

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Children's Services Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **13 October 2016**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Bukky Okunade (Chair), Angela Sheridan (Vice-Chair), John Allen, Martin Kerin, Joycelyn Redsell and Aaron Watkins

Myra Potter, Parent Governor Representative
Anne Sentance, Church of England Representative
Kim James, Chief Operating Officer, HealthWatch Thurrock

Substitutes:

Councillors John Kent, Terry Piccolo and Sue Sammons and 1 Conservative Vacancy

Agenda

Open to Public and Press

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1 Apologies for Absence	
2 Minutes	5 - 12
To approve as a correct record the minutes of Children's Services Overview and Scrutiny Committee meeting held on 6 July 2016.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	

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Queries regarding this Agenda or notification of apologies:

Please contact Jenny Shade, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **5 October 2016**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Children's Services Overview and Scrutiny Committee held on 6 July 2016 at 7.00 pm

Present: Councillors Bukky Okunade (Chair), Angela Sheridan (Vice-Chair), John Allen, Joycelyn Redsell and Aaron Watkins

Myra Potter, Parent Governor Representative
Anne Sentance, Church of England Representative

Apologies: Councillor Martin Kerin

In attendance: Councillor James Halden, Portfolio Holder for Education
Andrew Carter, Head of Children's Social Care
Beth Capps, Senior Public Health Manager
Roger Edwardson, Interim Strategic Leader School Improvement, Learning and Skills
Andrea Winstone, School Improvement Manager
Jenny Shade, Senior Democratic Services Officer
Charlotte Raper, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

1. Minutes

The Minutes of Children's Service Overview and Scrutiny Committee, held on the 8 March 2016, were approved as a correct record.

2. Items of Urgent Business

There were no urgent items of business.

3. Declaration of Interests

Councillor Okunade declared a non-pecuniary interest as she was a member on the Advisory Board at the Thameside Children Centre.

Councillor Sheridan declared a non-pecuniary interest as she was a member on the William Palmer Committee and had a child at St Cleres School.

The Parent Governor Representative declared a non-pecuniary as she was a member of staff at Palmer's College and had children attending Little Thurrock Primary School and St Thames of Canterbury Primary School.

4. Terms of Reference

The Children's Services Overview and Scrutiny Committee Terms of Reference were noted.

5. Ofsted Inspection Report and Action Plan

The Chair congratulated Dave Peplow on the outcome of the Local Safeguarding Children Board Ofsted Inspection and stated that an agenda item on Items Raised by Thurrock Local Safeguarding Children's Board would now be a standard item on the agenda.

Dave Peplow briefly presented the findings and commented on the two recommendations from the Ofsted Report on Local Safeguarding Children's Board and briefed members on the review written by Alan Wood into the effectiveness of local safeguarding children's boards.

The Chair asked Dave Peplow that taking into account the Alan Wood's Review and the two recommendations had this had any effect on the service. Dave Peplow stated that no it was business as usual with no change in arrangements until further notice was received.

Andrew Carter briefly presented the report which updated members on the outcomes of the recent Ofsted Inspection which was judged to "Require Improvement". A Self-Assessment had been undertaken prior to the Ofsted Inspection which did not identify anything that was not already known. Members were asked to comment on the 16 recommendations on the draft Action Plan which was scheduled to be sent to Ofsted. There would be a slight delay in sending the draft Action Plan back to Ofsted to ensure that members of the Children's Services Overview and Committee were given the opportunity to comment.

It was stated that the same report was presented to the Corporate Parenting Committee on Tuesday 5 July 2016 where some useful recommendations were identified.

Councillor Allen asked Officers was the Council meeting the needs of those children waiting for adoption. Andrew Carter stated that 18 children were adopted last year and that the Government measures on how long it takes to go through the adoption process rather than numbers. The aim would be to reduce the time it takes in Thurrock to be nearer the UK average times.

Councillor Watkins asked Officers if previous fostered children had been approached to promote foster carer in Thurrock. Andrew Carter stated that care leavers assisted with the recruitment of new foster carers but stated that word of mouth in the local community proved to be best method of recruiting new foster carers.

Councillor Watkins asked Officers what was in place for the Staying Put Policy. Andrew Carter stated that 5 looked after children benefited from the Staying Put Policy and that consultations were in place with foster carers and Independent Fostering Agency providers. It was also the aim to actively

promote the scheme as an option and work would be undertaken with the Eastern Region partners to improve the local and regional offer. Andrew Carter stated that the Children in Care Council were in attendance at the Corporate Parenting Committee where a debate took place on the way forward of the Staying Put Policy.

The Parent Governor Representative stated that the action plan could have been more detailed. Andrew Carter stated that a finalised report would be returned to the committee.

Councillor Redsell asked Officers what co-ordination was in place between the council and schools on those children in elected home education. Roger Edwardson stated that it had been evidenced that those children home educated were more likely to under achieve in this environment and would be best to retain in school. Council Inspectors were available but not always taken up by parents.

Councillor Redsell stated that it was good that the same items had been picked up at both committees.

RESOLVED

That the Children's Services Overview and Scrutiny Committee monitored the progress of the council in implementing the recommendations of the Ofsted Inspection Report.

6. Review of Children's Centre Service

Two reports were presented for this item as the two services would collaborate to deliver a joined up service for families with children up to the age of 19.

Roger Edwardson briefly presented the report on the Review of the Children Centre Services to identify the most effective way of delivering a sustainable Children Centre service delivery model by 2017. The School Improvement Team worked very closely with Public Health on the 0-19 Wellbeing Offer Report to improve the outcomes for younger children.

Beth Capps presented the report on the 0-19 Wellbeing Model which outlined the key outcomes of the model and how these would be delivered.

It was stated that both reports would be presented to Cabinet in September 2016.

Councillor Redsell asked Officers what action was in place at schools to educate children about smoking. The Officer confirmed that it should start with educating children at an early age and that work on the ASSIST, a prevention programme, would form part of the future model.

Councillor Halden stated that this would be the right reason to bring the children centres and education into public health so that it moved forward in a more integrated way to ensure that children are ready for adulthood. A draft principle would be brought to Cabinet in September for approval after which Councillor Halden will spend time with Roger Edwardson at the children centres throughout October.

Councillor Redsell stated that the Council should be setting a better example and stop staff from smoking outside the office as this does not set a good example especially to the students from the college. Roger Edwardson stated that officers had been given a directive for this not to happen outside the council building but the problem was the enforcement of this.

Beth Capps stated Thurrock had a No Smoking Policy and that the Chief Executive had already challenged staff smoking outside the building and staff had responded and work will continue on preventing staff smoking outside the building.

Councillor Watkins asked Officers what the overall vision of children centres would be in Thurrock over the next few years. Andrea Winstone stated at this time it was not known and that this report was around the redesign of the children centres in conjunction with 0-19 wellbeing report. The long term future of children centres will be presented to the committee at a later date awaiting some government directive.

Roger Edwardson informed members that the "Daily Mile" had been introduced into primary schools where children were walking one mile each day round the school field.

A discussion took place between Members, Officers and Co-Opted Members on Bullying at schools and asked that a report be brought to the committee.

Roger Edwardson stated that the mental health of children was a review to be undertaken whilst working together with Public Health.

The Chair asked how effective the shared premises plan was progressing. Beth Capps stated this was currently at the mapping stage looking at all the premises that would be available to deliver these services in a joint and flexible approach.

RESOLVED

- 1. That the Children's Services Overview and Scrutiny Committee supported the review of the Children's Centre Services to be completed by April 2017.**
- 2. That the Children's Services Overview and Scrutiny Committee endorsed the report alongside the 0-19 Wellbeing Offer of the same date as the two services were collaborating to deliver a joined up service for families with children up to the age of 19.**

3. **That the Children's Services Overview and Scrutiny Committee supported the proposed model that integrated delivery of a range of services to support the wellbeing of children and families.**
4. **That the Children's Services Overview and Scrutiny Committee agreed that Officers proceed with the further development of the proposed integrated model.**
5. **That the Children's Services Overview and Scrutiny Committee noted that further reports on the model would be brought back to the Committee and to Cabinet.**

7. Update on the Megan Serious Case Review Action Plan

Andrew Carter presented the update report that set out the review on the multi-agency action plan to address the findings of the Megan Serious Case Review. Members were referred to the Action Plan which would be monitored by the local safeguarding children board and the local safeguarding children board audit group where sections of the plan had been identified and agencies will be asked to supply evidence to prove that work had been done and improvements would be made.

Councillor Halden left the committee room at 8.36pm.

Dave Peplow stated he welcomed the level of interest to the action plan by the overview and scrutiny committee members.

Councillor Redsell asked Officers if anything could have been picked up earlier on this case. Andrew Carter stated that yes, the review identified that social services had known these children from an early age but instead of addressing the issues and difficulties no sufficient changes were made and for those changes that were made no follow up on the substantiality of that change was carried out.

Councillor Watkins asked Officers what action had been taken to monitor the recommendations that had been completed. Dave Peplow stated that evidence would be requested from agencies but had powers to request information for safe guarding purposes. On-going monitoring would be on-going and continue to share information and undertake staff training.

The chair asked if the "Neglect Toolkit" developed as a result of Megan serious case review have been disseminated and used by children's services social workers. The Officer stated that a Tool Kit designed primarily for adolescence which had been developed to understand what neglect looked like and that the Ofsted Report identified that the tool kit had been used.

Councillor Allen asked Officers when social workers were assigned to a case. Andrew Carter stated that there were a whole series of reasons when a social

worker would be assigned but it was more about ensuring it was at the right time of intervention.

RESOLVED

That the Children's Overview and Scrutiny Committee will monitor the progress of the council and partners in fully implementing the Megan Serious Care review Action Plan.

8. Work Programme

The work programme was discussed and agreed:

- That the item on Serious Case Reviews for James and Harry be added to the work programme for October 2016.
- The item on Final Report on the Ofsted Action Plan be added to the work programme for October 2016.
- That the item on 0-19 Wellbeing be added to the work programme for October 2016.
- That the Performance Dashboard be added to the work programme for October.
- That the item on Review of Children's Centre Services be added to the work programme for December 2016.
- The item on Update on Ofsted Action Plan added to the work programme for December 2016.
- That the item on Update of Child Exploitation be added to the work programme for December 2016.
- That the item on School Improvement Peer Report be added to the work programme for December 2016.
- That the item on Anti-Bullying be added to the work programme for December 2016.
- That the item on Commissioning out of Nurseries in Tilbury be added to the work programme for February 2017.
- That the item on the implementation of the increase from 15 to 30 hours free childcare from September 2017 be added to the work programme for February 2017.
- That the item on Anti-Bullying Prevention at Primary Schools be added to the work programme for February 2017.

The meeting finished at 9.03 pm

Approved as a true and correct record

CHAIR

DATE

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Democratic Services at Direct.Democracy@thurrock.gov.uk**

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13 October 2016	ITEM: 5
Children’s Services Overview and Scrutiny Committee	
Educational Attainments	
Wards and communities affected: All	Key Decision: All
Report of: Rory Patterson, Director of Children’s Services Roger Edwardson, Interim Strategic Leader School Improvement, Learning and Skills	
Accountable Head of Service: Roger Edwardson, Interim Strategic Leader School Improvement, Learning and Skills	
Accountable Director: Rory Patterson, Director of Children’s Services	
This report is public	

Executive Summary

Raising achievement in all areas of education remains a key priority and the Council has seen considerable success in the last four years as attainment and progress have risen significantly, particularly in the primary sector. However a new curriculum was introduced in 2014 and new assessment procedures were introduced in 2015 which have resulted in national curriculum levels being abandoned and a new system and more rigorous tests being introduced. As a result comparisons can’t be made between previous years’ data and the last academic year.

1. Recommendation(s)

- 1.1 That the Overview & Scrutiny Committee notes the provisional outcomes of the summer 2016 tests and examinations and commends schools, pupils, and parents/carers on their achievements.**
- 1.2 That the Committee recognises that data can’t be compared to previous years due to a change in curriculum and assessments.**

2. Introduction and Background

- 2.1 The target for Thurrock Schools and Academies is to be improving year on year and at least above the national average at Phonics in Y1, KS1, KS2, KS4 and KS5 and to reduce the gaps in attainment for vulnerable children.**

- 2.1.1 As a result of a continued support for Early Years teaching & moderation in settings and schools, outcomes for Early Years Foundation Stage (EYFS) are above national for the fourth year running.

Early Years – Foundation Stage

KS1 (7 year old)

KS2 (11 year old)

KS4 (16 year old)

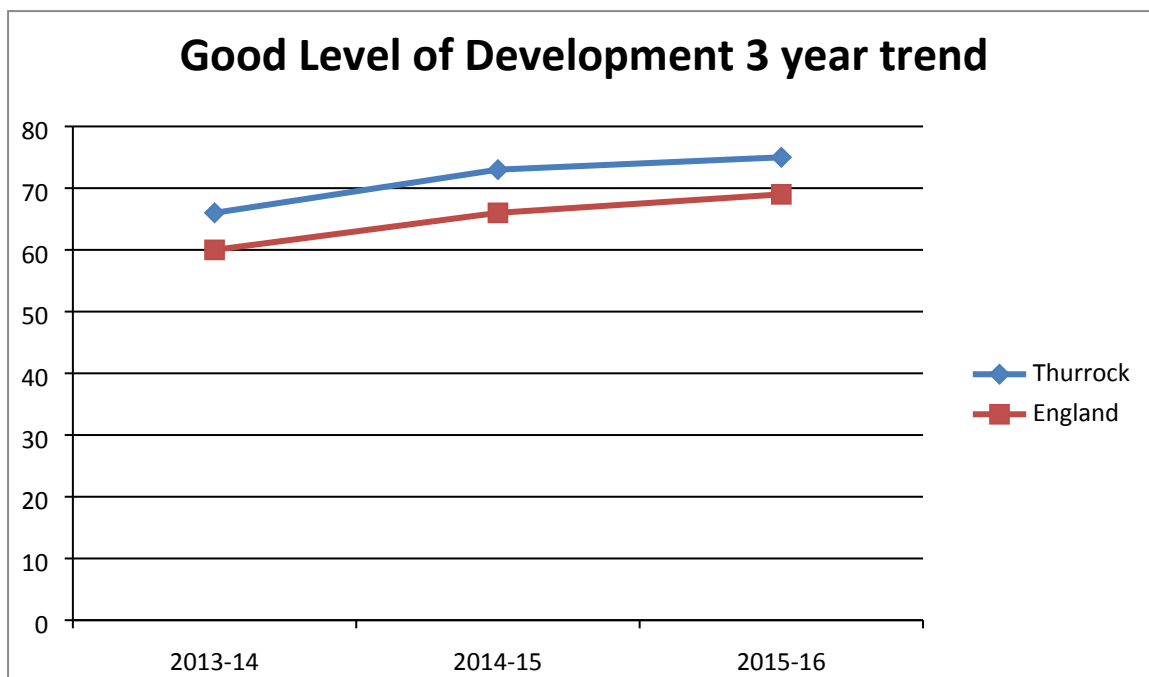
KS5 (18 year old)

- 2.1.2 In 2016 KS1 assessments are no longer reported as levels and cannot be compared to previous years. National Curriculum levels have been replaced by National Standards in the interim Teacher Assessment Frameworks, which are only to be used in 2016 and 2017. The results are still based on teacher assessments and for the first time this year include a combined reading, writing and maths measure. Grammar, punctuation and spelling assessments were not included this year due to an error at STA.
- 2.1.3 In 2016, the new more challenging national curriculum, which was introduced in 2014, was assessed by new tests and interim frameworks for teacher assessment. KS2 results are no longer reported as levels: each pupil receives their test results as a scaled score and teacher assessments based on the standards in the interim framework. Progress data will be released by the DfE in December.
- 2.1.4 2016 GCSE results show a significant improvement on last year moving the overall performance close to the 2014 results (previously in line with the National Average (NA). The key measure of 5+GCSE's with English (EN) and mathematics (MA) is not being used by the Department of Education this year preferring to consider Progress 8 and Attainment 8 (see graphs). This report attempts to report the improvement on previous years.

3. Issues and Options

3.1 Early Years Foundation Stage (EYFS age 5)

- 3.1.1 The Good Level of Development (GLD) measure is awarded at the end of EYFS when a pupil has achieved at least the expected level in all of the prime areas of learning and in literacy and mathematics.
- 3.1.2 The GLD has risen again and exceeds the national average by six percentage points.

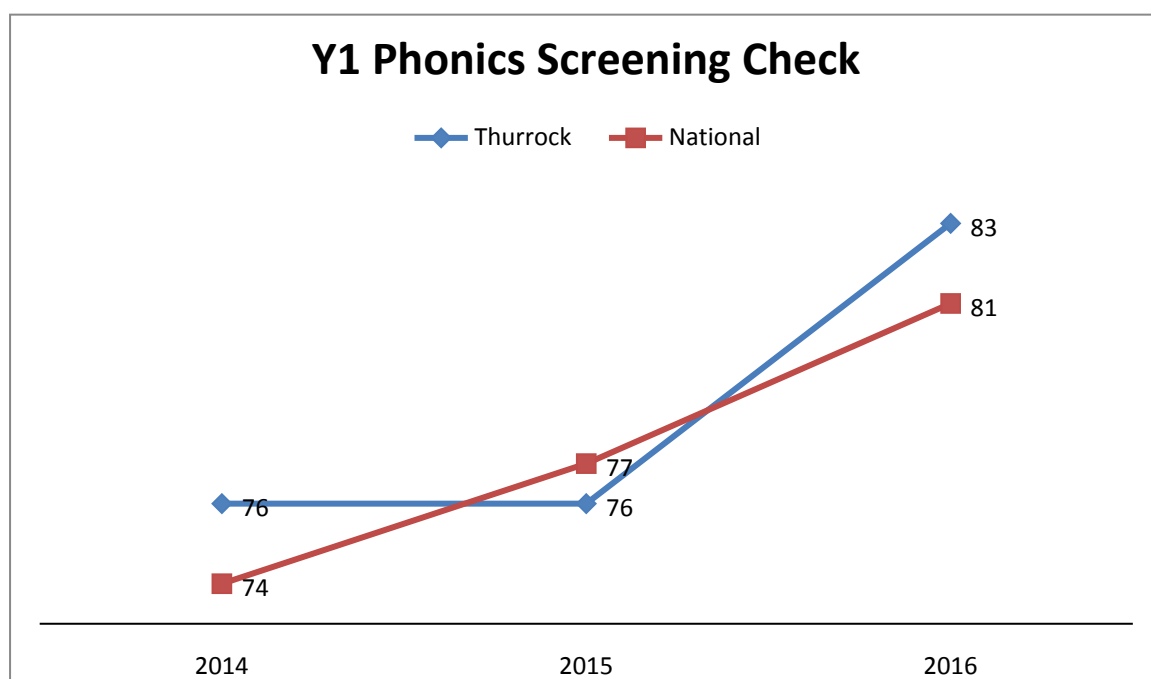


- 3.1.3 To reach the percentage of children making a good level of development, each child is assessed against 17 Early Learning Goals; whether she/he meets the level, has not yet reached the level or exceeded it and points are awarded accordingly in a range between 17 to 51. If a child meets every Early Learning Goal, she/he will receive at least 34 points.
- 3.1.4 The provisional GLD result for Thurrock is very encouraging as it puts the borough scores above the national and above others in the East of England region. As referred to at 2.1.1, this is an outcome of significant investment in school improvement staff for this phase and expertise in training and supporting staff in schools and settings.
- 3.1.5 The Average Total Points has remained the same.
- 3.1.6 The inequality gap measures the percentage gap in achievement between the lowest 20% of achieving children (mean score), and the median score for all children. Thurrock was 5.1 percentage points below the national average in 2014 at 28.8%. The gap last year improved by 0.9%. This year has seen the gap close by a further 1.9 percentage points to 26%. 2016 national data is not yet available for this indicator, meaning that vulnerable children in the Early Years Foundation stage perform better than the national average.
- 3.1.7 There was a significant improvement in GLD performance for boys in 2014 and this figure has continued to rise over the last three years, the current GLD achievement for 2016 being 3% higher than 2015. Performance for girls has also improved, by 2% in 2016, with GLD results for both genders likely to remain significantly higher than the national average.

2015-16	GLD	Average Total Points
Thurrock (All)	75%	34.2
- Boys	67%	33.2
- Girls	83%	35.3
National (Estimated)	69%	n/a

3.2 Year 1 Phonics (age 6)

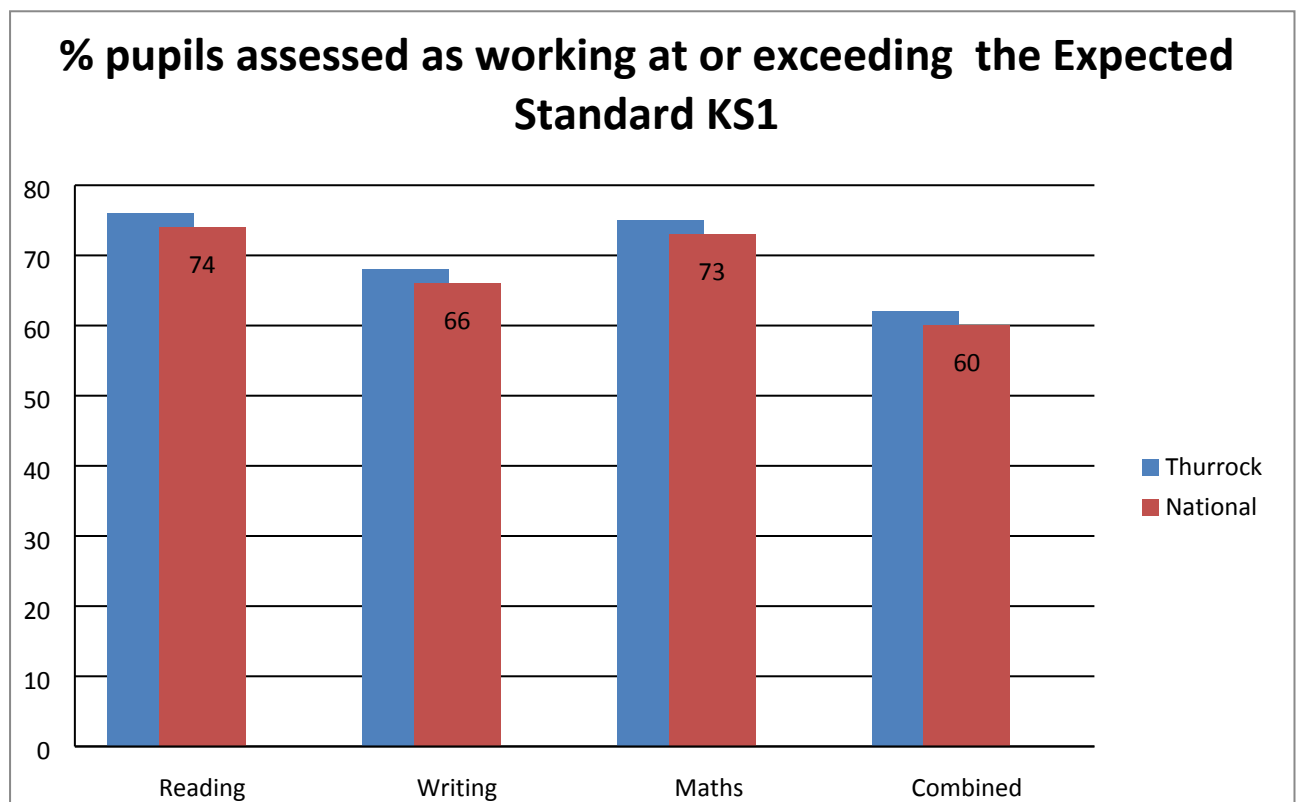
3.2.1 The year 1 phonics screening check is undertaken in June by all year 1 pupils and those pupils in year 2 who did not achieve age related expectations whilst in year 1. The percentage of children who reached the expected standard has risen by 7 percentage points; the national average has risen by 4 percentage points. Thurrock averages are now above national by 2 percentage points.



3.3 Key Stage 1 (age 7, year 2)

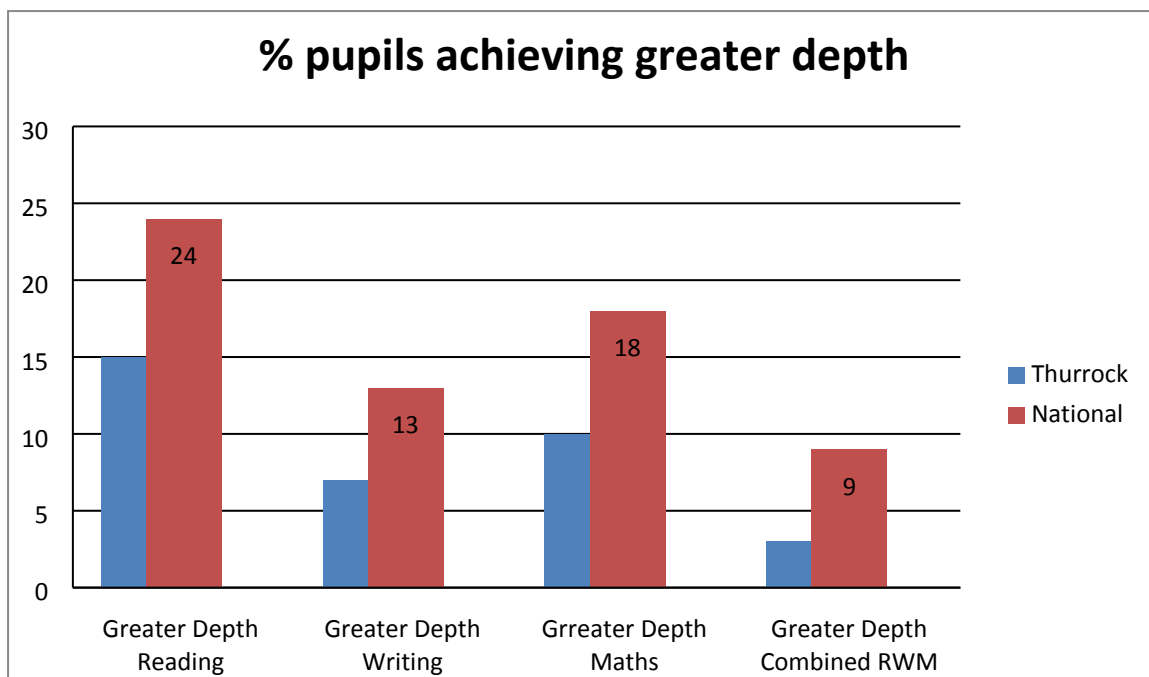
3.3.1 In 2016 KS1 assessments are no longer reported as levels and cannot be compared to previous years. National Curriculum levels have been replaced by National Standards in the interim Teacher Assessment Frameworks, which are only to be used in 2016 and 2017. The results are still based on teacher assessments and for the first time this year include a combined reading, writing and maths measure. Grammar, punctuation and spelling assessments were not included this year due to an error at STA.

3.3.2



3.3.3 In all areas the Thurrock averages are two percentage points above the national for the percentage of pupils achieving the expected standard.

3.3.4 For the first time in 2015 teachers have assessed pupils against the interim teacher assessment frameworks. Pupils working above the national expected standards were assessed to see if they were working at 'greater depth'. This can't be compared to previous years' Level 3 National Curriculum data.



3.3.5 The percentage of pupils assessed to be working at greater depth is low compared to those nationally. This could be due to teachers not feeling confident in using the interim assessment frameworks for the first time as well as a new more rigorous curriculum.

3.4 Key Stage 2 (age 11, year 6)

3.4.1 In 2016, the new more challenging national curriculum, which was introduced in 2014, was assessed by new tests and interim frameworks for teacher assessment. KS2 results are no longer reported as levels: each pupil receives their test results as a scaled score and teacher assessments based on the standards in the interim framework.

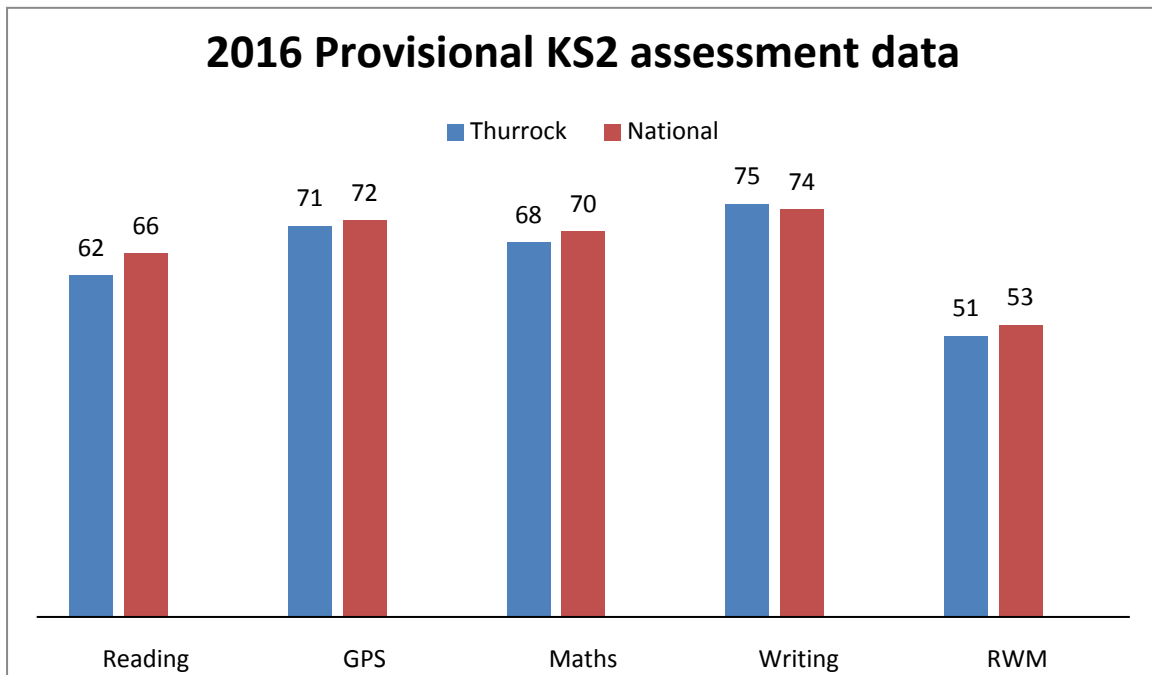
3.4.2 The expected standard in the tests is a scaled score of 100 or above. Attainment nationally in the tests is highest in grammar, punctuation and spelling (GPS) at 72% and lowest in reading at 66%. At 74% attainment in the writing teacher assessment is higher than in any of the test subjects.

3.4.3 Last year, to achieve a level 4 (the previous expected standard) pupils would have needed to get 46 per cent in their maths tests and 36 per cent in reading. This year, under the new, tougher standards, those percentages have increased to 54.5 per cent for maths, and 42 per cent for reading. GPS has remained the same at 61 per cent.

3.4.4 In Thurrock, reading was 62%, GPS was 71%, in maths 68% and in writing was 75%. This is close to the national average and is within 2 percentage

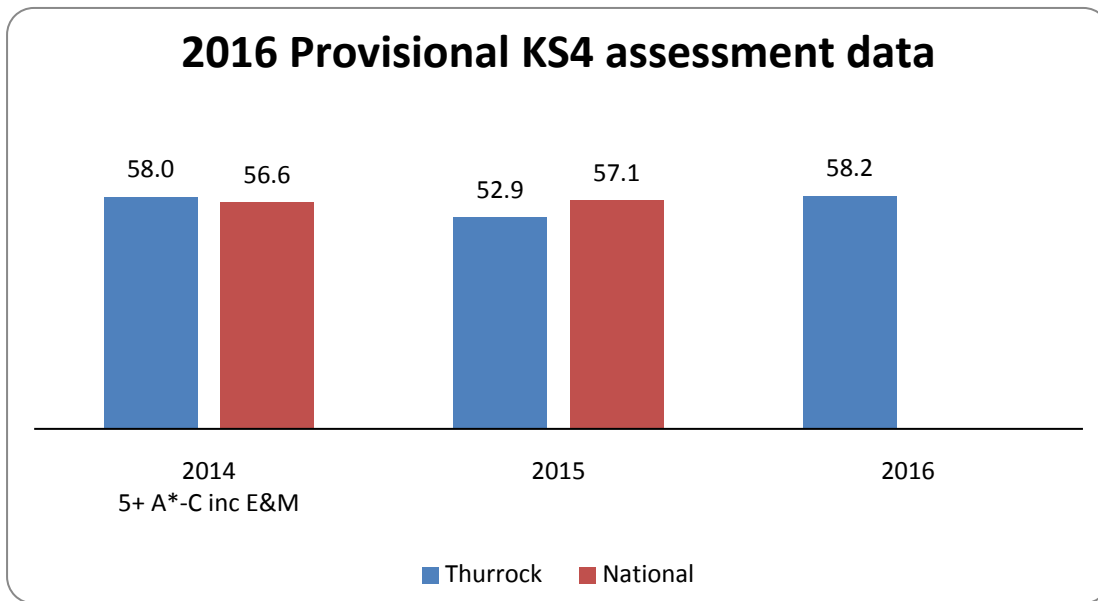
points of the combined reading, writing and maths (Nationally the average is 53% and in Thurrock schools the average is 51%). This is different from the pattern seen in previous years where attainment at level 4b or above was highest in reading and lowest in grammar, punctuation and spelling.

3.4.5 We understand that pupils who don't meet the expected standard at the end of year 6 will, from next year (2017), might have to re-sit their English and maths SATs at secondary school. The government said the consultation on the proposals, which would see the resits introduced from December 2017, would go ahead as planned.



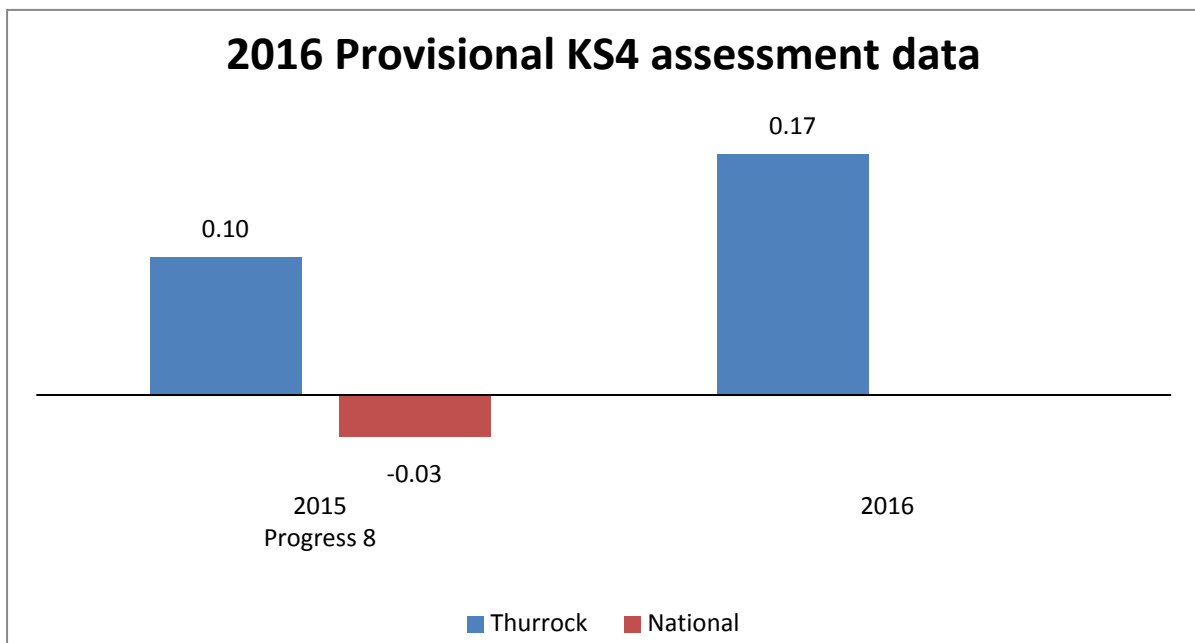
3.4.6 We are still waiting for progress data which the DfE has stated it will release in December.

4 GCSE KS4 (age 16) - Indicative results



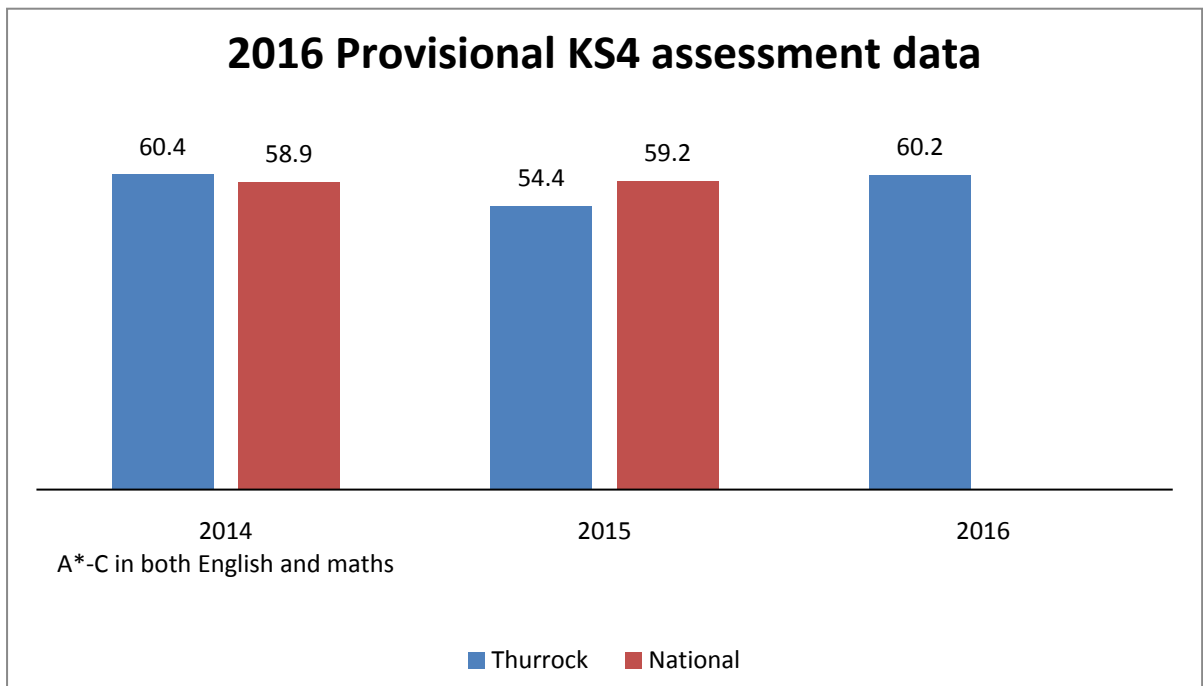
5+ A*-C inc E&M

	2014	2015	2016
Thurrock	58.0	52.9	58.2
National	56.6	57.1	??



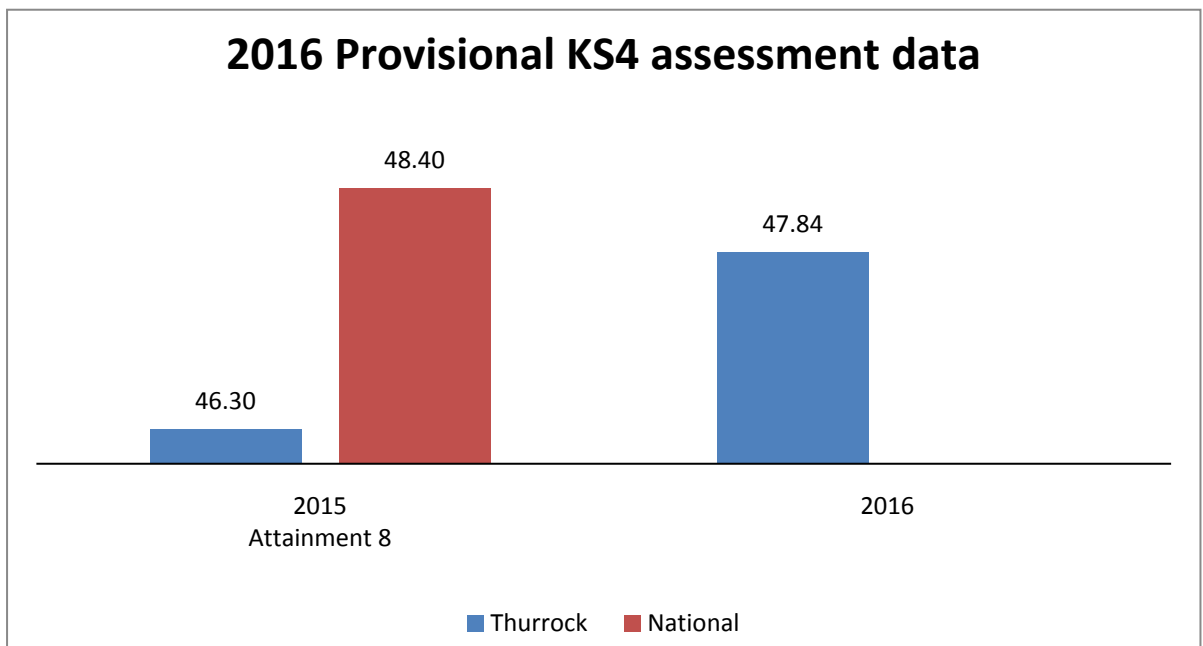
Progress 8

	2015	2016
Thurrock	0.10	0.17
National	-0.03	??



A*-C in both English and maths

	2014	2015	2016
Thurrock	60.4	54.4	60.2
National	58.9	59.2	??



Attainment 8

	2015	2016
Thurrock	46.30	47.84
National	48.40	???

- 4.1. Provisional results for Thurrock schools and academies shows a significant improvement from last year when results dropped to 53.2% for 5+ GCSEs including English and mathematics. The provisional results indicated more than 58% of pupils achieved the benchmark of 5 plus A*-C grades including English and Mathematics which would show this year's performance is likely to be in line with the new national average.
- 4.2 St Clere's School is the most improved with 78 per cent of students gaining the five or more higher level grades including English and maths. William Edwards School also improved on last year's results, with a 13 percentage point increase to 70 per cent. 84 per cent of Harris Academy students also gained the higher grades, which is in line with last year's good results.
- 4.3 As part of changes to the secondary accountability system Progress 8 and Attainment 8 will be key measures of school performance from 2016 onwards. They will replace the existing 5+ A*-C including English and maths headline measure, and the existing expected progress measures, for all schools.
- 4.4 Progress 8 captures the progress a pupil makes from the end of primary school to the end of secondary school. It is a value added measure, which means that pupils' results are compared to the results of other pupils with the same prior attainment. The greater the Progress 8 score, the greater the progress made by the pupil compared to the average of pupils with similar prior attainment.
- 4.5 Attainment 8 measures the achievement of a pupil across 8 qualifications including mathematics (double weighted) and English (double weighted), three qualifications that count in the English Baccalaureate (EBacc) measure and three further qualifications that can be GCSE qualifications (including EBacc subjects) or any other approved non-GCSE qualifications.
- 4.6 The performance tables will be adjusted in line with these new accountability measures and breakdowns will be amended accordingly. For the majority of schools, the performance tables will only show Progress 8 and Attainment 8 data for 2016, as this is the first year that they will be held accountable to the new measures.
- 4.7 These results remain indicative and the first release from the DfE is due in October. The Department for Education will confirm national figures this autumn. These results are provisional and are currently subject to appeals by a number of schools across the borough.

- 4.8 Significant changes to GCSE are now published for use in 2017. The scoring system changes from the current range of A*-E pass grades to a 1-9 framework where 9 is equivalent to the "A*" grade.
- 4.9 The strategic priority for 2016/17 is to ensure young people achieve above the national average and that pupils in receipt of pupil premium make accelerated progress.

5 Children Looked After (CLA)

5.1 Foundation Stage – 5 Year Olds

	2012/2013	2013/2014	2014/2015	2015/2016
Cohort Size	6	9	5	11
Good Level of Development	17%	44%	80%	64%
National Figure	62%	62%	65%	69%

- 5.1.1 There were 11 pupils in the cohort this academic year. Although previous data indicates that there is a decrease in attainment from the previous year, 7 pupils out of 11 achieved Good Level of Development [GLD]. The cohort size has increased significantly compared to the previous year although 6 pupils [54%] stopped being in care during this academic year. 10 pupils [91%] attended a Thurrock school. Progress for these children was in line with expectations based upon their individual PEP data and educational targets.

5.2 Key Stage 1 – 7 year olds

- 5.2.1 The testing system has changed for KS1 this year and, as a result of this, it is not possible to make comparisons with previous years' attainment data. There were 12 pupils in the cohort with 5 of these attending a Thurrock school. 4 pupils left care during the academic year. 1 pupil was disapplied from SATs due to significant Special Educational Needs and Disabilities (SEND).

- 5.2.2 The following percentages were achieved for those reaching the expected standard [figures based upon those eligible for the tests – 11 pupils]:-

Reading 63% [7 pupils]
 Writing 55% [6 pupils]
 Maths 63% [7pupils]
 Combined 55% [6 pupils]

- 5.2.3 There are no national CLA data comparisons available at this time.

5.3 Key Stage 2 – 11 year olds

- 5.3.1 There were 14 children looked after in the total Year 6 cohort that Virtual School was responsible for with 8 pupils attending Thurrock schools which equates to 57% of the cohort. In total 12 pupils took their Standardised

Assessment Tests (SATs) and the following percentages were achieved for those reaching the expected standard:-

Reading 25% [3 pupils]
Writing 58% [7pupils]
Maths 58% [7pupils]
Combined 25% [3 pupils]

5.3.2 This year's Key Stage results have seen a dramatic drop nationally and this set of results is in line with this trend. There are no national CLA data comparisons at this time. Many of our pupils were working at age related expectations based upon teacher assessment but this did not translate in the rigorous testing process. One pupil made the equivalent of 3 years progress in the academic year and thus avoided being placed on an Education Health Care Plan (EHCP).

5.4 Key Stage 4 – 16 year olds

5.4.1 These figures represent the Virtual School Cohort responsibilities. These figures are indicative and will be finalised once the DFE data is released. The eligible cohort will be reduced based upon DFE criteria and the LA census return.

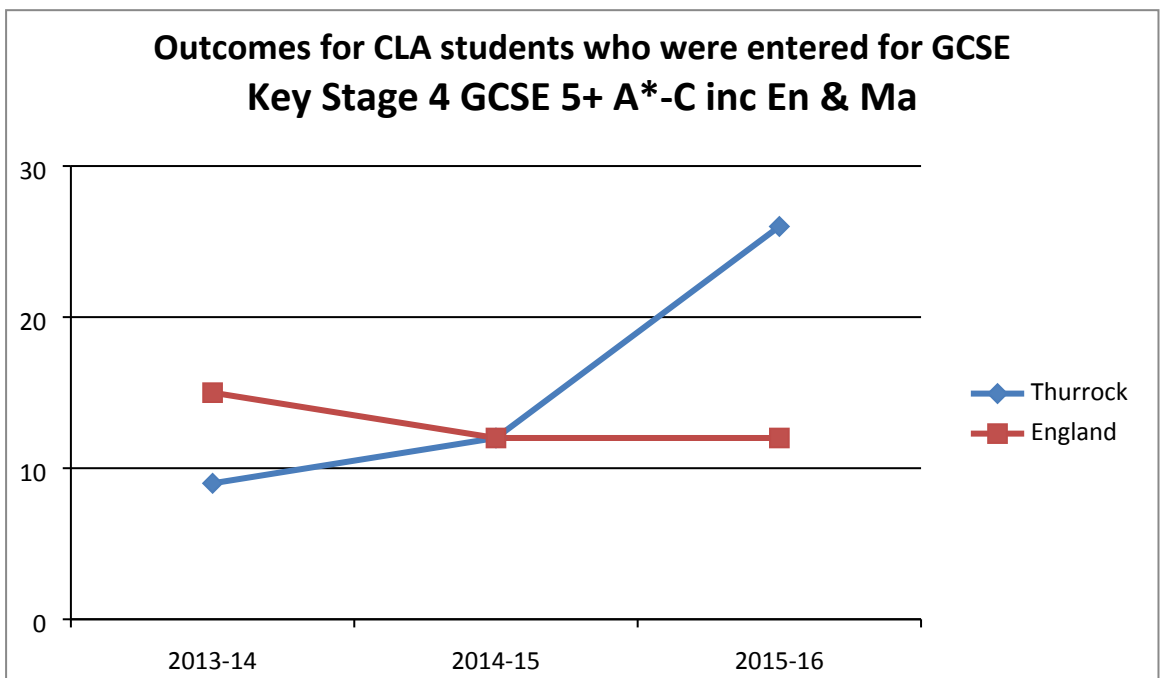
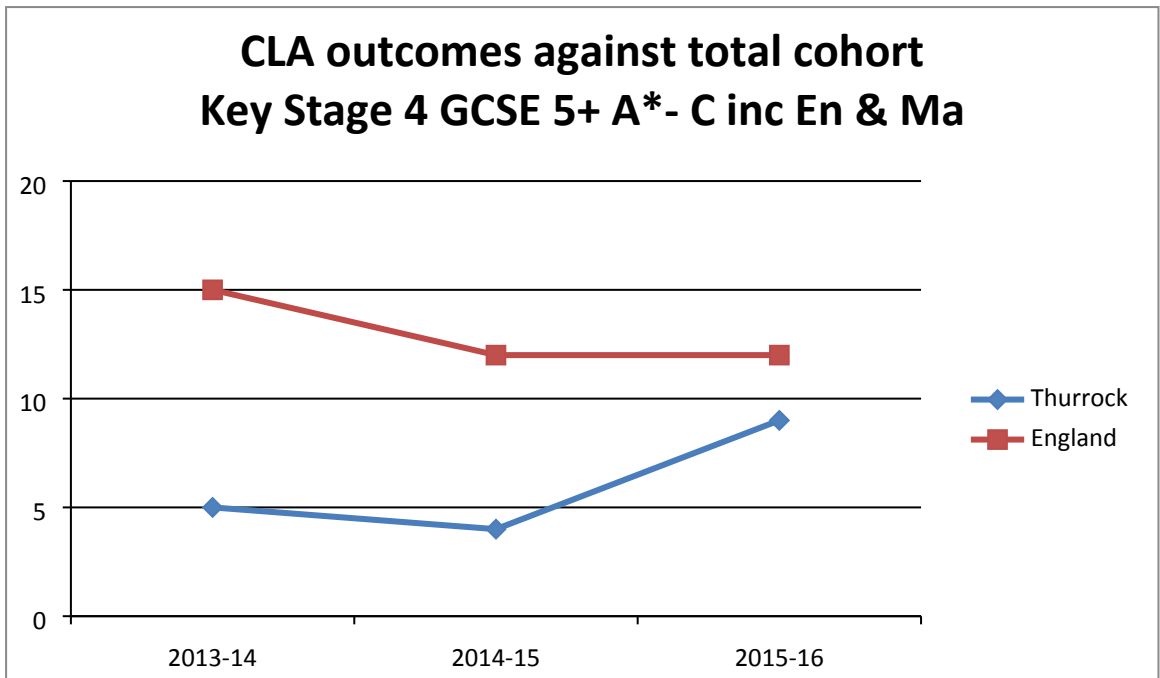
5.4.2 19 pupils were entered for GCSE from the Children in Care cohort of 55 pupils with 7 [17%] attending a local Thurrock school. All 7 were entered for examinations and all achieved a qualification in a range of subjects. From the total of the 19 pupils actually entered for GCSEs, 5 students [26.3%] gained 5 or more A*-C grades including EN and MA. This is an increase of from 12.5% in 2015 and 9% in 2014.

5.4.3 From the total cohort of 55 pupils, the 5 pupils who obtained 5 or more A*-C grades including EN and MA equates to 9% which is again an increase from previous years of 5%.

5.4.4 48 [83%] Year 11 pupils looked after by the local authority attended a provision out of borough, of which 17 [49%] students were in specialist provision. A total of 7 students [17%] did not sit formal qualifications. 3 of these have significant SEND and 4 pupils are resitting Year 11 and so were not eligible for exams this academic year. The remainder of the cohort sat a range of qualifications including entry level, functional skills, BTEC and maximum of 2 GCSEs.

5.4.5 Additionally 8 pupils [14.5%] achieved grade C or above in English and 8 pupils [14.5%] achieved grade C or above in Maths.

5.4.6 The number of pupils who were Unaccompanied Asylum Seeking Children [UASC] was 23 pupils [42%]. 2 pupils were able to sit GCSEs and the other students studied ESOL [English Spoken as Other Language].



5.5 Key Stage 5 – “A” level results

- 5.5.1 This year's provisional figures show that the percentage of A*-E passes in school sixth forms and at Palmer's College is 98 per cent. The percentage of grade A*-C passes for 2016 is 40 per cent. One-in-five students received an A* or A grade. Students taking A-levels in Thurrock have maintained the positive performances of recent years.
- 5.5.2 Palmer's College again maintained an impressive 97% pass rate for the fifth year in a row with 20 subjects gaining a perfect 100% pass rate. The Stanford & Corringham 6th Form Centre is also celebrating another good year of GCE Advanced Level and Vocational results as achievement hits a new high. The subject pass rate was 100% and all students achieved two or more passes. 44% of entries achieving an A*, A or B grade.
- 5.5.3 At Ockendon School Academy and Studio School the overall pass rate is 93 per cent with a significant number of students achieving the higher grades A*-C at 70 per cent of the entry and 40 per cent gaining A*-B grades.
- 5.5.4 Harris Academy Chafford Hundred reported 100 per cent of their students passed their A-levels for the second year in a row. 120 students at the Academy collected an excellent set of A-level results. Overall, 100 per cent of entries across the 27 subjects on offer achieved pass marks, with 52 per cent achieving A*-B grades.
- 5.5.5 Ormiston Park Academy has seen the number of students going to university increase, more A-Level entries than ever before and more students achieving higher grades. Similarly, vocational outcomes were its best yet, with more students than ever achieving Distinction* grades. The academy achieved a 96% overall pass rate and a 51% pass rate at A*-B.
- 5.5.6 Thurrock Careers continues to offer impartial information advice and guidance about future career pathways. There is always a Personal Adviser (PA) available for support in school and opportunities for further help can be obtained through The Inspire Youth Hub.

6. Reasons for Recommendation

- 6.1 None.

7. Impact on Corporate Policies, Priorities, Performance and Community Impact

- 7.1 This report relates to the council priority to improve to create a great place for learning and opportunity.

8. Implications

8.1 Financial

Implications verified by: **Kay Goodacre**

**Finance Manager, Corporate Finance –
Children and Adult's**

There are no direct financial implications in this report.

8.2 Legal

Implications verified by: **Lucinda Bell**

Education Lawyer

This report requires the Committee to note its contents only. No decision is required. However, there are relevant general duties on the Council, of which are:-

A duty is imposed on the Council by s13A of the Education Act (EA) 1996 duty to promote high standards and the fulfilment of potential.

S22(3)(a) of the Children Act 1989 imposes a duty on the Council to safeguard and promote the welfare of any child it looks after, and this includes in particular a duty to promote their educational achievement.

8.3 Diversity and Equality

Implications verified by: **Rebecca Price**

Community Development Officer

Information on the equality gap appears in section 3.1.7 of this report and says that vulnerable children in the Early Years – Foundation stage perform better than the national average for vulnerable children. The spring term report will present more granulated data regarding the performance of key groups.

8.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

Risks

Schools, including academies that do not meet the floor standard are at risk of inspection by Ofsted and intervention by the relevant accountable body.

A failure to raise standards will exacerbate recruitment and retention difficulties and make it harder for children and young people to reach age related expectations and to progress to further education, training and employment in the jobs that growth in the borough will generate.

9. Conclusion

9.1.1 Pupils and those who support them in and beyond school are to be praised for the progress that has been made this year. It is important that the good progress in many areas is now built on to ensure that in every subject, at every age, improvement which outstrips the national standard is made. Forensic analysis of data to target support and extensive use of school-to-school mechanisms in addition to interventions commissioned by the Thurrock Education Alliance, the School Improvement team and external consultants has proven to be effective.

9.1.2 Where schools have found it more difficult to improve standards a number of contributory factors may be identified:

- continuing recruitment and retention issues at all levels
- further changes to assessment regimes
- achieving a consistently high standard of teaching and learning

9.1.3 In response, a number of strategies are already being adopted, such as working in partnership with and commissioning support from the Teaching Schools and engaging with more schools regionally in a systematic sharing of good practice. The establishment of TRIADs in the primary sector is new and is designed and supported by HMI which should improve outcome in 2017.

9.1.4 The school improvement projects funded through the Education Commission budget are regularly monitored and the effectiveness and impact continues to be measured.

10. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None.

11. Appendices to the report

Appendix 1 - KS4 Headline Summary 2016.

Appendix 2 - KS2 Headline Summary 2016.

Report Author:

Roger Edwardson

Strategic Leader School Improvement, Learning and Skills

Children's Services

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Thurrock Provisional Key Stage 4 results (from schools on 25th August 2016)

Please note these results are provisional and therefore subject to amendment.
School percentages have been rounded to the nearest whole number

Ofs	School	On Entry KS2 APS (Dfe Perf Tables/ RAISE)					%5+ A*-C GCSEs (or equivalent) inc English & maths GCSEs					A*-C English GCSE					A*-C maths GCSE					A*-C English and Maths GCSE combined				
		2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016		
2	Gable Hall	28.0	27.9	27.6	73%	72%	72%	83%	88%	73%	76%	80%	76%	63%	66%	82%	74%	74%	58%	73%	74%	58%	66%	74%	61%	
2	Grays Convent	27.4	27.9	27.6	57%	63%	69%	82%	72%	84%	83%	62%	74%	71%	79%	56%	64%	70%	78%	57%	64%	70%	79%	78%		
1	Harris Academy	27.9	27.2	28.0	93%	92%	84%	100%	99%	96%	99%	100%	93%	85%	85%	93%	93%	84%	85%	93%	93%	84%	85%	85%		
4	Hassenbrook Academy	26.8	27.0	26.0	61%	44%	48%	65%	56%	50%	38%	58%	78%	50%	66%	59%	75%	49%	49%	63%	50%	49%	66%	36%		
3	Ormiston Park Academy	25.9	25.7	25.3	40%	33%	40%	56%	60%	61%	81%	47%	44%	57%	51%	40%	39%	43%	48%	40%	40%	43%	48%	48%		
2	St Clere's	27.7	27.2	27.7	66%	62%	49%	74%	65%	50%	83%	75%	82%	82%	85%	67%	63%	49%	78%	67%	63%	49%	85%	78%		
1	The Gateway Academy	25.9	24.6	26.1	50%	45%	38%	53%	61%	51%	68%	65%	56%	50%	55%	41%	50%	41%	52%	50%	50%	41%	52%	52%		
2	The Hathaway Academy	25.6	26.1	24.9	40%	46%	46%	47%	53%	61%	41%	54%	65%	66%	57%	40%	49%	52%	38%	40%	49%	52%	38%	38%		
2	The Ockendon Academy	26.7	26.5	27.1	51%	50%	44%	56%	60%	63%	76%	68%	59%	55%	61%	51%	50%	46%	55%	51%	50%	46%	55%	55%		
1	William Edwards	27.5	27.1	27.4	64%	60%	57%	67%	68%	74%	82%	81%	76%	63%	80%	64%	62%	58%	73%	64%	62%	58%	73%	73%		
1	Beacon Hill	n/a	n/a	n/a	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
1	Treetops	13.5	12.0	11.9	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
	Olive Academy				3%	7%		9%	13%																	
	Thurrock	26.9	26.5	26.5	59.5%	58.0%	52.9%	67.6%	68.6%	65.2%	72.3%	70.5%	70.7%	65.6%	68.1%	59.9%	60.4%	54.4%	60.7%	59.9%	60.4%	54.4%	60.7%	60.7%		
	National	27.6	27.4	27.5	60.6%	56.6%	57.1%	68.3%	68.8%	69.1%	71.3%	67.7%	68.3%	61.3%	58.9%	59.2%	59.2%	59.2%	59.2%	61.3%	58.9%	59.2%	59.2%	60.7%		

Disadvantaged

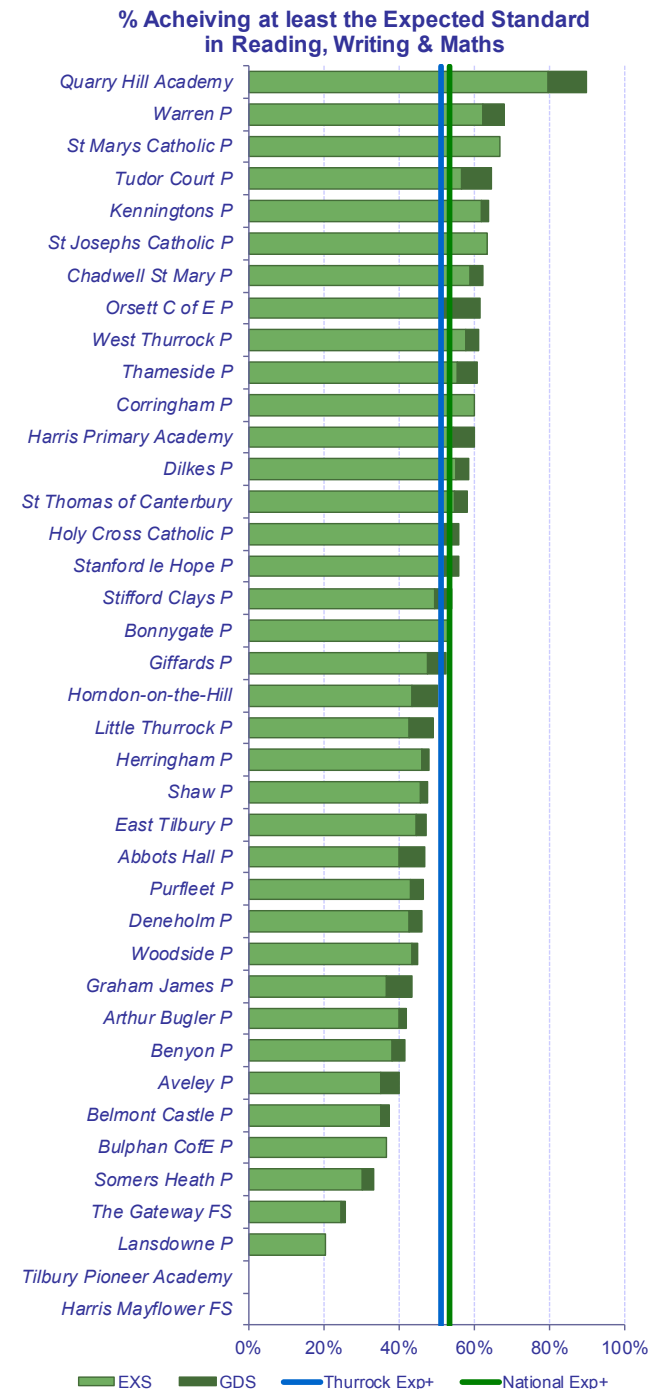
Ofs	School	Disadvantaged (DfE Perf Tables)					Progress 8					Attainment 8					English Baccalaureate % of all pupils achieving							
		2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
20	Gable Hall	18%	18%				0.07	49.1	49.8	49.1	49.8	49%	55%	63%	54%	39%	39%	28%	36%	39%	39%	28%	36%	36%
2	Grays Convent	24%	24%				0.52	55.1	55.0	55.1	55.0	50%	40%	62%	54%	26%	25%	44%	39%	26%	25%	44%	39%	
1	Harris Academy	18%	18%				0.73	55.0	59.6	55.0	59.6	26%	33%	60%	80%	18%	26%	38%	60%	18%	26%	38%	60%	
4	Hassenbrook Academy	28%	31%				-0.31	43.7	40.8	43.7	40.8	22%	19%	30%	27%	17%	12%	20%	27%	17%	12%	20%	27%	
3	Ormiston Park Academy	66%	51%				-0.79	36.1	41.9	36.1	41.9	10%	15%	6%	55%	4%	9%	2%	15%	4%	9%	2%	15%	
2	St Clere's	21%	15%				0.00	47.8	42.5	47.8	42.5	46%	61%	49%	60%	27%	30%	30%	29%	27%	30%	30%	29%	
1	The Gateway Academy	42%	49%				-0.37	37.0	43.1	37.0	43.1	4%	3%	11%	7%	3%	2%	4%	7%	3%	2%	4%	7%	
2	The Hathaway Academy	34%	27%				-0.05	43.8	40.1	43.8	40.1	23%	11%	10%	1%	15%	9%	7%	1%	15%	9%	7%	1%	
2	The Ockendon Academy	33%	34%				0.09	46.5	49.8	46.5	49.8	22%	29%	19%	10%	18%	16%	13%	5%	18%	16%	13%	5%	
1	William Edwards	14%	19%				0.11	48.4	50.6	48.4	50.6	38%	48%	63%	66%	19%	27%	34%	37%	19%	27%	34%	37%	
1	Beacon Hill	n/a	67%				NA	0.0	0.0	0.0	0.0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
1	Treetops	44%	39%				NA	6.5	0.0	6.5	0.0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	Olive Academy																							
	Thurrock	27.0%	27.0%				0.10	46.3	47.84	46.3	47.84	29.7%	33.9%	39.7%	41.6%	19.2%	20.8%	22.7%	26.3%	19.2%	20.8%	22.7%	26.3%	
	National	26.9%	27.3%				-0.03	48.4		48.4		35.5%	38.7%	38.7%	42.1%	22.8%	24.2%	24.3%	26.3%	22.8%	24.2%	24.3%	26.3%	

Note: Olive Academy data is included for information but is not counted as part of the Thurrock overall figures.

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Key Stage 2 2016 - Summary Comparison - All Pupils

Ofs	School	Pupils	Reading				Writing			Maths				GPS				RWM	
			<Exp	Exp+	High	SS	<EXS	EXS+	GDS	<Exp	Exp+	High	SS	<Exp	Exp+	High	SS	Exp+	High
2	Abbots Hall P	30	43	53	7	99.1	30	70	13	50	50	17	100.0	33	67	20	101.8	47	7
2	Arthur Bugler P	60	38	62	17	101.0	15	85	15	45	55	7	100.4	35	65	12	101.9	42	2
2	Aveley P	60	55	43	12	99.3	12	88	8	40	58	10	101.4	32	67	20	102.9	40	5
1	Beacon Hill	5	0	0	0	0.0	100	0	0	0	0	0	0.0	0	0	0	0.0	0	0
2	Belmont Castle P	86	52	47	7	98.3	23	77	9	38	62	7	100.0	41	59	17	101.8	37	2
2	Benyon P	29	41	48	3	98.5	17	79	7	38	59	3	98.9	41	55	10	100.9	41	3
3	Bonnygate P	32	28	66	3	100.6	19	81	6	28	72	9	102.0	13	88	16	104.2	53	0
2	Bulphan CoFE P	11	36	64	0	100.9	64	36	0	36	64	9	101.8	27	73	18	102.4	36	0
2	Chadwell St Mary P	29	31	69	7	101.7	17	83	14	10	90	14	104.2	24	76	31	104.8	62	3
3	Corringham P	60	27	68	10	102.0	22	78	3	25	70	8	102.7	17	78	32	105.7	60	0
2	Deneholm P	59	48	53	9	99.4	22	78	19	29	71	17	102.3	17	83	32	105.7	46	3
1	Dilkes P	60	33	65	13	101.7	17	83	5	30	70	20	103.9	15	85	35	105.8	58	3
2	East Tilbury P	72	33	64	8	100.4	19	78	7	40	57	10	101.1	31	67	11	102.4	47	3
2	Giffards P	59	31	68	9	100.8	27	73	19	31	68	9	101.8	25	73	17	102.9	53	5
2	Graham James P	30	47	53	10	100.1	20	80	13	33	67	10	100.9	37	63	7	101.9	43	7
2	Harris Primary Academy	90	28	70	8	101.6	17	83	12	22	78	18	103.8	20	80	31	105.2	60	6
N/A	Harris Mayflower FS																		
2	Herringham P	50	38	54	16	99.6	30	70	4	42	54	6	99.3	38	58	18	100.8	48	2
2	Holy Cross Catholic P	43	35	65	23	102.6	19	81	9	30	70	23	103.8	21	79	42	106.3	56	5
2	Horndon-on-the-Hill	30	30	70	13	103.0	23	77	13	47	53	13	100.9	23	77	13	103.7	50	7
2	Kenningtons P	47	34	66	11	101.0	19	81	13	11	89	15	103.8	30	70	15	102.4	64	2
2	Lansdowne P	99	57	31	4	95.9	43	57	2	60	33	6	96.4	47	40	4	97.8	20	0
2	Little Thurrock P	80	35	64	19	101.5	31	69	19	34	65	15	101.9	28	71	10	102.7	49	6
2	Orsett C of E P	31	23	77	29	104.5	13	87	23	26	74	29	104.8	32	68	26	104.0	61	10
2	Purfleet P	56	45	54	11	99.6	27	73	4	34	64	11	100.8	32	66	13	102.8	46	4
2	Quarry Hill Academy	59	3	97	24	107.1	7	93	17	2	98	34	107.6	7	93	27	106.5	90	10
2	Shaw P	57	28	67	4	100.8	23	77	7	39	56	11	100.4	28	67	16	102.2	47	2
2	Somers Heath P	30	57	40	3	98.6	30	70	10	13	87	13	104.0	40	60	17	101.0	33	3
2	St Josephs Catholic P	38	13	87	18	104.3	29	71	8	21	79	11	103.1	13	87	18	105.0	63	0
2	St Marys Catholic P	39	23	74	23	103.8	28	72	5	18	80	8	104.2	13	85	41	107.8	67	0
2	St Thomas of Canterbury	88	17	82	23	104.2	31	69	11	19	80	16	104.1	8	91	33	106.6	58	3
3	Stanford le Hope P	54	41	57	13	100.7	26	74	7	22	76	19	103.8	20	78	28	104.6	56	4
2	Stifford Clays P	89	30	66	17	102.9	24	76	17	24	76	14	103.1	20	80	15	103.4	54	5
2	Thameside P	74	28	68	14	102.0	27	73	18	24	73	10	102.7	20	77	27	104.3	61	5
2	The Gateway FS	90	53	42	4	96.9	22	77	3	59	39	1	97.5	54	43	4	97.8	26	1
N/A	Tilbury Pioneer Academy																		
1	Treetops	17	0	0	0	0.0	100	0	0	0	0	0	0.0	0	0	0	0.0	0	0
2	Tudor Court P	90	20	78	23	104.5	23	77	11	17	81	24	104.8	8	90	37	107.4	64	8
2	Warren P	90	22	74	26	104.8	20	80	6	10	87	26	105.9	12	84	42	107.8	68	6
2	West Thurrock P	59	22	75	7	102.9	17	80	12	17	83	22	104.0	20	76	24	104.7	61	3
2	Woodside P	60	40	57	12	101.5	30	70	8	30	67	7	101.9	28	68	12	102.8	45	2
Thurrock		2142	34	62	13	101.3	24	76	10	30	68	13	102.2	25	72	21	103.6	51	4
National (unvalidated)		N/A	31	66	19	102.6	25	75	15	27	70	17	103.0	24	72	23	104.0	53	5
Thurrock (Boys only)		1096	36	59	10	100.4	32	68	6	29	68	15	102.4	30	66	17	102.5	48	3
Thurrock (Girls only)		1046	32	66	16	102.3	17	83	14	30	68	12	102.1	20	78	26	104.8	55	5
West Locality		473	37	60	10	100.7	20	80	8	29	70	14	102.4	26	72	21	103.5	51	3
Central Locality		865	29	69	17	102.5	23	77	13	23	76	17	103.5	19	80	26	105.0	57	5
East Locality		782	38	58	11	100.3	26	74	8	39	59	10	100.8	32	65	17	102.2	46	3



Notes: This early data was collected from schools on 15 July 2016 and is unvalidated
 Data includes amendments that will be reflected in validated results
 * Comparator for schools is the Thurrock average, for Thurrock it's the National average

Key: x Top results in Thurrock
x Above comparator average*
x Bottom results in Thurrock

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13 October 2016	ITEM 6
Children’s Services Overview and Scrutiny Committee	
Children’s Social Care Complaints and Representations Annual Report 2015/16	
Wards and communities affected: All	Key Decision: No
Report of: Anas Matin, Statutory Complaints and Engagement Manager	
Accountable Head of Service: Andrew Carter, Head of Children’s Social Care	
Accountable Director: Rory Patterson, Corporate Director of Children’s Services	
This report is Public	

Executive Summary

The Annual Report for Thurrock Council on the operation of the Children’s Social Care Complaints Procedure covering the period 1 April 2015 – 31 March 2016 is attached as Appendix 1. It is a statutory requirement to produce an annual complaints report on children’s social care complaints.

The report sets out the number of representations received in the year including the number of complaints, key issues arising from complaints and overall learning and improvement activity for the department.

A total of 289 representations were received during 2015-16 as detailed below:

- 117 Compliments
- 81 Stage 1 complaints
- 2 Stage 2 complaints
- 1 Stage 3 complaint
- 48 Concerns and issues
- 17 MP enquiries
- 12 Member enquiries
- 4 Ombudsman enquiries
- 7 MEP

1. Recommendation(s)

- 1.1 That the Scrutiny Committee consider and note the report.**

2. Introduction and Background

- 2.1 This is the Annual Report for Thurrock Council on the operation of the Children's Social Care Complaints Procedure covering the period 1 April 2015 – 31 March 2016. It is a statutory requirement to produce an annual complaints report on Children's Social Care Complaints and Representations.
- 2.2 The Children's social care complaints procedure is operated in accordance with the Council's policy on Complaints and Representations, the Children Act 1989 Regulations and 'Getting the Best from Complaints' guidance 2006 and the Council.

3. Issues, Options and Analysis of Options

- 3.1 This is a monitoring report for noting, therefore there is no options of analysis.
- 3.2 **Summary of representations received in 2015/16**

- 117 Compliments
- 81 Stage 1 Complaints
- 2 Stage 2 Complaints
- 1 Stage 3 Reviews
- 48 Concerns and issues
- 17 MP enquiries
- 12 Member enquiries
- 4 Ombudsman enquiries
- 7 MEP

Appendix 1 provides a detailed summary regarding the above.

4. Reasons for Recommendation

- 4.1 It is a statutory requirement to produce an annual complaints report on children's social care complaints. It is best practice for this to be considered by Overview and Scrutiny. This report is for the purpose of monitoring and noting.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 This report has been agreed with the Children's social care senior management team.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 Thurrock's Children and Young People's Plan 2013-2016 sets out a vision for ensuring that 'every child has the best start in life'. Safeguarding and protecting the well-being of vulnerable child and young people is one of the priorities in the plan. This is reflected in the 'protection when needed' priority.

6.2 Feedback from children and young people is an important part of the service performance and quality framework. It enables the service to identify areas for improvement, to recognize the things that are done well and to help assess progress in meeting our priorities for children and young people.

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager, Corporate Finance –
Children and Adult's

There are no specific financial implications arising from this report which the committee should note. However, any compensation payments agreed represent a financial cost to the service.

7.2 Legal

Implications verified by: **Lindsey Marks**
Principal Solicitor Children's Safeguarding

There are no specific legal issues arising from the report as this is just for members' information.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The Council's complaints system has been designed to provide an effective means for service users or their representatives to complain about the quality or nature of services and to satisfy those who complain or comment that they have been dealt with promptly, fairly, openly and honestly. The Council is committed to promoting equality of opportunity for all. We will always take into consideration issues of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex, and sexual orientation during the complaints process to ensure that an equitable service is available to all. There are no specific diversity issues arising from this report.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

Appendix 1 – Children's Social Care Complaints and Representations Annual Report 2015/16.

Report Author:

Anas Matin

Statutory Complaints & Engagement Manager

HR, OD & Transformation

Children's Social Care Complaints and Representations

Thurrock Council

Annual Report 2015-16

Anas Matin
Statutory Complaints & Engagement Manager
HR, OD & Transformation

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1. Introduction

The Children's Social Care Statutory Complaints Procedure stipulates that an annual report on complaints and representations should be produced, as processed under the Children Act 1989, and the Children Act 1989 Representations Procedure (England) Regulations 2006, Children (Leaving Care) Act 2000 and Adoption & Children Act 2002. Thurrock's procedure is governed by the 'Getting the Best from Complaints' guidance 2006.

This report provides information about the complaints and representations received for the period 1 April 2015 – 31 March 2016. The report sets out the number of representations including complaints received, key issues and learning for the department.

Staff are encouraged to resolve issues at the first point of contact in line with good practice as outlined by the Local Government Ombudsman. Staff are familiar with the Social Care Complaints Procedure and in directing service users to access the complaints procedure where a complaint cannot be resolved locally.

The statutory complaints procedure sets out that a complaint can be made as a result of a range of issues that are relating to statutory social services functions such as:

- an unwelcome or disputed decision,
- the quality and appropriateness of a service,
- delay in decision making or provision of services,
- attitude or behaviour of staff
- or the quantity, frequency or cost of a service

A complaint will not be considered:

- if the person making the complaint does not meet the legal requirements of who may complain and is not acting on behalf of such an individual
- when the complaint is not in relation to the local authority or anybody acting on its behalf
- where the same complaint has already been dealt with at all stages of the complaints procedure

The Complaints Procedure operates in 3 stages:

Stage 1

Local Resolution where Team/Service Managers respond to a complaint within 10 working days which can be extended to 20 working days for more complex complaints.

Stage 2

The complainant can request their complaint to be progressed to stage 2 within 20 working days of receiving their stage 1 response. This stage involves an independent investigation which is conducted by an independent investigator and independent person who oversees the investigation for fairness and transparency of the process. The investigation can take within 25 to 65 working days.

Stage 3

Where a complainant requests a review of their complaint, the panel must be organised within 30 working days of the request.

Local Government Ombudsman

If a complainant is not satisfied with the outcome of the independent review panel, they have the right to take their complaint to the local Government Ombudsman. Complainants can refer their complaint to the Ombudsman's office at any time, although the Ombudsman may refer the complaint back to the Local Authority if it has not been fully considered through the complaints procedure.

Advocacy

In our complaints leaflet, we advise that children and young people have a right to advocacy when making a complaint or if they need any support. This is in accordance with the Advocacy Regulations 2004.

One complaint from children and young people was supported by advocacy. This complaint was addressed and resolved at stage 1.

2. Summary of Representations received

A total of 289 representations were received during financial year 2015-16 as detailed below:

- 81 Stage 1 Complaint
- 2 Stage 2 Complaints
- 1 Stage 3 Reviews
- 48 Concerns/ issues
- 117 Compliments
- 17 MP Enquiries
- 12 Member Enquiries
- 7 MEP
- 4 Ombudsman enquiries

Total Representations 2014-2016

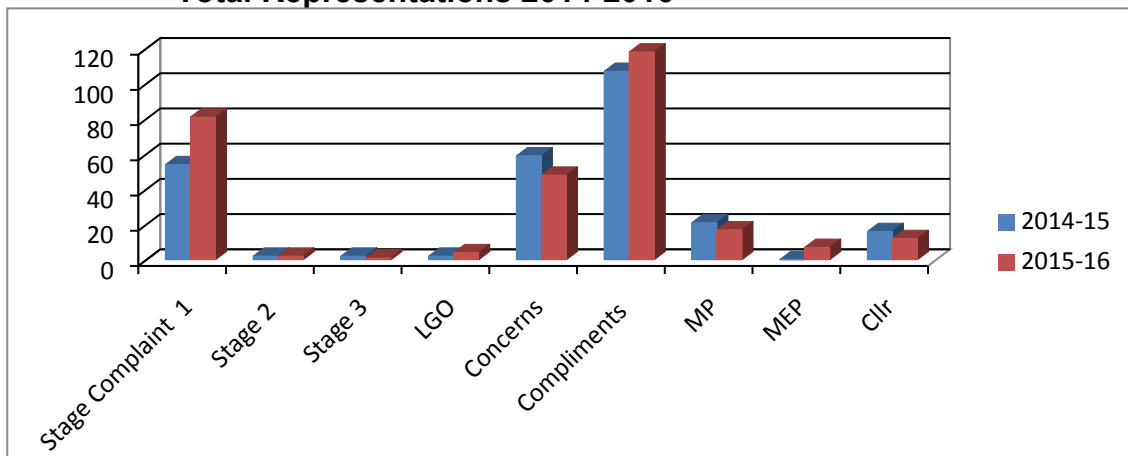


Table 1

The increase in representations is attributed to an increase in the number of complaints and compliments.

The department received a total of 81 stage 1 complaints in 2015/16 compared to 54 complaints received last year which is an increase of 50%.

Trends in complaints received from 2010 until 2016:

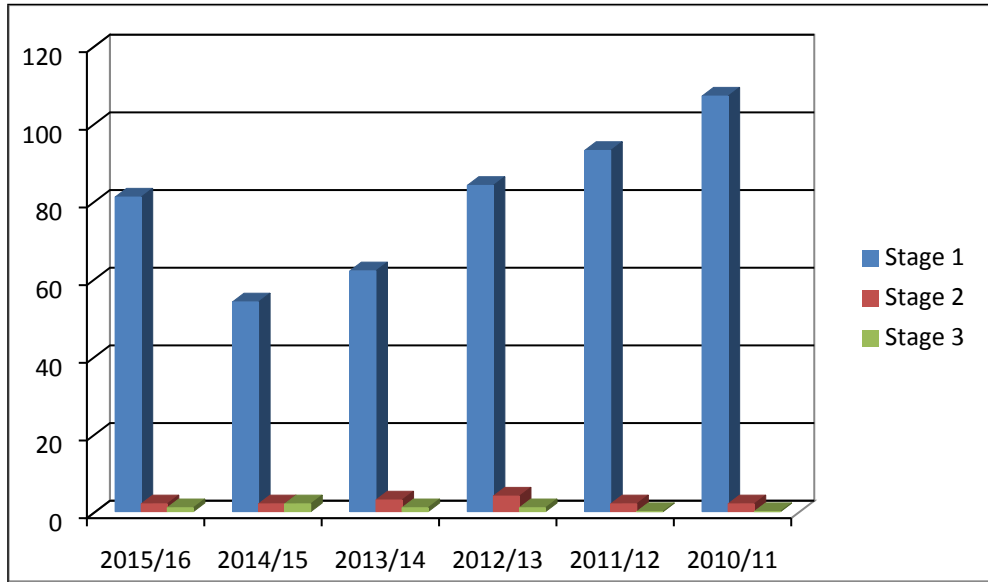


Table 2

During 2014/15, we have received two stage 2 complaints. The number of stage 2 complaints remained the same during 2015/16. This clearly indicates that we have kept the number of stage 2 complaints to a minimal for the last two years, which is a very positive outcome.

Furthermore, during 2014/15 we have received a request for two stage 3 complaints. However, during 2015/16 we have received only one request for a stage 3 complaint. This means that our stage 3 complaints have gone down by 50% from last year, which is a great result for Children’s Social Care.

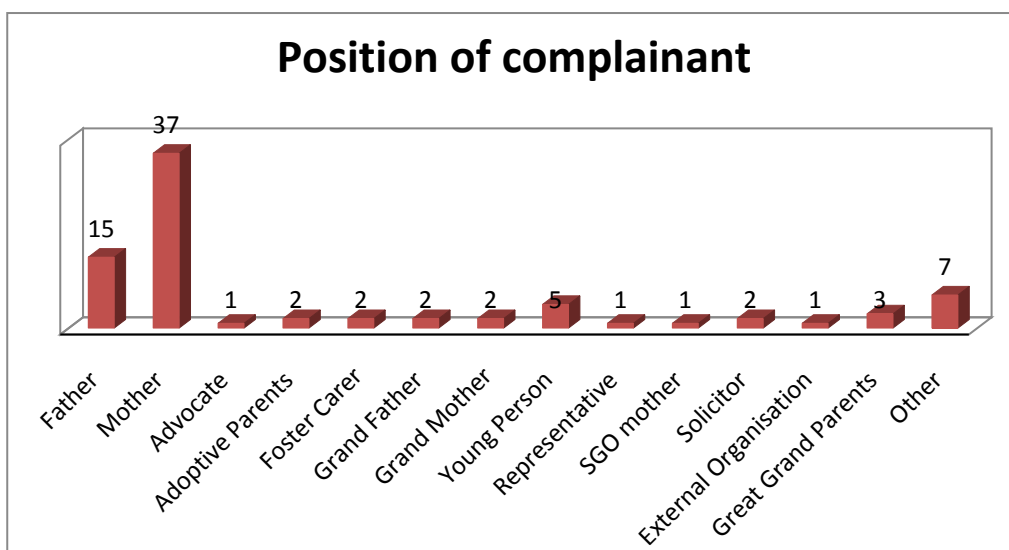


Table 3

Summary of complainant's position

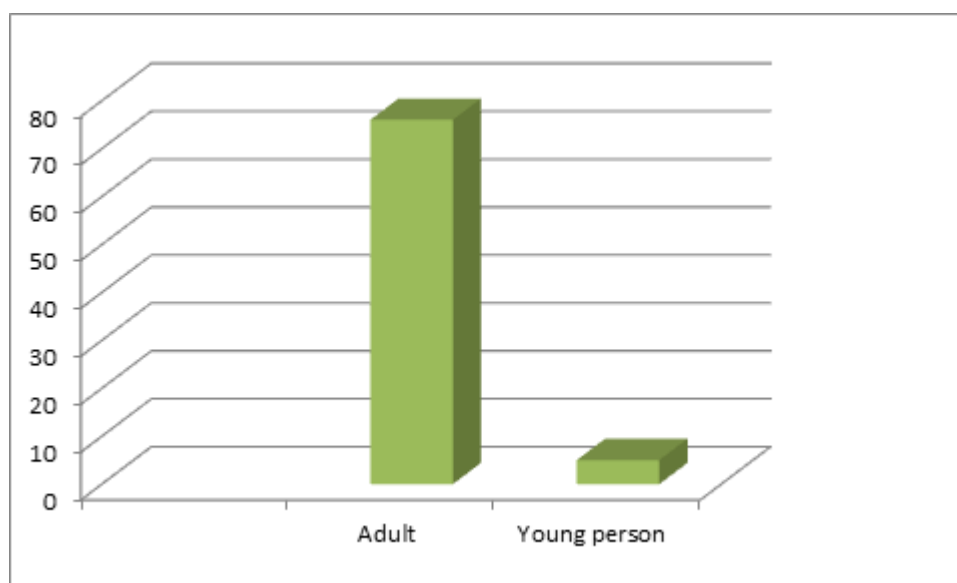


Table 4

The number of complaints received directly from young people (6%) in comparison to (94%) from adults during 2015/16.

Although there has been a steady decline in the number of stage 1 complaints over the past five years. This was attributable to the number of issues resolved as concerns. However, during 2015/16, the number of stage 1 complaints has increased significantly; possible reasons for the increase of stage 1 complaints are: improved public awareness due to high profile cases reported in the media. The complaints service maybe more accessible to complainants due to online facilities such as email or by calling the complaints team directly. All of the above factors may have contributed to the increase in complaints. However, a key measure is the % of complaints upheld, and this has not increased significantly. See Section 4 for additional details.

The number of referrals received in 2015/16 was 2417, which is a rate of 608 per 10,000 populations.

Complaints by Service Area for 2015-16:

Complaints	Adoption	0
	Finance	2
	Child Protection	0
	Disabled Children	8
	Oaktree Centre	0
	Family Support (Central)	7
	Family Support (North East)	4
	Family Support (South East)	5
	Family Support (West)	4
	Fostering & Adoption	4
	Children & Families Assessment Team CFAT	30

	Fostering Assessment	0
	CEF	0
	Permanence/Court Work	5
	Through Care 1	6
	Through Care 2	2
	Aftercare Team	0
	Adolescent Team	3
	Children's Commissioning	1
	Other*	0
	Total	81

Table 5

3. Complaint issues

It is important to consider the reasons why complaints are made as detailed in Table 6. Table 6 indicates that staff attitude and conduct was the reason most frequently complained about, followed by assessment and decision making.

However, it should also be noted that Children's social care services are generally very much involved with families and their personal issues. This will inevitably lead to queries and complaints about social work staff and their involvement and professional opinions when making assessments and reports.

Issue	2014/15	2015/16
Assessment/decision making	8	20
Communication	8	10
Delays in Service	4	4
Foster care	1	0
Welfare issues	4	3
Quality of Service	4	10
Staff conduct/attitude	19	29
Historical Case note Request	0	1
Finance/Charging	2	3
Various issues	0	1
Other*	4	0
Total	54	81

Table 6

*Missed appointment (2), transport concerns(1), Information and advice (1) - 2014/15

4. Stage 1 Complaint Outcomes

The stage 1 outcomes are detailed below. It is noted that 44.4% were not upheld compared to 51.8% during 2014/15. Therefore, there is a reduction of 7.4% in the number of complaints that are not upheld, which is a positive outcome.

Outcome	2014/15	Percentage	2015/16	Percentage
Upheld	4	7.4%	7	8.6%
Partially Upheld	9	16.7%	13	16%
Not Upheld	28	51.8%	36	44.4%
In Progress	9	16.7%	19	23.4%
Withdrawn*	4	7.4%	3	3.7%
Out of Jurisdiction	0		3	3.7%
Total	54		81	

Table 6

*One complaint closed during 2014/15

Stage 1 Complaint Outcomes

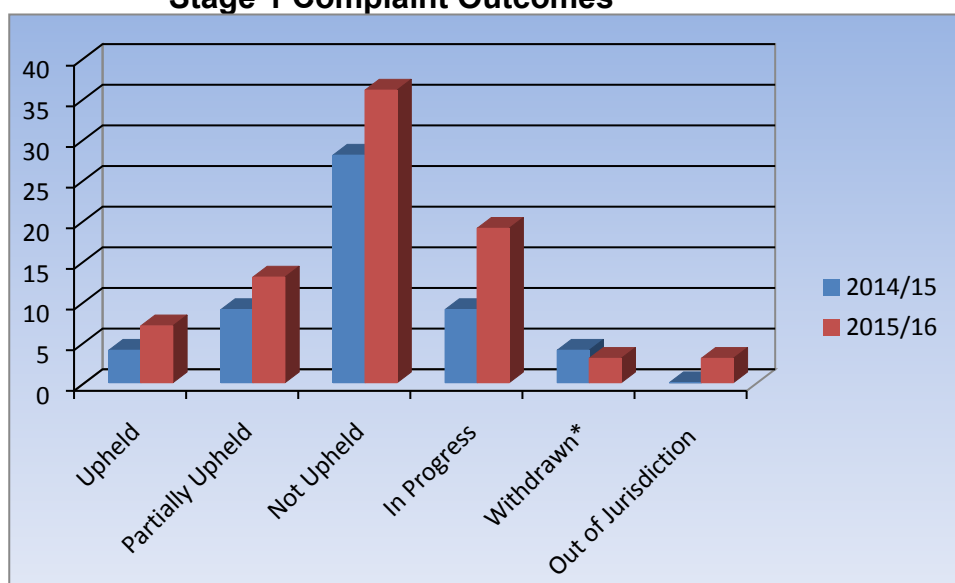


Table 7

With regard to those complaints upheld, the Department offered apologies and advised the service users of actions that would be taken to prevent the incident that led to the complaint recurring. Further details regarding complaint outcomes are detailed in the 'Learning from Complaints' section of this report.

5. Response Times

For stage 1 complaints, responses should be completed within 10-20 working days. For the 59 completed complaints, the department responded to 36 complaints (61%) within the timescale. The remaining complaints were either withdrawn/cancelled or still in progress at the end of this reporting year.

The statutory response timescale for stage 2 complaints is between 25 and 65 working days. It is the service's aim to undertake stage 2 complaints within this time period. However, this timeframe can often be exceeded for a number of reasons. This includes the serious nature of the issues being investigated and the time incurred ensuring comprehensive investigation, as well as ensuring the combined availability of the investigation team and staff for interviews and file viewing.

6. Policy Work

Thurrock is a member of the Eastern Regional Complaints Group and Public Sector Complaints Network. Information is shared on a periodic basis in terms of key national legislative changes that affect the complaints process, in addition to any relevant key learning from specific complaints, including public reports from the Local Government Ombudsman. The complaints Manager has established positive links with the relevant colleagues and will be taking matters forward and attend future meetings.

The Complaints Manager has also established links with the London Complaints Group Managers' chair and will be attending future meetings in London to ensure any learning is captured.

Furthermore, the Complaint Manager is also aware of the National Complaints Managers Group (England) and intends to establish a positive working relationship with this group, so that statutory complaints and benchmarking can be adopted in line with national perspective.

7. Stage 2 Complaints

Two complaints progressed to stage 2 of the complaints procedure during the reporting period. These complaints are still being investigated by independently commissioned complaint investigators in line with the complaints procedure. See a summary of case details below:

Case 1- Complainant states that Thurrock Council have failed in their duty of care to one of his sons following an allegation of physical abuse by his mother.

Case 2 - Letter received from complainant regarding child in need support for her three children.

8. Stage 3 complaints

One complaint progressed to stage 3 panel review during this reporting period.

Stage 3 - Complainant alleges that Children Social Care has neglected their duty of care towards his son. Outcome: Upheld.

Compensation awarded and learning has been taken forward by senior management.

9. Concerns

Apart from complaints, the complaints team recorded other representations received about the service (as it is required to do). Representations can be positive comments and feedback about the service or comments and queries regarding a service.

The complaints service recorded 48 concerns which is a decrease of 19% on the previous year when 59 were recorded. If a concern cannot be readily resolved, it will become a complaint.

The majority of issues were based around contact and communication from staff where calls/emails were not responded to and staff conduct during home visits. There were requests for a change of social worker following a breakdown in the relationship, requests for assistance, clarification of social work involvement. There were also concerns raised where the complainant is not in agreement with comments made on assessment reports, and complaints and allegations against partners or other family members.

10. Compliments

Compliments are expressions of good feedback and the team recorded 117 compliments this year compared to 107 recorded last year 2014/15.

Compliments received by service team:

Compliments	Family Group Conference	0
	Aftercare	1
	Permanency Team	0
	Adolescent Team	1
	Disabled Children Team	4
	Family Support SE	4
	Family Support NE	4
	Family Support Central	2
	Family Support West	2
	Foster care Team	26
	Independent Reviewing Officer	4
	Adoption Team	8
	Children Families Assessment Team	10
	MASH (Multi-Agency Safeguarding Hub)	2
	Oaktree Resource Centre	2
	Permanance/court work	14
	Performance Quality and Business Support	3
	Sunshine Centre	0
	Therapeutic Foster Care	21
	Through Care 1	2
	Through Care 2	4
	Troubled Families	1
	Thurrock Youth Offending Service	0
	Domestic Abuse Service	1
Sunshine Centre	1	
TOTAL	117	

Table 8

What people have said:

- "Nick was great! He made us feel relaxed and at ease which enabled the conversations and discussions to flow. He was very approachable and answered many questions for us." **Adoption team.**

- "Thank you so much for your support and yes Yvonne did contact me we had a nice chat, also J will be staying with me for the respite care when the foster carers go away, so not sure if all was your doing but thank you with a big hug". **Performance and Business Support.**
- "Just to say that the foster carers shared that you are the best social worker they worked with. They felt that you are always on board and you have good communication skills, well done!" **Permanence and Court work.**
- "Teresa is incredibly passionate at ensuring that C has the best opportunities. She encourages C to participate in groups and socialises with people, adults and children alike. Furthermore, she knows C very well. C is fully integrated within the family". **Therapeutic Foster Care Team.**
- "Many thanks for all you've done for me while I was a Sunshine Centre user. I've had a great time over the last few years and shall be sad to say goodbye, but I'm too old now. I've loved it being with you all - thank you so much – M." **Sunshine Centre**
- IRO Angela Grant, as follows: "She is amazing (Carer) - and my LAC reviewing officer is amazing too!" **Independent Reviewing Officer**
- CAFCASS: "I have looked at the report and it was very good." **Children & Families Assessment Team**
- "I used your excellent package on Friday (well abbreviated version) and it worked a treat. Big thanks and this is the second family I have used this on. I value your support and guidance!" **Domestic Abuse Service**
- "I just wanted to pass on the positive feedback that I get from professionals about your team. A number of professionals from education have made positive comments and told me that they feel listened to and well supported by your team." **MASH**
- "I want to say a BIG thank you to you for this great work. Most especially for your patience with me in making up my mind to be part of this story book for my little angel and princess as I call her. This is great work that you have done which cannot be monetary quantified. My heart is overjoyed that at last, E can have some answers to her origin and culture. My family and I, sincerely thank you and everyone who has contributed to making this story book a reality. God bless you and your family." **Oaktree Resource Centre**

11. Local Government Ombudsman

The Ombudsman investigates complaints of injustice caused by 'maladministration' or 'service failure'. The Ombudsman cannot question whether a Council's decision is right or wrong simply because a complainant disagrees with it. The Ombudsman must consider whether there was fault in the way the decision was reached. If there has been fault, the Ombudsman considers whether there has been an injustice, and if there has, a remedy will be suggested.

There were 4 Ombudsman enquiries received for 2015/16 period as detailed below:

LGO Case 1 – Complaint regarding contact issues with his daughters. Outcome: Out of jurisdiction due to court involvement.

LGO Case 2 – A sixteen year old made a complaint about a social worker. Outcome: Withdrawn not investigated by LGO.

LGO Case 3 – Complainant raised a safeguarding issue regarding his son who has been put in a placement over the Easter Holidays. Outcome: Awaiting decision from LGO.

LGO Case 4 - Father made a complaint about a social worker who he believes lied under oath. Outcome: Upheld – maladministration & Injustice, compensation paid.

12. Learning from Complaints

Learning from complaints is an important aspect of the complaints procedure. The following are examples of learning that were identified from the complaints processed during 2015/16:

Communication

- We learnt that it is worth advising clients in advance of a change to their regular carer and notify them of any instances where the carer is running late.
- There needs to be collaborative approach to communicate and co-ordinate a response to a request.

Service improvement

- Change of Procedure - any long term staff sickness of over 2 weeks should be formally considered by the team manager and actions agreed to reduce the impact of any delay upon the applicant's assessment process.
- The process of preparation for panel and pre-panel checks needs to be reviewed to ensure that applicants are given realistic panel dates (noting that the decisions of panel are independent) and all statutory and necessary checks are completed appropriately.
- The service provider involved is no longer providing care on behalf of Thurrock Council.

Staff Training

- Spoken to the new social worker about liaising with service user directly in relation to the level of financial support.
- Staff member has worked hard to address the concerns about an institution through the relevant channels.
- There should be improved co-ordination between services (where there is a dispute) to ensure that a resolution is reached at the earliest opportunity.
- Virtual school needs to produce / recirculate guidance for social workers on the process to be followed and perhaps provide regular information sessions given the turnover of staff.

- The social worker did not appear to be clear on the process and I would suggest that all education requests are passed to the virtual school and that the social workers are made aware that they cannot authorise education provision.
- Staff training - Care proceedings are contentious because there is always a risk of removing children from the care of their parents and / or significant others. Everyone involved with such process needs to be acutely conscious of this fact and be sensitive to heightened emotions.
- Feedback has been provided to the social worker and manager around the quality of the court report and Child and Family assessment.
- The complaint related to inaccuracies contained within an Assessment compiled by a Social Worker. This was discussed with the social worker prior to his exit from the service. Social Worker acknowledged the concerns, accepted responsibility where the complaint had been upheld.
- Lack of understanding of the processes and support available, does indicate some failure to explain such services to the complainant.

13. Staff Training

Staff are able to access e-learning courses as provided by the Workforce Planning and Development team regarding complaints handling and customer care.

All service teams have received refresher training on the complaints procedure and this is a rolling requirement.

14. Feedback and participation

The Complaints Manager is a member of the Children's Participation and Engagement Champion's Group, which includes member representation from the Children in Care Council/Open Door Advocacy, foster carers and the key services for children in care. The group's primary focus is to ensure services are accessible for children in care as well as considering ways of actively engaging young people and children in care and capturing their views and feedback.

The focus for this past year was in developing the children looked after website which remains an ongoing priority.

Complaints leaflets and materials are sent to all children in care and leaving care and they also receive this information at every review. Children and young people also complete Independent Review forms with their views about care and Children's Services which are taken forward and monitored by the Independent Reviewing Officer.

15. Action Plan

The objective is to continue to learn from complaints, strengthen service provision and thus reduce the number of complaints:

- The complaints' team will provide ongoing training and advice to teams in respect of complaint handling, through regular emails, writing policy documents, telephone advice and face to face meetings; as this is an ongoing policy.
- To ensure that children and young people feel confident and aware of how to provide their views and feedback about services through various communication tools.
- The complaints' team will monitor learning from complaints on a quarterly basis by keeping an up to date spreadsheet and Investigation log.
- The introduction of 'alternative dispute resolution' has been implemented and proving to be quite successful. This will improve the working relationship between service users and service providers.
- Implement process to assist in the development of comprehensive procedures - ongoing.
- Attain a minimum response time to 90% target.
- Complaints team intend to provide training to all new managers, deputy managers and senior practitioners through regular workshop, one to one meeting, advice and guidance - ongoing.
- Work closely with operational services to ensure that all new service users are aware of complaints - ongoing.
- Ensure that there is consistency across services; hence the complaints team have developed a response template.
- The Complaints Manager will support operational staff and Managers in handling and responding to complaints more effectively.
- The Complaints team has a presence at Senior Management Meetings and Staff meetings throughout the year. Staff regularly liaises with the Complaints Manager when complaints assistance is required.
- The Complaints Manager will ensure that a weekly report is produced for the senior management team and followed by a quarterly report with detailed analysis of complaints and representations.
- The complaints procedure has been reviewed and will be updated end of August 2016.
- The service will continue to increase the awareness of the complaints and representations procedure for staff and service users.
- The Complaints Manager meets with staff and teams regularly to discuss concerns and complaints through team meetings and face to face discussions on a day to day basis.

- The Complaints Manager will continue to work closely with the Essex Complaints Manager Network and other Councils; to explore the potential for developing shared arrangements to access a pool of experienced independent persons for Stage 2 investigators and Stage 3 reviews. Also to maintain links regionally and nationally with complaints teams in other authorities for key issues arising and sharing best practise.
- To provide ongoing training and advice to teams in respect of complaint handling procedures.
- To ensure that children and young people feel confident and are aware of how to provide their views and feedback about services through various communication tools.
- To develop further ways of making the service more accessible.
- Complaints activity and learning will continue to be reported to the department throughout the year and disseminated to all staff.
- A new process map has been introduced for learning from complaints.
- The complaints manager has engaged in meeting with services and their team managers, in order to understand each service in an informed manner, so that a robust complaints management service can be provided to our service users.

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13 October 2016	ITEM: 7
Children’s Services Overview and Scrutiny Committee	
Ofsted Inspection Report and Action Plan	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Andrew Carter, Head of Children’s Social Care	
Accountable Head of Service: Andrew Carter, Head Children’s Social Care	
Accountable Director: Rory Patterson, Corporate Director of Children’s Services	
This report is Public	

Executive Summary

This covering report provides information on the outcomes of the recent Ofsted Inspection, the recommendations from the inspection and draft Action Plan to address the recommendations.

1. Recommendations

- 1.1 That Children’s Overview and Scrutiny note the outcomes of the recent Ofsted Inspection, recommendations and draft action plan to address the recommendations; and**
- 1.2 That the Board receive assurance that action plan will deliver the required improvement.**

2. Introduction and Background

- 2.1 All local authorities in England are inspected under the Single Inspection Framework (SIF) within a three-year period. The Children’s Safeguarding Board is inspected at the same time. The Ofsted inspection of services for children in need of help and protection, children looked after and care leavers took place between 22.2.16 – 17.3.16. The full report of the inspection is attached to this report as Appendix 1.
- 2.3 In response to the recommendations of the Ofsted Report the department has drafted a detailed action plan. The action plan is attached to this report as Appendix 2.

3. Issues, Options and Analysis of Options

- 3.1 Services to children, young people and families in Thurrock were judged to 'Require Improvement' by Ofsted. This means that the service has fallen back from the previous judgement of 'Good' in 2012. The inspectors stated in their report that 'children and young people were found to be safe in Thurrock during this inspection, with none identified who were at immediate risk of significant harm without plans and services being in place to reduce these risks and to meet their needs'. No individual cases of concern were drawn to the attention of managers during the inspection.
- 3.2 Ofsted has made 16 recommendations in relation to practice improvements that are required in Thurrock. The 16 recommendations can be found at page 7 & 8 of the Ofsted Report. Key areas of concern included:
- The instability of the social care workforce. The service was dependent on a high proportion of agency social workers, although it was acknowledged that a range of creative ideas had been implemented to improve recruitment;
 - The service for children looked after was not consistent and too many children became looked after on an emergency basis;
 - More needed to be done to increase the number of in-house foster carers as too many children and young people were placed out of the borough;
 - Management oversight needed to be improved and frontline staff had to be supervised regularly to improve the quality of practice;
 - The organisation's use of management information and quality assurance was poor and this impedes improvement; and
 - Training for all social workers to ensure permanence work with children starts earlier and that delay is avoided.
- 3.3 A one page summary of the report for children and young people can be found at page 9 of the Ofsted Report.
- 3.4 The local authority is required to prepare and publish a written statement of the action it intends to take in response to the report. It should send a copy of this to Ofsted within 70 working days of receiving the final report. A detailed action plan has been completed by the department and submitted to Ofsted by the deadline on 31 August. The plan was quality assured by the regional Ofsted Inspector and the Inspector who lead the inspection before submission.
- 3.5 An improvement Board has been established to ensure that all of the recommendations and other areas for improvement have been implemented. The Board is chaired by the Corporate Director of Children's Services. The Portfolio Holders for Children and Adults and Education and Health will provide an additional layer of oversight and challenge through by monitoring progress against the action plan on a monthly basis.

3.6 Ofsted is currently consulting on a new inspection framework where it is proposed that those authorities who were judged Requires Improvement will receive another inspection within three years. In addition, it is anticipated that new modular inspections will be undertaken in the next year. These inspections are carried out over 2-3 days to test whether authorities are making the requisite progress with their improvement plans. Furthermore, social care departments will be expected to submit an annual self- evaluation to Ofsted which must evidence improvement. While this is discretionary, failure to do so could trigger a full inspection of the service.

4. Consultation

N/A

5. Impact on corporate policies, priorities, performance and community impact

The completed action plan will allow the council to meet and improve upon its core statutory functions in the delivery of services for children in need of help and protection, children looked after and care leavers.

6. Implications

6.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager

There are no immediate financial implications for the authority arising out of the action plan.

6.2 Legal

Implications verified by: **Lindsay Marks**
Principal Solicitor, Children's Safeguarding

The Local Authority has a statutory duty to provide services to children in need of help and protection, failure to effectively do so could lead to legal challenges and reputational damage. The Local Authority is required to provide clear evidence of how it is implementing the inspection recommendations.

6.3 Diversity and Equality

Implications verified by: **Natalie Warren**

Community Development and Equalities Manager

The local authority and its partners must ensure that a range of services and provision is in place to protect children from all backgrounds. In implementing the action plan the authority must ensure that improvements are made for children and young people from all backgrounds and that none are directly or in-directly discriminated against.

- 6.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

N/A

7. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Ofsted Single Framework Inspection Report dated 24.5.16

8. **Appendices to the report**

Appendix 1 - Ofsted Single Inspection Report

Appendix 2 - Local Authority Draft Action Plan

Report Author:

Andrew Carter

Head of Service

Children's Social Care

Thurrock Council

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the Local Safeguarding Children Board¹

Inspection date: 22 February 2016 to 17 March 2016

Report published: 24 May 2016

Children's services in Thurrock Council require improvement to be good	
1. Children who need help and protection	Require improvement
2. Children looked after and achieving permanence	Require improvement
2.1 Adoption performance	Require improvement
2.2 Experiences and progress of care leavers	Require improvement
3. Leadership, management and governance	Require improvement

¹ Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

Executive summary

Services to children, young people and families in Thurrock require improvement. Children and young people were found to be safe in Thurrock during this inspection, with none identified who were at immediate risk of significant harm without plans and services being in place to reduce these risks and to meet their needs.

While there are pockets of good practice across all areas of children's social care, the majority of practice is less than good, specifically much of the core business regarding assessment and planning for children, securing a stable workforce, supervision and management oversight. In the last inspection of safeguarding and looked after children services in 2012, the local authority was judged to be good. Following this inspection, senior officers and leaders did not continue to ensure that children and families received consistently good services.

The local authority has addressed effectively almost all areas for improvement that were identified at its last inspection, including its response to referrers, access to a range of leisure activities for children looked after and implementation of early help assessments. However, the quality of assessments and plans for children in need, including children with a disability, those in need of protection, children looked after and care leavers, requires improvement.

The local authority appointed a new permanent head of children's social care in October 2014, a new chief executive in September 2015 and an interim director of children's services (DCS) in late January 2016, pending the swift appointment of their new DCS who is due to start in May this year. These appointments have been of highly skilled professionals who have demonstrated their positive impact on services in a relatively short time.

Most children benefit from early help provided by a range of strong commissioned services. Children who have more complex needs and require a coordinated response do not always receive such effective early help and support. The local authority does not ensure that all children who have been missing from home or care benefit from a return home interview after they have been missing. Children in need of protection receive a swift and appropriate service, but children in need often experience delay in seeing their social worker for an assessment of their needs. Children are not effectively supported to attend and participate in their formal review meetings. When these meetings take place, reports and minutes from previous meetings are often shared too late to be fully considered.

Children looked after do not receive a consistently good service, and too many become looked after in an emergency. The recruitment of foster carers is not resulting in an appropriate range of local placement options, and too many children live outside the borough, away from their communities, families and friends. Children looked after achieve well relative to their peers in the early years. Outcomes for children looked after at the end of key stage 2 have improved significantly, but are still below outcomes for all children. However, educational outcomes for children looked after who are taking GCSE examinations are poor. Personal education plans are not sufficiently detailed. The virtual school does not effectively monitor the educational progress and outcomes for the majority of children looked after who live outside the borough.

Waiting times for children with a plan for adoption are reducing. However, workers within mainstream social work teams do not consistently consider adoption for all children who cannot return home. Post-adoption support is insufficient for children and families who are entitled to this service. Care leavers receive good day-to-day support, but not enough young people are benefiting from staying put arrangements after they turn 18 years, and they do not all receive effective support to transition into adulthood. Pathway reviews are not being undertaken within timescales.

The local authority's use of performance management and quality assurance information across all areas of the service is poor, and impedes any improvement needed. Use of feedback from children and families to inform service development is underutilised. Accurate data regarding performance is collated, but managers do not analyse this data in order to inform service developments. There are weaknesses in the analysis of social workers' activity in relation to timeliness (for example, of multi-agency safeguarding hub (MASH) processes and assessments), the consideration of trends from return home interviews and 'children missing education' information, the overview and analysis of findings from audit, and the full analysis of key factors affecting services for children in need of protection and children looked after.

The instability of the workforce leaves services vulnerable. The local authority is fully aware of the workforce challenges and has a range of creative initiatives in place to address this in the longer term. Management oversight of frontline practice is inconsistent, with too many areas of weakness, and results in a lack of effective challenge to progress children's plans and effect change for children. Currently, the local authority does not systematically ensure that the workforce receives supervision of sufficient quality and frequency.

Some elements of services to children and their families have improved. The local

authority's Multi-Agency Safeguarding Hub (MASH), for example, is securing strong information sharing between professionals and robust decision making regarding appropriate services for children and their families. Management oversight within the MASH is very strong. Other improvements include the response for children who are at risk of child sexual exploitation, which reduces their risks. The authority has also substantially improved its offer to teenagers, the vast majority of whom receive a good service from the adolescents team.

Despite changes of key personnel, the local authority has greatly improved its corporate and cross-party political support for children's services. The local authority had a recent peer review of its corporate arrangements by the Local Government Association, which endorsed the strong working relationships seen during this inspection. Effective support from the political leadership is evident through the challenging overview and scrutiny function, and in the proactive Health and Wellbeing Board.

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The local authority

Information about this local authority area²

Previous Ofsted inspections

- The local authority operates no children's homes.
- The last inspection of the local authority's safeguarding arrangements was in June 2012. The local authority was judged to be good.
- The previous inspection of the local authority's services for children looked after was in June 2012. The local authority was judged to be good.

Local leadership

- The interim director of children's services has been in post since January 2016.
- The chair of the Local Safeguarding Children Board has been in post since August 2012.

Children living in this area

- Approximately 40,093 children and young people under the age of 18 years live in Thurrock. This is 25% of the total population in the area.
- Approximately 21% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
 - in primary schools is 14% (the national average is 16%)
 - in secondary schools is 14% (the national average is 14%).
- Children and young people from minority ethnic groups account for 22% of all children living in the area, compared with 22% in the country as a whole.
- The largest minority ethnic group of children and young people in the area is Black or Black British.
- The proportion of children and young people with English as an additional language:
 - in primary schools is 17% (the national average is 19%)
 - in secondary schools is 10% (the national average is 15%).

² The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data, where this was available.

- Thurrock has the highest rate of unaccompanied asylum-seeking children (UASC) in the eastern region: 20.7 children per 10,000 population. The number of UASC has doubled in the last 12 months. In December 2015, one in four children looked after was a UASC.

Child protection in this area

- At 22 February 2016, 1,609 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 1,563 at 31 March 2015.
- At 22 February 2016, 263 children and young people were the subject of a child protection plan. This is an increase from 201 at 31 March 2015.
- At 22 February 2016, two children live in a privately arranged fostering placement. This is a reduction from seven at 31 March 2015.
- Since the last inspection, four serious incident notifications have been submitted to Ofsted and five serious case reviews have been completed or are ongoing at the time of the inspection.

Children looked after in this area

- At 22 February 2016, 336 children are being looked after by the local authority (a rate of 87.2 per 10,000 children). This is an increase from 280 (70 per 10,000 children) at 31 March 2015.
 - of this number, 245 (or 72.9%) live outside the local authority area
 - 31 live in residential children's homes, all of whom live outside the authority area
 - one lives in a residential special school³ outside the authority area
 - 238 live with foster families, of whom 65.1% live outside the authority area
 - five live with parents, of whom two live outside the authority area
 - 77 children are UASC.
- In the last 12 months:
 - there have been 18 adoptions
 - 25 children became subjects of special guardianship orders

³ These are residential special schools that look after children for 295 days or less per year.

- 114 children ceased to be looked after, of whom 5.3% subsequently returned to be looked after
- 21 children and young people ceased to be looked after and moved on to independent living
- no children or young people ceased to be looked after and are now living in houses of multiple occupation.

Recommendations

1. Ensure that accurate performance data is analysed and that this leads to specific actions for improvement.
2. Strengthen oversight, coordination and quality assurance of early help services to ensure that children and families are receiving the right support at the right time.
3. Ensure that assessments and plans for children are of a consistently high quality.
4. Improve the offer of return home interviews to children and young people who have been missing from home or care to increase take-up of these interviews.
5. Ensure that more children are supported to participate in, and contribute to, their meetings, conferences and reviews, that they and their parents have access to reports beforehand, and that meeting minutes are circulated promptly.
6. Ensure that robust arrangements are in place to reduce the need for children and young people to become looked after in an emergency.
7. Ensure that the recruitment of foster carers is appropriately targeted, better to meet the current and future demand for foster placements, and to reduce the number of children looked after who have to be placed out of the borough.
8. Ensure that personal education plans are of a consistently high standard and that the virtual school monitors and analyses effectively the progress of all children looked after, including those who attend schools outside of Thurrock.
9. Ensure that managers oversee and drive forward permanence plans for children effectively.
10. Develop post-adoption support arrangements to ensure that all children and families who are eligible have access to an appropriate service.
11. Ensure that an effective 'staying put' policy makes it possible for more young people to live with their former foster carers beyond the age of 18 years.
12. Ensure that pathway assessments and plans are developed to engage care leavers effectively, and that care leavers benefit from regular reviews.

13. Ensure that care leavers are supported to gain independence skills effectively, including through the setting of aspirational targets to help them to achieve educational and employment goals.
14. Secure a more stable workforce to ensure that children are able to build enduring relationships with social workers and to enable the local authority to drive through improvement to services, such as increasing early planning for permanence for children that starts at the front door.
15. Ensure and demonstrate that children's and families' views and feedback are used well to shape service developments.
16. Regularly audit supervision files to ensure that frequency and quality of supervision are resulting in improved practice.

Summary for children and young people

- Services to children and families in Thurrock require improvement. This means that the local authority has not maintained the quality of services since its last inspection in 2012, when services were judged to be good.
- Managers do not effectively use the information that they have about the performance of children's social care to understand what is going well or less well, or to help them to plan relevant improvements to services.
- Early help to children and their families is often helpful when only one service is involved. However, when children's needs are more complex and several services need to be involved to help them, these services do not always work well together to provide effective help to children.
- Most children who need a social worker are properly referred for this service. However, there are a small number of children who experience increasing levels of need and risk, and are not referred for a social work service quickly enough.
- The council set up a new team in 2014 to manage referrals for children: the multi-agency safeguarding hub (MASH). This team is doing some very good work. There is a range of professionals from different agencies within this team and they work closely together to share information and make good decisions about who should be working with children and families to meet their needs.
- Children who need immediate protection are seen quickly, and professionals work well together to make sure that any immediate risk is reduced. For those children who are in need, there is often a delay in seeing their social worker.
- The quality of assessments and plans for children, including those in need of protection, those who are looked after and care leavers, are not good enough. Managers do not monitor social workers and the progress of plans well enough, which means that there is sometimes a delay in things changing for the better for children and their families.
- The vast majority of teenagers receive a good service from the adolescents team. They have detailed assessments of need and effective plans.
- Younger children looked after are doing better at school, but most teenagers looked after are not supported to achieve good grades in their GCSEs.
- Although improving, there is still some delay for children who are being adopted.
- Managers have worked well to make sure that children who are at risk of child sexual exploitation receive a good service that reduces their risk.
- When children have been missing, return home interviews help them to talk through any issues. However, not all children receive an interview.
- There is a Children in Care Council, but managers and politicians need to do more to make sure they listen to the children and care leavers of this council.

The experiences and progress of children who need help and protection

Requires improvement

Summary

Early help commissioned services are effective and underpinned by a comprehensive early help commissioning strategy. However, oversight and monitoring of early help is not fully developed, so not all children and families receive early intervention and coordinated services at the time that they need it. Thresholds across early help and children’s social care are not always applied appropriately, leading to delays in a small number of children and families receiving timely support.

Strong multi-agency partnership working ensures that urgent responses to protect children are established through the multi-agency safeguarding hub (MASH). Contacts are progressed quickly and receive effective management oversight, and appropriate consent is obtained from families.

The majority of social work intervention for children in need requires improvement. There are some examples of more positive practice, but this is inconsistent across the service. Weaker practice is particularly evident in assessments, planning and driving change for children. High caseloads and frequent changes in staff in some teams have had an impact upon relationships with children and families. For a minority of children, this means that change to meet their needs or reduce risk is not always timely or sustained.

A few children experience delays in being seen for an assessment of their needs. Feedback and advocacy for children and young people are not routinely used, and not enough children are supported to attend meetings. Plans are neither proactively driven forward to improve outcomes nor specific enough for families to know how to improve their circumstances.

Risks relating to child sexual exploitation are responded to well, and risk assessments tools are used effectively to reduce risks to children. Responses to children missing are inconsistent. Not all children receive a return home interview, and records from these are not always uploaded into children’s records. When completed, return home interviews are of good quality.

While there is detailed oversight of individual children missing education and children electively home educated, the local authority does not routinely analyse and evaluate the data on them to respond to trends or to inform service development.

Inspection findings

17. A comprehensive early help commissioning strategy is in place, and appropriate early support is available for most children and families. This includes an effective range of commissioned services which are leading to improved outcomes for children and their families. Although all universal services are signed up to the offer of early help across the local authority area, children's centres and health visitors currently underuse early help assessments to inform their work with children and families. This means that they are not effectively coordinating early support for children and their families with other agencies.
18. When children and families with more complex needs require a coordinated early help response by more than one agency, there is some variability in practice. For most children, the local authority's early help team oversees these cases effectively, providing support to lead professionals, and makes good use of the multi-agency group (MAG) panels in the locality to clarify additional support needs for children and their families, and to signpost relevant services. For a small minority of children, there is insufficient monitoring and quality assurance of the early help offer, which results in a lack of assessment and a lack of a successful offer of help. The local authority recognises that coordination and oversight of early help are an area for improvement. It is currently exploring relevant options to achieve this (Recommendation).
19. Thresholds are understood, and are being appropriately applied in the large majority of cases, which means that children's and young people's needs are effectively risk assessed and their cases stepped up to children's social care when required. However, a small number of children do not receive the right help at the right time, or help that is proportionate to their needs and risks. During this inspection, a small number of cases were raised where children would have benefited from receiving a social work service rather than early help. The local authority responded swiftly and robustly to ensure that these children's needs and risks were being appropriately recognised and addressed. Parents spoken to by inspectors shared their frustration at not receiving support in a timely way. Conversely, some children who could have received appropriate support through provision of early help have received a statutory service.
20. Effective step-down arrangements between children's social care and early help are not consistently in place. A lack of continuing oversight of children's cases that have been stepped down means that the local authority cannot be assured that all children continue to receive services that promote their welfare via early help after closure to children's social care. During this inspection, no children

were identified to be at immediate risk of significant harm without services in place to reduce risk and meet their needs.

21. The MASH provides a strong response to referrals for early help, troubled families and children's social care. Contacts made using early help assessments are variable in quality, with a minority lacking basic information that is needed to inform decisions fully regarding the most appropriate response. For children in need of protection, strategy meetings are identified swiftly and prioritised for urgent action.
22. The troubled families programme in Thurrock is successful. All 360 families in phase one were helped to turn around much earlier than the target deadline. Managers have set a target to build upon existing success, with a further 1,160 families being helped by 2020. Recently, a frontline troubled families worker has been based in the MASH to identify eligible families actively and to make sure that they receive a timely response. The proactive way in which the local programme is prioritising children with child protection and child in need plans is providing additional practical support to these most complex families.
23. Strong multi-agency performance and information sharing has enabled the MASH to respond to 96% of contacts within 24 hours over the past six months. Good use is made of risk assessment tools and children's family history, alongside clear management oversight and direction in all cases. Professionals obtain appropriate consent from families and, where the need for consent is overruled for the protection of children, the reasons for this are clearly recorded. Appropriate feedback following contact is provided to referrers in order to share the actions taken to promote children's welfare. An experienced and stable emergency duty team ensures that immediate responses to safeguard children out of office hours are effective. The MASH has a good reputation with professionals, who praise the holistic approach taken in responding to children's needs, the advice available to professionals and the range of information collated to help inform decisions to safeguard children.
24. When children need protecting, strategy meetings are timely and include professionals from an appropriate range of agencies. Development of the MASH has helped to secure routine engagement from health and police professionals in strategy meetings. This means that intelligence about risks to children is shared effectively, and demonstrates a real shared ownership of decisions to keep children safe. In a small number of cases, not all key professionals participated in strategy discussion to inform decision making, although minimal impact on decision making for individual children was seen during this inspection. However, the large majority of children in need experience a delay

in being seen after allocation by children's social care, including after a step up from early help. Additionally, some teams have high caseloads and have had many changes of staff, which means that not all children and families were able to develop trusting relationships with workers.

25. The large majority of child protection investigations are thorough, timely and informed by information gathered from relevant professionals and children's histories. Children are seen, and parental involvement and views are appropriately obtained. Responses to safeguard children are proportionate to risks identified, and effective actions are taken to ensure their safety and welfare.
26. Developments to safeguard children at risk of female genital mutilation, as part of a Department for Education-funded innovation project, are beginning to improve awareness of this safeguarding issue across agencies. Referrals to the MASH have increased since December 2015, but further awareness raising is needed to ensure that all children who may be at risk of female genital mutilation in the local authority area are identified and appropriately supported.
27. Assessments of children's needs, risks, strengths and wishes vary in content and quality. Most assessments do not identify the impact of risks or family history for children well, and only a minority fully explore the child's experience. Consideration of identity, diversity and cultural needs, or how these can increase children's vulnerability, is inconsistent, and these needs are identified only in a small minority of assessments. These include assessments completed for children with disabilities, where evidence that social workers know the children well is not always clear and the impact of disability on children's identity is not fully addressed. Too few assessments contain the views of children. Their experiences do not routinely inform decisions made for them. Although there are systems in place to review the progress of assessments, these are not robust. A lack of management oversight contributes to drift in achieving change for a minority of children (Recommendation).
28. Child protection conferences are well attended by relevant agencies and include positive multi-agency engagement. Families do not always receive child protection reports in time to be able to prepare adequately for meetings, and advocacy is not routinely accessed for those families that would benefit from additional support. Children's assessments are used for initial and review conference reports, but do not always clearly record what changes and actions have been taken or progressed to safeguard children. The local authority is reviewing this, but a new process is not yet in place (Recommendation).

29. Child in need and child protection plans do not consistently address children's needs and are variable in detail. Half the plans seen require improvement to ensure that clear outcomes are identified and specific outcome targets set for individual children. In a small minority of cases, poor management oversight has led to drift in plans being progressed, and they are not updated following reviews. Few plans seen by inspectors showed evidence of strong management oversight and direction. However, core groups are held regularly, and are appropriately attended by parents and the relevant professionals in order to review and progress plans. When cases transfer between teams, risk assessment tools are appropriately used to identify actions, and appropriate challenge by managers is evident (Recommendation).
30. Positive and focused work with most teenagers and their families is completed by the adolescents team. This includes effective use of the child sexual exploitation risk assessment and adolescent neglect tool, when relevant, to support young people in need, including those in need of protection. Clear, directive and creative plans help professionals to prevent family breakdown and provide effective direct work with young people.
31. At the time of inspection, 263 children were subject to child protection plans, which is a substantial increase from the 201 who were subject to a plan at 31 March 2015. Managers have explored the reasons for this increase and appropriately identify that it is in response to stepping-up cases where no meaningful change or reduction of risk for children was being achieved at the child in need level. During this inspection, no children were found to be subject to child protection plans who did not require this level of statutory intervention.
32. At the time of this inspection, there were 125 children subject to child protection plans due to risk of emotional abuse, 120 due to neglect, six due to risk of physical abuse and 12 due to risk of sexual abuse. The local authority removed the category of multiple abuse by the end of January 2016 after a review revealed that the category was masking information regarding the risk of sexual abuse. This led to an increase in children who were subject to child protection plans for risk of sexual abuse, from 1% to 5%, since March 2015. There has also been an increase in the use of the category of emotional abuse, from 26% to 48% in the same period. The local authority is appropriately reviewing this in order to gain a fuller understanding of the issues leading to this increase. Effective child protection surgeries with senior managers are held in order to review progress and to reduce risk for children who have been subject to child protection plans for a nine-month period or longer. The additional oversight provided by these surgeries has helped the local authority

safely to manage down the number of children remaining on child protection plans for over two years.

33. Social workers recognise and respond well when children are at risk of sexual exploitation. Good use is made of the pan-Essex risk assessment tool to identify those who are most at risk. This leads to strategy meetings for those with complex needs to share information and to develop a strong, coordinated, multi-agency response for individual children. The child sexual exploitation coordinator provides social workers and managers with effective challenge, advice and guidance. Although the local authority currently keeps separate data in respect of children missing from home, school or care, and those at risk of child sexual exploitation, the operational risk assessment group rigorously cross-checks data against the most recent list of children reported as missing to the police to ensure that individual children are safeguarded and protected. However, the group is not using data collected from return home interviews to inform planning for these vulnerable children.
34. Appropriate referrals are made to a commissioned service to deliver return home interviews, but the large majority of children decline the offer of a return home interview after they have been missing. When they are completed, the return home interviews are rich in information about the child's life, home circumstances, who their friends are and places where they like to go. However, these records are not reliably uploaded to children's local authority records. This limits the potential use of this information to plan actively to reduce risk for children and young people (Recommendation).
35. The local authority has developed a range of good initiatives to help children and young people, including children looked after, to keep themselves and others safe from issues such as from bullying and online grooming. Successful projects such as 'Show racism the red card' are used in schools to deliver key messages about hate crime and 'Prevent'. An e-safety project has reached a number of troubled families, helping to make parents aware of potential dangers online.
36. A consultant practitioner provides expert advice to social workers in supporting children and families where parental substance misuse or mental health issues are a feature. This includes advice on hair strand tests and reports for court processes, to ensure that all risks to children are appropriately identified.
37. Children and young people aged five to 16 years who are experiencing domestic abuse within their families have access to domestic abuse support groups that are innovative, fun and creative. These groups support children to understand their rights, protect themselves and learn new skills. Appropriate

referrals are made to the multi-agency risk assessment conference (MARAC), where positive attendance, engagement from a range of agencies and clearly recorded safety plans ensure that effective actions are in place to protect children and adults.

38. Homeless 16 and 17 year olds who are identified as vulnerable or living in unsuitable accommodation are effectively assessed, and provided with accommodation if they are found to be in need. Those young people who do not wish to become looked after are appropriately supported through a joint protocol between housing and children's social care for homeless young people. They are provided with expert mediation from the homeless intervention project to assist them to return home, or they are provided with hostel accommodation with additional support from a commissioned provider. Bed and breakfast accommodation has not been used for the past two years.
39. There are 79 children missing education, including those who are in alternative education but not receiving their full 25 hours per week offer, with the number being reduced each month. A rigorous system is in place to monitor children missing education, and effective monthly strategic meetings on children missing education involve key professionals and their managers to focus on all children missing education. The local authority assures itself that children have a suitable school place and are confirmed as attending before it ceases its monitoring. Vulnerable children, including unaccompanied asylum-seeking children and those in Years 10 and 11, are discussed at detailed monthly inclusion panels. Here, the headteachers of secondary schools explore who can provide the best place for each individual child.
40. There are currently 173 Thurrock children who are electively home educated. The local authority actively reviews all children who are electively home educated at the monthly strategic meetings on children missing education. This includes checking the information that they hold to ensure that children are not at risk and that they have been seen, and to identify when a conflict with school can be resolved. A 'traffic light' system is used to flag families on this list that may need additional support. The local authority does not sufficiently analyse and evaluate the data about children missing from education and those who are electively home educated to find out if there are particular trends, for example if numbers are increasing or decreasing, or to consider fully why this may be (Recommendation).
41. Notifications about private fostering arrangements are responded to within statutory timescales and, in the large majority of cases, are subject to robust scrutiny to ensure that children are safe. Children are seen and visited

frequently, with their views and wishes recorded in private fostering assessments. Neither proactive engagement with community faith groups nor awareness raising with professionals and the public have increased notifications. These are very low, and only two children are currently being supported as privately fostered children.

42. The local authority's response to allegations against professionals working with children are effective and timely. Referrals and management planning meeting minutes clearly record risks to children and the actions to be taken. All planning meetings are well attended by appropriate agencies in order to share relevant intelligence and information, and to ensure that children are protected. Officers efficiently track the progress of investigations and plans.
43. The 'Prevent' duty has a high profile in Thurrock as a result of cooperative working relationships through the community safety partnership. Multi-agency working is supported by a clear 'Prevent' strategy and a thorough action plan that has recently been refreshed. A helpful practitioner guide for direct work with young people was used well with 14 young people in the past year. An excellent equality impact assessment underpins the 'Prevent' agenda. There is strong collaboration between agencies, including the Local Safeguarding Children Board (LSCB).

<p>The experiences and progress of children looked after and achieving permanence</p>	<p>Requires improvement</p>
<p>Summary</p> <p>Greater persistence is required to translate senior managers’ goals into improved outcomes for all children looked after. Most become looked after in an emergency, including unaccompanied asylum-seeking children (UASC). The recruitment of foster carers needs to be better targeted. The fact that most children looked after live outside of the borough is having a significant impact on social work time, energy and resources. This is contributing to the generally poor quality of assessments and plans. Children’s electronic case files are often incomplete. Family group conferences are not used fully, and the use of the public law outline is not consistently well recorded. The quality of pre-proceedings letters is variable. Assessments completed in support of care or adoption proceedings are generally of a good standard. The length of care proceedings has been reduced, and most are completed within 26 weeks. Good use of special guardianship is providing long-term stability for children and young people.</p> <p>Most children live in settled and stable placements, but the staying put policy is not yet successful in achieving stability for young people post-18. Good attention is paid to children’s health and emotional well-being. Reviews are regular, but children and families do not routinely see social workers’ reports beforehand, and there are significant delays in distributing review meeting minutes. Not enough is done to support children to contribute to and participate in their reviews. Children looked after who are at risk of sexual exploitation receive effective help. The response for children who have been missing is inconsistent, and one in five are not offered an interview to explore their issues. The virtual school is not effectively evaluating the educational progress of children looked after. While the gap in attainment between younger children looked after and their peers is narrowing, very few young people looked after achieve five good GCSEs.</p> <p>Adoption is not routinely considered at the earliest opportunity for all children who cannot safely return home. Once children have a plan for adoption, timely progress is made in recruiting and matching them with adoptive families. Further work is required to improve the volume and range of post-adoption support. Assessments of care leavers’ needs and subsequent plans are not sufficiently detailed and their style does not engage young people. Not all care leavers are supported to gain relevant independence skills. Care leavers do benefit from good day-to-day support, live in safe and suitable accommodation and the number of care leavers engaged in education, employment or training has increased.</p>	

Inspection findings

44. Children become looked after when risks increase and they need to be safeguarded and protected. The local authority responds positively to the needs of unaccompanied asylum-seeking children (UASC), who currently account for 23% of the children looked after population. However, too many children come into care in an emergency. These include UASC, for whom it is often not possible to forward plan. However, emergency placements are potentially traumatic for children and undermine the local authority's ability to match them with suitable placements (Recommendation).
45. The number of children looked after has increased from 280 at 31 March 2015 to 336 at the time of this inspection. In a small number of cases, inspectors saw evidence of the local authority having missed the opportunity to prevent family breakdown because it had been slow to intervene. However, when the vast majority of children return home, robust arrangements are put in place to ensure that they are appropriately safeguarded and protected.
46. The local authority is making extensive use of the public law outline, but this is not always well recorded, and the quality of pre-proceedings letters is variable. Some letters identify issues and concerns clearly and concisely, and explain in plain and simple language what needs to change. Others are over-complicated and include jargon and acronyms, which makes them less easy for parents to understand.
47. The creative potential of family group conferences (FGCs) to explore and develop family-based solutions is not being fully realised. FGCs are only used in cases where the public law outline has commenced, and there is a waiting list for this service. As a result, when cases come to court the local authority frequently finds itself under pressure to complete multiple viability assessments.
48. In the last nine months, the weekly threshold panel has become increasingly influential in overseeing potential placement decisions for children looked after. However, it does not retrospectively review all emergency placements, and this limits the local authority's ability to learn from these cases in order to reduce the number of children who become looked after in an unplanned way (Recommendation).
49. The majority of assessments require improvement. Inspectors observed delays in starting assessments, particularly in the case of UASC and older assessments that had not been updated. Assessments completed in support of care or adoption proceedings are generally of a much better standard. Almost all are

timely, take good account of historical issues and concerns, and are strong on analysis (Recommendation).

50. In the majority of cases, children are seen alone by their social worker, the views and experiences of the child are well recorded, and there is good observation and analysis of children's behaviour and interactions, and purposeful direct work. In a minority of cases, there is evidence of poor recording, lack of focus, historic gaps in the pattern of regular statutory visits and, in the case of UASC, delays between children becoming looked after and being seen by a social worker. In 2015, high staff turnover made it difficult for children and young people to build and maintain meaningful relationships with their social workers, and this contributed to drift and delay. According to foster carers, since then the appointment of a number of newly qualified social workers with protected caseloads has made a significant difference. Improved stability of social workers within the children looked after social care teams now means that frequent changes of social workers are now the exception rather than the norm.
51. Until very recently, social workers have not been sufficiently proactive in identifying children, particularly those who are estranged from their families, including UASC, who would benefit from having an independent visitor to befriend, advise and support them during their time in care. Between April and December last year there were 106 requests for advocacy support, all of which were met. Currently, however, nearly half of children looked after who are old enough to do so do not participate in or contribute to their reviews. The local authority has also recognised that further work is required to ensure that children and young people know how, and feel confident to, provide feedback on the services that they receive (Recommendation).
52. While good understanding and awareness of child sexual exploitation, and the need to safeguard and protect children who go missing from care, ensure that risks are identified and assessed, one in five children looked after who go missing are not offered a return interview. The local authority recognises that this is not good enough and is appropriately planning to address the problem (Recommendation).
53. Progress has been made in promoting the health and well-being of children looked after, as evidenced by improved performance figures. For example, dental checks are up from 84% in 2013–14 to 93% in 2014–15, and in 2014–15 86% of children looked after were up to date with their immunisations compared to only 57.8% the year before. However, confusion about referral pathways and delays in completing the necessary paperwork mean that the

timeliness of initial health assessments (IHA) is still a cause for concern. While the issue is being actively addressed, as of 1 March 2016 approximately 20% of children looked after who were eligible for an IHA assessment were waiting for an appointment and a further 20% were waiting for the necessary paperwork to be completed. This is not acceptable, particularly given the high number of UASC who may not have had their health needs assessed for some time.

54. The local authority and its health partners are developing a more responsive approach to the emotional well-being and mental health of children and young people, including children looked after. Since 1 November 2015, children and families are able to self-refer to a single point of contact. Here, they are offered an effective weekday triage service resulting, for the most vulnerable, in an immediate response from the crisis team, or, in the case of those whose needs are less urgent, in timely clinic-based appointments. Six-weekly looked after children surgeries, chaired by the head of service, make sure that, after initial health assessments have been completed, the education and health needs of children looked after are met.
55. Although 87% of children looked after attend a good school, the virtual school does not consistently analyse and evaluate the information that it collects on the educational progress of children looked after, particularly the 73% of children looked after who attend schools outside of Thurrock (Recommendation).
56. In 2014/15, 80% of children looked after reached a good level of development at the end of the early years foundation stage (EYFS) and performed better than their peers overall. During the same period, the number of children looked after who attained a level 2B+ at key stage 1 in reading dropped to 70% and in writing to 50%. However, the most recent, unvalidated data suggests an improving picture at the end of key stage 2 with 89% of children looked after making the expected two levels of progress between key stage 1 and key stage 2. Although slightly below the average for all Thurrock children, the gap in attainment in reading, writing and mathematics at the end of key stage 2 is closing. The corporate parenting committee has identified the attainment of young people looked after at the end of key stage 4 as a cause for concern. Very few young people achieve five A* to C grades, including maths and English, at GCSE. The prediction that 15% of Thurrock young people looked after would achieve five A* to C grades in 2015/16 has been reduced to a prediction of 10%.
57. The quality of personal education plans (PEPs) is not good enough. The better ones include clear targets with measurable success criteria, and capture the

child's voice and foster carers' views well. The minority that are less good lack key information, include targets that are general rather than specific, and are not always sufficiently individualised for brothers and sisters. While 90% of compulsory school-aged children have a PEP, only 76% of those in Year 12, and 69% in Year 13, have one (Recommendation).

58. When children looked after are missing education, prompt action is taken to find a suitable school place for them. Currently, four school-aged children looked after are missing education. Two of these are not in receipt of full-time education and are accessing suitable alternative part-time provision or tutoring, as part of agreed plans to support them back into full-time education as soon as possible. For the remaining two children, the local authority is working proactively to identify an appropriate education place.
59. Most children looked after live with families. Only 31 (9%) live in residential care. A service level agreement with Essex County Council increases access to foster placements within a reasonable distance of Thurrock. The local authority is aware that it needs to improve long-term stability for children looked after, but inspectors found that most children are living in settled placements.
60. The large majority of placements are of a good standard and are meeting children's needs. Good communication and liaison between carers, placements, schools and social workers ensure that packages of support, sometimes involving a range of different agencies, are well coordinated. Children looked after are encouraged and supported to maintain contact with their birth families, where applicable. In most cases, contact arrangements are clear, appropriate and well recorded. Children looked after are encouraged and supported to participate in social and leisure activities. However, while the local authority has a formal scheme of delegation, it is not being used. In practice, foster carers contact social workers for permission for children to participate in everyday activities. This is wasteful of social workers' time, unhelpful for carers and potentially intrusive for children.
61. The quality of care plans varies considerably. Although most focus on outcomes, the majority are over-lengthy and are neither sufficiently specific nor measurable. This makes it difficult for children looked after to understand or own their plans and, in some cases, contributes to drift (Recommendation).
62. The majority of reviews are timely, purposeful, well attended and well recorded. Independent reviewing officers (IROs) are knowledgeable and experienced, and know the children well. They are concerned by and continue to challenge the fact that children and families do not routinely have the opportunity to read social workers' reports or view proposed changes to their

care plans before their looked after reviews. This is disempowering as well as disrespectful for children. Delays in circulating review meeting minutes are contributing to drift and delay. They also mean that children looked after, and those who are caring for them, do not have ready access to the decisions taken and actions agreed at their reviews. The backlog, which is substantial, is due to a combination of relatively high IRO caseloads and a lack of administrative support, exacerbated by the number of children who are living out of borough (Recommendation).

63. With refreshed marketing and publicity materials, the fostering team has recently renewed its efforts to attract potential foster carers. In the absence of any specific recruitment targets, the general focus is on increasing the number of in-house foster carers who are able to foster older children, and brothers and sisters together. It is too early to evaluate the full impact of the recruitment campaign, but there is evidence of some success in recruiting new carers. The number of expressions of interest in fostering have increased and, in October 2015, Thurrock had 96 fostering households, up from 85 in March 2015 (Recommendation).
64. Prospective foster carers are assessed thoroughly. In-house foster carers are well supported, have good access to training and are subject to rigorous annual household reviews. With training accredited by the University of Essex and support from a clinical psychologist, a skilled group of therapeutic foster carers provide high-quality placements for children who might otherwise need residential care.
65. The quality of evidence and legal applications is generally good. Positive working relationships with the Child and Family Court Advisory and Support Service (Cafcass) and the judiciary are helping to drive down the average length of care proceedings, which has fallen significantly. The large majority are now completed within 26 weeks. This means that children do not have to wait longer than necessary for key decisions to be made about their futures.
66. Achieving permanency is not always clear or straightforward for children, with evidence of delays in some cases and plans being changed significantly in others. In the absence of full engagement from the frontline teams to achieve earlier permanence, the drive and ambition evidenced by middle and senior managers is not yet consistently evident. Inspectors observed a lack of urgency in some cases. The local authority continues to make good and effective use of special guardianship orders (SGOs) to make it possible for children to live with extended family members when it is not safe for them to return to live with

their birth parents. In the last 12 months, 25 children became the subject of an SGO.

67. Staying put arrangements, which enable care leavers aged 18 and over to continue to live with their former foster carers, are not yet fully developed. Only seven young people are living with their former foster carers as part of a staying put arrangement. Lack of certainty about their future is a potential source of anxiety for young people and their carers (Recommendation).
68. The generally poor quality of chronologies makes it difficult for children and young people to understand their life stories. The quality of case records is variable. Key documents including, for example, threshold panel minutes, return home interviews and pre-proceedings letters are not consistently being uploaded to the electronic case record system. This has significant implications for children, if and when they choose to access their records.
69. A small but active Children in Care Council is having an impact. For example, members of the council have been involved in the recruitment of social workers, and in reviewing and refreshing the pledge. They are particularly proud of having managed to secure a commitment from senior managers to include passports, savings accounts and life story work within the new pledge. However, disillusion has led to some young people leaving the Children in Care Council. Currently, the council has very little contact with the many children looked after who are living more than 20 miles outside the borough.
70. In the majority of cases, the service that children and young people receive is sensitive to their individual needs and unique identities. However, social workers are not always sufficiently creative or imaginative in overcoming barriers to communicating with children with disabilities.

The graded judgement for adoption performance is that it requires improvement

71. Adoption is not always considered for all children looked after who are unable to return home. There are initial delays in progressing plans, and early opportunities to secure the child's permanency arrangements have been missed. Consequently, some children have lived with uncertainty for too long. However, it is evident that permanency arrangements for children, either through adoption or SGO, are progressed with a greater degree of urgency once the case is transferred to the permanency team (Recommendation).
72. There has been an increase in the number of children being adopted in Thurrock, from 13 in 2014–15 to 18 in the year to date. Managers are actively working to raise the profile and consideration of adoption and permanence in frontline teams through training, inter-team seminars and case tracking. However, it is too early to see the impact. An adoption and permanency case-tracking tool is also used to improve timely progression through children's social care to adoption. Its effectiveness is limited, as dates and details are not included or updated for all children on the tracker to enable them to benefit from this extra scrutiny.
73. The local authority is committed to pursuing adoption as an option for children with complex needs, and has successfully secured adoptive placements for children with disabilities or who have special needs, brother and sister placements, and a young person in their teens. In the last year, the local authority appropriately rescinded the decision of placement for adoption for one child.
74. There has been an improvement in the length of time that children wait from the date at which they enter care to when they are placed for adoption. For the 2012–15 three-year average this was 625 days, which is 85 days shorter than the 2011–14 period (710 days). However, this figure, while showing a speedier process, is greater than both the national average of 593 days and the government target of 487 days. Similarly, after the court makes an order for a child to be placed for adoption, the local authority now takes less time to place the child in an adoptive family. For 2012–15, this was 186 days, which was 58 days shorter than the 2011–14 period. This is shorter than the national average of 223 days, but longer than the government target of 121 days.
75. The positioning of the adoption family-finding social worker in the permanency team has strengthened parallel planning. A greater sense of urgency is now

being applied to reduce the time that children have to wait before being matched with a suitable family. The local authority has been proactive, and currently 10 children are subject to placement orders and waiting for adoption. One is still in the family-finding stage, six have already moved in with families and three children are linked to prospective adopters, awaiting panel decisions regarding the match.

76. Children are prepared well for adoption. A complete picture of the child, their views and needs are captured well in child placement reports in order to facilitate a positive match with prospective adopters. Detailed introduction plans, although intense for carers, maintain a clear focus on the child. Well-managed arrangements achieve a seamless transition for children into their adoptive families. However, the lack of timeliness in completion of children's life story work in 2015 limited the effectiveness of this work.
77. The recruitment and assessment of potential adopters is thorough and rigorous, and adheres to national regulations. All assessments, including prospective adopter reports, are of a good standard, sufficiently detailed and informative. Adopters spoken to described their experiences as 'stressful', 'rewarding' and 'challenging'. However, prospective adopters waited between seven and 10 months for approval. There has been a lack of clear feedback to adopters across all stages of the recruitment and assessment process, and adopters said that this caused them unnecessary anxiety and stress.
78. The adoption panel is made up of representatives with relevant personal and professional experience of adoption. The panel has appropriately identified areas for improvement in relation to the quality of the medical contribution, quality assurance and support. Improvements in these areas would help to ensure that cases were better prepared for panel and avoid unnecessary delay. The head of service, in his role as agency decision maker, provides oversight and examination of panel information, and his decision-making is clear, concise and timely.
79. The local authority completed a comprehensive appraisal of its adoption services for children and has established a detailed action plan to address the challenges for the service. For example, weaknesses include a lack of 'foster to adopt' and concurrent placements, and the requirement of placements for brothers and sisters and older children who do not match many of the prospective adopters' profiles. As a result, the recruitment, assessment and approval of prospective adopters moved to a commissioned service in October 2015. Thurrock's new and prospective adopters (eight approved, four at stage two, three at stage one and 27 enquiries) have moved to the commissioned

provider, and this transition has been well managed. There is emerging evidence of these new arrangements making a difference, with two children and their prospective carers soon to be presented to panel for matching.

80. Potential adoptive families are provided with effective support when children are first placed. However, once an adoption order has been secured, support is less developed and the range of services are limited. Adoptive parents are not clear about their future entitlements or what support could be available. Over the past year, only 11 families have received post-adoption support, with eight to 10 adults (total 20) attending bi-monthly group support sessions. Support offered includes bereavement support, direct work with children, life story and therapeutic play/work. The quality of this work is valued by the children and adults, but the number receiving support is too low. Thurrock is not meeting its responsibility to ensure that adoption support is available to all adoptive children and their parents living in their area. Inspectors were informed of seven adoption breakdowns for children who were previously adopted through other local authorities but who now live in the borough and are the responsibility of Thurrock. Workers with these young people failed to recognise the need to refer them to the adoption support service or to offer specialist adoption support, which they are entitled to (Recommendation).
81. The local authority provides an impressive support group for adoptive children. This gives them the opportunity to meet regularly, share experiences, gain confidence and learn from each other. Letterbox arrangements for 152 children are in place and effective; birth parents and adoptive parents are supported to maintain agreed levels of contact. Specialist support is also beginning to be secured through good use of the adoption support fund. Since November 2015, 17 applications have been made, nine of which have been successful, primarily for therapeutic counselling support. Five further requests are awaiting an outcome. Adoption support for new carers will be provided by the new commissioned provider. It is too early to evidence the impact of this new offer.
82. The local authority supports families with SGOs well and provides financial support to 133 children's special guardians at the same level as its foster carers. Following the commissioned provider taking over the support of adoptive carers, the adoption support service now has some capacity and has extended its support offer to special guardianship carers and their families. While it is still an emerging offer, the local authority successfully engaged 28 special guardians in a three-day workshop in March 2015, and it has a plan in place to provide regular support groups for adult carers, children and young people.

The graded judgement about the experience and progress of care leavers is that it requires improvement

83. At the time of the inspection, the local authority was responsible for supporting 157 care leavers. Of these, 61 were aged 16 to 18, 92 were aged 19 to 21 and four were over 21. Of these, 68 (43%) are unaccompanied young asylum-seekers (UASC), which is a greater proportion than in previous years.
84. There has been a creative decision to place two after-care workers within the targeted youth service, where their line manager and colleagues have great experience of engaging young people in purposeful activities. This has led to a significant improvement in the number of care leavers staying in education, or entering employment or training. Currently, 62% of care leavers aged 19 to 21 are in employment, education or training, compared to 41% in March 2015 (which was lower than statistical neighbours at 51% and the England average of 48%). Effective links have also been established with the local careers centre. Care leavers state that the drop-in sessions at the local careers office give them an insight into writing CVs and getting a job, which is very helpful. However, the take-up and impact of this service is not monitored to evaluate benefit and outcomes.
85. The local authority has appropriate plans in place to increase further the number of care leavers engaged in education, employment and training, through work with the Duke of Edinburgh's Award scheme and Prince's Trust. To date, 10 care leavers have participated in a Duke of Edinburgh's Award scheme programme and just one in the Prince's Trust, so this is still at an early stage of development.
86. After-care workers have a tangible and clear commitment to the care leavers whom they support. They frequently go beyond what they need to do in order to support them. As a result, the local authority is regularly in touch with 89 (97%) of its current care leavers aged 19 to 21, a significant improvement from 2014–15 when the reported figure was 79%. Five care leavers were in custody at the time of inspection. The local authority maintains regular contact with these young people to ensure that appropriate plans can be made for their release.
87. Regular contact with workers who know them well means that young people know where and how to get help if they need it. They feel safe, and any concerns or issues about their safety or well-being are taken seriously. All care leavers who were spoken with as part of this inspection were aware of the risks

associated with sexual exploitation. Their workers know about their situations and act promptly when required, such as in helping their care leaver when faced with a situation of domestic violence or abuse.

88. Assessment records are too formulaic and are not presented in a user-friendly format. The majority of pathway plans do not use the views of care leavers in planning targeted next steps or to suggest how improvements can be made. Young people told inspectors that they lose interest when developing and reviewing their plans, saying that they stay involved in meetings because they like, and do not want to offend, their workers (Recommendation).
89. Plans are not reviewed with sufficient regularity, due to capacity issues within the after-care team. Crucially, plans and reviews neither record longer-term aspirations nor adequately capture educational achievements and next steps that might encourage or motivate young people to attain qualifications or to broaden their horizons. For example, reviews are not suggesting possibilities for apprenticeships at different levels and where these can lead. Information about staying-on rates in school sixth forms and the numbers of those who enter further education or training are not systematically collected. This limits further planning and improvement to help young people make effective transitions through adulthood (Recommendation).
90. Care leavers receive prompt and helpful support for their health and well-being needs, and they know how to access medical help. They receive effective help from a range of services such as counselling, and mental health and sexual health services. They receive good personal support at times of need, and their workers encourage and coax them to persevere. The local authority has invested in a health app to give care leavers access to their health histories. Although this is a promising development, it is not known how many care leavers are using this new technology.
91. Support is limited for care leavers to develop skills for their transition to greater levels of independence. There are currently no groups for care leavers to support them in developing their independent living skills, although work is undertaken on an individual basis. Care leavers are provided with appropriate information, for example when applying for driving licences or passports. The progress in implementing the 'staying put' policy to maintain stability of accommodation and care has been too slow (Recommendation).
92. The large majority of care leavers (92%), including all those who have special educational needs or a disability, live in suitable accommodation. Full checks are made to ensure that accommodation is safe and that young people feel secure. Additionally, managers carry out spot checks effectively to be assured

that agreed measures are being followed by accommodation providers. Close attention is paid to making sure that UASC are housed where they are safe and can access services to help them, such as proximity to colleges to learn English.

93. The local authority gives priority and appropriate help to care leavers when they seek their own accommodation. However, further work is required to ensure that the process for securing local authority tenancies becomes more young person friendly. If issues arise over tenancies, such as rent arrears or unsocial behaviour, workers promptly intervene to minimise disruption, and to make sure that the care leaver learns from the error or misbehaviour and can be rehoused promptly.
94. Care and support for the 18 care leavers with disabilities are effective. They have clear pathway assessments and plans, and benefit from much stability. All are in suitable accommodation, with nine in residential accommodation and nine in foster care. The majority have high needs and attend two local special schools graded as outstanding by Ofsted.
95. Care leavers understand their rights and entitlements, and know what support they can expect from their workers. They told inspectors that this is achieved more successfully through personal contact with their workers than through the written information available about their entitlements, which they described as uninteresting and not engaging. Care leavers, including those with special educational needs or who have a disability, receive a care-leaving grant which helps them to settle into living more independently. The local authority celebrates the achievements of care leavers positively at an annual awards ceremony.

Leadership, management and governance	Requires improvement
<p>Summary</p> <p>Leadership, management and governance require improvement in Thurrock, because many elements of core business do not deliver consistently good services to children, young people and families. Performance management is unsophisticated. Key data is not sufficiently analysed to provide leaders and managers with a narrative to understand the underlying issues or trends over time, and thereby develop relevant action plans. Of note is the absence of regular case audit analysis. This gap means that an accurate understanding of the quality of practice and any differences between teams or particular aspects of work is missed, and improvements over time cannot be monitored.</p> <p>The effectiveness of management oversight varies between teams, and this is an area for improvement recognised by the local authority. Steps are being taken to address this, with a number of panels and surgeries set up to ensure that cases are kept on track, alongside the development of management training and initiatives. However, the quality of supervision is not routinely scrutinised.</p> <p>Strong partnership working is evident, alongside effective corporate and cross-party support for the maintenance and development of services. Swift action has taken place when improvements were identified. This is evident in the response to issues raised during this inspection and the recent appointment of a new DCS.</p> <p>Commissioning arrangements are robust, and based on a comprehensive analysis and understanding of local needs. This has led to joint commissioning of new services, and detailed scrutiny and evaluation of the effectiveness of services already commissioned. Further work is needed by the local authority to ensure that there is a sufficient range and choice of placements for children and young people, and that specific targets are in place for the recruitment and retention of foster carers.</p> <p>The local authority uses learning from a range of sources to develop practice, but it does not gather feedback from children and families sufficiently or demonstrate how it has been used to improve services.</p> <p>The high number of agency staff and vacancy rates within the workforce have prompted the local authority to set up a retention and recruitment board to give this issue continued attention. The local authority is appropriately working with neighbouring authorities to develop joint strategies to reduce instability in the workforce, and has achieved some success in the longer-term teams.</p>	

Inspection findings

96. Performance management and quality assurance in Thurrock are underdeveloped. As a result, the local authority lacks a full understanding of the effectiveness of its services to children and families. A range of performance data is available, including a daily snapshot providing basic information such as numbers of children subject to plans and a corporate scorecard, which provides more detailed recording of monthly activity. However, while some documents offer a narrative and analysis, there are too many key areas, such as return home interviews for children who have been missing, in which data is not analysed to consider the key themes behind the figures. The newly appointed interim DCS quickly identified performance reporting and analysis as an area of weakness, and is working with colleagues to develop a strategic model to strengthen this critical area. Despite a regular programme of case auditing within the local authority, the information from these audits has not been evaluated and does not form the backdrop for an action plan. This means that there is an overall lack of clarity about the quality of practice, or improvement and trends over time (Recommendation).
97. Management oversight is not effective across all teams, contributing to inconsistent service delivery. The local authority found that management oversight was less than good in 85% of its own case audits for this inspection. The majority of case supervision records are poor, where actions agreed are not specific enough and workers are not challenged. This contributes to poor quality assessments and delays in progressing plans for children. In the minority of cases that were better, clear decision making is seen, which leads to decisive actions to protect and promote the welfare of children and young people, and to progress plans. When cases were referred by inspectors to the local authority for a review of decision making and actions, these were dealt with thoroughly and swiftly, and detailed action plans were immediately put in place to meet children's needs.
98. The local authority is aware of the variability of management oversight and is taking steps to address this. Senior managers are chairing a number of panels and surgeries to regain management grip, and to ensure that casework is progressed. The local authority also provides specific management training courses for new managers, and during 2015 three new managers received mentoring. A managers' forum is in place, and a new aspiring managers' scheme is being developed to provide training and support for those moving into management roles. This scheme is under development and its impact cannot yet be seen. Staff spoken with during the inspection stated that their

managers are supportive, know about the work they do, and are available to offer advice and guidance when needed.

99. Senior local authority managers, leaders and elected members work effectively together to promote services for children and families in Thurrock. Very clear governance arrangements are established between the key committees and groups, and there is active communication between board chairs, leaders and officers of the council. There is full corporate support for the work of children's services, and this critical function is receiving appropriate focus and prioritisation across the council. For example, through budget setting, leaders have maintained funding for children's services, and the local authority's planning department plays an active part in the Health and Wellbeing Board, helping to promote healthy lifestyles for children.
100. Children's social care receives strong cross-party support from elected members. This engagement is enhanced through monthly meetings between the chief executive and the lead for each political group to ensure that they are informed of current issues. Senior leaders and officers engage in regular discussions and meetings to ensure that key issues are communicated in a timely manner. For example, the head of care and targeted outcomes meets fortnightly with the lead member for children's services to provide an overview of key issues and progress of work undertaken. These meetings are supplemented by more informal discussions when critical incidents occur regarding the welfare of children or staff.
101. The chief executive and lead member have not held formal meetings over the past six months to hold the chair of the Local Safeguarding Children Board (LSCB) directly to account. However, this gap in meetings has had limited impact during what has been a busy time for the LSCB, as there have been numerous discussions between the LSCB chair, council leaders and officers regarding the publication of the recent serious case review, and the DCS and lead member regularly attends the LSCB. These activities have ensured effective scrutiny and oversight of the work of the LSCB and the chair.
102. The successful Health and Wellbeing Board is at the centre of the local authority's work with children, with its strategy providing the overarching framework for the children and young people plan (CYPP). This plan sets out four clear aims, priorities and actions, and gives direction to the Children Partnership Board in promoting and securing children's welfare. Although the Children Partnership Board could evidence its activity in a number of areas, it was not able to show readily the impact of its work or how this linked to the CYPP.

103. The vast majority of commissioning arrangements are robust and based on a joint strategic needs assessment (JSNA), which provides a detailed analysis of local needs. This has led to a clear commissioning strategy with seven priorities linked to the CYPP. Joint commissioning between Thurrock, Southend and Essex, alongside the seven Essex Clinical Commissioning Groups (CCGs), has been effective, for example with the recent commissioning of a children's and young people's emotional well-being and mental health service. In addition, examples of commissioned services within the early offer of help show these services to be making a real difference to the lives of children and families. Services such as those for alcohol and substance misuse, a domestic violence perpetrator programme and a sexual violence service are well evaluated, and contracts are regularly and robustly monitored. Monitoring arrangements consider how far services are meeting performance indicators and improving outcomes, whether they are achieving value for money and whether their work is preventing statutory involvement for children. Service user feedback about these services gives clear indications that individuals feel safer as a result of the help that they have received, and that they better understand the impact that their behaviours have on their children and young people.
104. While there is a good understanding of local needs, there is mismatch between the needs of the children looked after population and the availability of suitable placements to meet these needs. The sufficiency statement does not adequately address this gap and does not contain an updated action plan. This means that there are no set targets for the recruitment and retention of a specific number and type of foster carers to meet the needs of children looked after in Thurrock. Too many children are looked after in placements outside the borough (Recommendation).
105. With strong leadership, the corporate parenting committee is successfully driving improvements on a number of fronts, as evidenced by improved performance figures on immunisations, health assessments, dental checks and return home interviews, and better marketing and recruitment of foster carers. Not afraid to challenge senior managers and leaders, the committee has also listened to the Children in Care Council and is taking action on passports and savings accounts for children looked after. The committee has further work to do to ensure that members of the Children in Care Council feel valued for their contributions, and also to continue to improve timeliness of initial health assessments.
106. Councillors have a good understanding of children's social care and their corporate parenting role. However, this is limited due to the poor quality of strategic analysis of performance information. All 49 councillors in Thurrock

have successfully completed induction training to aid their understanding of children's social care, and 17 have attended corporate training courses. In addition, the lead member meets with the Children in Care Council, and elected members sit on the fostering and adoption panels. However, councillors do not ensure that they regularly engage with children and families to seek their views to inform service development. A recent report to the corporate parenting committee noted that opportunities for senior officers and councillors to attend meetings have not been used, which means that chances to hear children's views have been missed (Recommendation).

107. The overview and scrutiny committee is an effective group, which has increased its workload in order to consider a wide range of issues affecting children and families. The chair ensures that meetings consider a broad spectrum of reports and activities, while maintaining an open slot for the LSCB, Youth Cabinet or health services to bring any matters requiring immediate attention. The group is mindful of local authority spending and has sought evaluations of services and reasons for the development of particular packages of care. It has demonstrated its tenacity by repeatedly raising issues of concern arising from a serious case review.
108. Leaders, managers and elected members have a broad understanding of the service's strengths and weaknesses. Their self-assessment demonstrates a good understanding of the quality of their services to children and families. The local authority shows a willingness to assess its own performance and to bring in external agencies to advise or take on improvement work to augment its work. It has used independent scrutiny, such as a review of the MASH in 2015, and has recently commissioned an external provider to help it to strengthen its edge of care and early help services to seek to reduce the number of children becoming looked after. The local authority demonstrates that it can be swift in responding when change is identified. This was seen during the inspection in the effective response to cases requiring review and the response to a question from an inspector which led to the development of a leaflet for young people to explain the troubled families programme.
109. The local authority actively disseminates learning from serious case reviews, information about practice developments and national research through easy-to-read monthly blogs by the principal social worker. The local authority evidences learning from complaints, with clearly recorded learning logs which set out lessons learned and recommended actions. These have been effective and led to changes in practice, such as better arrangements for transporting children with disabilities, and identification of managers' actions to ensure that work is completed when staff are off sick. Children's and families' views and

feedback are not routinely sought, limiting opportunities for them to inform service development (Recommendation).

110. Despite a workforce development strategy, and a regular retention and recruitment board, the high number of agency staff in Thurrock leaves the local authority vulnerable to staff churn. Currently, half of the social workers employed in Thurrock are agency staff (49 of 98 registered social workers). Some children have experienced delay in progressing their assessments and plans as a result of changes in their social worker. The vacancy rate at the time of the inspection was 21%, which is a slight improvement from 25% at December 2015. Some teams such as the MASH and Children Family and Assessment Teams are predominantly staffed by agency workers, and the past nine appointments have been agency staff. Staff changes mean that teams lack cohesion, identity and resilience when challenges occur. Although this leaves the local authority potentially vulnerable, 22% of agency staff have been in post for over two years, and 51% between six months and one year, which does provide some stability. Conversely, staffing stability has improved within the longer-term teams, with the successful recruitment of a number of newly qualified social workers. Thurrock is taking action and working collaboratively with the 10 other local authorities in the eastern region in an attempt to limit the number of agency staff by managing pay rates, and terms and conditions. The impact of this measure is yet to be seen.
111. Caseloads for workers are increasing and are currently above comparators. They have risen from an average of 16 cases for a full-time worker in 2014 to 18 in 2015, and some social workers currently have caseloads of up to 28, which is too high. This will need further monitoring by the local authority, as it will not assist the recruitment of permanent staff.
112. The continued professional development of staff is actively encouraged, with clear pathways established from the assessed and supported year in employment (ASYE) social workers through to management level. This focus on staff development is a strength of the local authority. The ASYE academy is reported by staff as attractive to newly qualified social workers and, to date, is showing signs of success. An increasing number of newly qualified social workers are joining the local authority (19 this year and 12 last year). They receive relevant training through an increasingly effective academy, and they receive valued individual and group support. Successful use is being made of additional agency social work staff to ensure that caseloads for ASYEs remain low during their first year. Succession planning is being well considered, with the development of mentoring, senior practitioners as practice educators and the current development of an aspiring managers' scheme.

113. A comprehensive training programme is available to staff, and over the past 12 months 390 days' training have been presented across a range of relevant subjects. Figures are collated for the number of staff attending, but the impact of the training is not fully evaluated over time. Specific management training courses are available, such as a management essentials course with a focus on leadership style and priority setting. However, this area of training provision requires additional focus, as management oversight and supervision of staff remains too variable. Of 14 supervision files audited by inspectors, none were judged good, only four demonstrated reflective supervision and only one demonstrated follow up on previous actions. Despite the local authority's awareness of the variability of management oversight and the poor quality of supervision, it is not completing a regular audit of the frequency and quality of supervision. This leaves the local authority unclear about the performance of individual managers and the impact of management training (Recommendation).

The Local Safeguarding Children Board (LSCB)

The Local Safeguarding Children Board is good

Executive summary

The Local Safeguarding Children Board (LSCB) in Thurrock is effective and innovative, and has a clear understanding of the key safeguarding priorities across partner agencies. A renewal of governance and terms of reference in 2015 has brought helpful clarity and demonstrates continued progress, following a review of the board in 2013. There is a clear collective ownership of safeguarding across all partners, who are positively engaged in action and reflection to support children, young people and their families. The board is chaired well by an influential chair who both supports and challenges partners, and accountability is high. Strong and efficient support is offered by a committed business team. Partners report clear and collective responsibility, and a high degree of challenge, scrutiny and accountability. This was described by one board member as 'good transparency and honesty'.

Child sexual exploitation, female genital mutilation and 'Prevent' duty have a high profile, with key leads from relevant agencies working effectively with the LSCB. Elements of the work of the LSCB, such as the 'Walk on line' roadshows, are outstanding, ensuring that over 10,000 schoolchildren will have received interactive safeguarding workshops of a high quality. The children most at risk of going missing, sexual exploitation, gang involvement and online exploitation are given comprehensive multi-agency consideration. The effective risk assessment group (RAG) demonstrates added safeguarding value. Capitalising on the high degree of multi-agency commitment, it leads case discussion using live access to a range of databases and expertise.

The board considers the range of experiences for children, young people and their families. It has influenced the development of the MASH, the use of appropriate categories for child protection plans and deep-dive audits. These have evaluated the experiences of the most vulnerable, including those who have been on a child protection plan for more than 12 months and children looked after. The chair has challenged MARAC about the lack of a MARAC report to the LSCB for the past two years. This limits the board's ability to monitor the work of this critical multi-agency safeguarding group effectively. The quality of the audits undertaken individually is high, but they lack overarching analysis. The take-up of multi-agency training offered is good, and participants and partners speak positively about the benefits. More analysis is required to enable full understanding of the impact of the training offer.

Recommendations

114. To improve further the strategic learning available from the multi-agency audits through overarching evaluation and analysis of outcomes and impact.
115. To undertake a comprehensive evaluation of the training provided in order to demonstrate the impact on frontline practice.

Inspection findings – the Local Safeguarding Children Board

116. The LSCB in Thurrock meets its statutory requirements well. Governance arrangements were refreshed in 2015, leading to new terms of reference which provide a strong framework for the work of the board. This is also supported by a helpful protocol between the Health and Wellbeing Board, and both the children and adult safeguarding boards.
117. The LSCB works closely with other relevant boards and panels, and has ensured that it has access, either as a member or through an open offer of attendance, at the appropriate groups in order to influence planning. This includes either the LSCB chair or business manager sitting on the Health and Wellbeing Board and the separate health and well-being strategic group, and the community safety partnership group where the 'Prevent' duty is considered, the Children Partnership Board and the early offer of help, MASH and troubled families groups. The LSCB business team apprentice sits on the Youth Cabinet. This enables fully integrated planning and detailed links back to the LSCB executive group and the LSCB full board. A positive action that came from the Children Partnership Board ensured that each school was provided with a height and weight profile to address childhood obesity.
118. The board is able to prioritise and challenge effectively, according to local need, and in the last 12 months has shown impact through increasing the police attendance at child protection conferences. Between April and November 2015, police attended 18 out of 87 initial case conferences. At the time of this inspection, this had increased to attendance at 96% from April 2015 for all conferences. Other recent challenging conversations have focused on the need for equity of funding and an overall increase in funding to manage the increase in serious case reviews (SCRs), oversight of the development of the child sexual exploitation local strategy and action plan, and ensuring the board's proactive involvement in the development and analysis of the MASH. There is a clear business plan for the work of the board, and an action plan appropriately

reflects key local priorities, including missing children, protection from abuse and exploitation, and the early offer of help.

119. Challenge within the board is strong, with agencies held to account through the main board, and the chair demonstrating a strong and assertive style. Partners are challenged collectively through themed discussions at the full board, for example each agency's performance relating to listening to the voice of the child, and the impact of funding constraints and restructuring in individual organisations. This was particularly helpful in enabling probation to explain the transformation of their agency. The police identified a gap in following up with comprehensive victim support in the discussion about the voice of the child.
120. There is a clear challenge to make improvements, if needed, in individual agencies, and the chair demonstrates a strong challenge to the performance of partners. One partner agency described this as 'open, honest. We can fight, disagree and still be okay with each other'. There have been recent challenges to the police, for example, on the speed of their response to actions required by agency-specific inspections. The chair has also challenged when there has been poor attendance at subgroups and the lack of a report from MARAC for the past two years. This has still not been produced. The board challenged children's social care on the low use of sexual abuse as a category in child protection plans and on whether this fitted the anecdotal knowledge of risks to adolescents. This has resulted in an increase in the age profile of child protection plans to safeguard those at risk of child sexual exploitation. The number of 10 to 15 year olds on a child protection plan has risen from 24% to 31%. At the time of the inspection, 12 children (5%) had an open plan for sexual abuse. Numbers were previously suppressed, due to the low figure.
121. The work of the board is supported by the work of the management executive group, where the detail of operational issues and concerns is appropriately considered. As an example, the November 2015 meeting considered the decrease in private fostering figures, the multi-agency review of child sexual exploitation, a report from the youth offending service, risks of legal highs and the planning for feedback from the new child protection level 3 pilot training programme.
122. The performance board subgroup started in March 2015, enabling each partner agency to attend and present data on the safeguarding work of their agency. This is scrutinised by other board members, including the LSCB chair. This has provided in-depth information on the broad range of functions of each agency. This has led to peer challenge and an opportunity for detailed questioning, including, for example the caseloads of midwives, and training on child sexual

exploitation and female genital mutilation for fire, rescue and ambulance services. Board members spoke highly of the learning afforded by the performance board, the impact on understanding partner functions and the rigour of challenge.

123. Section 11 assessments are undertaken annually, and the board flexibly accepts the different formats used by agencies in acknowledgement that many agencies report to three LSCBs within the pan-Essex arrangements. Compliance is high, with very good progress made at the time of this inspection for the end-of-year submission. The board maximises the potential from the returns, and recently (spring term 2016) added a 'Prevent' audit to the school returns. This has enabled specific data to be extracted and used to inform the 'Prevent' duty action plan. A gap in training for school governors was identified and is now being met, with some training having already taken place and more planned.
124. The board has developed a helpful learning and improvement framework with statutory partners. The LSCB carefully considers whether a SCR is required, and demonstrates a strong commitment to learn and improve practice. Over the past three years, this has resulted in the board completing two SCRs, and it is currently in the process of completing a further three. Correct decisions have been made to explore learning through the rigorous SCR journey, resulting in added value to the understanding of safeguarding practice.
125. The SCR subgroup is an effective group and has appropriately checked with the national panel to reach decisions to proceed when there has been a split decision among the subgroup members. The SCRs are undertaken thoroughly and published on the website, and learning is disseminated widely. All of the SCRs and the one individual management review showed appropriate learning and led to a reconsideration of risk. For example, the adolescent neglect tool came from this learning, as did the reconsideration of child sexual exploitation as an increased area for a child protection plan for adolescents. It is clear from this inspection that support to adolescents from the local authority has improved. The majority of social workers are aware of the key issues from the most recent published SCRs. The board also produces excellent summary booklets to maximise learning, with a well-presented high-quality product.
126. If a decision is made that a SCR is not required, but that there are lessons for a single agency, then the board undertakes a management review. One such review has appropriately been undertaken and published in relation to fabricated illness, showing openness in the learning for health partners. All action plans are thoroughly followed up through an action matrix, and the chair presented one SCR to the local authority's overview and scrutiny committee.

127. The financial position of the board has been stretched, with challenges to ensure an equitable contribution from one pan-Essex partner and, additionally, to meet the need for SCRs. The number of SCRs has put added pressure on time and resources. The majority of partner agencies make a proportionate financial contribution overall, and the chair requested a review with one agency when this was not the case, and a constructive solution was found. All agencies have agreed to add finance to the board to meet the demands of the SCRs.
128. All partner agencies are committed to the board, and contribute time and resources to ensure that it functions effectively. The chair is very clear with partners that board business is part of everyone's work. Suitably senior and influential partner representatives attend the board, and are able to take back lessons and challenges to their individual agencies. This has been challenged by the chair previously to ensure that appropriate membership is now in place. Subgroups are chaired across a range of partner agencies, reflecting the collective ownership of the work of the board.
129. The LSCB in Thurrock benefits from being part of the Southend, Essex and Thurrock (SET) shared arrangements, including shared policies and procedures updated and available on the Thurrock LSCB website. Policies and procedures are clear, accessible and easy to understand. Shared resources offer an economy of scale between the three LSCBs as shown through the recent 'I didn't know' child sexual exploitation awareness campaign and sharing of local expertise, including the strategic SET child sexual exploitation group and a strategic SET child death review overview panel (CDOP) group. Child death overview arrangements are effective, and there are strong rapid response protocols in place. The number of notifications in Thurrock have remained consistent over the last three years (10 in 2013–2014, nine in 2014–2015 and nine in the year to date).
130. The Southend, Essex and Thurrock group enables collective pan-Essex learning to be analysed for appropriately focused awareness-raising campaigns. These have included safer sleeping, furniture safety and water safety. The current pan-Essex focus is on suicide prevention, with relevant planning underway using specialist mental health practitioners. There is a very strong commitment and attention to detail in the work undertaken by CDOP. For example, the safer sleeping campaign is launched every holiday with helpful information sent to holiday parks, where usual sleeping arrangements will be different. This is a highly efficient pan-Essex service with a strong commitment to prevention, understanding and to support for families.

131. Local understanding of child sexual exploitation in Thurrock is considered through the developing multi-agency sexual exploitation group (MASE). This subgroup has equipped itself for its task through exploration of the Ofsted child sexual exploitation thematic study and is ambitious to understand the local landscape more fully. This has included, for example, challenging each agency to identify its 10 most vulnerable children or young people, an exercise which revealed a gap in health data. It has also identified the five boys most at risk of child sexual exploitation.
132. The comprehensive child sexual exploitation strategy and action plan have been developed, and these are rigorously overseen through the work of the LSCB. The strategy has been tested during 2015 through both internal and peer review, which showed good steady progress, and the board has further developed the child sexual exploitation action plan in response. Further work will be undertaken, including the prosecution of perpetrators and increased awareness raising. The 'I didn't know' child sexual exploitation awareness-raising campaign was launched during this inspection, and the board works closely with the police. The MASE group has a good understanding of what more needs to be done and this is informed by the detail of the experiences of children through the risk assessment group (RAG). The plan for data analysis will address the need for a more sophisticated 'heat map' of local risks.
133. The RAG established in March 2015 has brought together a number of separate panels that looked at risk (child sexual exploitation, online exploitation and missing children). This effective group has offered a real-time live multi-agency discussion for the most vulnerable children, with immediate access to the range of different agency databases. This approach has enabled a more sophisticated understanding to emerge of the complex overlap between different types of risk. This has resulted, for example, in coordinated intervention when children are referred as being at risk, and also then found to be a risk to others. It has started to reveal more detail on the prevalence of underlying risk, such as children going missing and then found to be affected by gang involvement. A clear action matrix ensures that all actions for each child are followed up effectively. The RAG is chaired by the local authority and is an operational service, sitting under the auspices of the LSCB. This unusual positioning allows the broadest opportunity for referrals from all partners, and harnesses all knowledge and investment from partner agencies in Thurrock to consider and safeguard children. It is working well, with evidence of reduced risk for children who are particularly vulnerable. However, it does not currently consider information from return home interviews.

134. The quality of the multi-agency audit work undertaken is highly detailed, resulting in clear action plans that are effectively followed up. These audits consider a broad range of relevant safeguarding issues across the partnership. These include audits regarding children and young people who have been on a child protection plan for more than 12 months and attendance at child protection conferences. Issues considered demonstrate that the board is aware of key issues across the local authority, and the findings from the audits regarding areas for development are reflective of some of the findings from this inspection, for example management oversight and life story work. Despite good-quality detailed work, the audit subgroup is without a consistent chair and attendance has not been strong. In its role of overseeing the multi-agency audit programme in Thurrock, it has analysed and disseminated learning from the audit programme through a recent learning and improvement booklet, but requires regular multi-agency attendance to ensure a sustained higher degree of overarching analysis and evaluation (Recommendation).
135. The LSCB values the views and contributions of children, and ensures that their views and experiences influence the work of the board. The board is creative and innovative in how it does this, including holding a 'voice of the child' conference in 2013–14 and ensuring that children actively participated in the board's conference in 2014–15. The board, working jointly with the Community Safety Partnership, has recruited 12 safeguarding ambassadors aged 13 to 16, including a hate crime and a youth crime ambassador through the Youth Cabinet.
136. To gauge understanding and risk to children online, the LSCB started a series of roadshows called 'Walk on line' in 2014. These covered the broadest range of risks to children and young people, including child sexual exploitation, grooming, sexting, going missing, cyber-bullying, female genital mutilation and 'Prevent' from a child's perspective. Initially offered to Years 5 and 6 pupils, they were extended to Years 10 and 11 pupils at the request of the Youth Cabinet. 10,000 children and young people have attended, and impact has been shown through changed behaviours such as amending privacy settings, as measured through anonymous child-friendly questionnaires. 'Walk on line' demonstrates a creative and comprehensive understanding of risks to children and young people. This outstanding piece of practice demonstrates a strong partnership approach between the LSCB, education, parents and the specialist police knowledge by the child exploitation online service.
137. A good range of training is offered, and this is valued by partner agencies, with 117 agencies currently participating in the training programme. The LSCB has engaged well with non-statutory partners, including faith groups, and meets

regularly as a member of Thurrock Faith Forum. It has good relationships with local voluntary organisations that access training through the board and are represented on subgroups of the board. Each course is evaluated by the individual participant, and the learning and development subgroup evaluates the effectiveness of specific training through feedback forms. Training is also observed to evaluate its effectiveness directly. Partners are held to account for both their attendance at multi-agency training and the training that each agency offers on safeguarding, but there is no overall evaluation of the impact of the full training offer. This means that the board cannot assure itself that the training offer is having sufficient impact on frontline practice (Recommendation).

138. The LSCB produces a clear annual report that demonstrates a comprehensive understanding of the strengths and achievements of the board, together with work still to be done. Strengths include improved engagement of all types of educational establishments, close partnership work with the Youth Cabinet and the overall steady progress made since the review of the board in 2013. Evidence of impact includes the monitoring of child protection plans and the challenge to increase consideration of sexual abuse, which had been an area for improvement. All agencies contribute their own end-of-year evaluation, including data, to the annual report so that their voices are heard, and they are held to account for the difference that they have made.

Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference that adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition, the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people whom it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the Local Safeguarding Children Board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of eight of Her Majesty's Inspectors (HMI) from Ofsted.

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Thurrock Council Children's Services Single Inspection Framework Improvement Action Plan v3 - 25.8.16

Roy Patterson	31-Aug-16
Name of Reviewer	
Date of Review	

Introduction
 The Ofsted inspection of services for children in need of help and protection and for looked after children in February 2016 gave an overall judgement that children's services require improvement to be good. Although services to children, young people and families in Thurrock require improvement, children and young people were found to be safe during this inspection, with none identified who were at immediate risk of significant harm without plans and services being in place to reduce these risks and to meet their needs. We welcome the recommendations and areas of improvement highlighted by Ofsted. As a result we have incorporated these into our regular performance monitoring but also want to be explicit about how we are responding to these recommendations. This plan sets out how we will do this. The improvement plan will be overseen by the corporate parenting committee. In addition a further level of scrutiny has been created by the children's portfolio holders who will be meeting regularly with officers to review progress against plans.

No.	Recommendation	Assigned Lead - Job Title/Name	Score - please select	Direction of Travel - compared to last review - please select	Description of Action(s) - How	Owner(s) - Who	By When (date)
1	Ensure that accurate performance data is analysed and that this leads to specific actions for improvement	Iqbal Vaza, Strategic Lead Performance, Quality & Business Support HR, OD & Transformation	3	Maintained	A) Increase capacity to develop and implement new performance digest, with clear metrics & analytics. B) Implement new 'Improvements Board' to be chaired by the DCS and underpinned by metrics & analytics within new digest. C) Review structure of Data and Performance Team to maximise effectiveness.	Director of Children's Services	Aug-16
2	Strengthen oversight, coordination and quality assurance of early help services to ensure that children and families are receiving the right support at the right time	Claire Moore, Acting Strategic Lead- Disabled Children, Family Group Conferencing, Emergency Duty Team and Early Offer of Help.	2	Improving	A) Complete demand management service review. B) Implement improvement plan and services restructure to maximise effectiveness of the Early Offer of Help. C) Re-engage partners in the provision of help to the right families at the right time. D) Ensure quality assurance framework is reviewed and extended to include EOH services. E) To increase the amount of Early Help assessments for 0-5 by targeting Children's Centres, Health Visitors and Early Years settings to promote the need for early intervention.	Head of Children's Social Care	June - Dec 16
3	Ensure that assessments and plans for children are of a consistently high quality	Teresa Gallagher, Service Manager, FST & Job Tynan, Service Manager, MASH & CFAT	3	Maintained	A) Complete implementation of Signs of Safety and monitor through audit programme. B) Introduce regular quality workshops with social workers to review quality of practice. C) Scope the introduction of volunteers within the assessment service to strengthen direct intervention with families during assessments. D) Implement demand management plan to reduce the number of assessments undertaken (specifically those that lead to NFA), to reduce quantity and increase quality.	Head of Children's Social Care	June - Dec 16
4	Improve the offer of return home interviews to children and young people who have been missing from home or care to increase take-up of these interviews	Paul Coker, Service Manager, Children Looked After & Neale Laurie, Service Manager, Safeguarding and Child Protection	2	Improving	A) Weekly monitoring of children who go missing from home and care, and the referral and take up rate of return home interviews. B) Monthly monitoring of referral rates for looked after children to ensure that this increases from 80% - 100%. C) Improved contract monitoring to require pro-active engagement of young people by provider.	Head of Children's Social Care	Jun-16
5	Ensure that more children are supported to participate in, and contribute to, their meetings, conferences and reviews, that they and their parents have access to reports beforehand, and that meeting minutes are circulated promptly	Neale Laurie, Service Manager, Safeguarding and Child Protection	3	Maintained	A) Monitoring systems in place for all Child Protection Conference and Review minutes. B) Scoping exercise to be undertaken re: how best to increase participation drawing on good practice models. C) Advocacy and support services to be reviewed to ensure that these are promoting actively engagement and participation / challenging poor practice.	Head of Children's Social Care	Nov 2016
6	Ensure that robust arrangements are in place to reduce the need for children and young people to become looked after in an emergency	Joe Tynan, Service Manager, MASH & CFAT and Teresa Gallagher, Service Manager, Family Support.	3	Maintained	A) Review the patterns and numbers of children coming into care B) Strengthen preventative and support services to avoid accommodation or delay accommodation, so that this is planned. C) Strengthen role of Threshold Panel in managing accommodations	Head of Children's Social Care	Sept 16 / ongoing
7	Ensure targeted recruitment of foster carers to better meet the current and future demand for foster placements and reduce the number of children looked after who have to be placed out of the borough	Andrews Osei, Service Manager, Fostering, Adoption and Placements	3	Improving	A) Targets are now in place for the recruitment of foster carers in line with current and predicted demand. Performance against these targets will be monitored at monthly performance surgeries. B) Monitor impact of refreshed recruitment campaign.	Head of Children's Social Care	June '16

No.	Recommendation	Assigned Lead - Job Title/Name	Score - please select	Direction of Travel - please select	Description of Action(s) - How	Owner(s) - Who	By When (date)
8	Ensure that personal education plans are of a consistently high standard & that the virtual school effectively monitors and analyses the progress of all children looked after, including those who attend schools outside of Thurrock	Keeley Pullen, Head of the Virtual School	3	Maintained	A) Establish a governing body to monitor, drive and improve all aspects of the work of the virtual school. B) Corporate Parenting Committee and Children's Oversight and Scrutiny to continue to monitor and challenge the academic progress and outcomes for looked after children. C) Regularly undertake quality audits to monitor improvements in plans	Roger Edwardson, Interim Strategic Lead School Improvement, Learning and Skills	Sep-16
9	Ensure that managers oversee and effectively drive forward permanence plans for children	Paul Coke, Service Manager, Children Looked After & Andrews Osel, Service Manager, Fostering, Adoption and Placements	2	Improving	A) Embed partnership working with Coram and strengthen early permanency with a pro-active offer of concurrency and foster (to adopt. B) Maintain and increase reduction in number of days between court authorisation to place for adoption and placement for adoption. C) Continue to target with Coram, through effective permanency planning, a significant reduction in the number of days between a child becoming looked after and placement for adoption - to bring this below the England average.	Head of Children's Social Care	May 16 - March 17
10	Develop post-adoption support arrangements to ensure that all children and families who are eligible have access to an appropriate service	Andrews Osel, Service Manager, Fostering, Adoption and Placements	3	Maintained	Develop a new delivery model for post adoption support with Coram. Seek feedback from adopters on the quality of provision.	Head of Children's Social Care	Oct-16
11	Ensure that an effective Staying Put policy makes it possible for more young people to live with their former foster carers beyond the age of 18 years	Paul Coke, Service Manager, Children Looked After & Andrews Osel, Service Manager, Fostering, Adoption and Placements	3	Maintained	A) Update and improve current Staying Put policy in consultation with Thurrock Foster Carers and IFA providers. B) Promote Staying Put as an option for all fostered young people. C) Monitor and review the number of young people who are Staying Put to identify blocks and address these. D) Work in partnership with Eastern Region partners to better improve the local and regional offer.	Head of Children's Social Care	June - Sept 16
12	Ensure that pathway assessments and plans are developed to engage care leavers effectively and that care leavers benefit from regular reviews	Paul Coke, Service Manager, Children Looked After	3	Maintained	A) Redesign the current Pathway Plan with care leavers and the CICC (update on previous re-design), to make it as simple and user friendly as possible. B) Establish Senior Practitioner post currently within the Aftercare Team to continue to lead on the review of pathway plans and track timeliness within revised performance digest. C) Undertake regular quality audits of plans.	Head of Children's Social Care	Sept 16 & June 16
13	Ensure that care leavers are effectively supported to gain independence skills, including through the setting of aspirational targets to help them to achieve educational and employment goals.	Paul Coke, Service Manager, Children Looked After	2	Improving	A) Develop a group work model of independence training / support for care leavers and complement current. 1) work. B) Continue to increase the number of care leavers who are EET (62%) and exceed aspirational target of 70% EET. Strengthen integrated working with Employability and Skills service to drive improvements.	Head of Children's Social Care	August 16 & March 2017
14	Ensure a more stable workforce to ensure that children are able to build enduring relationships with social workers and to enable the local authority to drive through improvement to services, such as increasing early planning for permanence for children that starts at the front door	Andrew Carter, Head of Children's Social Care	3	Maintained	A) Continue to drive effective retention and recruitment through the Retention and Recruitment Board, chaired by the DCS. B) Expand the programme to 'grow our own' staff through the ASYE Academy and the Aspiring Managers programme. C) Reduce the use of agency staff within the Eastern Region. MoC & work with iMPower on demand management.	Director of Children's Services	Ongoing
15	Ensure and demonstrate that children's and families' views and feedback are used to demonstrably shape service developments	Cherrilyn Senior, Principal Social Worker	3	Maintained	A) Strengthen participation work stream to ensure that this is producing clear outcomes that are monitored and evaluated at the 'Improvements Board'. B) Corporate Parenting Board and Children's Oversight and Scrutiny to be encouraged to set clear targets for evidence of improvements / service developments that have been based on user feedback, consultation and or co-production.	Head of Children's Social Care	Nov 2016
16	Regularly audit supervision files to ensure that frequency and quality are resulting in improved practice	Neale Laurie, Service Manager, Safeguarding and Child Protection	3	Maintained	Establish a new quality assurance framework and put in place a regular cycle of auditing. Review and disseminate supervision policy and monitor compliance. Progress to be monitored at Improvements Board and proposed annual report to Children's Oversight and Scrutiny on the quality of practice.	Head of Children's Social Care	Ongoing & TBC

Once you have completed this sheet, please review scoresheet - next Tab

Sheet Complete

13 October 2016	ITEM: 8
Children’s Services Overview and Scrutiny Committee	
School Capital Programme 2017/18	
Wards and communities affected: All	Key Decision: Key
Report of: Rory Patterson, Corporate Director of Children’s Services	
Accountable Head of Service: Not applicable.	
Accountable Director: Rory Patterson, Corporate Director of Children’s Services	
This report is Public	

Executive Summary

This report seeks approval for up to £7 Million funding to implement the next schools capital programme. This will include secondary school expansions and possible expansion of a further two primary schools, one in the Aveley/Ockendon area and the other in the North East to meet increased predicted demand for pupil places from September 2017.

The School Capital Expansion Programme has a current estimated provisional value of £7 Million, to be funded from the DfE capital basic needs Grant, underspends from the current capital programme, and S.106 education funding and would therefore requires Council approval. There will be no requirement for prudential borrowing.

1. Recommendations:

- 1.1 That a provisional School Capital Programme budget of £7 million as set out in this report be approved.**
- 1.2 That authority subject to the Council’s procurement rules delegate to the Director of Children’s Services, in consultation with the relevant Portfolio Holder and Head of Legal, to commence, negotiate and award any contracts/agreements or documents incidental to the School Capital Programme within the budget as set out in this report.**

2. Introduction and Background:

- 2.1 The local authority has a statutory responsibility to ensure that suitable and sufficient school places are available in Thurrock for every child of school age whose parents wish them to have one
- 2.2 The current school capital programme consists of three projects in Thurrock schools. All projects in this extensive programme are due to be completed

imminently or are in phase 2 with a completion date of February 2017. All projects are predicted to be completed on time and within budget.

- 2.3 Through detailed pupil place forecasting and analysis of current Year 6 numbers, there is a predicted need to provide additional secondary places from September 2017. We currently have 2,062 children in year 6 with in our primary schools and there are 1,947 secondary places available as per PAN. (This includes Hassenbrook having an intake of 150 in year 7). We also need to take into consideration the number of in-year admissions, which continues to increase year on year therefore, we also need to build in some additional capacity to meet this demand.
- 2.4 A stringent process has been followed in order to decide on which schools should be expanded. This commenced with a discussion held with each secondary head to establish the schools view on expanding by 1 form of entry (180 pupils). The schools that were in favour of expansion were noted and proceeded to the next stage.

The second stage was for officers from Admissions, Highways, Finance, School Improvement, Transport & Awards & Benefits to meet together which happened on 6th September where discussions took place and each member asked to provide narrative for their service area and provide a score from 1-5 (5 being the highest support) with regards support for or against expansion and from this the strongest schools would be identified.

The third stage is for recommendation to be presented to the Director and Portfolio holder for Education and for them to consider feedback from officers and agree those schools to be expanded. Officers would then notify the successful schools.

When identifying the number of places required this took into consideration Hassenbrook returning to its previous intake of 150 pupils whilst also building in capacity to cater for in-year admissions which continues to increase.

- 2.5 In order to provide these extra places, an expansion programme led by the council's school capital team is required to start imminently and is likely to focus on the expansion and adaptation to two or three secondary schools and two primary schools. Feasibility studies will be carried out where necessary.
- 2.6 As part of our ongoing strategic analysis of future demand It is envisaged that a further three new secondary schools are anticipated to be required in Thurrock within the next five years. Greater detail is provided in our School Place Plan 2016-20. It is likely that this need will be met through the Free School bidding process.

3. Issues, Options and Analysis of Options

- 3.1 If the local authority does not undertake the school expansions and builds, the local authority will not be able to fulfil its statutory responsibility to ensure that there are sufficient places available in Thurrock for every child of school age.

3.2 The contract, due to its potential value over the threshold, is subject to Thurrock Council & EU procurement legislation.

4. Reasons for Recommendation

4.1 Funding to the value of £7 Million is requested in order to take forward the expansion programme for those identified schools and deliver required pupil places from September 2017 and meet the council's statutory duty.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1. This report is to be considered by the Overview and Scrutiny Committee.

5.2. The principle has been agreed with schools and any detailed build content will be agreed with the relevant schools. Consultation will continue with each school and key stakeholder, as each scheme and schedule of works evolves within the programme.

6. Impact on corporate policies, priorities, performance and community impact

6.1 Approval of this funding will enable the Council to continue to meet its statutory duty under the Education Act 2006.

7. Implications:

7.1 Financial

Implications verified by: **Kay Goodacre**
Interim Finance Manager

Additional accommodation required to meet the statutory requirement to provide places for the increasing pupil numbers will be funded from a combination of the DfE capital basic needs grant, underspends from the current capital programme and Section 106 monies held for Education provision. Once in-depth feasibility studies have been undertaken, funding requirements will be quantified and confirmed. This will include any additional funds applied for and successfully obtained from the Education Funding Agency, under the Targeted Basic Need Programme, which supports specific place needs in Local Authorities with exceptional growth.

7.2 Legal

Implications verified by: **Assaf Chaudry**
Major Project Lawyer

The Council has a duty under the Education Act 1996 to ensure the provision of “sufficient schools” for the provision of primary and secondary education in their area.

The report proposes to commence a procurement exercise for the schools capital programme, and contractors to take forward the proposed schemes within the current affordability envelope of £7 Million. Given its value it has to comply with the Council’s procurement rules including the Public Contract Regulations 2015. Other than that there are no other legal implications arising from this report.

7.3 Diversity and Equality

Implications verified by: **Natalie warren**
Community Development Officer

There are currently no direct diversity and equality implications. However, the next Thurrock Schools’ Capital Programme will continue to commit to improving learning environments for young people, supporting improvements in standards and raising aspirations to give all children the best possible life chances. The provision of these projects will help to tackle inequality and social exclusion.

Equality legislation places a duty on public bodies to prevent discrimination in all aspects of service provision, including procurement. It provides a clear and positive legal duty to eliminate discrimination and ensure equality of opportunity.

The Council should note that where an external supplier carries out a function, the Council remains responsible for meeting the statutory duty set out in these Acts. A community and equality impact assessment will be completed to inform the tender process.

8. **Background papers used in preparing the report** (including their location on the Council’s website or identification whether any are exempt or protected by copyright):

The procurement approach set out in this report will enable the Council to continue to meet its statutory duty under the Education Act 1996, to ensure that suitable and sufficient places are available in Thurrock for every child of school age whose parents wish them to have one, whilst ensuring value for money and a seamless service provision.

9. Appendices to the report

- Appendix 1 - Pupil Place Planning Documents 2016-2020

Report Author:

Janet Clark
Strategic Lead
Education, Specialist Support Service

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PUPIL PLACE PLAN

2016 - 2020

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**For the purpose of this document, data has been extracted from the
Autumn 2015 Census**

INTRODUCTION

Welcome to the third edition of the Pupil Place Planning (PPP) document. To date the publication of this document has been welcomed and widely used by stakeholders such as developers, schools and academies and many others. The forecasts contained in this document are also used to inform the schools capital programme and to date we have delivered high quality projects that contributes to ensuring the delivery of good educational outcomes for the children of Thurrock.

Having this data has allowed us to review trend data on pupil numbers which helps with future forecasting. Thurrock continues to be a place of choice for families wishing to move into the area and this can be seen from the numbers of children requiring a school place.

We are very fortunate in Thurrock to have built strong working relationships with our schools and academies and this allows us to work in partnership with them when identifying locations where we can build in additional capacity for schools places. The Authority has arranged for a sub group of the Schools' Forum to be set up so that we can work closely with this group in reviewing data and options. This allows for total openness and transparency with decisions that are made when meeting the demand for additional places. This group has worked effectively over the last twelve months and has been welcomed by stakeholders. This has further strengthened the partnership working we have in place with our schools and academies.

It is hoped that this document continues to be of interest to all stakeholders and that the content is both useful and clear.

SCHOOL PLACE PLANNING

Over the last 4 years we have seen a steep increase in the primary population and these numbers are not subsiding and continue to increase. These numbers have risen by 29% in Thurrock schools. This edition identifies the pupil increase we have been experiencing over the last few years now feeding in to our secondary provision. This is a major issue going forward as we now need to increase secondary capacity. Officers have been in dialogue with the DfE with regards this issue and will be working with prospective sponsors to meet this demand.

The PPP document covers education for children in the age range of 4 – 16. Post 16 provision information is contained in Annex4.

Special and Additional Needs Educational provision and Early Years and Childcare provision are undertaken by another specialist area within Thurrock Council and are not covered in this document.

Thurrock Council has a legal obligation to provide a school place for every child of school age who live in the borough. PPP is a difficult art and can never be an exact science. Planning for school places begins with the acquisition of birth data which identifies the number of children that are born and the post code they live in and it is assumed that 4 years later they will enter the school system in a local school. There are a number of factors that are forever changing and need to be considered. In-year admissions, where children come into the Authority mid-year (outside the normal admission rounds) is very difficult to foresee and project. Numbers of children that have moved in to Thurrock from elsewhere in the country and those that have moved in from other countries can be seen on page 29.

Thurrock's forecasting for school places to date has been robust and accurate with a 0.3% difference between forecasts and actual numbers admitted for September 2015. The difficulty with forecasting is that although forecasts are accurate we are not able to identify how old the children will be that move into the Authority and to what year group they will move into. This takes close monitoring and we need to be in a position at times to take swift action in opening up classes within certain year groups. Every effort is made to seek and offer a school place within reasonable travelling distance from the pupil's home.

Work is currently being commissioned to review the methodology of the calculation of child yield from new Housing developments within Thurrock. It is hoped that more up-to-date and robust formulae can be found to enable Thurrock to project the number of pupils produced from any given development. Thurrock currently does not project any child yield from a one bedroomed flat but the current economic climate suggest that this is not so. One other issue that has arisen, when working with our Awards and Benefits team, is that evidence reveals that families are moving in with other families within existing dwellings making it difficult for Thurrock Council to predict demand at local school level.

CONTEXT

Thurrock is located on the north bank of the river Thames, twenty miles east of central London and has 18 miles of river front. More than half of the land in Thurrock is designated Green Belt land.

Thurrock boasts a 21st century, forward-looking council, using modern management methods, leading an empowered workforce to deliver entrepreneurial services with all our partners to all of our communities. It is a place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish. There are many exciting projects to be proud of, such as:-

- Thames Enterprise Port - providing 12,000 jobs with a £1.5 billion investment
- Thames Nature Park
- Development of Tilbury - providing 1,000 homes, 3,800 jobs and a £800 million investment
- Development of Grays – providing 4,500 homes, 1,600 jobs and a £650 million investment
- Development of Purfleet – providing 2,500 homes and a media centre, 2,800 jobs and a £1.5 billion investment
- Development Lakeside/Thurrock – providing 6,000 homes, 9,000 jobs and a £1.15 billion investment
- Improvements to the M25 at junctions 30/31
- High House Production Park - 250 jobs and a £65million investment
- RSPB Rainham Marshes

Thurrock's population is 163,270, having grown by 11% in the last 10 years. Thurrock has a young population by national standards. There are 42,154 children aged 0-18 years (25.8% of population) and 12,372 children are aged 0-4 years (7.6% of population). The number of 0 -19 year olds in Thurrock is set to increase to 50,500 by 2037. The distribution of children under 15 years of age is centred in the south of the borough in Tilbury, Chafford, North Stifford, West Thurrock and parts of Ockendon.

The population is increasingly diverse. According to the 2011 census BME population was 15.7% – a significant increase from the 2001 census of 4.7%. Among school-age children, over one in four (26.5%) are from a black and minority ethnic group. The latest available data (2012) indicates that Thurrock may have a slightly higher population of Gypsy, Roma and Traveller children than the national average (0.3% compared to 0.2%).

Thurrock's Community Strategy lays out the long-term vision and priorities for Thurrock. There are five priorities which are reflected in the council's Corporate Plan

and Medium Term Financial Strategy, as well as service strategies and plans. The five priorities which have cross-party political support are:

- Create a great place for learning and opportunity;
- Encourage and promote job creation and economic prosperity;
- Build pride, responsibility and respect to create safer communities;
- Improve health and well-being;
- Promote and protect our clean and green environment;

Much of the riverside area of Thurrock is highly urbanised with a mixture of industrial and residential development at the west and eastern ends of the Authority. The Authority is characterised by five main urban communities plus a large rural area containing five main villages. The urban communities are:

- Grays and the adjacent Chafford Hundred
- West Thurrock and Purfleet
- Stanford-Le-Hope and Corringham
- Tilbury and Chadwell St Mary
- Aveley and Ockendon

The schools planning areas are different to the above and are listed on pages 9 & 10.

Thurrock also boasts a large retail park at Lakeside.

South Essex College opened in September 2014. The new £45 million Thurrock Campus is a state-of-the-art facility, located on Grays High Street in the heart of the town centre, with teaching facilities second to none, with specially designed workshops for construction and engineering, as well as art & design.

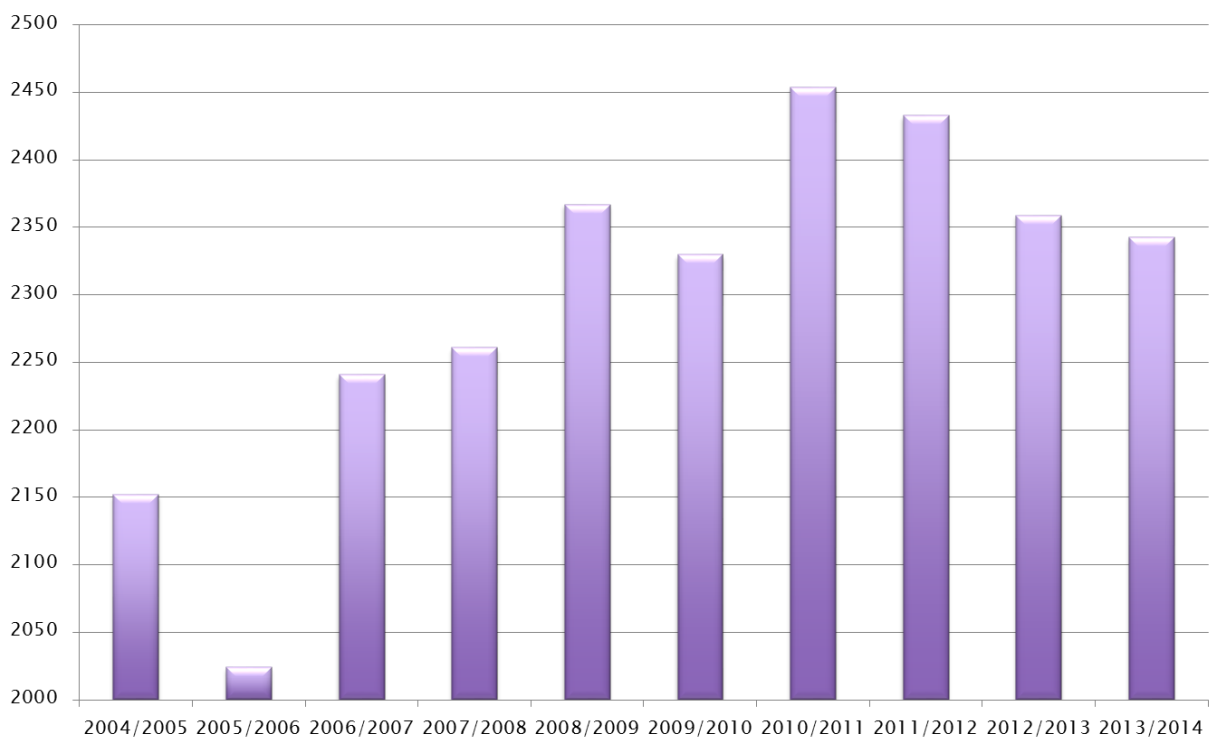
The residents of Thurrock benefit from good transport links. The M25 passes through the local authority area as does the A13 trunk road from London to Southend. There are also 7 railway stations in Thurrock on the line which connects Southend and Fenchurch Street in central London.

The table below demonstrates the conversion of live births in Thurrock to the actual take up of school places. This data enables Thurrock to project the place requirements for future years using the birth data available.

Year of Birth	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Number of live births in the authority	1,938	2,152	2,024	2,241	2,261	2,367	2,330	2,454
Year entering school at 4+	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Number of children admitted into reception	1,709	1,844	1,884	2,237	2,263	2,321	2,277	2,430
Historical uptake factor	88.18%	85.69%	93.08%	99.82%	100.09%	98.06%	97.73%	99.02%

The graph below highlights that Thurrock’s live births reached a peak in 2010/11 which was the September 2015 intake in reception.

BIRTH DATA OVER LAST TEN YEARS



SCHOOLS AND PLANNING AREAS

Schools

There are currently 39 state maintained primary schools in Thurrock and 10 state maintained secondary schools as detailed in the table below:-

	Academies	Community	Voluntary	Voluntary	Foundation	Free
		Schools	Aided Schools	Controlled		School
Primary Schools	23	7	5	1	1	2
Secondary Schools	9	0	1	0	0	0

Full details of the schools and the oversubscription criteria applied to each one is available in the Council's Admissions Book. This publication also contains information on making an application for a school place and can be accessed on the Council's website.

Each Academy, Free School and Voluntary Aided-School is its own Admissions Authority. The Council is the Admissions Authority for Community Schools and Voluntary Controlled Schools. In respect of Voluntary Aided Schools the governing body of the school determines admission arrangements. For Academies and Free Schools, the relevant Academy Trust is the Admission Authority. Each individual Admissions Authority applies its own oversubscription criteria to applications and determines which applicants to offer places to.

Applications for all state funded secondary schools in Thurrock are made via the co-ordinated admissions process which is administered by the Council.

PUPIL PLACE PLANNING AREAS

Thurrock Council has 8 schools planning areas, five for primary and 3 for secondary.

The Primary planning areas are detailed in the table below:-

Primary Planning Areas

<p style="text-align: center;">Aveley, Ockendon and Purfleet</p> <ul style="list-style-type: none"> • Aveley Primary • Benyon Primary • Bonnygate Primary • Dilkes Academy • Holy Cross Catholic Primary • Kenningtons Primary Academy • Purfleet Primary Academy • Shaw Primary Academy • Somers Heath Primary 	<p style="text-align: center;">Grays</p> <ul style="list-style-type: none"> • Belmont Castle Academy • Deneholm Primary • Harris Primary Academy Chafford Hundred • Harris Primary Academy Mayflower • Little Thurrock Primary • Quarry Hill Academy • St Thomas of Canterbury Catholic Primary • Stifford Clays Primary • Thameside Primary • Tudor Court Primary • Warren Primary • West Thurrock Academy
<p style="text-align: center;">Tilbury</p> <ul style="list-style-type: none"> • Chadwell St Mary Primary • East Tilbury Primary & Nursery • The Gateway Primary Free • Herringham Primary Academy • Lansdowne Primary Academy • St Mary's Catholic Primary • Tilbury Pioneer Academy • Woodside Academy 	<p style="text-align: center;">Corringham and Stanford-Le-Hope</p> <ul style="list-style-type: none"> • Abbots Hall Primary Academy • Arthur Bugler Primary • Corringham Primary • Giffards Primary • Graham James Primary Academy • St Joseph's Catholic Primary • Stanford-le-Hope Primary
<p style="text-align: center;">Rural areas</p> <ul style="list-style-type: none"> • Bulphan C of E Primary • Horndon on the Hill C of E Primary • Orsett C of E Primary 	

The planning areas for the Primary phase are shown on the map in Annex 5. The Primary phase forecast whole school summary is shown in Annex 7. The Primary Reception summary forecast is shown in Annex 8.

The Secondary planning areas are detailed in the table below:-

Secondary Planning Areas

<p style="text-align: center;">West</p> <ul style="list-style-type: none">• The Ockendon Academy• Ormiston Park Academy	<p style="text-align: center;">Central</p> <ul style="list-style-type: none">• The Gateway Academy• Grays Convent High School• The Hathaway Academy• Harris Academy Chafford Hundred• William Edwards School
<p style="text-align: center;">East</p> <ul style="list-style-type: none">• Gable Hall School• Hassenbrook Academy• St Clere's School	

The planning areas for the Secondary phase are shown on the map in Annex 6.

The Secondary phase whole school summary forecast is shown in Annex 9.

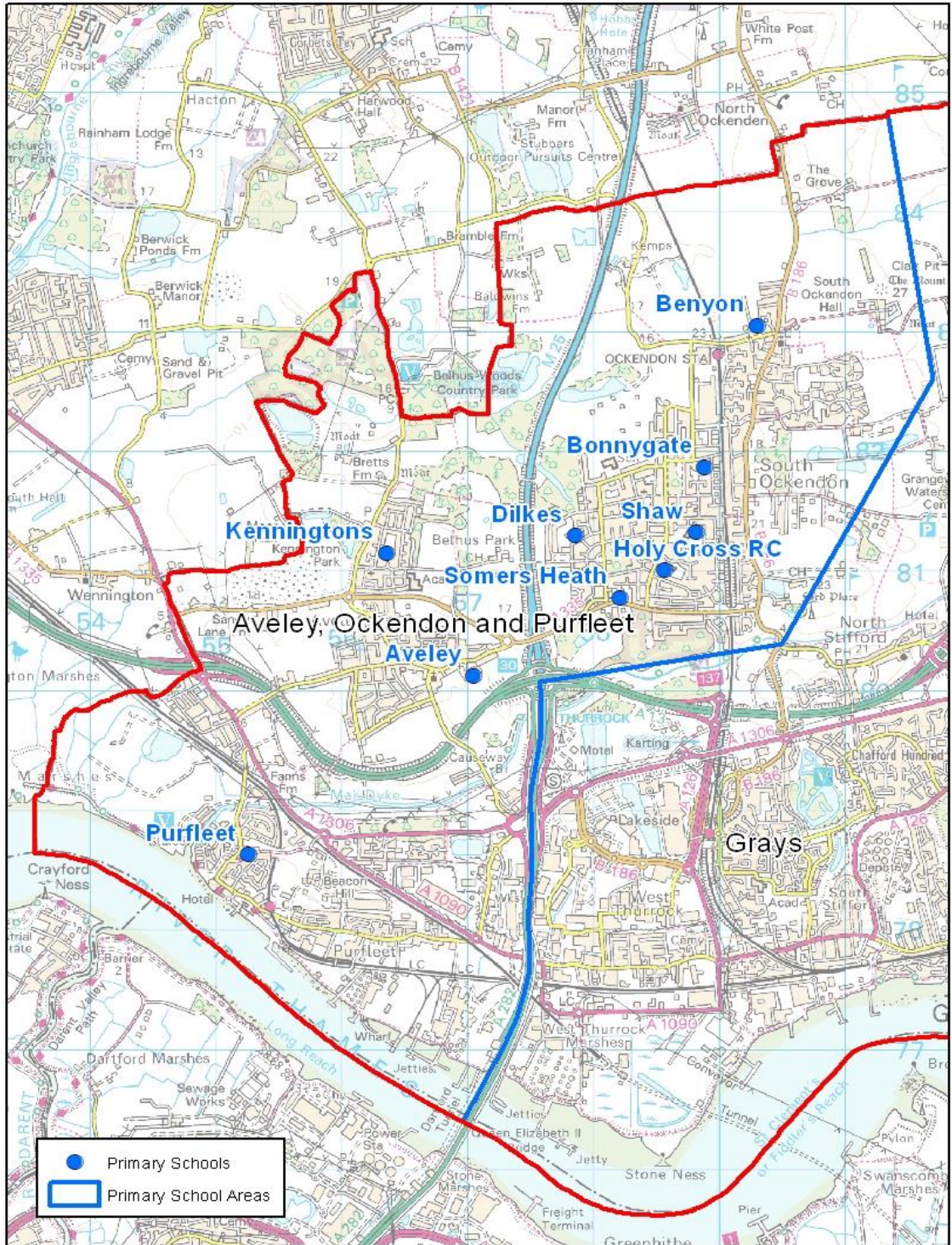
The Secondary Year 7 summary forecast is shown in Annex 10.

PRIMARY FORECASTS

Pupil place projections for each of the revised planning areas are set out in the following pages.

The whole school projections for each primary school planning area have been calculated using birth data which is projected to calculate reception numbers along with the actual number of children on roll in the schools in the October 2015 census, adding the pupil yield from housing developments and then adding an additional element of places to cater for in-year admissions. This degree of additional places is required to enable schools to absorb the number of pupils we anticipate will arrive in Thurrock from elsewhere in the UK and abroad in the September 2016/17 academic year and beyond. It also allows a margin to facilitate a degree of parental preference. The impact of inward migration will be closely monitored and forecasts adjusted accordingly.

Full details of the methodology used to determine the pupil place forecasts for the primary phase are set out in Annex 1.



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Scale 1:55,000

Aveley, Ockendon & Purfleet

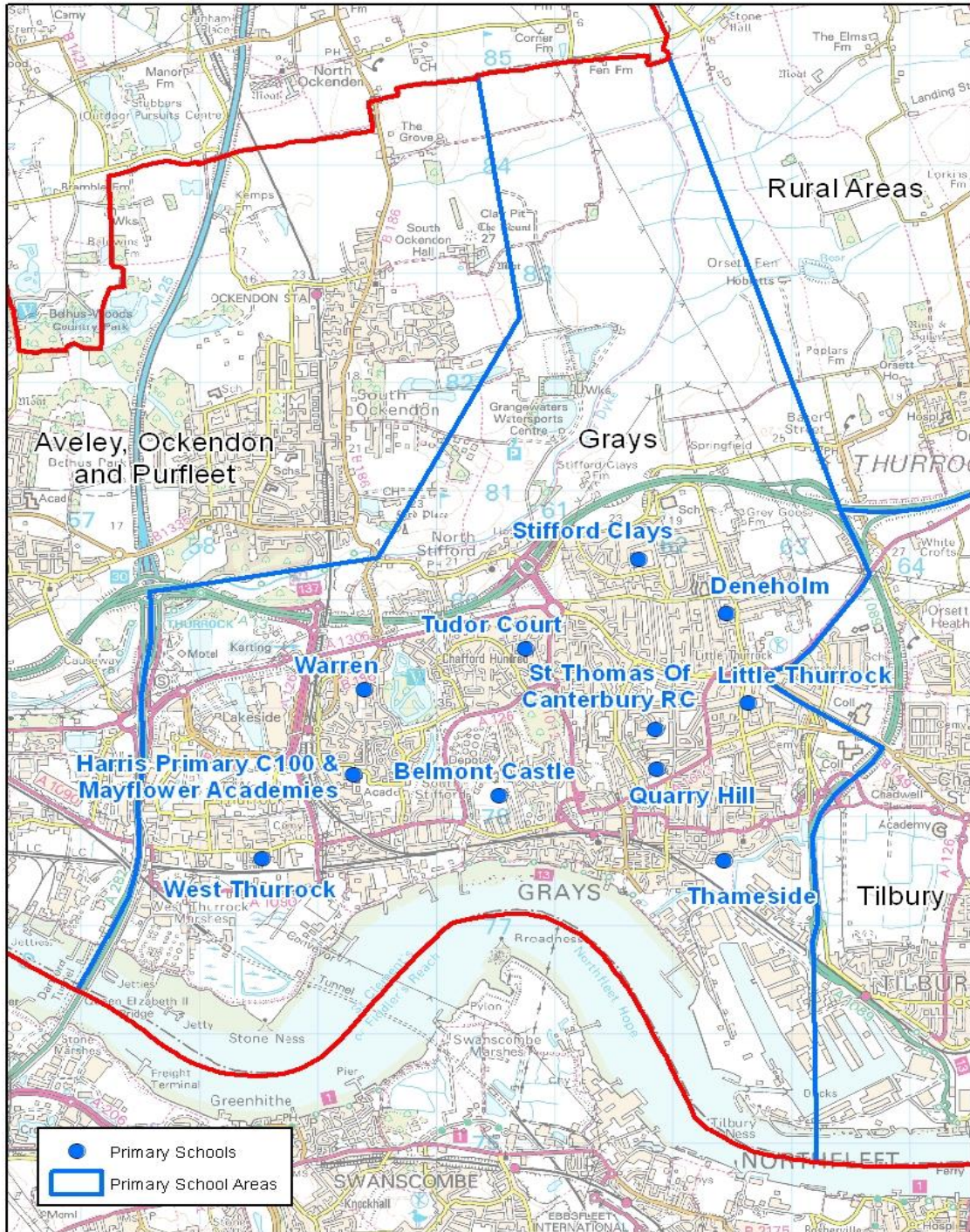
N.B. Published Admission Number (PAN)

Aveley, Ockendon & Purfleet		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Aveley	420	422	422	413	415	414
Benyon	210	217	204	204	216	218
Bonnygate	420	388	445	475	487	475
Dilkes	420	416	428	428	433	436
Holy Cross	315	275	277	278	281	284
Kenningtons	420	456	504	523	512	530
Purfleet	630	485	507	528	552	555
Shaw	420	400	401	395	396	392
Somers Heath	420	248	251	249	254	248
In Year Admissions		231	241	245	248	249
	3,675	3,538	3,680	3,738	3,794	3,801

Aveley, Ockendon & Purfleet		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Aveley	60	54	60	60	61	59
Benyon	30	37	26	31	32	32
Bonnygate	60	59	73	85	68	71
Dilkes	60	55	73	62	63	63
Holy Cross	45	45	45	45	45	45
Kenningtons	60	79	75	79	80	78
Purfleet	90	85	73	75	81	79
Shaw	60	51	61	54	56	56
Somers Heath	60	38	34	28	34	34
In Year Admissions		35	36	36	36	36
	525	538	556	555	556	553

The above forecasts include the child yield from proposed developments at: Aveley Football Ground, Mill Road, Former Ford Factory, Arisdale Avenue, Green Plus Ltd - Arisdale Avenue and Aveley Village Extension south of B1335.

Holy Cross will reduce its PAN to 210 from September 2017, Somersheath school will increase by 210 places becoming a 2FE school in September 2016.



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Scale 1:60,000

Grays

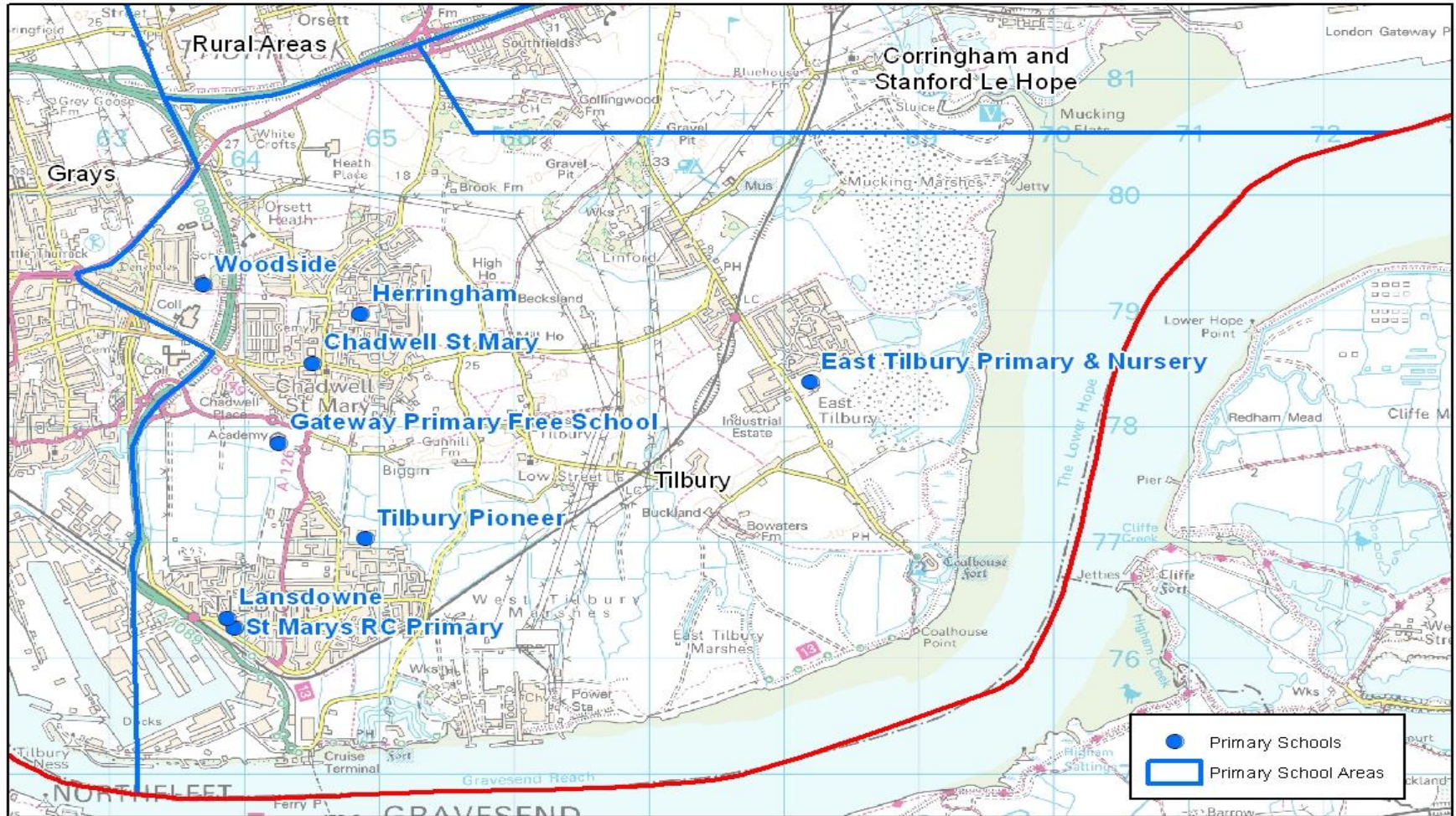
Grays		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Belmont Castle	630	716	704	673	641	644
Deneholm	420	408	434	440	446	453
Harris Chafford Hundred	630	609	592	559	538	517
Harris Mayflower	1,050	256	346	436	526	616
Little Thurrock	630	630	642	629	633	634
Quarry Hill	420	511	512	491	475	460
St Thomas'	630	625	625	626	627	627
Stifford Clays	630	708	724	754	747	741
Thameside	840	658	673	667	682	678
Tudor Court	840	806	825	804	794	784
Warren	420	440	435	422	422	420
West Thurrock	420	560	607	561	563	563
In Year Admissions		485	498	494	497	493
	7,560	7,412	7,617	7,556	7,591	7,630

Grays		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Belmont Castle	90	102	90	87	92	93
Deneholm	60	54	84	66	65	67
Harris Chafford Hundred	90	74	74	57	66	68
Harris Mayflower	150	90	90	90	90	90
Little Thurrock	90	95	99	77	92	91
Quarry Hill	60	73	63	67	69	68
St Thomas'	90	90	90	90	90	90
Stifford Clays	90	108	110	120	109	112
Thameside	120	94	102	86	96	95
Tudor Court	120	117	111	99	108	109
Warren	60	64	57	59	60	60
West Thurrock	60	87	107	78	87	90
In Year Admissions		73	75	68	72	66
	1080	1,121	1,152	1,044	1,096	1,099

The above forecasts include child yield from proposed developments at: Land Part of Little Thurrock Marshes, Thurrock Park Way Tilbury Essex, Bannatyne's Health Club, Howard Road, Chafford Hundred, Former Factory Units, Schoolfield Road, and Land South of West Thurrock Way Lakeside.

Harris Mayflower will increase to a 5FE school from September 2016. They have been filling up from reception upwards since September 2014. Their intake for September 2014 and September 2015 has been 90 reception places in each of these years.

Thameside will increase to a 4FE school in September 2016.



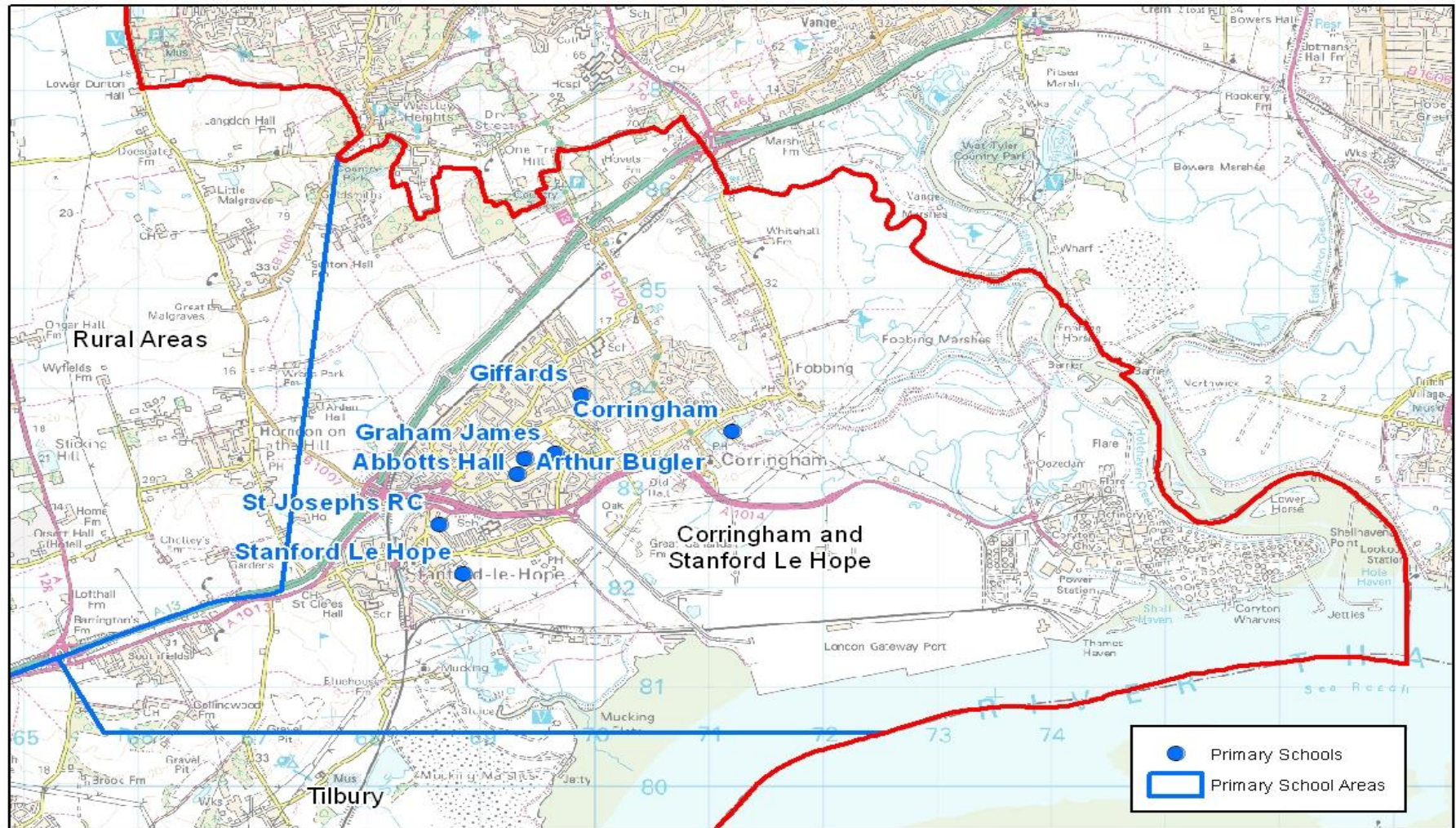
Tilbury

Tilbury		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Chadwell St Mary	210	204	208	224	227	231
East Tilbury	630	598	623	597	577	565
Gateway	420	482	450	420	419	420
Herringham	420	413	411	407	404	402
Lansdowne	630	613	622	619	616	615
St Mary's	210	239	230	226	216	213
Tilbury Pioneer	420	268	313	353	349	347
Woodside	630	553	566	613	638	640
In Year Admissions		236	240	241	241	240
	3,570	3,606	3,663	3,700	3,687	3,673

Tilbury		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Chadwell St Mary	30	25	33	45	33	34
East Tilbury	90	91	77	68	78	79
Gateway	60	60	60	60	60	60
Herringham	60	58	55	58	57	57
Lansdowne	90	84	94	91	81	88
St Mary's	30	30	30	30	30	30
Tilbury Pioneer	90	62	45	40	49	49
Woodside	90	93	73	108	94	92
In Year Admissions		35	33	34	34	34
	540	538	500	534	516	523

The above forecasts include child yield from proposed developments at: Former St Chads School, St Chads Road.

Woodside Academy will increase to a 3FE school in September.

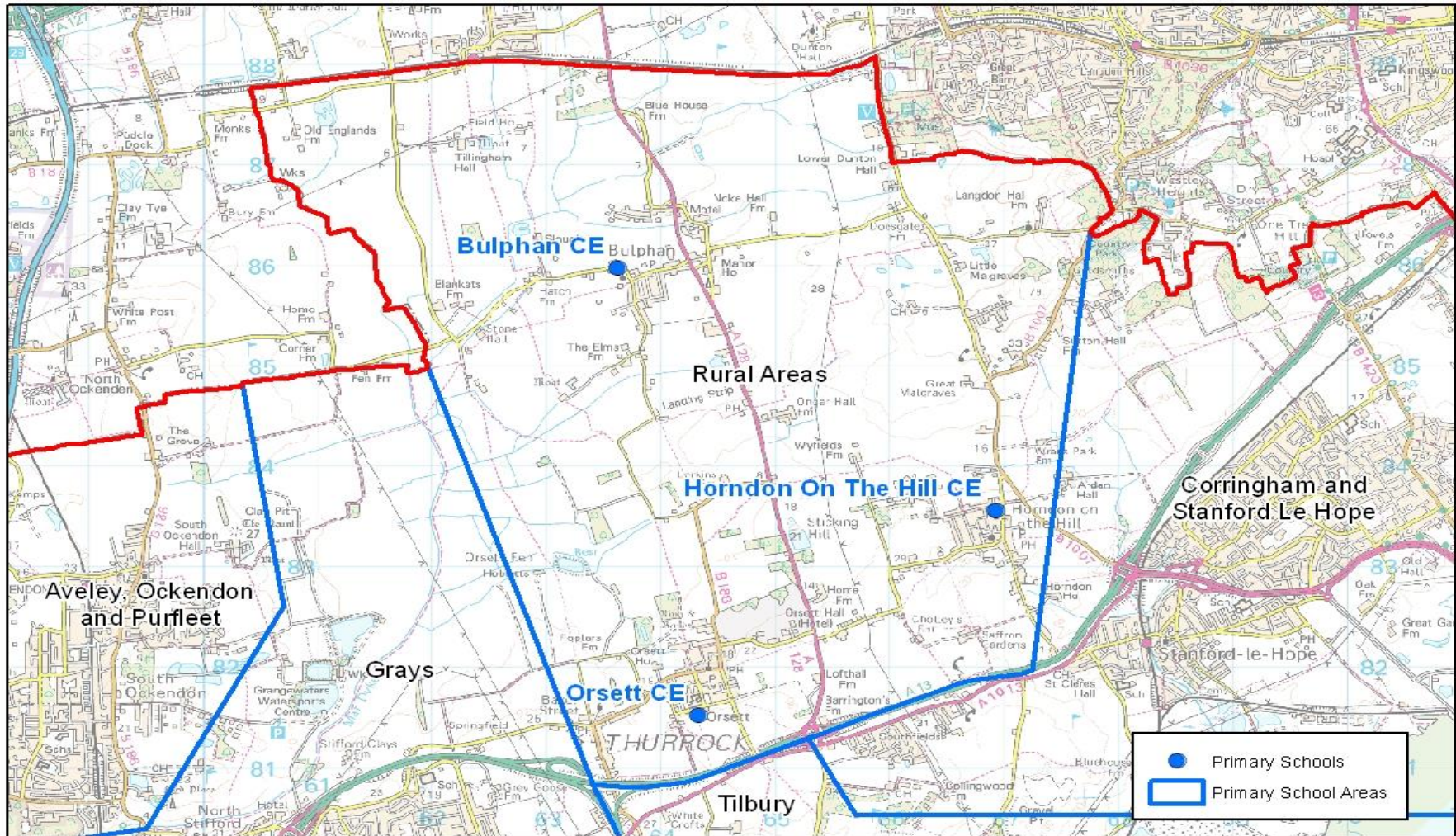


Corringham and Stanford Le Hope

Corringham & Stanford le Hope		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Abbots Hall	210	209	201	197	194	190
Arthur Bugler	420	409	399	409	406	404
Corringham	420	409	401	402	402	399
Giffards	420	461	493	484	405	399
Graham James	420	317	323	316	320	306
St Joseph's	210	253	244	237	229	220
Stanford-le-Hope	420	357	363	349	344	335
In Year Admissions		169	170	168	161	155
	2,520	2,584	2,594	2,562	2,461	2,408

Corringham & Stanford le Hope		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Abbots Hall	30	28	23	26	27	26
Arthur Bugler	60	50	51	70	58	57
Corringham	60	50	50	66	60	57
Giffards	60	60	49	53	55	54
Graham James	60	34	37	36	42	37
St Joseph's	30	30	30	30	30	30
Stanford-le-Hope	60	46	44	58	49	49
In Year Admissions		21	20	24	22	19
	360	319	304	363	343	329

The above forecasts include child yield from proposed developments at:
 Land Adjacent A13 Railway Line And Southend Road, Land Adjacent To The
 Railway Line, Manorway & West of Victoria Street.



Rural Area

Rural		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Bulphan	84	102	101	94	89	85
Horndon-on-the-Hill	210	197	189	194	190	191
Orsett	210	221	204	189	184	177
In Year Admissions		36	35	33	32	32
	504	556	529	510	495	485

Rural		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Bulphan	12	12	12	12	12	12
Horndon-on-the-Hill	30	27	21	32	27	27
Orsett	30	37	14	17	25	23
In Year Admissions		5	3	4	4	4
	72	81	50	65	68	66

The above forecasts include child yield from proposed developments at: Tylands Farm, South Hill, Langdon Hills and Land Adjacent to Thatched Cottage Baker Street.

The live birth data for this planning area indicates that there will be a small shortfall in Reception places in September 2016. It is expected that any excess demand will be met in other planning areas.

Primary Forecast Summary

The pressure in the primary phase is being managed and will continue to be regularly monitored closely. The inward migration experienced in recent years appears to have had a more significant impact on primary places than secondary places. This may be because we have had surplus places in our secondary schools which could absorb the newcomers or it may be that the families arriving in Thurrock have younger children.

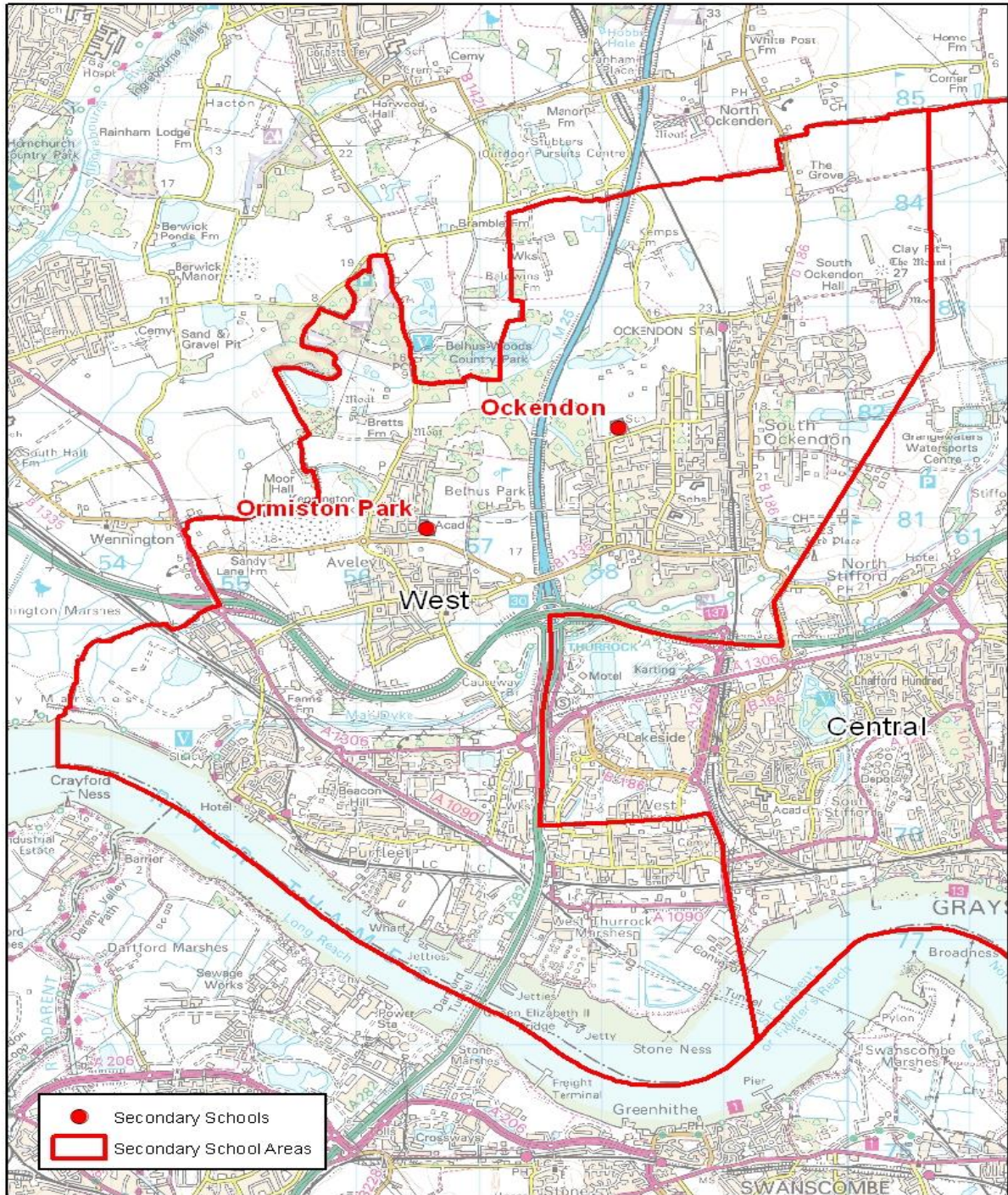
The ONS 2011 census data demonstrates that Thurrock has a significant population under 19 years. The largest percentage of the adult population is of child bearing age and therefore it is unlikely that the demand for school places will reduce in the near future.

The Council will continue to monitor the impact of inward migration in order to respond to changing circumstances.

Future additional places will almost certainly be required across the Local Authority.

SECONDARY FORECASTS

Whole school forecasts for each secondary planning area has been calculated using formulae to calculate transition rate from year 6 to year 7 and the current numbers on roll in schools on the census data from October 2015 and by also adding the pupil yield from any developments. An additional element has been added in to allow for in-year admissions.



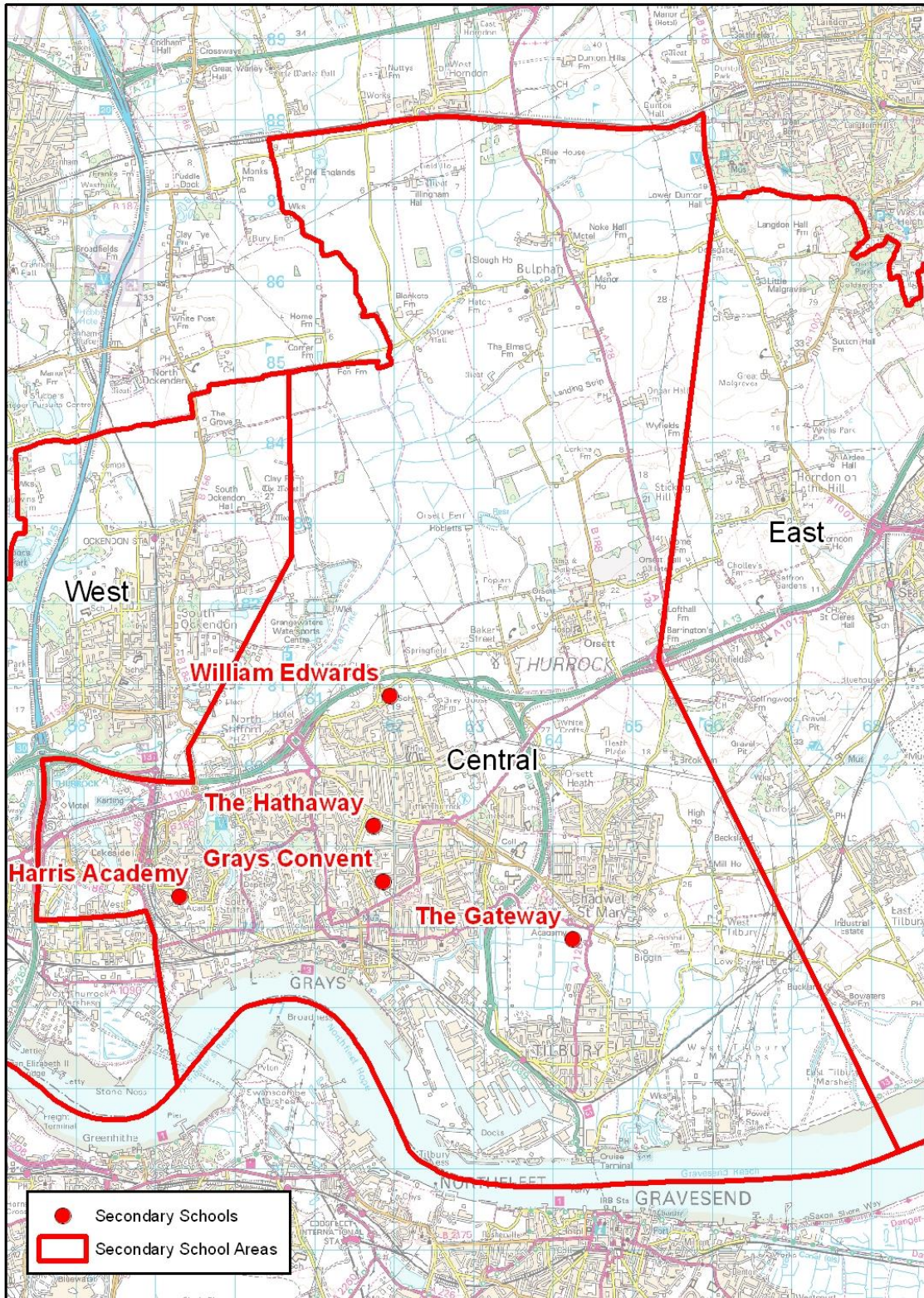
West Planning Area

West Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Ormiston Park Academy	900	491	531	545	540	556
The Ockendon Academy	990	1,094	1,136	1,196	1,249	1,287
In Year Admissions		109	114	121	125	129
	1,890	1,694	1,781	1,862	1,914	1,972

West Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Ormiston Park Academy	180	138	142	132	115	118
The Ockendon Academy	210	243	238	266	266	274
In Year Admissions		24	24	27	27	27
	390	405	404	425	408	419

The above forecasts include child yield from developments including those proposed at: Former Factory Units, Schoolfield Road, Land South of West Thurrock Way Lakeside, Aveley Football Ground, Mill Road and Aveley Village Extension south of B1335.

The Year 7 forecast for The Ockendon Academy indicates that there are more potential applicants in the catchment area than the school's Planned Admission Number can accommodate. However, there will be places available at Ormiston Park Academy to meet the need for Year 7 places in this planning area in September 2015 and beyond.



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Scale 1:85,000

Central Planning Area

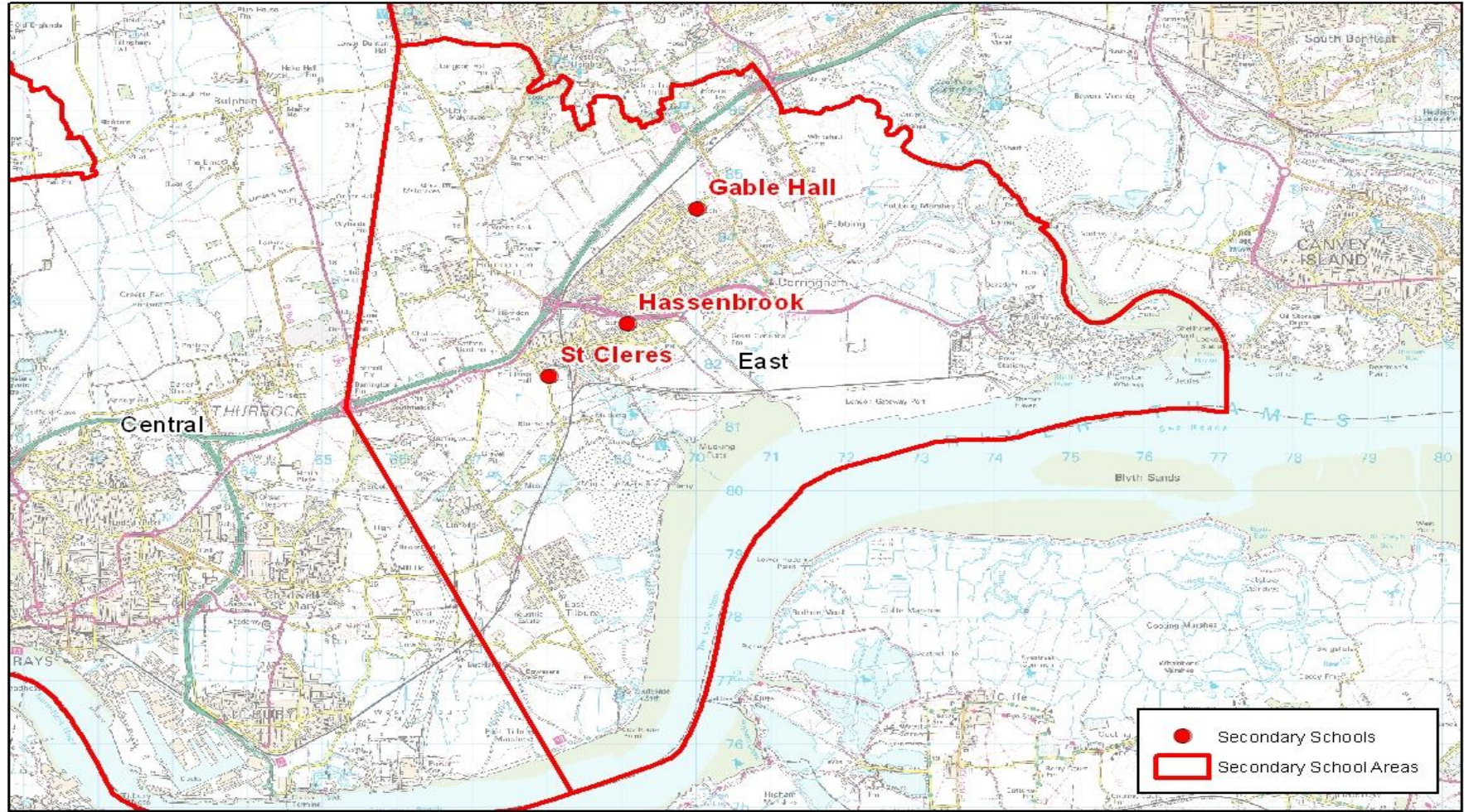
Central Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Grays Convent	620	531	536	582	614	633
Harris Academy Chafford Hundred	900	930	930	948	973	1,002
The Gateway Academy	1,020	1,024	1,066	1,099	1,121	1,155
The Hathaway Academy	900	738	794	887	946	975
William Edwards	1,210	1,221	1,232	1,254	1,270	1,308
In Year Admissions		309	317	333	345	355
	4,650	4,753	4,875	5,103	5,269	5,428

Central Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Grays Convent	124	119	117	131	131	135
Harris Academy Chafford Hundred	180	196	192	207	208	213
The Gateway Academy	210	222	219	246	239	246
The Hathaway Academy	180	194	195	216	202	208
William Edwards	250	257	255	273	271	278
In Year Admissions		67	66	73	74	76
	944	1,055	1,044	1,146	1,125	1,156

The forecasts above include child yield from proposed developments including those at: Bannatyne's Health Club, Howard Road, Chafford Hundred, Star Industrial Estate, Linford Road, Chadwell St Mary, South East Essex College, Wood View Grays, Grays Gas Holder Site, Land Part of Little Thurrock Marshes, Thurrock Park Way Tilbury Essex, Little Malgraves Farm, Lower Dunton Road, Bulphan.

William Edwards have increased their intake by 10 pupils for September 2016.

Harris Academy Trust continues to pursue a site for a new secondary school with the intention of opening in September 2017.



East Planning Area

East Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Gable Hall	1,270	1,328	1,386	1,443	1,460	1,504
Hassenbrook Academy	550	475	492	536	587	605
St Clere's	1,065	1,138	1,177	1,221	1,237	1,274
In Year Admissions		203	209	220	230	237
	2,885	3,144	3,264	3,420	3,514	3,620

East Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Gable Hall	272	303	318	352	311	320
Hassenbrook Academy	110	114	112	125	125	129
St Clere's	231	260	263	276	264	271
In Year Admissions		45	44	49	49	50
	613	722	737	802	749	770

The forecast for the East Planning Area include child yield from developments at: Land Adjacent A13 Railway Line And Southend Road, Land Adjacent to the Railway Line, Manorway & West of Victoria Street, Bata Land Adj. Bata Avenue, East Tilbury and Land at St Cleres Golf Club.

Secondary Forecast Summary

The demand for secondary places is increasing and will continue to do so over the next few years. Thurrock Council are detailed discussion with the DfE on how this shortfall of places can be met. There will be further discussion held with secondary schools and academies over the forthcoming months. Sufficient places will be available for September 2016 intake.

AUTHORITY WIDE ISSUES

The main factor for pupil increases in both the primary and secondary phases are the in-year admissions. The table below details the increases of in-year admissions outside the normal admission rounds.

Academic Year	No. of children requiring a primary school place outside of the normal admission round who arrived in Thurrock from abroad. "In Year Admissions"	No. of children requiring a primary school place outside of the normal admission round who arrived in Thurrock from elsewhere in the UK. "In Year Admissions"	Total
2012/13	181	455	636
2013/14	189	585	774
2014/15	242	698	940
2015/16*	136	432	568
* NB 2015/16 figures for months only.			

The figure for "In Year" applications from families arriving in the Authority for the 2015/16 academic year shown above was accurate in January 2016. However, it is possible that the final figure may surpass that for 2014/15.

Planning for the children arriving in Thurrock is difficult as we do not know who they are, how old they are, and therefore, which year groups they will apply for until they make contact with School Admissions. Some may require Reception and Year 7 places, but many will require places in other year groups. This introduces the potential of bulge classes in year groups other than Reception and Year 7 as we have experienced this year.

With the unpredictable demand for places from outside of Thurrock and additional element of pupil places has been added to each planning area within the Authority.

ANNEX 1: PUPIL PLACE FORECASTING METHODOLOGY

The statutory obligation for all Local Authorities is to provide sufficient school places. Thurrock Council regularly reviews all data, trends and builds a robust analysis of pupil planning to ensure a place for all pupils that live in Thurrock either at normal admission rounds or the unforeseen “in-year” admissions.

The unprecedented levels currently experienced for in-year admissions has put pressure on school places but with the excellent relationships we have with our schools and academies, Thurrock Council has been able to meet these pressures.

Primary Forecasts

Thurrock Council uses live birth data provided by the health service which forms the basis of calculating the place requirements four years later. This data contains post codes where the child lives which are then allocated to a school in that area to calculate places required in that schools planning area.

Whole school forecasts are based on pupil census data, this provides actual pupil numbers in each year group. The number of children calculated from any building development is added to this to then calculate the number of school places required. An element of additional places is then added to cater for in-year admissions.

The building developments that are taken into consideration in this edition of the PPP document are listed under each planning area.

There is a project team made up of officers from various departments in the authority that play a part in PPP that meet up every two weeks to review forecasts and any emerging issues. This allows the Authority to be proactive in taking any necessary action to meet growing pressures for school places.

Secondary Forecasts

With the high level of primary school places we have we know that these will feed through to our secondary schools. When calculating year 7 forecasts we use existing primary numbers. Trend data shows us that we have an average transfer rate of 92%, meaning 8% of our children go elsewhere, usually to neighbouring Authorities. Thurrock has no secondary provision for Catholic boys who tend to move out of the area to attend secondary school.

The Year 7 forecasts in this document were arrived at by examining the conversion rate from Year 6 to Year 7 for the last three years. This is the number of Thurrock Year 6 children who went on to become Year 7 students.

Having established the predicted number of Year 7 students for each school, we then addressed the child yield from housing development.

We know the predicted number of children in each area that are likely to arise from developments but we cannot know how old they will be or which year group they will require. We therefore assume that some of the children generated by new developments will require primary places and some secondary places.

A number of places are therefore added to the whole school predictions for both primary and secondary at the schools in the areas where the development is due to take place. If a major development falls between two or more schools the child yield is divided between the schools.

Migration

In recent years Thurrock has experienced an increase in the number of children applying for a school place "In Year". These arrivals during the academic year are difficult to manage as we do not know how many of each age group will arrive. The extent of inward migration in recent years indicates that 6% of school places are required in the primary phase to ensure that the new arrivals can be accommodated. It is not clear if the same extent of provision is required in the secondary sector.

The forecasts are not constrained by the physical accommodation available in the schools in the planning area and therefore indicate where pressure on places is likely to arise.

Pupil Migration

Thurrock is a net exporter of pupils. The numbers both in and out of the Local Authority for receptions and year 7 are listed below. The percentages listed are comparing these numbers against September 2015 actual numbers for reception & Year 7.

These numbers just relate to the normal admission round.

Primary

8 children are expected to come in to the LA +0.33% by September 2016

62 children expected to go outside of the LA -2.6% by September 2016

Secondary

62 children are expected to come in to the LA +3.3% by September 2016

299 children are expected to go outside of the LA - 5.82% by September 2016

ANNEX 2: SPECIAL AND ADDITIONAL NEEDS

In September 2014 Education, Health and Care Plans were introduced for children and young people aged 0 – 25. This is a new way of working to allow the identification of children and young people's needs, bringing together Education, Health and Social Care support into one plan. It is based on a more family focused approach with a stress on the individual goals for children, improving their opportunities for education and employment.

For children who currently have a statement of special educational needs, their statement and support will remain in place until it is converted to an Education, Health and Care Plan. The Local Authority has until April 2018 to convert all statements to EHCPs. The SEN service will work with families to transfer the statement according to the Transition Plan which can be found on the website.

Further information on the new Education, Health and Care Plans can be obtained from the Council's website www.askthurrock.org.uk/kb5/thurrock.

Provision

The Council has two schools for children who have special needs and are unable to achieve their potential in a mainstream setting.

School	Status	Needs Met	Age Range	Number of Places
Beacon Hill Academy	Academy	Severe and profound learning difficulties	3 to 19	72
Treetops School		Moderate learning difficulties and Autism	3 to 19	276

Beacon Hill Post 16 Unit caters for students with severe and profound and multiple learning difficulties from 16 to 19. The Unit is located on the site of Treetops School in Grays. Students follow a personalised, accredited curriculum which promotes independence and transition to lifelong learning in the community.

Treetops is a day special school for pupils between the ages of 3 and 19. The school caters for children and young people with moderate learning difficulties and autism. The school is located in Grays and is an Authority maintained school.

In addition there are a number of mainstream schools with specialist provision in the Primary Sector:

School	Type of Provision	Age Range	Number of Places
Warren Primary	Resource base for pupils with hearing impairment	4-11	14
Stanford Le Hope Primary Academy	Resource base for pupils with visual impairment	4-11	5
Corringham Primary Academy	Resource base for pupils with speech and language difficulties	4-11	20
Harris Primary Academy	ICAN resource base for children with speech, language and communication needs	Nursery age	5FTE
Dilkes Primary Academy	Resource base for pupils with behavioural, emotional and social difficulties	4-11	10
Lansdowne Primary Academy	Resource base for pupils with social communication/moderate learning difficulties	4-11	12

Secondary phase schools with specialist provision are:

School	Type of Provision	Age Range	Number of Places
Ormiston Park Academy	ASCEND unit (BESD)	11-19	15
Harris Academy Chafford Hundred	Resource Base for pupils with speech, language and communication impairment	11-19	20
St Clere's School	Resource Base for pupils with visual and hearing impairment.	11-19	6 in VI Unit 11 in HI

Support is offered to students with special needs post 16 years at Palmers Sixth Form College and South Essex College.

ANNEX 3: PROVISION FOR PUPILS OUT OF SCHOOL

The Olive Academy provides a broad curriculum to a diverse group of young people across three sites: The Phoenix Primary Centre, the Culver Secondary Centre, the Tuition Centre based at the Culver site and the Assessment Centre.

The service provides education for children and young people who have experienced difficulty learning for a variety of reasons. Each of our sites caters specifically for the identified needs of individual students aged between 5 years and 16 years.

The Academy also provides support to students in mainstream schools who experience difficulties and are at risk of exclusion.

Admission to the service is by referral only. All referrals are made via the Council's Access and Inclusion Officer. The service is currently supporting 119 students.

Further information on the Olive Academy can be obtained from the Council's website.

ANNEX 4: POST 16 PROVISION

The 2008 Education Act raised the age of participation for young people in England. Those born on or after 1st September 1997 must remain in some form of education or training until their 18th birthday. This may be:

- full time education at school or college,
- an apprenticeship or traineeship,
- part time education or training as well as being employed, self-employed or volunteering for 20 hours per week or more.

Thurrock Council works in partnership with schools and colleges and other providers to plan provision for post 16 education and training. Young people can pursue a wide range of both academic and vocational courses in a range of settings.

Four secondary schools in Thurrock currently offer post 16 education; Gable Hall, Hassenbrook and St Clere's schools form the Stanford and Corringham 6th Form consortium and between them provide a range of academic and vocational courses.

The Ockendon Academy Studio School and 6th form is a 14 to 19 school offering a range of academic qualifications in addition to work based training. Applications for work based training places in the Studio School should be made via the Council's school admissions team. There are currently 35 places in the Studio School and this number will increase in future.

The table below provides the number of students in Thurrock school 6th forms at October 2015. Stanford and Corringham 6th Form Gable Hall, Hassenbrook and St Clere's consortium.

Gov	School	12	13	14	Post-16 Total
CA	Gable Hall	75	116		191
VA	Grays Convent				
CA	Harris Academy Chafford Hundred	171	119		290
CA	Hassenbrook Academy				
CA	Ormiston Park Academy	17	26	13	56
CA	St Clere's				
CA	The Gateway Academy				
CA	The Hathaway Academy				
CA	The Ockendon Academy	68	30		98
CA	William Edwards School				

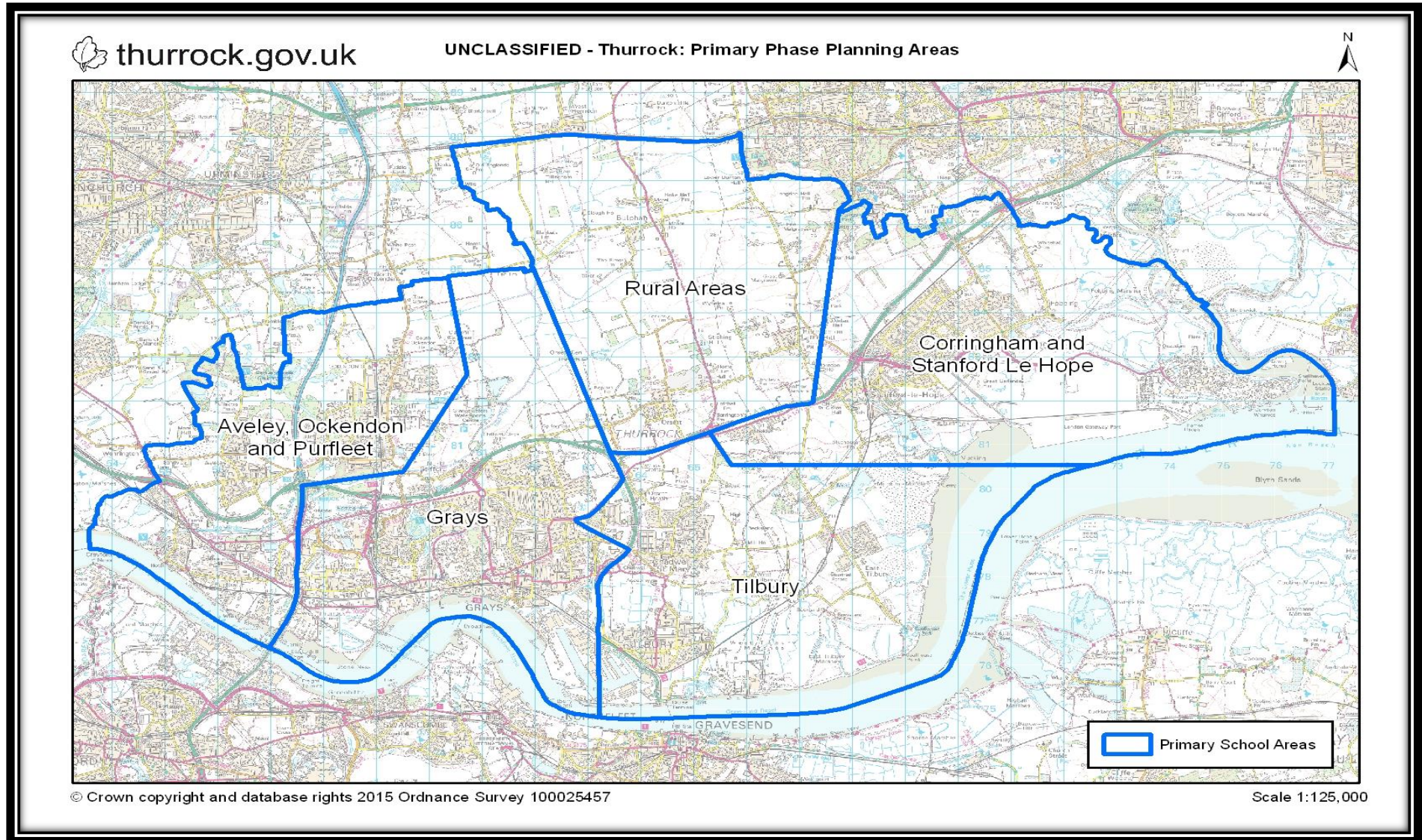
TOTALS	331	291	13	635
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Palmers College in Grays is a 6th form college and offers a range of A level, BTEC and secretarial courses to over 2000 students. Find out more about the courses on offer on the college website www.palmers.ac.uk

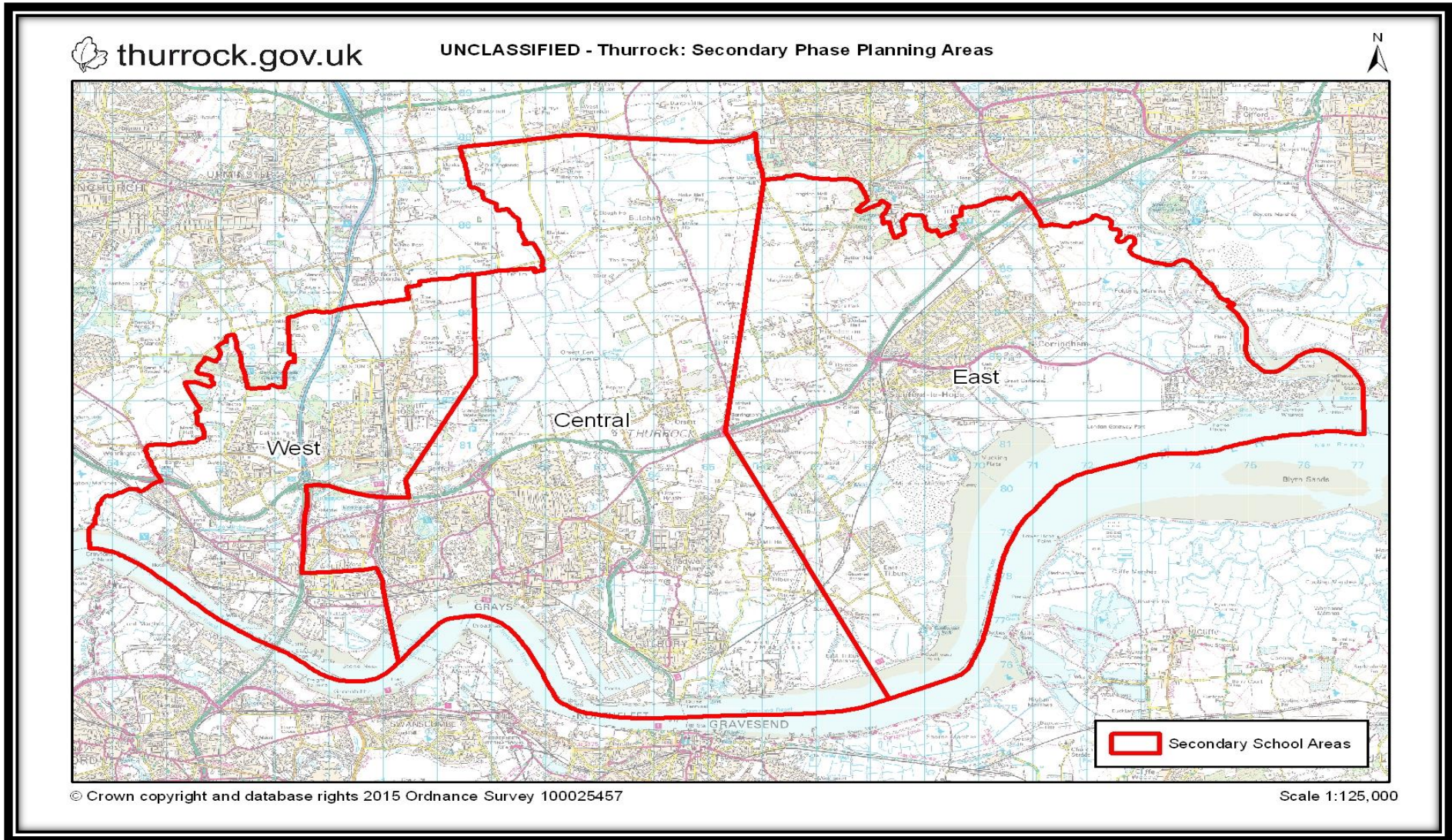
The recently opened South Essex College of Further and Higher Education in Grays offers a wide range of training opportunities which lead to accredited qualifications. Young people can study anything from bricklaying to costume design.

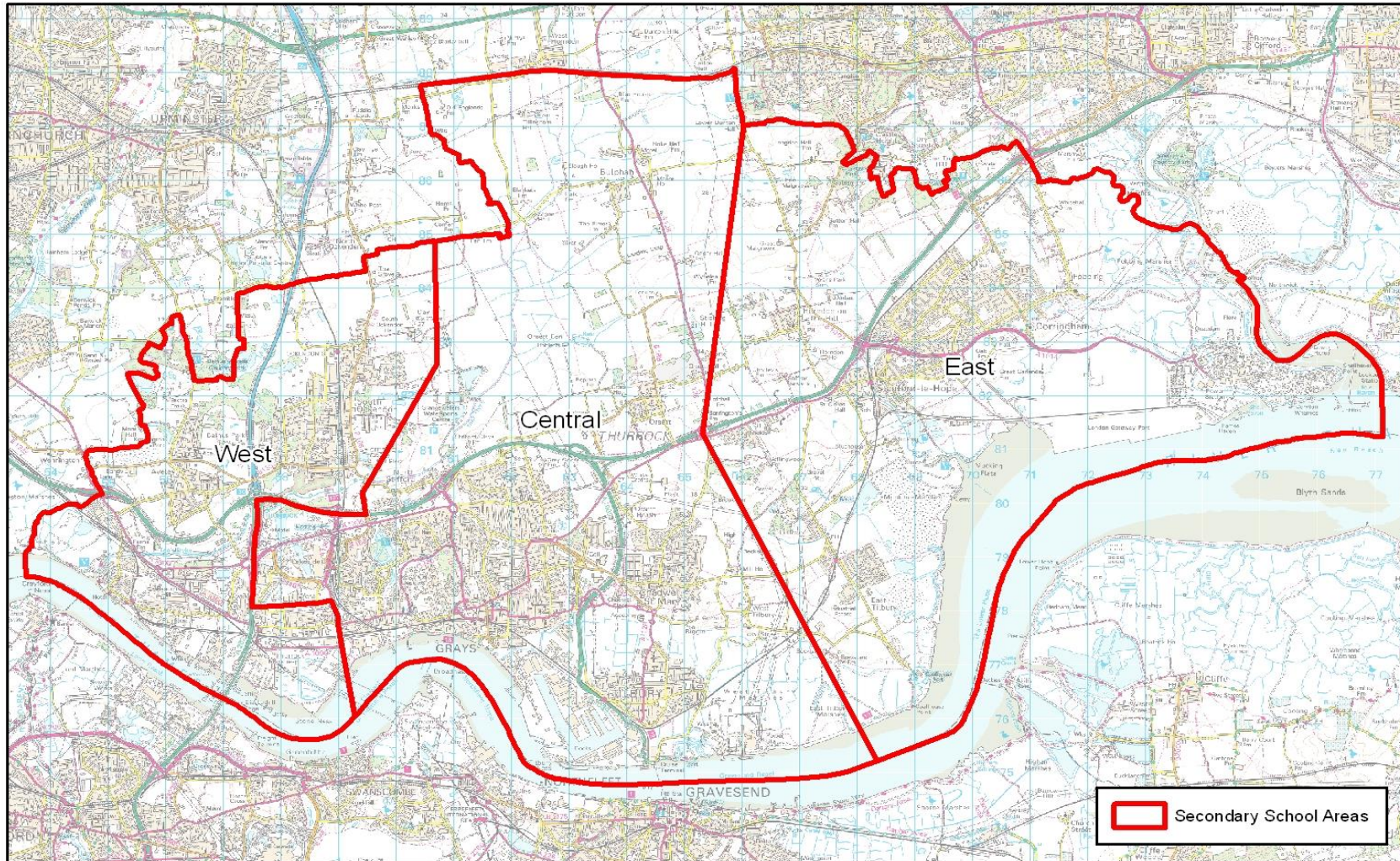
Full details on the opportunities available to Post 16 students can be found on the UCAS Progress website www.ucas.com.

ANNEX 5: MAP PRIMARY PHASE PLANNING AREAS



ANNEX 6: MAP SECONDARY PHASE PLANNING AREAS





ANNEX 7: PRIMARY FORECAST WHOLE SCHOOL

Aveley, Ockendon & Purfleet		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Aveley	420	422	422	413	415	414
Benyon	210	217	204	204	216	218
Bonnygate	420	388	445	475	487	475
Dilkes	420	416	428	428	433	436
Holy Cross	315	275	277	278	281	284
Kenningtons	420	456	504	523	512	530
Purfleet	630	485	507	528	552	555
Shaw	420	400	401	395	396	392
Somers Heath	420	248	251	249	254	248
In Year Admissions		231	241	245	248	249
	3,675	3,538	3,680	3,738	3,794	3,801
Grays		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Belmont Castle	630	716	704	673	641	644
Deneholm	420	408	434	440	446	453
Harris Chafford Hundred	630	609	592	559	538	517
Harris Mayflower	1,050	256	346	436	526	616
Little Thurrock	630	630	642	629	633	634
Quarry Hill	420	511	512	491	475	460
St Thomas'	630	625	625	626	627	627
Stifford Clays	630	708	724	754	747	741
Thameside	840	658	673	667	682	678
Tudor Court	840	806	825	804	794	784
Warren	420	440	435	422	422	420
West Thurrock	420	560	607	561	563	563
In Year Admissions		485	498	494	497	493
	7,560	7,412	7,617	7,556	7,591	7,630
Tilbury		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Chadwell St Mary	210	204	208	224	227	231
East Tilbury	630	598	623	597	577	565
Gateway	420	482	450	420	419	420
Herringham	420	413	411	407	404	402
Lansdowne	630	613	622	619	616	615
St Mary's	210	239	230	226	216	213
Tilbury Pioneer	420	268	313	353	349	347
Woodside	630	553	566	613	638	640
In Year Admissions		236	240	241	241	240
	3,570	3,606	3,663	3,700	3,687	3,673

PRIMARY FORECAST WHOLE SCHOOL CONTINUED

Corringham & Stanford le Hope		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Abbots Hall	210	209	201	197	194	190
Arthur Bugler	420	409	399	409	406	404
Corringham	420	409	401	402	402	399
Giffards	420	461	493	484	405	399
Graham James	420	317	323	316	320	306
St Joseph's	210	253	244	237	229	220
Stanford-le-Hope	420	357	363	349	344	335
In Year Admissions		169	170	168	161	155
	2,520	2,584	2,594	2,562	2,461	2,408
Rural		WHOLE SCHOOL FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Bulphan	84	102	101	94	89	85
Horndon-on-the-Hill	210	197	189	194	190	191
Orsett	210	221	204	189	184	177
In Year Admissions		36	35	33	32	32
	504	556	529	510	495	485

ANNEX 8: PRIMARY FORECAST RECEPTION

Aveley, Ockendon & Purfleet		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Aveley	60	54	60	60	61	59
Benyon	30	37	26	31	32	32
Bonnygate	60	59	73	85	68	71
Dilkes	60	55	73	62	63	63
Holy Cross	45	45	45	45	45	45
Kenningtons	60	79	75	79	80	78
Purfleet	90	85	73	75	81	79
Shaw	60	51	61	54	56	56
Somers Heath	60	38	34	28	34	34
In Year Admissions		35	36	36	36	36
	525	538	556	555	556	553
Grays		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Belmont Castle	90	102	90	87	92	93
Deneholm	60	54	84	66	65	67
Harris Chafford Hundred	90	74	74	57	66	68
Harris Mayflower	150	90	90	90	90	90
Little Thurrock	90	95	99	77	92	91
Quarry Hill	60	73	63	67	69	68
St Thomas'	90	90	90	90	90	90
Stifford Clays	90	108	110	120	109	112
Thameside	120	94	102	86	96	95
Tudor Court	120	117	111	99	108	109
Warren	60	64	57	59	60	60
West Thurrock	60	87	107	78	87	90
In Year Admissions		73	75	68	72	66
	1080	1,121	1,152	1,044	1,096	1,099
Tilbury		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Chadwell St Mary	30	25	33	45	33	34
East Tilbury	90	91	77	68	78	79
Gateway	60	60	60	60	60	60
Herringham	60	58	55	58	57	57
Lansdowne	90	84	94	91	81	88
St Mary's	30	30	30	30	30	30
Tilbury Pioneer	90	62	45	40	49	49
Woodside	90	93	73	108	94	92
In Year Admissions		35	33	34	34	34
	540	538	500	534	516	523

PRIMARY FORECAST RECEPTION CONTINUED

Corringham & Stanford le Hope		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Abbots Hall	30	28	23	26	27	26
Arthur Bugler	60	50	51	70	58	57
Corringham	60	50	50	66	60	57
Giffards	60	60	49	53	55	54
Graham James	60	34	37	36	42	37
St Joseph's	30	30	30	30	30	30
Stanford-le-Hope	60	46	44	58	49	49
In Year Admissions		21	20	24	22	19
	360	319	304	363	343	329
Rural		RECEPTION FORECAST				
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Bulphan	12	12	12	12	12	12
Horndon-on-the-Hill	30	27	21	32	27	27
Orsett	30	37	14	17	25	23
In Year Admissions		5	3	4	4	4
	72	81	50	65	68	66

TOTALS	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
PRIMARY NUMBERS	17,829	16,539	16,899	16,885	16,849	16,828
In Year Admissions		1,157	1,184	1,181	1,179	1,169
	17,829	17,696	18,083	18,066	18,028	17,997

ANNEX 9: SECONDARY FORECAST WHOLE SCHOOL

West Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Ormiston Park Academy	900	491	531	545	540	556
The Ockendon Academy	990	1,094	1,136	1,196	1,249	1,287
In Year Admissions		109	114	121	125	129
	1,890	1,694	1,781	1,862	1,914	1,972
Central Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Grays Convent	620	531	536	582	614	633
Harris Academy Chafford Hundred	900	930	930	948	973	1,002
The Gateway Academy	1,020	1,024	1,066	1,099	1,121	1,155
The Hathaway Academy	900	738	794	887	946	975
William Edwards	1,210	1,221	1,232	1,254	1,270	1,308
In Year Admissions		309	317	333	345	355
	4,650	4,753	4,875	5,103	5,269	5,428
East Planning Area	WHOLE SCHOOL FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Gable Hall	1,270	1,328	1,386	1,443	1,460	1,504
Hassenbrook Academy	550	475	492	536	587	605
St Clere's	1,065	1,138	1,177	1,221	1,237	1,274
In Year Admissions		203	209	220	230	237
	2,885	3,144	3,264	3,420	3,514	3,620

ANNEX 10: SECONDARY FORECAST YEAR 7

West Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Ormiston Park Academy	180	138	142	132	115	118
The Ockendon Academy	210	243	238	266	266	274
In Year Admissions		24	24	27	27	27
	390	405	404	425	408	419
Central Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Grays Convent	124	119	117	131	131	135
Harris Academy Chafford Hundred	180	196	192	207	208	213
The Gateway Academy	210	222	219	246	239	246
The Hathaway Academy	180	194	195	216	202	208
William Edwards	250	257	255	273	271	278
In Year Admissions		67	66	73	74	76
	944	1,055	1,044	1,146	1,125	1,156
East Planning Area	YEAR 7 FORECAST					
School	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Gable Hall	272	303	318	352	311	320
Hassenbrook Academy	110	114	112	125	125	129
St Clere's	231	260	263	276	264	271
In Year Admissions		45	44	49	49	50
	613	722	737	802	749	770

TOTALS	PAN	Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
SECONDARY NUMBERS	9,425	8,970	9,280	9,711	9,997	10,299
In Year Admissions		621	640	674	700	721
	9,425	9,591	9,920	10,385	10,697	11,020

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13 October 2016	ITEM: 9
Children’s Overview & Scrutiny Committee	
Council Spending Review Update	
Wards and communities affected: All	Key Decision: Key
Report of: Sean Clark, Director of Finance and IT	
Accountable Head of Service: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is public	

Executive Summary

This report summarises the main changes to the MTFS for the period 2017/18 through to 2019/20 and the governance structure for the Council Spending Review and Transformation Programme, including the budget planning table enabling agreement of the budget in February 2017.

This report specifically updates the committee on the proposals currently being considered that will affect Children’s Services budgets.

1 Recommendations

1.1 That Children’s Overview and Scrutiny Committee note the revised MTFS position, and the Council Spending Review approach and timetable.

1.2 That Children’s Overview and Scrutiny Committee comment on the proposals currently being considered within the remit of this committee.

2 Medium Term Financial Strategy (MTFS)

2.1 The MTFS presented to Council in February 2016 shows the budget gap over the 3 years 2017/18 to 2019/20 as £18.443m. This already assumes delivery of £2.534m savings previously agreed for 2017/18 (see Appendix 1) and assumes a Council Tax increase of 3.99% in each year.

2.2 As part of the ongoing budget planning process, the MTFS has been updated to reflect latest assumptions. The table below sets out the movements from the previous position and revised budget gap.

	2017/18	2018/19	2019/20	Total
February 2016	7.378	6.098	4.967	18.443
Business Rates	0.399	0.663	(0.463)	0.599
Inflation	(0.285)	(0.071)	(0.071)	(0.427)
Capital Financing	-	(0.042)	0.591	0.549
Government Grant	-	-	1.785	1.785
Revised Budget Gap	7.492	6.648	6.809	20.949

2.3 The key movements include:

- The position for 2017/18 and 2018/19 reflects a reduction in the provision for inflation but, adversely, also the possible impact of a significant category of business rate appeals that have been lodged;
- The majority of the increase is expected in 2019/20 and is largely as a result of further analysis on the four year funding settlement. It is prudent, at this stage, to reduce down the level of grant and business rate support in light of discussions on the removal or reduction of New Homes Bonus and further comments on grant levels; and
- The increase in Capital Financing reflects the likely interest rate increases towards the end of the MTFs period. This increased cost has been offset with significant savings in 2016/17 and smaller reductions over the following two years as a result of pushing back the impact in light of current economic forecasts.

2.4 One off funding has been identified to meet the costs of a Clean It, Cut It, Fill It pilot. The results of this pilot will be used to determine whether growth is required in the budget for a permanent increase to the Environment and Place budgets and this will be reported once known.

2.5 The position above includes the assumption of a 3.99% increase in council tax each year – 1.99% general increase and 2% adult social care precept. The table below sets out how any reductions to this assumption will increase the deficits set out in paragraph 2.2:

An increase of:	Increases the budget gap by (£m)			
	2017/18	2018/19	2019/20	Total
3.99%	0.000	0.000	0.000	0.000
3.00%	0.570	0.585	0.605	1.760
2.00%	1.140	1.170	1.210	3.520
1.00%	1.710	1.755	1.815	5.280
0.00%	2.280	2.340	2.420	7.040

3 Council Spending Review Process and Timetable

3.1 Given the level of saving previously delivered across the council, the pressures identified in 2016/17 and that there are minimal reserves to call

upon, it is essential that there is a clear strategy to close the budget gap set out in the MTF5. As a result, the focus will be on 3 key areas:

- Income generation – including increasing the Council’s commercial trading base. Council Tax increases also fall under this category;
- Achieving more / same for less – including further transformational projects, contract reviews, spend to save initiatives and alternative delivery models; and
- Demand management / early intervention. Examples include the Local Area Co-ordinators and Community Hubs.

3.2 However, where the budget gap cannot be fully closed through the above, the likely solution will be reductions to, or full cessation of, service provision.

3.3 Crossing through all of these areas is the need to adapt our workforce and change our culture to be an organisation which is more entrepreneurial, digitally-minded and commercially-aware.

3.4 The Council Spending Review will be underpinned by the following principles.

- Becoming financially self-sustainable;
- A target of 15-20% efficiencies in each service;
- A review of all services by March 2019 using common design principles (customer / demand management, commercial, ICT / digital, people, procurement, property and process);
- Non-statutory income generating services should be cost neutral; and
- Outcome focused including consideration of prevention and early intervention.

3.5 There has been some discussion that the Service Review is a top slice approach. It is important to note that the intention of these reviews is more a focus on making the use of financial, physical and people assets more efficient through challenging service delivery on the principles set out above.

3.6 The transformation framework for achieving this is set out in the governance structure in Appendix 2. The officer Transformation Board will oversee a number of Strategic Boards each with a specific focus and cross cutting membership. Each Strategic Board will be sponsored by a member of Directors Board and guided by the principles outlined above and strategic policy direction set by Members. The governance structure also includes the cross-party Council Spending Review Panel.

3.7 The timing of these reviews is set out at Appendix 3.

Growth	Performance
Customer Service & Demand Management	Commercial
ICT / Digital	People
Procurement	Property
Service Review	

3.8 The Council Spending Review timetable has been prepared to achieve agreement of the budget by Cabinet and Council in February 2017. The main milestones are summarised below:

- July/August 2016 – Officer boards identify proposals and estimated savings for consultation with Cabinet Members;
- 7th September 2016 – Cabinet consider Q1 budget update including budget planning timetable and governance;
- September 2016 – Council Spending Review Panel (cross-party with Group Leaders and Deputies) consider savings options ahead of consultation;
- October/November 2016 – O&Ss consider proposals and public consultation where required;
- January 2017 – Cabinet agree proposals for implementation informed by O&S recommendations and draft budget referred to Corporate O&S; and
- February 2017 – Cabinet and Council budget setting.

3.9 At this stage, the £7.492m budget gap for 2017/18, set out in paragraph 2.2, has been reduced to circa £0.9m though this rises to £1.3m when the contribution to increase the general fund balance is added. This assumes:

3.9.1 A 3.99% council tax increase; and

3.9.2 No further investment in other services, including investment in Environmental Services.

3.10 Officers continue to work towards closing the remaining balance and identifying additional funds for further investment in services.

4 Children's Services

4.1 The biggest impact on Children's Services will come from the review carried out by iMPower and the recommendations from that review currently being implemented.

4.2 iMPower was commissioned by the Council to review the provision of children's social care in terms of demand and costs. The department was experiencing high rates of referrals, children with a child protection plans, and children in care with associated increases in costs. Over three months from May 2016, the team undertook a detailed analysis of the service to identify

areas of opportunity for managing demand more effectively and then develop an implementation programme.

4.3 In the initial phase, the review identified opportunities to:

- improve productivity in the system;
- reduce needs of children before they reach social care; and
- reduce costs in social care.

4.4 The review identified that the children’s social care system is suffering from a high level of demand, a significant proportion of which is avoidable. This leads to:

- too many unnecessary assessments which lead to no further action,
- high levels of spending on placements (with too many out of authority independent foster carers),
- too many agency staff to cover higher levels of work (assessments and caseloads), and ultimately,
- too many children in care when, with more targeted and effective early intervention, family breakdown could have been prevented.

4.5 To tackle these challenges, a programme of change is required. The review grouped this work into five projects to reduce avoidable demand and costs across the children’s social care system:

Opportunity area	Description	Impact on costs
1 Getting partners to step up	Ensure the right demand is entering the system by working with partners	Reduce demand to the front door, remove unnecessary assessments
2 Making prevention work	Develop the prevention and early intervention offer to prevent higher levels of need in the future and enable safe step down of care to the community	Reduce demand for statutory services, fewer children needing to be looked after
3 Social work where it is needed	Enable more active interventions to reduce the level of need in the system and enable step down of care	Reduce assessments and escalation to social care
4 Creating a sustainable workforce	Reduce the proportion of agency staff	Reduce spend on induction and on-going costs for Agency staff

Opportunity area	Description	Impact on costs
5 Thurrock foster carers for Thurrock children	Increase the ratio of in house foster care provision to reduce placement costs	Reduce spend on IFA placements, spot purchasing, social worker travel

4.6 To tackle these challenges, a programme of change is required. Following the analysis iMPower were commissioned to project manage implementation of a number of project strands to: manage demand; increase the number of in-house foster carers; and reduce the level of agency staff. As the programme is designed to transform the social work operating model and change the behaviour of partner agencies, it is anticipated that savings will not be realised until year three (2019 /20) of the programme, although quick wins will start to dampen demand in the first year of implementation.

4.7 The MTFS currently assumes £3.5m per annum for demand led growth. Whilst not reducing demand the review should lead to a stabilisation of costs thus reducing the need for the full provision. The working assumption at this time is to reduce the £3.5m to £1.5m covering both adults' and children's social care.

4.8 Other considerations

4.8.1 Previously Agreed Savings – appendix one sets out savings that were agreed during 2014/15 for delivery within the period of the MTFS. Savings for Children's Services include £232k from "Reduce and realign youth provision across Thurrock and related service through internal reorganisation and developing the services as a mutual/ outsourced".

4.8.2 There are a number of cross cutting savings targeted with examples including the reduction of the council wide spend on agency staff, consultants and overtime. The impact of these targeted reductions on services is currently being evaluated.

5. **Reasons for Recommendation**

5.1 The Council has a statutory requirement to set a balanced budget annually and to review its adequacy of reserves. The report outlines the budget gap over the next three years as per the MTFS and the approach and timetable to manage the position.

6. **Consultation (including Overview and Scrutiny, if applicable)**

6.1 The budget planning governance structure includes involvement and consultation with Officers, Portfolio Holders and Members. The timetable allocates October - December for Overview and Scrutiny committees to consider proposals and public consultation where required. The process also

includes the Council Spending Review Panel, made up of cross-party Group Leaders and Deputies who will meet regularly during the budget planning period and ahead of key decision points.

7. Impact on corporate policies, priorities, performance and community impact

- 7.1 The implementation of previous savings proposals has already reduced service delivery levels and our ability to meet statutory requirements, impacting on the community and staff. There is a risk that some agreed savings may result in increased demand for more costly interventions if needs escalate particularly in social care. The potential impact on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.
- 7.2 The scale of future budget reductions as set out in this report are such that work is underway to follow a transformational approach to tackle the challenge.

8. Implications

8.1 Financial

Implications verified by: **Carl Tomlinson**
Finance Manager

The financial implications are set out in the body of this report.

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. Regular budget monitoring reports will continue to come to Cabinet and be considered by the Directors Board and management teams in order to maintain effective controls on expenditure during this period of enhanced risk. Austerity measures in place are continually reinforced across the Council in order to reduce ancillary spend and to ensure that everyone is aware of the importance and value of every pound of the taxpayers money that is spent by the Council.

8.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Law & Governance

There are no direct legal implications arising from this report.

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible financial officer "must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its

conclusion, would be unlawful and likely to cause a loss or deficiency to the authority". This includes an unbalanced budget.

8.3 **Diversity and Equality**

Implications verified by: **Becky Price**
Community Development and Equalities

There are no specific diversity and equalities implications as part of this report.

A comprehensive Community and Equality Impact Assessment (CEIA) will be completed for any specific savings proposals developed to address future savings requirements and informed by consultation outcomes to feed into final decision making. The cumulative impact will also be closely monitored and reported to Members.

8.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Any other significant implications will be identified in any individual savings proposal business case to inform the consultation process where applicable and final decision making.

9. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None

10. **Appendices to the report**

- Appendix 1 – 2017/18 Savings Tracker
- Appendix 2 – Council Spending Review Governance Structure
- Appendix 3 – Service Review Timetable

Report Author:

Sean Clark

Director of Finance and IT

Appendix 1

Previously Agreed Savings 2017/18

Adults, Housing and Health

Responsible Officer	Description	Target
Roger Harris	External Placements	500
Roger Harris	Public health – review of contracts	250
Roger Harris	Reduction in Voluntary Sector Core Grants	75
Total		825

Childrens Services

Responsible Officer	Description	Target
Rory Patterson	Reduce and realign youth provision across Thurrock and related service through internal reorganisation and developing the services as a mutual/ outsourced service	232
Total		232

Environment & Place

Responsible Officer	Description	Target
Steve Cox	Transportation restructure and highways efficiencies	250
Steve Cox	Invest in modern highway maintenance	260
Steve Cox	Planning - increased income and/or efficiencies	35
Steve Cox	CEDU Restructure - Regeneration	300
Total		845

Legal Services

Responsible Officer	Description	Target
Fiona Taylor	Legal traded service income	50
Total		50

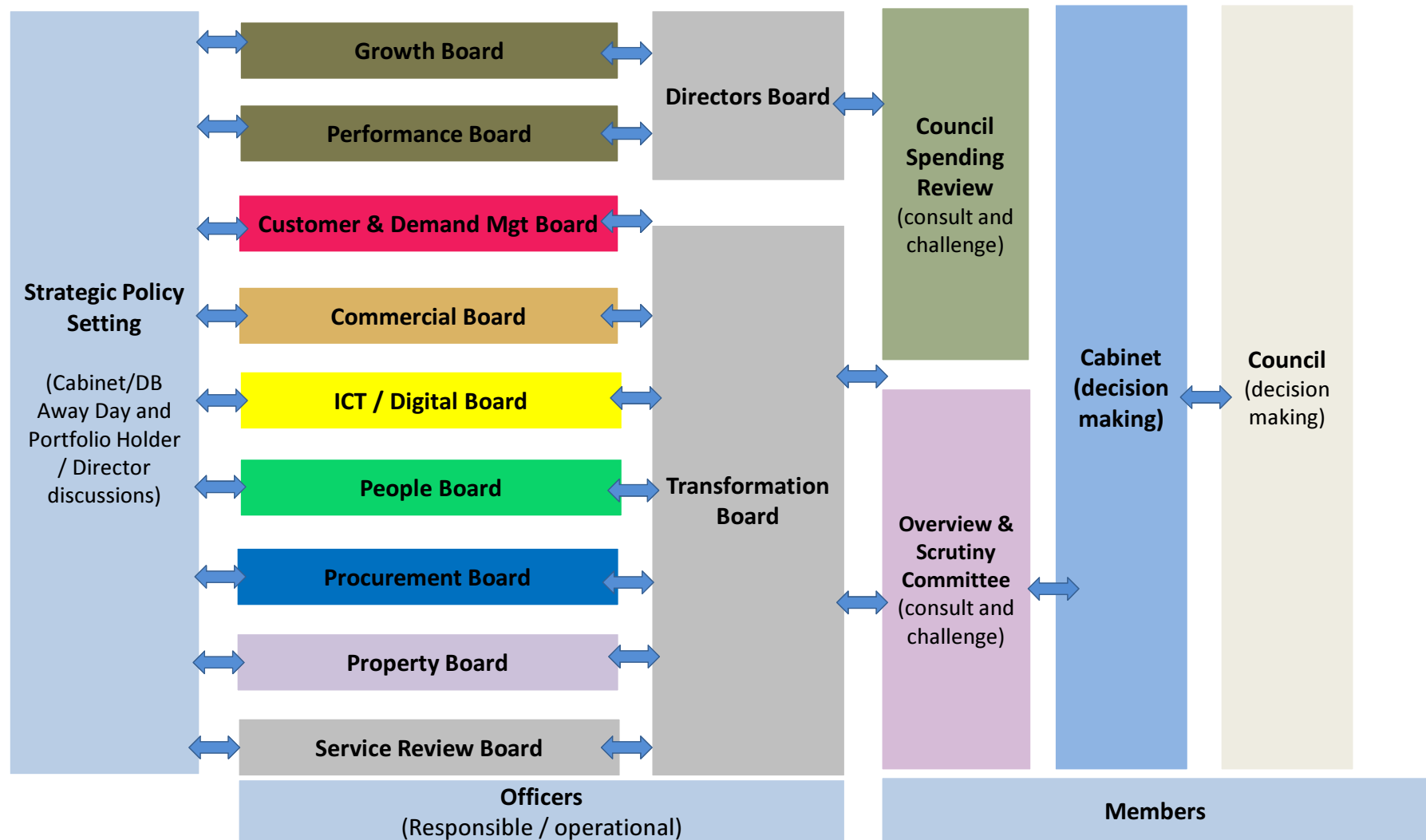
Finance & IT

Responsible Officer	Description	Target
Sean Clark	Further changes to staffing levels and revisions of prudential charges	582
Total		582

Total		2,534
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Governance Structure for Council Spending Review and Transformation Programme

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Service Review Board: Proposed Projects

The following is an indicative timetable for the Service Review Board

Directorate	2017/18	2018/19	2019/20
Environment & Place	Waste Street & grounds Specialist grounds Highway reactive maintenance Development management Building control Strategy & growth Highways infrastructure Special projects Heritage, arts & culture Libraries	Land charges Business improvement Highways & transport Transport development Economic development Regeneration Housing development/Gloriana Registrars Sport & leisure	Corporate property Public protection
Children's Services	Grants programme review Care & targeted outcomes (iMPower) Commissioning Business administration Children's Centres		
Adults, Health & Housing	Domiciliary care Collins House Fieldwork services In-house provider services Careline Single point of access Public health Commissioning Integration with ASC & peer review	Welfare reform Investment in HRA stock Homelessness Private rented sector Anti-social behaviour & enforcement	Tenancy & neighbourhoods
Finance & IT	Fraud Debt collection Revenues	ICT Benefits	Corporate Finance Risk & insurance Internal Audit
HR, OD & Transformation	Executive support hub HR & Payroll People & OD Corporate Programme Team Customer Services	Recruitment Improvement GIS Information Management Strategy & Communications Performance, Quality, Business Support	
Legal	Democratic Services Member's Services Electoral Services	Legal Services	
Commercial Services	Procurement Commercial		

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**Children's Services Overview & Scrutiny Committee
Work Programme
2016/17**

Dates of Meetings: 6 July 2016, 13 October 2016, 8 December 2016, 1 February 2017

Topic	Lead Officer	Requested by Officer/Member
6 July 2016		
Ofsted Report and Action Plan	Andrew Carter	Members
0-19 Wellbeing Model	Bath Capp	Members
Review of Children Centre Services	Andrea Winstone	Members
Serious Case Review Update Actions from Megan	Andrew Carter	Members
13 October 2016		
Educational Attainments	Roger Edwardson	Members
Children's Social Care (CSC) Complaints and Representations Annual Report 2015/16	Anas Matin	Members
Final Report on the Ofsted Action Plan	Andrew Carter	Members
School Capital Programme 2017/18	Janet Clark / Sarah Williams	Members
8 December 2016		
Review of Children's Centre Services	Roger Edwardson / Andrea Winstone	Members
Update on Ofsted Action Plan	Andrew Carter	Members

Updated: September 2016

Update of Child Exploitation	Andrew Carter	Members
School Improvement Peer Report	Roger Edwardson / Andrea Winstone	Members
Anti-Bullying Policy	Malcolm Taylor	Members
Academic Report for Children Looked After	Keeley Pullen	Members
Serious Case Reviews for James and Harry	Andrew Carter	Members
Performance Dashboard	Andrew Carter / Rory Patterson	Members
1 February 2017		
Commissioning out of Nurseries in Tilbury	Roger Edwardson	Members
The implementation of the increase from 15 to 30 hours free childcare from September 2017	Roger Edwardson	Members
Anti-Bullying Prevention at Primary Schools	Malcolm Taylor	Members