 Ofsted	To ensure placement plans for looked after children and young people placed with foster carers contain relevant, up to date information to assist carers to provide good quality safe care personal to the child or young person's needs
PA10 Ofsted	To ensure the looked after children's health team receive prompt notification of a child or young person's admission to care or change of placement
PA11	To ensure the Referral and Assessment Service is operating safely
PA12	To provide good leadership and immediate and ongoing support to managers and staff
PA13	To ensure strategic risks are being managed
PA14	To have a communication plan in place for publication of the report
PA15	To ensure safeguarding is scrutinised effectively by Council members
PA16	To ensure a quality and timely adoption process

1P1 Improving the quality of front line practice within and across agencies	
IP1.1 Ofsted	To ensure children in need plans are consistently drawn up following assessment and are regularly reviewed
IP1.2 Ofsted	To review practice to ensure that children and young people under 18 years of age are not inappropriately detained under Section 136 of the Mental Health Act 1983 and if they are detained there is access to appropriate facilities
IP1.3 Ofsted	To ensure all looked after children receive a consistent high quality social work service measured through a robust tracking and monitoring system
IP1.4 Ofsted	To appoint a designated doctor and designated nurse for looked after children
IP1.5 Ofsted	To ensure that the needs of young mothers and fathers within the looked after children service, including those who are placed outside the area, are identified and addressed
IP1.6 Ofsted	To ensure that health support to looked after children and care leavers is fully developed in partnership with the children in care council
IP1.7 Ofsted	To ensure that care leavers receive copies of their health histories
IP1.8	To develop a Wiltshire approach to social work practice and ensure procedures and guidance provide a robust and useful framework
IP1.9	To ensure working arrangements within the Referral and Assessment Service are effective
IP1.10	To ensure working arrangements within the Safeguarding Teams are effective
IP1.11	To ensure smooth and effective transfer of cases between teams
IP1.12	To ensure child and family friendly conferences and reviews
IP1.13	To improve adoption timescales
IP1.14	To ensure an effective and safe Emergency Duty Service
IP1.15	To improve long-term placement stability

1P2 Ensuring we have the right people, in the right place with the right support	
IP2.1 Ofsted	To ensure that the serious shortfalls in the identification of risk within assessments, contingencies and care planning are addressed and improved through appropriate staff development and training
IP2.2 Ofsted	To ensure that (health) staff have access to regular safeguarding supervision as set out within statutory guidance to senior managers
IP2.3 Ofsted	To ensure that (health) staff are well supported to undertake their safeguarding responsibilities through training at levels appropriate to their role and documentation which includes triggers to facilitate comprehensive risk identification
IP2.4 Ofsted	To ensure that staff in adult services receive children's safeguarding training at levels appropriate to their role, receive safeguarding supervision as set out in statutory guidance and are fully engaged in children's safeguarding and governance arrangements
IP2.5	To get a clear understanding of training and skills of all social care staff and managers
IP2.6	To provide a framework for assessing staff performance and training and development requirements
IP2.7	To ensure there is a programme of high quality multi-agency safeguarding training
IP2.8	To ensure there are high quality training and development opportunities for social care staff
IP2.9	To improve safer recruitment processes
IP2.10	To ensure learning from serious case reviews from other local authorities is disseminated

IP3 Knowing how well we are doing	
IP3.1 Ofsted	The Wiltshire Local Safeguarding Children Board (LSCB) to ensure a comprehensive Section 47 multi-agency audit is carried out that identifies robustly current practice to ensure it is compliant with statutory guidance
IP3.2 Ofsted	To ensure that activity and outcomes from the review of children's cases presented in the accident and emergency department are reported regularly through hospital and safeguarding governance arrangements
IP3.3 Ofsted	To ensure that there is effective quality assurance of health assessments and reviews for all looked after children, and that the looked after children nurses are well equipped to undertake this role
IP3.4 Ofsted	To ensure that looked after children's health service delivery is subject to a work plan with measurable objectives and a rigorous performance management framework
IP3.5	To improve the LSCB multi-agency quality audit process
IP3.6	To ensure LSCB receives management information which can be used to assess the effectiveness of the child protection system
IP3.7	To improve the S11 audit process
IP3.8	To improve the social care quality audit framework including ensuring actions identified in audits and from other work have a positive impact on practice
IP3.9	To ensure all managers have the information they require to assess performance
IP3.10	To ensure feedback from children, young people and families informs service development
IP3.11	To ensure effective Child Protection Co-ordination and IRO functions
IP3.12	To improve Child Protection and IRO admin support processes
IP3.13	To improve the social care complaints process

IP4 Improving leadership and management	
IP4.1	To improve the quality of leadership and management
IP4.2	To ensure good top down/bottom up communication
IP4.3	To encourage staff to be open, identify problems and ideas for improvement
IP4.4	To ensure managers and staff are updated on progress on the improvement plan
IP4.5	To ensure staff supervision is effective
IP4.6	To ensure workload management systems are effective
IP4.7	To ensure compliance with guidance on all statutory leadership roles within the Council and the LSCB including members and officers

IP5 Ensuring good governance	
IP5.1	To ensure the LSCB is effective and there is compliance with statutory guidance
IP5.2	Ensuring there is an LSCB risk assessment
IP5.3	To ensure the Health and Wellbeing Board and the Wiltshire Strategic Partnership receive reports on safeguarding targets and progress in meeting these
IP5.4	To ensure the Children's Trust role in regard to safeguarding is clear
IP5.5	To ensure safeguarding is scrutinised effectively by Council members
IP5.6	To ensure all members are clear about their role in relation to safeguarding children and young people

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Briefing for Children's Services Select Committee

Adoption Scorecard

1. The scorecards show, for each LA (based on three-year rolling averages from 2008-2011):
 - A. the average time taken for a child who has been adopted from entering care to moving in with their adoptive family. The initial performance threshold is 21 months (639 days), but this will be lowered within four years to the statutory threshold of 14 months (currently achieved by only four LAs)
 - B. the proportion of children waiting longer for adoption than the current 21 month threshold
 - C. the average time taken to match children with a family after the courts have agreed a placement order. The initial performance threshold is seven months (213 days), but this will be lowered within four years to four months.
2. They also show: the trend from 2010 to 2011; the England 3-year average; the distance from the 2010-13 threshold; a graphic representation of the thresholds to 2013-16, with the LA's current position. There are panels for related information (adoptions from care, permanence decisions changed away from adoption, adoptions of children from ethnic minority backgrounds, adoptions of children aged five or over, average length of local care proceedings, number of children awaiting adoption, and number of approved prospective adopters) and data on timescales for prospective adopters (which will not be available until 2014).
3. The scorecards show 80 local authority areas have met the interim thresholds (of 21 months from entering care to adoption and matching a child to a family within seven months of a court order being made) but the other 72 did not meet one or both of these key measures.

Wiltshire's position

4. Wiltshire does not meet the interim threshold for (A) entering care to adoption but does meet the other indicator (B) of court order to match.
5. Wiltshire's 3 year average between 2008-2011 of days between entering care and moving in with adoptive family is 803. This is above the England average of 625 and above the Department for Education (DfE) threshold for 2010/13 of 639.
6. There are a number of reasons why the threshold has not been met. The first is to do with complexities in individual cases. The second reason is to do with delays happening at identifiable stages within the process between the date a child becomes LAC and the date of moving in with their adoptive family.
7. A delay is occurring between the date a child becomes LAC and the decision that the child should be placed for adoption. There are also a number of reasons behind the delay:
 - Lack of early decisive decision making and permanence planning
 - Legal delays, courts ordering further assessment or delays in scheduling of court time.
8. For the 2008/11 cohort, the average length of time taken between the date a child becomes LAC and the decision that the child should be placed for adoption is 534 days.

9. Provisional data for the 2009/12 cohort shows that this time is dropping – the average length of time taken between the date a child becomes LAC and the decision to place for adoption is 496 days on average.

Recruiting adopters

10. Wiltshire has an Adoption Recruitment Strategy for 2011/12 to “attract and support sufficient adopters with a diversity of skills and backgrounds to be appropriately matched with local children with a range of needs and experiences, who need stable and permanent homes”.
11. There were 18 approvals in 2011/12. The average time taken from application to approval is 6.3 months (1st April 2011-31st March 2012). 1 application took 15 months due to the personal circumstances of the applicants.
12. As evidence of our continued improvement, in May 2012 an application came to panel that was completed within 5 months and all applications so far this year have been well within timescales.
13. In 2011/12, we received 129 initial contacts from prospective adopters. 18 of these 129 progressed to application (14%), a further 17 are still open enquiries allocated for initial assessment. 3 have been approved as adopters, 15 remain in the assessment process and it is expected all will proceed to approval. Enquirers who left the process left at varying stages; 41 at the point of initial contact decided not to proceed having been offered relevant information, 57 information packs were sent out and those enquirers were invited to information sessions, 21 did not attend although expected. 8 returned enquiry forms but then withdrew, 3 did not return enquiry form, 6 are not ready to proceed at this time and we have arranged to call them back at an arranged date. 1 was allocated but chose not to proceed with assessment.

Improvement

14. There are a number of important recent improvements that we anticipate will improve our position against this indicator:
 - Current structure and establishment of dedicated specialist teams.
 - Service & practice improvements:
 - A more robust permanence policy
 - Decisive care planning
 - Court Liaison work
 - Home finding processes
 - Community Family Assessment and Safeguarding Service (FASS).
 - Better quality assurance.
15. An Adoption Improvement Plan has been devised to support improvement against this indicator. This links to the overall Social Care Improvement Plan and is structured using the same improvement priority themes. Key deliverables are:
 - Implementation of permanency policy
 - Creation of a dedicated “home finder” post
 - Strengthening the role of Independent Reviewing Officers
 - Workforce review and training needs analysis
 - Creation of an adopters reference group to inform practice
16. Wiltshire volunteered to be part of the “Diagnostic Assessment” that the DFE is promoting. A small team of consultants have visited and looked at the way we work, confirming that our plan contained the right actions for improvement.
17. Progress will be monitored by the Children in Care Commissioning Group.

18. Comparative Data:

LA name	Adoptions from care (number adopted)	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Children who wait less than 21 months between entering care and moving in with their adoptive family (number)	Children who wait less than 21 months between entering care and moving in with their adoptive family (%)
Cambridgeshire	70	468	98	70	71
Dorset	25	502	50	30	65
Gloucestershire	65	627	105	40	47
Hampshire	130	540	163	145	65
Oxfordshire	70	501	136	95	77
Shropshire	40	507	17	35	69
Somerset	75	614	141	95	69
Suffolk	190	550	230	225	73
West Berkshire	25	414	25	25	64
Worcestershire	65	626	170	80	53
Wiltshire	50	803	107	35	46
England		625	171	9,440	58

17 May 2012

Adoption Scorecard

Choose Local Authority

Children				Average Time Threshold Indicators							
	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Children who wait less than 21 months between entering care and moving in with their adoptive family (number and %)								
LA's 3 year average (2008-11)	803	107	35 (46%)								
Trend - improvement from previous year (2010)	Average time in 2011 was shorter	Average time in 2011 was longer	n/a								
England 3 year average (2008-11)	625	171	9,440 (58%)								
Distance from 2010-12 performance threshold	163 days	Threshold met	n/a								
Prospective Adopters			Related Information								
	The time taken from registration of interest to decision of suitability to adopt (days)	The time taken from receipt of application form to decision of suitability to adopt (days)	The time taken from decision of suitability to adopt to matching with child (days)		Adoptions from care (number adopted and % leaving care who are adopted)	Number and % of children for whom the permanence decision has changed away from adoption	Adoptions of children from ethnic minority backgrounds (number adopted and % of BME children leaving care who are adopted)	Adoptions of children aged five or over (number adopted and % of children aged 5 or over leaving care who are adopted)	Average length of care proceedings locally (weeks)	Number of children awaiting adoption (as at 31 March 2011)	Number of approved prospective adopters (as at 31 March 2011)
Data not available until 2014				LA's 3 year average (2008-11)	50 (13%)	x (x%)	x (x%)	20 (6%)	68	15	Data not available
				England 3 year average (2008-11)	9,570 (12%)	1,030 (7%)	1,590 (7%)	2,560 (5%)	52	4,290	Data not available

Wiltshire Council

Children's Select Committee
31st May 2012

Coalition Changes – Update March to May 2012

New Early Years Framework

1. A slimmed down and more focused [Early Years Foundation Stage](#) (EYFS) for children aged 0-5-year-olds has been published. The new EYFS, which will take effect from 1 September 2012, focuses on getting children ready for education and increasing the attainment of all children, particularly those from deprived backgrounds.
2. The revised curriculum reduces the number of early learning goals from 69 to 17, gives more focus to the main areas of learning that are most essential for children's healthy development and simplifies assessment at age five. It also provides earlier intervention for children who need extra help with a progress check at age two.

Improving attendance at school

3. Charlie Taylor was commissioned by Education Secretary Michael Gove to look at the issue of school attendance in the wake of the summer riots last year. His [independent review](#) has now been published which calls for:
 - the Government to publish data on attendance in reception along with local and national averages and this is considered when Ofsted inspects;
 - primary schools analyse their data on attendance and quickly pick up on children who are developing a pattern of absence; and
 - primary schools focussing on supporting parents in nursery and reception who are failing to get their children to school.
 - a toughening up of the system by increasing the fines. The Government has accepted this recommendation and from September 2012, headteachers will be able to impose a fine of £60 (a £10 increase) on parents whom they consider are allowing their child to miss too much school without a valid reason. If they fail to pay within 28 days it will double to £120 (a £20 increase), to be paid within 42 days. Charlie Taylor has also recommended that once the fine has doubled, the money should be recovered automatically from child benefit. Parents who do not receive child benefit and fail to pay fines would have the money recovered through county courts.

New rules restore headteachers' power to exclude disruptive children

4. Currently when a headteacher excludes a child from school, the school can be forced by an appeals panel to re-admit that child. New rules will put an end to excluded pupils winning the right to come back to school against the headteacher's wishes. Under the new system, headteachers will have the power to exclude a child as long as the decision is legal, reasonable and fair. If the new review panels believe this has not been the case, they will be able to require schools to revisit their decision. They will not be able to force the school to take back the child. These new regulations will apply to maintained schools, academies and pupil referral units and come into force in September.

SEN support staff

5. The annual SEN support scholarship programme will provide up to £2,000 each to boost the skills of talented teaching assistants and school staff who work with children with SEND. The scholarship will part-fund (50% of total cost) staff through rigorous, specialist courses and qualifications. Applications will be opened on 30 April and closed on 17 May 2012, with the first scholarships awarded later this year.

Academies Update

			Date opened
	Sponsored academies:		
1	The Wellington Academy	Salisbury	September 2009
2	Sarum Academy	Salisbury	September 2010
	Non-sponsored academies:		
3	Hardenhuish	Chippenham	September 2010
4	Lavington	Lavington	January 2011
5	South Wilts	Salisbury	January 2011
6	Bishop Wordsworth's	Salisbury	March 2011
7	Corsham Primary School	Corsham	April 2011
8	The Corsham School	Corsham	April 2011
9	Sheldon School	Chippenham	April 2011
10	Pewsey Vale	Pewsey	July 2011
11	Wootton Bassett	Wootton Bassett	July 2011

1 2	Kingdown School	Warminster	August 2011
1 3	St Laurence	Bradford on Avon	August 2011
1 4	Malmesbury	Malmesbury	August 2011
1 5	The Holy Trinity School	Great Cheverell	September 2011
1 6	Saint Edmund's Catholic Academy	Calne	September 2011
1 7	St Joseph's Catholic Primary School	Devizes	September 2011
1 8	St Augustine's Catholic School	Trowbridge	September 2011
1 9	Springfields School	Calne	September 2011
2 0	The John Bentley	Calne	November 2011
2 1	St Edmunds CE Girls School	Salisbury	February 2012
2 2	The John of Gaunt School	Trowbridge	April 2012
2 3	The Mead Academy Trust	Trowbridge	May 2012
2 4	Holy Trinity School,	Calne	May 2012
2 5	By Brook Valley Primary		May 2012

School Funding Reform

6. The Department for Education has published its consultation on school funding reform. [School funding reform: Next steps towards a fairer system](#) explains how central government plans to proceed with reform until the end of the current Spending Review period. Key points from the document include: confirmation of working towards introducing a national funding formula in the next Spending Review period; setting the Minimum Funding Guarantee at minus 1.5% for 2013-14 and 2014-15; local funding arrangements will be simplified and Schools Forums' reformed; the Education Funding Agency will play a strong role in ensuring fairness within the new system; a new methodology for funding high need pupils will be introduced, and the funding of early years provision will be simplified and made more transparent.
7. The deadline for responses to the consultation is Monday 21 May 2012. Changes to school budgets will take effect in April 2013. Work is already underway in Wiltshire to address these changes.

Children and Families Bill

8. The [Children and Families Bill](#) is expected to be introduced early in 2013 and carry over into the third session of this Parliament for Royal Assent. The Bill would:
- a. introduce a single, simpler assessment process for children with SEN or disabilities, backed up by new Education, Health and Care Plans
 - b. speed up care proceedings in family courts so children do not face long and unnecessary hold ups in finding permanent and stable homes – with the introduction of a new six-month time limit on cases and other reforms.
 - c. include legislation to stop delays by social workers in matching parents to ethnic minority children.
 - d. strengthen the law so children have a relationship with both parents if families break up – if that is in their best interest. Ministers will consult shortly on the legal options about how this would work.
 - e. strengthen the powers of the Children’s Commissioner – to champion children’s rights and hold government to account for legislation and policy.

Government response to SEND Green Paper

Some detail of the content of the Children and Families Bill has already been outlined by central government through Sarah Teather’s announcement of how health, education and care services will be legally required to work together in a different way. The main elements in the [Support and Aspiration](#) report are:

- Replacing SEN statements and separate learning difficulty assessments (for older children) with a single, simpler birth to 25 years assessment process and education, health and care plan from 2014. Parents with the plans would have the right to a personal budget for their support.
- Providing statutory protections comparable to those currently associated with a statement of SEN to up to 25-years-old in further education – instead of there being a 'cliff edge' when it is cut off at 16, to help young people into employment and independent living.
- LAs and health services will be required to link up services for disabled children and young people – so they are jointly planned and commissioned.

- Requiring LAs to publish a local offer showing the support available to disabled children and young people and those with SEN, and their families.
- Introducing mediation for disputes and trialling giving children the right to appeal if they are unhappy with their support.
- Children would have a new legal right to seek a place at state academies and Free Schools – currently it is limited to maintained mainstream and special schools. LAs would have to name the parent's preferred school so long it was suitable for the child.

Adoption scorecards

9. The Government has introduced [adoption scorecards](#) for all local authority areas based on figures from 2008/9 to 2010/11. The scorecards are a key part of the Government's tougher approach to addressing underperformance in the adoption system – set out in the radical Action Plan for Adoption published in March. A new assessment process will reduce bureaucracy and the delays which put off potential adopters and slow down the finding of homes for children. Timescales will be challenged through the setting of thresholds of the maximum time these processes should take.
10. They show 80 local authority areas have met the interim thresholds (of 21 months from entering care to adoption and matching a child to a family within seven months of a court order being made) but the other 72 did not meet one or both of these key measures. Wiltshire does not meet the interim threshold for entering care to adoption but does meet the other indicator of court order to match.

Expert family organisations to deliver parenting classes

11. The National Childbirth Trust, Save the Children, and the Fatherhood Institute are some of the experienced family organisations who will deliver parenting classes in three areas of the country from this spring. A coalition government trial starting in April will test out how to establish a new market in parenting classes for all parents. Over the next two years an offer of free universal parenting classes, face-to-face and online, will be available to all parents of children aged five years and under, in Middlesbrough, High Peak in Derbyshire, and Camden in London.
12. The classes are designed to strengthen parenting skills, and to encourage parents to feel that it is normal to get help in the first few years of their child's life, just as they do in antenatal classes before their child is born. All mothers and fathers in the trial areas with children five years and under will be entitled to a voucher covering the cost of a programme of parenting classes. Vouchers will be distributed by professionals working in the early

years – for example, from nurseries, children’s centres, midwives and health visitors.

Protecting children from commercialisation and sexualisation

13. The Government has set out [new measures](#) to protect children from the creeping tide of commercialisation and sexualisation in society. The Bailey review found that increasingly we live in a society full of sexualised imagery, where families don’t feel in control and children can’t be children. It said that parents are worried about their children being exposed to inappropriate material and that although families want to take responsibility, all too often they don’t know how. The measures announced include:

- consulting on whether the current age rating system should be extended to cover more music DVDs and Blu-ray discs - to protect children from inappropriate material.
- working with the music industry, online retailers and video services, to have clear warnings on explicit videos where they are shown online.
- working with the BPI (the British record industry’s trade association) and digital services to ensure that wherever possible parents have the option of controls that will hide videos and songs intended for an older audience.
- taking forward the final stage of legislation needed so that the planned new system of age classification and labelling for videogames giving clearer age ratings and advice for parents can start in July.
- asking the Advertising Standards Authority to consider whether more should be done to spell out the commercial intent of ‘advergaming’ to young people and their parents.

CAROLYN GODFREY
Corporate Director

Report author: Lynda Cox, Head of Performance and Information Management, Children’s Services.

Largely taken from the DFE website content 22 March – 16 May 201

Wiltshire Council

Children's Select Committee

31st May 2012

Report of the Rapid Scrutiny Exercise: Family Information Service

Purpose

1. To present the conclusions and recommendations of the Family Information Service rapid scrutiny exercise established by the Children's Services Select Committee on 26th March and held on 11th May.

Background

2. On 26th March 2012, the Children's Services Select Committee received a report from Carolyn Godfrey, Corporate Director, on the Family Information Service and Parent Partnership Service review. This report had been requested by the Chairman of the Committee and is attached at Appendix 1.
3. A review of the Family Information Service (FIS) and Parent Partnership Service (PPS) had been stated as a priority in the Family and Parenting Support Commissioning Strategy, which was approved by Cabinet in November 2010. The report provided a summary of this review and subsequent dialogue with the then provider of the services, a Voluntary and Community Sector (VCO) organisation called Ask. The services in question covered general information for parents and carers, child care information and information/advocacy for families with a disabled child or a significant special educational need.
4. The review had concluded that there was significant duplication around provision of information for parents and carers, particularly parents and carers of children with disabilities/special educational needs. The Family and Parenting Support Commissioning Group decided that significant changes to the FIS and PPS service specifications and contracts were therefore required and proposed a number of changes that reduced the service specifications in the Council's contract with Ask and the level of funding to be provided. A number of meetings with Ask took place to discuss current service delivery, future service requirements and funding levels.
5. At the time of the Committee meeting on 29th March, a final decision had not been made as to the continuation of the Council's contract with Ask and the level of funding to be provided in the future. The Committee resolved to undertake a rapid scrutiny exercise to explore further the nature of any

duplication in the provision of the Family Information Service and plans for how the service will be provided in future.

6. The Rapid Scrutiny Exercise was held on 11th May, with the following members taking part:

Cllr Mary Douglas

Cllr Jon Hubbard

Cllr Bill Moss

Lead Member for the Rapid Scrutiny Exercise

7. The following officers attended to answer members' questions:

Julia Cramp

Matthew Look

Service Director for Commissioning and Performance

Senior Procurement and Contracts Officer

8. The Rapid Scrutiny Group were provided with a report giving an update on discussions with Ask regarding the proposed changes to the Family Information Service. Ask had accepted the offer of a contract extension to continue to provide the Family Information Service for 2012/13 and 2013/14. Ask had made it clear that it would use its reserves to continue to provide additional support for parents over and above requirements set out by the Council in both previous service specifications and the revised specification.

Summary of discussions

9. It was reported that the development of the Family and Parenting Support Commissioning Strategy had provided an opportunity to look at Family Information Services holistically and strategically, and the service duplications being discussed had been identified as a result of that process.

Outreach services

10. It was reported that prior to the review, Ask had been undertaking outreach work with families, but had not been contracted by the Council to do so. This may have been due to the Council's contract with Ask including a requirement to meet the Council's Section 12 'advice and guidance' statutory duty, with providing outreach possibly being viewed by Ask as one component of doing so.
11. It was reported that Ask were now being asked to 'sign-post' users to the children's centres. Members noted that a report brought to the Major Contracts Task Group indicated that the Council was not meeting its targets in terms of the percentage of children being registered by children's centres (in 2011/12 the children's centres registered on average 57% of the children in their reach against a target of 60%). Members were therefore concerned that children and families previously or currently receiving outreach services from Ask could potentially slip through the net.

'One stop shop'

12. It was reported that some local authorities (e.g. Swindon Borough Council) provide all of their family information services through their customer care team.

It was reported that under Wiltshire Council's new service configuration, every team involved in the Family Information Service had clear roles in terms of what information they were expected to provide. The Early Years and Childcare Team would now be providing all childcare information, which it was their statutory duty to hold anyway. One employee of Ask would be TUPE'd across as part of the revised contract to help provide this information to customers.

Members noted that holding statutory information is not the same as communicating it effectively to customers. It was pointed out that parents 'don't know what they don't know'. Members expressed general concern that the benefit of having a 'one stop shop', providing a wide array of child and parenting information, was that users could be more effectively sign-posted to other services and that breaking up this gateway could ultimately lead to less joined-up provision. The new approach was seen as akin to cutting out the GP, who provides the initial diagnosis and signposts to a range of services, and instead sending patients directly to the consultants, who will only operate within their specialism.

Parent survey

13. As part of the review of the FIS, officers had conducted an online survey to establish parents' current use of the Family Information Service (FIS) at Ask, to establish how parents prefer to look for or be given information and to request their ideas on shaping the service for the future. The results were provided to the Rapid Scrutiny Group.
14. The survey found that the most popular way to access information on childcare, local activities and other family issues was the internet. However, members expressed concern that the results of any survey conducted online were very likely to be skewed towards the internet. It was reported that the results of the survey had not been heavily relied upon to draw conclusions and that it had also been possible to take part in the survey over the telephone or by submitting paper responses.

Other issues

15. It was reported that a the revised contract with Ask would be monitored through the normal contract monitoring processes. The Early Years and Childcare Team were monitoring the numbers of calls they received and the Service Director was in regular contact with the Revenues and Benefits team regarding customer queries about childcare benefits etc, which it was estimated totalled approximately 90 calls per month.

16. It was reported that some costs (as well as savings) would result from the reconfiguration of the FIS: The TUPE arrangements for transferring a member of Ask staff to the Council; and a small investment to upgrade the Wiltshire Parent Council's website to enable it to deliver its new service effectively.

17.

Recommendations

1. **The Rapid Scrutiny Group welcomes the proposed six month review of the reconfigured Family Information Service, but recommends that a wider subset of agencies, partners and service users be involved, including the Police, health visitors, voluntary groups (such as the Trussell Trust), nurseries, pre-schools and the providers of the Family Information Service;**

2. **The Rapid Scrutiny Group is concerned that**

a) **those children and families previously or currently receiving outreach services from Ask must be 'picked up' by outreach services provided by children centres;**

b) **the potential benefits of a 'one stop shop' for family information should not be lost as a result of this service reconfiguration;**

c) **the reconfigured Family Information Service must be monitored to ensure that it continues to meet the needs of vulnerable users;**

and therefore recommends that the Council and Ask work closely together to ensure that these concerns are addressed, including in the proposed six month review of the reconfigured service.

Cllr Jon Hubbard – Lead Member for the Rapid Scrutiny Exercise

Paul Kelly – Scrutiny Manager and Designated Scrutiny Officer

Report author: Henry Powell – Senior Scrutiny Officer

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Background documents

Appendices

Appendix 1 Report to Children's Services Select Committee, 31st May 2012
'Family Information Service and Parent Partnership Service
Review'

Family Information Service and Parent Partnership Service Review

Purpose of Report

1. To provide a summary of the Family Information Service and Parent Partnership Service Review and subsequent dialogue with the current provider of the services, as requested by the Chair of Children's Services Select Committee.

Background

2. **Strategy**
In the Family and Parenting Support Commissioning Strategy, approved by Cabinet in November 2010, one of the priorities was to review the Family Information Service (FIS) and the Parent Partnership Service (PPS) during 2011/12. These services (provided by a VCS organisation called 'ask') cover general information for parents and carers, child care information and information/advocacy for families with a disabled child or a significant special educational need. 'Ask' has provided these services under the current contracts for five years (under three year contracts with potential to extend for a further two years).
3. The Family and Parenting Support Commissioning Strategy stated that the review would involve parents and professionals and that the outcome of the review would inform the future commissioning of the Family Information Service and Parent Partnership Service from April 2012 (current contracts due to end 31st March 2012).
4. **Review**
The review was completed by a cross functional working group which included officers with detailed knowledge of both the Family Information Service and the Parent Partnership Service. Consultation took place with parents and carers of both disabled and non-disabled children. The review established that there is significant duplication around provision of information for parents and carers, particularly parents and carers of children with disabilities/special educational needs. The following services all have a role in providing information to parents and carers:
 - ask
 - Wiltshire Parent Carer Council
 - Carers' Support
 - Children's Centres

- Parenting Support Advisors
5. In July 2011 the Family and Parenting Support Commissioning Group therefore decided that we needed to make significant changes to the FIS and PPS service specifications and contracts. To remove duplication, it was proposed that from 2012/13:
- Childcare information should be provided from within the Council, as this is already partly undertaken by the Early Years Team within Children's Services. The Early Years Team need to hold all this information to fulfil their statutory duty to ensure there is a good choice of childcare options across Wiltshire.
 - Specific information on support for disabled children and those with significant special educational needs could be provided by Wiltshire Parent Carer Council since over the last two years this organisation had become the 'first port of call' for many parents and carers with a disabled child/child with SEN.
 - The Advocacy and Mediation Service (PPS) for parents of children with special educational needs should continue to be provided by an independent provider.
 - The Family Information Service needed to be redesigned to remove duplication with various other services.
6. **Discussions with the current provider**
A letter was sent to ask in August 2011, stating that Children's Services had sought agreement within the Council to further extend our contracts with them. However, it was also made clear that we wished to revise the service specifications in line with a reduced level of funding. A meeting was held on 30th September 2011 in which the findings of the review were shared with ask. An outline of the planned service changes were shared and an indication of the proposed reduction in funding (in line with the significant reduction in areas of activity within the new service specifications). The current value of the two contracts for FIS and PPS contracts is approximately £331,000 per annum. It was stated that the minimum future funding for the services, based on significantly reduced service requirements from 'ask', would be £160,000.
7. It was made clear to ask that our preferred option was to continue to work with them through contract extensions, and to reach mutual agreement on what could be delivered within a reduced financial envelope. This included the potential to increase the £160,000 financial envelope if it became clear that the services required from 'ask' could not be delivered for this figure.
8. Since September 2011, two further meetings have taken place with 'ask' to discuss current service delivery, future service requirements (including ensuring that effective information and advocacy support will continue to be provided Wiltshire's parents) and funding levels.
9. To enable sufficient time to conclude the service redesign discussions it was agreed that the two contracts would be extended by 3 months until

30/6/2012 at the current contract price and it was Wiltshire Council's intention that the new services would commence on 1 July 2012.

10. In a letter to ask dated 23rd February 2012, Wiltshire Council offered revised contract prices of:
- £120,000 per annum for FIS (£153,475 for 2012/13)
 - £70,000 per annum for PPS (£71,915 for 2012/13)
- The letter also provided a clear rationale for the revised contract prices. The following elements (which make up significant parts of the current FIS) are not included in the new service requirement as these elements are all provided by other organisations:
- An Outreach Service
 - Child Care Information and Reporting Service
 - Benefits Advice and Calculations
 - Information on Services for Disabled Children
 - General Support and Advice (over and above information and signposting)

Main Considerations for the Council

11. The review highlighted a number of areas of duplication and concluded that FIS (and to a lesser extent) PPS needed to be redesigned to complement but not duplicate with other services. This decision was approved by Wiltshire's Children's Trust Partnership.
12. The current contracts with ask were due to end on 31st March 2012 but a 3 month extension to both contracts has been offered so the contracts will end on 30th June 2012.
13. The Council's preferred option is for ask to deliver the new services through to 31st March 2014, in accordance with our Contract Regulations via an Exemption. This option offers a sustainability solution for ask at a time when three contracts with the Council, comprising the majority of their organisation's income, are all due to end.
14. Whilst it is right that Wiltshire Council works collaboratively with providers and the Voluntary and Community Sector (VCS), it is ultimately the Council as the Commissioning Authority who should decide on how services funded by public money should be provided to ensure that resources are used most effectively.
15. Peter Baxter, Chair of the Wiltshire Compact, has confirmed that Wiltshire Council has operated in accordance with the Wiltshire Compact. In particular ask has been given 9 months notice of service/funding changes compared to the minimum of 3 months stipulated in the Compact.
16. Revised service specifications for both services have been developed. It is believed there are a number of VCS providers who would be interested in tendering to deliver these services within the new budgets of £120,000 and £70,000 respectively.

17. If 'ask' decides that it does not wish to deliver the services based on the revised specifications and funding levels, then the opportunity will be provided for other VCS organisations to run the services. The council will continue to ensure that it meets its statutory responsibilities and provides effective information, signposting and advocacy support for all families.

Environmental Impact of the Proposal

18. None.

Equalities Impact of the Proposal

19. An Equalities Impact Assessment was completed as part of the review process. It was noted that the transition to the new service specifications would need to be managed to ensure services remained available to families in Wiltshire, particularly families who may find it more difficult to access information and support.

Risk Assessment

20. The following risks have been considered:
- Financial risk
 - The risk to the Council that possible savings are missed can be avoided by implementing the recommendation of the review. The likely cost of TUPE is understood and is in line with the anticipated cost.
 - Risk to quality of service
 - The leaner, clearer specifications should provide a basis for a service that works more efficiently. Elements which are not going to continue within the specifications have been considered and it is understood where the duplication exists and where families will receive the support in the future. Planning has started to ensure smooth transition.
 - Sustainability risk to ask as an organisation
 - The original proposal to extend the contracts aimed to minimise this risk to ask. If ask choose not to provide the services then the Council will ensure that parents continue to have access to good quality information, signposting and advocacy.

Financial Implications

21. The re-design of the Family Information Service and the Parent Partnership Service will result in some savings to the Council which can then be re-invested in more targeted services for family and parenting support.

Legal Implications

22. In respect of the provision of Child Care Information moving to the Early Years Team there is a TUPE liability for staff moving from ask to Wiltshire Council. This has been discussed with ask and HR and ask has provided outline information at this stage indicating that between 1-3 staff may be eligible. This process will be managed with guidance and support from HR.

Options Considered

23. At the time of the review alternatives to the proposed service redesign were considered and rejected. These included:
- a) Continue with the current specifications 'as is'.**
This option was rejected because it represented poor use of resources and public money due to duplication. This option would not have realised any savings and would not have streamlined FIS to fit with other commissioned services.
- b) Partially implement the recommendation.**
The recommendation included the need to remove the following elements from the FIS specification:
- An Outreach Service
 - Child Care Information and Reporting Service
 - Benefits Advice and Calculations
 - Information on Services for Disabled Children
 - General Support and Advice (over and above information and signposting)
- Each of these elements has been considered individually. In each case the arguments for removing them from the specification outweigh the arguments against leaving them in. In particular each element of the current service listed above is duplicated with other services. To implement the recommendation in part, by leaving some of these elements in the specification, would be a less efficient use of resources and public money than the recommendation to remove all these elements from the specification.

Conclusions

24. A review of the Family Information Service and Parent Partnership Service was undertaken in summer 2011. The results of this review are now being implemented. The Council will ensure that parents continue to have access to effective information, signposting and advocacy services.

Carolyn Godfrey, Corporate Director

Report Author: Julia Cramp, Service Director – Commissioning and Performance, 01225 718221, Julia.Cramp@wiltshire.gov.uk

Background Papers

None.

Appendices

None.

Wiltshire Council

Children's Select Committee
31st May 2012

Multi-Agency Thresholds Document (MATD)

Purpose of Report

1. To provide an update on progress on the implementation of the Multi-Agency Thresholds Document (MATD) - Link for document:
http://www.wiltshirepathways.org/UploadedFiles/Multi-Agency_Thresholds_v6.pdf

Background

2. The Multi-Agency thresholds Document (MATD) was distributed to schools and other partner agencies in July 2011 to provide a framework for integrated working within Children's Services and to provide guidance on whether children and young people's needs should be met in universal, targeted or specialist services. The implementation of the MATD is overseen by the Integrated Processes Group – a subgroup of Wiltshire's Children's Trust Commissioning Executive. The MATD covers early support within universal settings, the role of Multi-Agency Forums (MAFs), completion of a Common Assessment Framework (CAF) and the role of the Gateway Panel. It also includes a protocol covering the interface between Social Care and the CAF to ensure that there is effective step-up/step-down between targeted and specialist services.

Main Considerations for the Council

3. A Single Agency Referral Form (SARF) was introduced when the MATD was published in July 2011. A range of educational support services, integrated youth services and community health services such as Speech and Language Therapy can be accessed through the SARF when a single service is required to meet a child or young person's needs.
4. Multi Agency Forums (MAFs) bring together practitioners who work with children and young people in a locality to discuss how best to work together to support individual young people identified as needing additional help. When the MATD was published, there were MAFs operating in 16 community areas. This academic year, with the development of a new MAF in Tidworth and plans to launch one in Warminster plus discussions underway in Mere and Tisbury, there will

be MAFs in every community area of the county (although it is currently unclear whether a formal MAF is still operating in Melksham).

5. The Common Assessment Framework (CAF) is a national tool to support early identification of a child/family's needs that cannot be met within universal services. The form is completed when a child/young person's needs are not well understood or the help of more than one service is required and always with the consent of the parent (or young person if appropriate). A coordinated response in the form of a Team around the Child (TAC) is organised by a Lead Professional. This brings the relevant professionals and parent and child together to agree what needs to change and how that progress will be measured. All CAFs are registered and tracked via the centrally coordinated CAF Register. Appendix 1 provides an example of the data report that is produced on a monthly basis to look at CAF activity and also the number of Single Agency Referral Forms (SARFs) sent to the central coordination team. This data is considered by the Integrated Processes Group at its quarterly meetings. The number of CAFs opened per month is relatively steady.
6. The CAF Team provide support to the CAF/TAC process, including working with localities via the MAFs, providing support and quality assurance to lead professionals and practitioners via a duty service, providing training on CAF and effective integrated working, and chairing complex TAC meetings. The CAF Team are currently undergoing a service review which will extend the scope of the support they provide and increase their capacity from 1.8 ftes to 4ftes with a post supporting each of the 4 hubs in Wiltshire: north, south, east and west.
7. Integrated working peer reviews, which look at the quality of engagement of services in individual CAFs/TAC and the impact on outcomes for children and young people, are now taking place in partnership with each local MAF. This involves the review of anonymised paperwork associated with local cases against a set of agreed standards. Each review brings together local colleagues from schools, health and early years to work together. By the end of this academic year 17 peer review exercises will have taken place in community areas across Wiltshire. The results of the peer reviews are fed back into the CAF/integrated working training. To date, the key findings are that there should be more focus on outcomes rather than actions to be undertaken and that the voice of the child/young person and parent(s) needs to be strengthened in developing action plans.
8. The Gateway Panel was put in place to progress 'stuck' CAFs, i.e. where the lead professional is having difficulty in meeting the needs of a child either through not being able to identify appropriate services or lack of progress following local TAC reviews. The Gateway panel currently operates fortnightly. Its scope is being reviewed to include access to a range of family and parenting support services, including the recently commissioned Action for Children intensive family and parenting support service. The Gateway Panel will help Wiltshire to track the support

provided to Wiltshire's children and families in line with the Government's Troubled Families Agenda.

9. The MATD includes a protocol setting out how Children's Social Care should work with the CAF team to ensure that support is provided at the most appropriate level and families do not slip through the net between targeted services and Children's Social Care. The implementation of the protocol is being monitored and we are aware that more work is needed to ensure that there is a consistent 'step down' process from Children's Social Care to the CAF Team and that this is properly recorded on CareFirst. It is expected that 'step down' will improve when the CAF coordinators move to be line managed within the Referral and Assessment Team in a few months' time.
10. As part of our Ofsted Safeguarding Improvement Plan, we are working on the consistent application of thresholds and will be reviewing the MATD in the next couple of months so that we can be confident that it supports good decision-making for all children and young people, including in cases of potential neglect.

Equalities Impact of the Proposal

11. A key purpose of the MATD is to support and strengthen consistency of practice and use of referral pathways across all partner services represented on the Children's Trust so that children, young people and families have equality of access to services.

Risk Assessment

12. No immediate risks have been identified in this assessment of progress on implementing the MATD. The recent Ofsted inspection stated that the use of the CAF was well-embedded in Wiltshire.

Legal Implications

13. There are no legal implications.

Carolyn Godfrey, Corporate Director

Report Author: Julia Cramp

Julia Cramp, Service Director – Commissioning and Performance, 01225 718221 or Julia.cramp@wiltshire.gov.uk

Date of report 21 May 2012

Background Papers

Appendices

CAF Report March 2012.xlsx

CAF and SARF Report March 2012

CAFs by Month in which they were opened

Year	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Total
2008	39	5	5	6	1	6	13		9	28	22	21	155
2009	20	10	32	28	17	25	48	4	23	20	42	31	300
2010	19	38	56	68	38	88	83	20	85	133	184	93	905
2011	112	111	142	96	50	101	84	11	66	55	93	54	975
2012	70	68	52										190
													2525

CAF Report by Agency

Referring Agency	Active CAFs as at 31.03.12	CAFs newly opened by month						
		Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012
Childrens Centre	103	10	3	8	6	17	8	10
Connexions	2	0	0	0	0	0	0	0
Early Years - Local Authority	104	4	3	18	6	6	9	8
Early Years - Private Sector	3	0	0	0	0	0	0	0
Education Services	7	0	0	0	1	0	0	0
Health - Acute	1	0	0	0	0	0	0	0
Health - Community services	185	16	12	13	13	17	25	13
Housing Association	2	0	0	1	0	0	1	0
Portage	11	0	1	1	0	1	1	0
School Independent	1	0	0	0	0	0	0	0
School Maintained Primary	453	24	24	33	16	17	13	11
School Maintained Secondary	96	3	4	9	4	3	3	5
School Maintained Special	1	0	0	0	0	0	0	0
Traveller Service	1	0	0	0	0	0	0	1
School Academy - Primary*	10	0	0	1	1	3	3	0
School Academy - Secondary*	49	5	3	4	3	3	3	4
School Academy - Special*	1	0	0	0	0	0	1	0
Youth Development	8	0	1	0	2	1	1	0
Grand Total	1038	62	51	88	52	68	68	52

Numbers will sometimes increase retrospectively due to late registration.

* School status at time of registration of CAF

CAF Report by Community Area

Referring Agency	Active CAFs as at 31.03.12	CAFs newly opened by month						
		Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012
Amesbury	85	7	6	2	2	6	3	5
Bradford on Avon	21	0	0	5	2	1	1	2
Calne	69	3	3	11	2	7	5	3
Chippenham	90	4	2	6	7	9	6	5
Corsham	53	4	4	7	4	5	5	0
Devizes	59	4	4	5	4	5	2	3
Malmesbury	18	0	1	1	0	1	0	0
Marlborough	33	2	1	4	0	2	1	1
Melksham	55	2	2	5	3	2	1	1
Mere	9	0	0	1	0	1	0	0
Pewsey	34	3	4	2	1	2	3	2
Salisbury	77	1	4	5	8	4	7	8
Southern	25	1	1	3	2	0	0	0
Tidworth	38	1	1	2	3	1	9	3
Tisbury	11	0	1	0	0	0	1	0
Trowbridge	122	9	1	13	5	11	10	6
Warminster	70	8	3	2	2	2	3	5
Westbury	38	1	2	2	1	3	3	5
Wilton	15	1	0	1	0	2	2	0
Wootton Bassett	56	6	5	5	4	2	3	1
Other *	60	5	6	6	2	2	3	2
Grand Total	1038	62	51	88	52	68	68	52

* includes out of area addresses and data quality issues

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Open CAF Report by Teenage Pregnancy Referral

Referral type	Number of active CAFs as at 31.03.12
Teenage Pregnancy	36

Step down from Social Care to CAF

Assessment outcomes	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012
Contact - CAF	5	7	6	11	8	5	10
Referral - Manager closed referral to CAF	5	4	0	3	5	1	2
Initial Assessment - Manager closed referral to CAF	4	4	13	4	3	0	1
Core Assessment - Referral to CAF *	2	4	3	2	0	1	0
CiN Plan - Manager close plan, close case, referral to CAF	0	0	0	0	0	0	0
Total	16	19	19	20	16	7	13

Some children and young people already had CAFs in place. Those with no CAF registered are referred to CAF coordinators to follow up.

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Evaluation of Outcomes/Effectiveness of CAF - to 31.03.12

	Sept - Dec 2011		Jan - March 2012	
	No. Responses	Average Score	No. Responses	Average Score
Lead Professional (%)	124	72%	18	78%
Parent (out of 10)	25	7.5	2	10
Young Person (out of 10)	8	5.75	0	N/A
Grand Total	177			

Single Agency Referrals - to 31.03.12

Service	SARFs logged	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012
Behaviour Support	54	6	10	12	7	5	6	8
Education Psychology	123	6	23	24	10	17	18	25
Education Welfare	70	0	0	4	13	22	13	18
EMAS	2	0	0	1	1	0	0	0
Sensory Service	1	0	0	0	0	0	1	0
SSENS	163	19	35	41	20	17	14	17
Traveller Education Service	22	0	0	0	7	5	10	0
Speech & Language Therapy	159	9	16	48	9	31	21	25
Integrated Youth Service	9	0	0	0	2	2	0	5
Grand Total	603	40	84	130	69	99	83	98

Category 3 CAF training undertaken by Agency January 2011 to March 2012

Agency	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Total
Children's Centre	2	4	3	3	2	14
Connexions	1	0	0	0	0	1
Early Years - Local Authority	3	2	0	5	0	10
Early Years - Private Sector	0	0	0	0	0	0
Education Services	0	0	1	0	0	1
Family Support Worker	0	0	0	0	0	0
Health - Acute	0	0	0	0	0	0
Health - Community services	2	2	6	8	2	20
Portage	0	0	0	0	0	0
School Academy	0	0	0	0	0	0
School Independent	0	0	0	0	0	0
School Maintained Primary	1	1	1	2	3	8
School Maintained Secondary	6	2	0	0	0	8
School Maintained Special	0	0	0	0	0	0
Voluntary Sector	3	0	0	0	0	3
Youth Development	3	2	2	2	0	9
Social Care	2	0	0	0	0	2
Other	5	0	27*	0	0	5
TOTAL ATTENDED	28	13	13	20	7	81

A further 180 people have attended bespoke training during this timeframe which was geographical and team based.

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* housing

Produced by: Co ordination Team, DCE. 02 April 2012

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Wiltshire Council

Children's Select Committee

31st May 2012

Task Group update

1. Safeguarding Children & Young People Task Group (formerly the Placements for LAC Task Group)

Membership:

- Cllr Andrew Davis
- Cllr Jon Hubbard (Chairman)
- Rev Alice Kemp
- Cllr Bill Moss
- Cllr Carole Soden
- Cllr Bridget Wayman

On 29th March, the Committee established the Safeguarding Children and Young People Task Group to undertake a review of safeguarding arrangements in Wiltshire – an area the Committee had not focused on previously. It was agreed that the Task Group would hold its first meeting after the publication of the results of the recent Ofsted inspection of children's services in order to incorporate any actions arising in its work programme.

It was subsequently proposed that the existing Placements for LAC Task Group 'become' the new Safeguarding Children & Young People Task Group using its existing membership. There were a number of reasons for this change:

- i. Efficient use of scrutiny resources (i.e. looking at both safeguarding and services for looked after children together)
- ii. The Ofsted report lists a number of remedial actions that the Council are required to complete either 'Immediately' or 'within three months'. Using the existing Placements for LAC Task Group membership allows the Safeguarding Task Group to begin work quickly, as well as harness the knowledge and experience of the membership.
- iii. The Placements for LAC Task Group had done a large amount of work to understand the current LAC picture and this role is now largely a monitoring one. This leaves room for the consideration of safeguarding issues.

The Task Group met on 3rd May and considered:

- a) The Children in Care Commissioning Strategy, now scheduled for Cabinet approval on 19th June, and
- b) The Ofsted report following its inspection of safeguarding and looked after children services in Wiltshire – March 2012, plus documents relating to the implementation of improvements, and the Task Group's scope and terms of reference.

Resolutions

The Committee is asked to agree that:

- 1. The Placements for LAC Task Group is replaced by the Safeguarding Children & Young People Task Group;**
- 2. The Task Group will focus on scrutinising safeguarding arrangements, but will retain the ability to consider LAC issues by exception;**
- 3. The Task Group has adopted the following terms of reference:**
 - a) To monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of Wiltshire's Safeguarding and LAC Services in March 2012;**
 - b) To support Wiltshire Council and its partner agencies in developing robust safeguarding arrangements for children and young people in Wiltshire;**
 - c) To monitor and scrutinise the impact of safeguarding arrangements in Wiltshire on outcomes for children and young people; and**
 - d) To monitor and scrutinise the implementation of the Children in Care Commissioning Strategy and its impact on outcomes for Wiltshire's looked after children and their families/carers.**
- 4. Note that Cllr Hubbard has been elected as Chairman of the Task Group;**
- 5. Note that Cllrs Colmer and H Osborn have withdrawn from the Task Group and that Cllr Wayman has joined the Task Group, therefore the new membership is:**

**Cllr Andrew Davis
Cllr Jon Hubbard
Rev Alice Kemp
Cllr Bill Moss
Cllr Carole Soden
Cllr Bridget Wayman**

6. **Note that the Chairman of the Task Group will sit on the Safeguarding Improvement Board in order to maximise communication and collaboration between the two groups;**

2. **Special School and Post-16 SEN Task Group**

Membership: Cllr Carole Soden
Rev Alice Kemp
Cllr Graham Payne (Chairman)
Cllr Anthony Trotman

The Task Group has now visited all six special schools in Wiltshire. On 14th May the Task Group met with officers and the Portfolio Holder for Children's Services to discuss all of the issues that have arisen as a result of these visits. They include:

- Limited funding for in-school medical care;
- Support for students transitioning from special schools to post-16 education;
- The limited physical capacities of some of the schools;
- The lack of residential provision for post-16 students with SEN in Wiltshire;
- Limited access to some special school buildings for wheelchair users.

On 17th May, Cllr Payne and Rev Kemp attended a meeting of the Wiltshire Special Schools Heads' Forum, which was helpful in gathering more detail on the challenges faced by special schools in Wiltshire.

The Task Group will now be exploring the issues raised in greater depth, for- mostly the issue of funding for in-school medical care, before preparing its final report for submission to Committee.

3. **Major Contracts Task Group**

Membership: Cllr Jon Hubbard
Cllr Jacqui Lay
Cllr Bill Moss (Chairman)
Cllr Carole Soden

The Task Group last met on 10th May and received an annual update on the Council's contracts with respect to children's centres. To this end, the Task Group had recently visited children's centres in Cricklade and Studley Green, Trowbridge, which have given members a greater understanding of the role of the centres and the different issues that affect centres in rural and urban locations.

As a result of the meeting the Task Group have requested:

- A breakdown of the number of children in each children's centre reach area and the percentages of children both registered and seen by children's centre;
- The number of volunteers currently supporting children's centres;
- The number of parents that have accessed parenting courses;
- An investigation into issues around access to services for families living in Purton
- An investigation into the anomalies about which children's centre reach area Semington falls into and the challenges around co-operative working with extended services.

Paul Kelly – Designated Scrutiny Officer and Scrutiny Manager

Report author: Henry Powell, 01225 718052, henry.powell@wiltshire.gov.uk

Forward Work Programme – Children’s Select Committee

Item and Meeting Date	Purpose of Report	Consultation	Supporting Documents	Responsible Cabinet Member	Officer Contact	Wiltshire Council Business Plan 2011-15 reference
26th July 2012						
Coalition Changes - Update from Department for Children and Education	A standing item detailing recent changes made by the Coalition Government.	-	-	Cllr Lionel Grundy OBE lionel.grundy@wiltshire.gov.uk	Lynda Cox lynda.cox@wiltshire.gov.uk Tel: 07500 605299	Summary of Legislative Change (Page 11)
Performance Monitoring	A standing item reporting the latest performance monitoring information for the Department of Children & Education.	-	-		Henry Powell henry.powell@wiltshire.gov.uk Tel: 01225 718052	
Executive response: Final Report of the Further Education in the Salisbury Area Task Group	To receive the response of the Cabinet Member for Children’s Services to final report of this task group.	-	-	Cllr Lionel Grundy OBE lionel.grundy@wiltshire.gov.uk	Henry Powell Henry.powell@wiltshire.gov.uk 01225 718052	
DRAFT Annual Report of the Local Safeguarding Children Board (LSCB) 2011-12	To comment on the draft version of the report.	-	-	Cllr Lionel Grundy OBE lionel.grundy@wiltshire.gov.uk	Rachel Hull Rachel.Hull@wiltshire.gov.uk	

Forward Work Programme – Children’s Select Committee

Item and Meeting Date	Purpose of Report	Consultation	Supporting Documents	Responsible Cabinet Member	Officer Contact	Wiltshire Council Business Plan 2011-15 reference
Update on the Academy Schools programme, locally and nationally	Requested 29 th March 2012	-	-	Cllr Lionel Grundy OBE lionel.grundy@wiltshire.gov	Stephanie Denovan, Director for Schools and Learning Stephanie.denovan@wiltshire.gov.uk	
Adult Education Review - update	Requested 31 st January 2012	-	-	Cllr Lionel Grundy OBE lionel.grundy@wiltshire.gov	Simon Burke Simon.burke@wiltshire.gov.uk	
Transformation of the Passenger Assistant Service	To update on the transformation of the Passenger Assistant service and for Cabinet to approve suitable final recommendations. The Committee last received an item on this matter in July 2011.			Cllr Dick Tonge, Cabinet Member for Highways and Transport richard.tonge@wiltshire.gov.uk	Jason Salter, Principal Officer	
September 2012						
		-				

Forward Work Programme – Children’s Select Committee

Item and Meeting Date	Purpose of Report	Consultation	Supporting Documents	Responsible Cabinet Member	Officer Contact	Wiltshire Council Business Plan 2011-15 reference
November 2012						
Update report on the PTI project in Wiltshire, plus the DfE’s light-touch review	Requested 29 th March 2012	-		Cllr Lionel Grundy OBE lionel.grundy@wiltshire	Mark Brotherton	

Forward Work Programme – Children’s Select Committee

Task Groups	Terms of Reference	Next meeting	Chairman	Officer Contact	Business Plan 2011-15 reference
<p>Major Contracts Task Group</p>	<p>a. to hold contractors to account for the delivery of public services – in relation to those contracts which fall within the remit of the Children’s Services Select Committee</p> <p>b. to carry out mid-year and annual reviews of major contracts</p> <p>c. to investigate areas of poor performance and concerns arising from contract reviews and to make recommendations for improvement as appropriate</p> <p>d. to establish links with the relevant procurement boards so as to ensure appropriate involvement in the build up to contract renewal</p> <p>e. to periodically report into the Children’s Services Select Committee on matters arising from the task group’s activities during the year</p> <p>f. to produce an annual report for the Children’s Services Select Committee on the main findings and recommendations arising from the work of the task group.</p>	<p>TBA (not public)</p>	<p>Cllr Bill Moss</p>	<p>Henry Powell</p> <p>Senior Scrutiny Officer</p> <p>01225 718052</p> <p>Henry.powell@wiltshire.gov.uk</p>	

Forward Work Programme – Children’s Select Committee

Task Groups	Terms of Reference	Next meeting	Chairman	Officer Contact	Business Plan 2011-15 reference
<p>Safeguarding Children & Young People Task Group</p> <p>(formerly the Placements for LAC Task Group)</p>	<p>(Proposed)</p> <ul style="list-style-type: none"> a. To monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of Wiltshire’s Safeguarding and LAC Services in March 2012; b. To support Wiltshire Council and its partner agencies in developing robust safeguarding arrangements for children and young people in Wiltshire; c. To monitor and scrutinise the impact of safeguarding arrangements in Wiltshire on outcomes for children and young people; and d. To monitor and scrutinise the implementation of the Children in Care Commissioning Strategy and its impact on outcomes for Wiltshire’s looked after children and their families/carers. 	<p>1st June 2012</p>	<p>Cllr Jon Hubbard</p>		<p>Business Plan: Protect – Invest – Save (Page 52)</p> <p>Financial Plan: Protecting & safeguarding vulnerable children (Page 13)</p>
<p>Special School and Post-16 SEN Task Group</p>	<ul style="list-style-type: none"> a. To establish the strengths and weaknesses of current special school and post-16 SEN provision in Wiltshire, taking into account the views of service users, parents and other stakeholder groups; b. To consider examples of best practice in special school and post-16 provision in Wiltshire and other authority areas; c. To make recommendations with respect to how special schools and post-16 SEN provision can be developed to ensure improved outcomes for Wiltshire residents with SEN. 	<p>TBA</p>	<p>Cllr Graham Payne</p>		<p>Business Plan: Invest in: children’s attainment (Page 60)</p> <p>Financial Plan: Investment in children’s attainment (Page 19)</p>

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