

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

# Children's Services Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **9 October 2018**

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

## Membership:

Councillors John Kent (Chair), David Potter (Vice-Chair), Alex Anderson, Garry Hague and Bukky Okunade

Nicola Cranch, Parent Governor  
Kim James, Chief Operating Officer, HealthWatch Thurrock  
Lynda Pritchard, Church of England Representative

## Substitutes:

Councillors Abbie Akinbohun, Steve Liddiard, Joycelyn Redsell and Luke Spillman

## Agenda

Open to Public and Press

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1	<b>Apologies for Absence</b>	
2	<b>Minutes</b>	5 - 12
	To approve as a correct record the minutes of Children's Services Overview and Scrutiny Committee meeting held on 3 July 2018.	
3	<b>Items of Urgent Business</b>	
	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	<b>Declaration of Interests</b>	

**5 Items Raised by Thurrock Local Safeguarding Children Board**

This item is reserved to discuss any issues raised by the Thurrock Local Safeguarding Children Board.

<b>6</b>	<b>Short Breaks and Support Services for Disabled Children</b>	<b>13 - 18</b>
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**Queries regarding this Agenda or notification of apologies:**

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Agenda published on: **1 October 2018**

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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



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## Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
  - High quality, consistent and accessible public services which are right first time
  - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
  - Communities are empowered to make choices and be safer and stronger together
2. **Place** – a heritage-rich borough which is ambitious for its future
  - Roads, houses and public spaces that connect people and places
  - Clean environments that everyone has reason to take pride in
  - Fewer public buildings with better services
3. **Prosperity** – a borough which enables everyone to achieve their aspirations
  - Attractive opportunities for businesses and investors to enhance the local economy
  - Vocational and academic education, skills and job opportunities for all
  - Commercial, entrepreneurial and connected public services

## **Minutes of the Meeting of the Children's Services Overview and Scrutiny Committee held on 3 July 2018 at 7.00 pm**

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**Present:** Councillors John Kent (Chair), David Potter (Vice-Chair), Alex Anderson and Bukky Okunade

Nicola Cranch, Parent Governor

**Apologies:** Councillors Garry Hague, Kim James and Pritchard

**In attendance:** Rory Patterson, Corporate Director of Children's Services  
Michele Lucas, Interim Assistant Director Learning Inclusion and Skills  
Wendy Le, Democratic Services Officer

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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. Apologies**

Apologies were given by:

- Councillor Hague – Councillor Redsell was substituting in his place.
- Kim James, HealthWatch Thurrock
- Lynda Pritchard, Church of England Representative
- Sheila Murphy, Assistant Director of Children's Care and Targeted Outcomes

The Chair took the opportunity to welcome the new Parent Governor Representative, Nicola Cranch and newly elected Councillor Alex Anderson, to the Children's Services Overview and Scrutiny Committee. He went on to state what issues he wished to be discussed in future meetings that included:

- The outcome of a whistleblowing complaint received in January 2018.
- Free schools programme – the Committee had no input in this and should have had equal say as it was going to Cabinet for decision next week.
- School standards.
- Plans of two of the schools in Ockendon which were not on the Forward Plan.
- Youth violence and struggles and the actions of the Youth Offending Services should be scrutinised.

## **2. Minutes**

Members pointed out the name of 'Jack Lumley' in the Minutes section of the previous minutes should be 'Jack Lobby'.

The minutes for the Children's Services Overview and Scrutiny Committee held on 13 February 2018 were approved.

## **3. Items of Urgent Business**

There were no items of urgent business.

## **4. Declaration of Interests**

There were no declarations of interests.

## **5. Items Raised by Thurrock Local Safeguarding Children Board**

There were no items raised by the Thurrock Local Safeguarding Children Board.

## **6. Youth Work Presentation**

A presentation of the Youth Work Team was given by the Officer, Patrick Kielty. The Youth Work Team consisted of youth workers and youth support workers who were part of the Youth & Outdoor Education Team and within Inspire. They ran clubs and activities across Thurrock for young people aged 11 – 19 years of age. There was no statutory duty to do so and the idea was to support the personal and social development of young people. The Youth Work Team sought funding for projects from a number of sources which included the police commission.

Recently established projects included:

- Tilbury Youth Club;
- Ockendon Youth Club which had gotten busier with a recent number of 70 young people attending;
- Street Football which was very popular with the World Cup 2018 currently being on; and
- #USound which was a music studio based in Grays.

The Youth Work Team benefitted young people as being involved helped to boost their confidence, improve their peer relationships and improve social skills.

The Parent Governor Representative asked whether the Youth Work Team had any young carers. The Officer answered that there was none but the Youth Work Team worked closely with young carers who were also able to access the Youth Work Team's mainstream projects.



Councillor Okunade questioned how young people would be able to get involved with the Youth Work Team. The Officer replied that it was mainly through word of mouth and social workers would refer the Youth Work Team to young people. There was a growing presence of the Youth Work Team through online social media and the team would also walk around Thurrock to see where clubs were needed. Councillor Okunade referred to the recent 70 attendees in Ockendon Youth Club and asked if the club would have coped had there been more than 70. The Officer confirmed they would have coped but there was not always 70 attending every week. The average was 20 – 30. He went on to say that the Tilbury Youth Club was also looking to add on an extra night and that they had never had to turn away anyone.

Referring back to Councillor Okunade's earlier question, the Chair sought clarification on whether it was the Youth Cabinet or the Council that advertised the youth clubs and activities. He also wished to know the number of followers the team had on social media. The Officer confirmed the youth clubs and activities were on the Council's website and advertised through other mechanisms. There were just under 1000 followers on Twitter but word of mouth worked best. He believed social media applications such as Snapchat and Instagram may need to be used as most young people tended to use those.

The Committee further discussed how the Youth Cabinet reached out to disaffected young people. Some of the disaffected young people were reached through schools but when a youth club opened in the area, most of them would join. There had been a lot of work done by the Youth Cabinet on ways to reach disaffected young people. However, it was best to give Inspire a chance to grow further. A lot of funding had also been sought through Inspire but the Youth Cabinet would continue to look at other options. The Committee also discussed the Youth Work Team and Youth Offending Services working together in which the Youth Offending Services would give presentations with powerful images on issues such as gang crime.

The Chair thanked the Officer for the presentation and went on to say how proud he was of what the Youth Work Team did for Thurrock's young people. He also suggested sourcing funds from the National Citizen Service.

## **7. Children's Social Care Development Plan**

The Corporate Director of Children's Services, Rory Patterson, presented the report which provided an update to the revised Children's Social Care Development Plan 2018 – 19. In March 2016, Thurrock had been rated by Ofsted to 'Require Improvement' which was how the Development Plan came to be. It was based on eight priority action areas for the service.

The plan was progressing effectively and was adjusted where needed to ensure the plan would remain on track. Some improvements included recruitment and retention which provided for a more stable workforce that was positive and committed to Thurrock. Challenges such as inconsistency in social work practice were being resolved with Signs of Safety training and

were being rolled out to all staff. The aim was to provide a more consistent framework of intervention and improve assessment quality. To improve the service, the team looked closely at data and audited cases on a monthly basis. Feedback from social care workers were also taken into consideration.

The Development Board had been meeting on a monthly basis and continued to do so to ensure that recommendations and areas of improvement were implemented.

Councillor Redsell sought clarification on how quickly children (who were taken into emergency crisis situations) were reunited with their families. The Corporate Director replied that the service worked with the families to resolve issues and also looked at the extended family members to see who was able to look after the child. This helped to reduce the number of children coming into care. How quickly children went back to their families depended on the rehabilitation of the parents. Councillor Redsell went on to query the number of 60 agency staff back in May 2018 which had now been reduced to 39. The Corporate Director gave reassurances that this was due to the steady recruitment of permanent staff due to the popular AYSE scheme. It needed additional work as newly qualified social workers were unable to hold a big amount of casework at once.

Referring to foster care placements, Councillor Okunade felt the timescale of 8 months was too long and asked whether there was a process to fast track this. There was a risk in losing foster carers as they would turn to private placements as it was quicker. Agreeing with this, the Corporate Director stated the service looked at appropriate ways to speed up the process but the important checks still needed to be completed. Adding to this, Councillor Anderson sought clarification on the types of checks to ensure foster carers were of standard. The Corporate Director confirmed this was through regulations, checks and through the fostering panel which the service had oversight of.

Referring to the report, the Parent Governor Representative stated seeing no weaknesses reported. She asked where the trouble spots were and what the Committee could do to help. The Corporate Director mentioned quality, practises, assurances and recruitment of permanent staff being the weaknesses. To overcome quality assurance, the service looked at data and had set up workshops to raise standards. Staff were supported through good management and through quality audits, it helped the service to identify which areas needed improvement.

Pointing out the low number of children suitable for adoption, the Vice Chair queried the amount as he had thought it would be more in the 50's. The Corporate Director answered the average amount was 20 and agreed that the service was underperforming in this area. There were fewer young children who were easier to adopt and look after but the service was confident the number would increase to 15. Potential adopters were also reluctant to adopt as birth parents were able to appeal at any point of the process until adoption.

The Committee further discussed the process of adoption and the timescale which was dependent on the complexity of the case. Children in foster care were not always considered for adoption and this was the reason for an in-house team to look into this although the main focus was the timescale for adoption. The Chair voiced his disappointment that this had not been brought forward since 2015. The Committee went on to comment on the 7 children suitable for adoption which some Members felt needed more context on why they were suitable.

Going through the report, the Chair sought clarification from the Corporate Director on a range of issues. He also stated that a copy of the self-evaluation from the service would have been useful and that the data provided should be correct at the time of the agenda's publication. The Corporate Director gave assurances that the average caseload per social worker was 18 – 20 which had been the same amount at the time of the Ofsted inspection. He went on to confirm that:

- There were no unallocated child protection cases.
- The service was actively recruiting in to unfilled staff posts.
- Data was analysed through monthly meetings and soon, regular meetings with managers to ensure they were able to use that data correctly to improve the service.
- Quality assurance checks would show the accurate use of data.

Discussing further on the use of data, the Committee sought reassurance on the accuracy of gathered data as it could be quite impersonal. Data was uploaded by social workers and gathered by another team. Where any information was incorrectly input, the data team would cleanse it and work with social workers and administrative staff to correct this. The Corporate Director reassured the Committee that the data was looked at alongside quality audits and feedback loops so the service did not rely on just data alone.

The Committee was unable to agree on all the recommendations of the report as not all the Members had seen the Development Plan. The Chair requested that a hard copy be made available to the Committee.

#### **RESOLVED:**

**1.1 That the Children's Overview and Scrutiny Committee considered the progress and direction of travel for children's social care in completing the required actions from the Development Plan.**

#### **UNRESOLVED:**

**1.2 That the Children's Overview and Scrutiny Committee received assurance that the Development Plan will deliver the required improvements.**

## **8. Children's Social Care Performance**

The report provided an update to the children's social care service where considerable work had been undertaken to manage the high level of demand experienced in Thurrock. A reduction had been seen in the number of contacts and referrals through the service's improved early intervention service and management of MASH.

In regards to looked after children, Thurrock was closing more cases than its comparator group but the rate of new looked after children were still higher. The service continued to monitor all new looked after children and that they were only being looked after where necessary. For missing looked after children, a reduction could be seen when compared from 2017 / 18 – 291 and 2016 / 17 – 361.

Housing continued to be a key challenge for young people leaving care and this was addressed with the Head Start Housing scheme. This provided support to help young care leavers to manage finances and to find suitable accommodation.

Through the Inspection of Local Authority Children's Services (ILACS) framework, Thurrock had completed their self-evaluation which had been shared with Ofsted as required. An Ofsted focused visit was expected before the end of 2018.

Referring to the number given in contacts and referrals, Councillor Okunade asked the reason for the reduction which could help to identify how the service was doing well. The Corporate Director believed it may have been due to the restructuring of the prevention service that could have had some impact but he was unable to confirm as there were always variations in contacts and referrals. The service's multi-agency servicing hub (MASH) may have added to it as well. Councillor Okunade went on to query the number of unaccompanied asylum seekers to which the Corporate Director said that there was a still a flow coming in from the Tilbury Port. However, the service was in discussions with the Eastern regions to ensure the numbers coming in were spread out evenly and in line with protocols.

On missing children, Councillor Redsell wished to know more details on why and where children went missing. The Corporate Director offered to present a further report in a future meeting if this would help. He went on to say all missing children eventually came back although some would go missing often which tended to be the teenagers. There was concern for all missing children but more so on younger children and each case was assessed differently. Echoing Councillor Redsell, the Parent Governor Representative added that the statistics given in the report had no heart and soul, there needed to be details to give sincerity to the report.

Referring to MASH, the Chair queried it being described as the front door and how effective MASH was. The Corporate Director confirmed it was common usage in the sector but was happy to reconsider the term. Through peer and external reviews, MASH had proven to be working effectively but the service

remained vigilant. The Corporate Director offered the Committee the opportunity to look at MASH.

Going through the report, the Chair sought clarification on a range of issues. He also mentioned the inconsistency of the chart diagrams and asked for more consistency on those. The Corporate Director gave assurances and confirmed that:

- The threshold levels for referrals had not increased as the service had not seen data suggesting that was happening but the service remained vigilant.
- As a Director, he would delve into a random case on a weekly basis although the service would say it was too often.
- The level of repeat referrals would be maintained as it was a key performance area for the service.
- To achieve the target in looked after children; the service was looking at the recruitment of in-house carers. The indicator showed the service was doing well and there was more potential in Thurrock.
- The furthest placement for a child was currently in the North, a few 100 miles away, due to specialist concerns.
- The service worked with the Independent Reviewing Officer Service to address the looked after children reviews percentage which was not good with its percentage being lower than 95%.
- Appropriate decisions were made when it came to children on a child protection plan. The service was careful not to take children off too quickly as it would only result in them being re-registered and this would increase the number.

On care leavers, the Chair asked what needed to be done to bring the percentage up. The Officer, Michele Lucas, answered that there were a number of plans in place for care leavers which ensured their progression pathways. There was a core group of young people who dipped in and out of employment and the service looked to help them to sustain their employment. However, young people did not always communicate with the service. Ideally, the service wanted to achieve 70% for care leavers in education, training and employment as opposed to the current 61.5% and there were fantastic members of staff who were in regular contact with their young people. The Officer asked the Committee to consider helping young people in this area.

The Chair queried the different sets of data provided in paragraphs 3.22 and 3.23. It was difficult for the Committee to understand that data when it was inconsistent. The Officer answered that data moved when pulled at different times. The service was committed to the Head Start Housing Programme which would help to address the number of care leavers in unsuitable accommodation.

Councillor Redsell mentioned that children were not taught how to manage finances in school and referred to last year's Democracy Week run by the Youth Cabinet, where young people had brought the issue up. The Chair asked if there were any examples of schools teaching children to manage

finances. The Officer was unable to confirm but would speak with colleagues to find out which schools taught managing finances.

**RESOLVED:**

**1.1 That the Children's Services Overview and Scrutiny Committee noted the areas of improvement in children's social care, work undertaken to manage demand for statutory social care services and highlight areas of further investigation for deep dive studies.**

**1.2 That the Children's Services Overview and Scrutiny Committee noted a new inspection framework had been introduced by Ofsted for children's social care.**

**9. Work Programme**

Members requested the following reports to be brought to the 9 October 2018 meeting:

- Outcome of whistleblowing complaint; and
- Report from the Youth Offending Service.

Further reports requested by Members to be brought to the 4 December 2018 meeting:

- School Standards.

A report on Reach 2 was also requested by Members for a future meeting.

**The meeting finished at 8.52 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

Any queries regarding these Minutes, please contact  
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<b>9 October 2018</b>		<b>ITEM: 6</b>
<b>Children's Services Overview and Scrutiny Committee</b>		
<b>Short Breaks and Support Services for Disabled Children</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Key
<b>Report of:</b> Sue Green, Strategic Lead – Children's Commissioning and Service Transformation		
<b>Accountable Assistant Director :</b> Sheila Murphy, Assistant Director Children's Social Care		
<b>Accountable Director:</b> Rory Patterson, Corporate Director of Children's Services		
<b>This report is Public</b>		

## Executive Summary

The provision of Short Breaks and Support Services for Disabled Children (Short Breaks) is a statutory duty for the local authority to improve the outcomes for disabled children and is available for all disabled children and young people aged between 0 and 18 years old.

A procurement exercise needs to be undertaken to replace the current Short Breaks contract which expires in March 2019. The contract aims to improve the health and wellbeing of disabled children and their carers by offering additional support.

The services currently provided include:

- Sitting and Befriending
- Community / leisure activities
- Residential breaks and activities in a residential setting

This service will be tendered within the Public Contracts Regulations 2015 as a Light Touch Exercise for an initial period of three years with an option to extend for a further twelve months. The average annual spend is expected to be £400,000 with a total contract value of £1,600,000.00 for the maximum four year term.

The procurement exercise aims to increase the number of providers, there are two providers delivering the service under the current contract. The quality of the service will be the main criteria of the procurement exercise, however savings may be possible due to increased competition.

In order to stimulate the market and encourage engagement with the local voluntary sector, the new framework contract will not limit the number of providers and will be refreshed on an annual basis, allowing new entrants to the market the opportunity to provide services.

## **1. Recommendation(s)**

**That members agree that the following recommendations be made to Cabinet in November 2018:**

- 1.1 That, subject to approval, the tender to provide Short Breaks and Support Services for Disabled Children with a term of three (3) years and the option to extend for a period of twelve (12) months be issued.**
- 1.2 That authority is delegated to the Accountable Corporate Director of Children's Services, in agreement with the Portfolio Holder to award contracts to meet the assessed needs and preferences of children and young people.**

## **2. Introduction and Background**

- 2.1 The Breaks for Carers of Disabled Children Regulations 2011 requires the Council to have regard to the needs of those carers who would be able to provide care for their disabled child more effectively if breaks from caring were given to allow them to:
  - undertake education, training or any regular leisure activity
  - meet the needs of other children in the family more effectively, or
  - carry out day to day tasks which they must perform in order to run their households.
- 2.2 The Regulations require the Council to provide, as appropriate, a range of:
  - day-time care in the home of disabled children or elsewhere,
  - overnight care in the home of disabled children or elsewhere,
  - educational or leisure activities for disabled children outside their homes, and
  - services available to assist carers in the evenings, at weekends and during school holidays.
- 2.3 Examples of the services provided under the Council's current contract include:
  - taking children and young people into the community to experience new activities, to visit the cinema, go shopping, attend Brownies / Cubs, go swimming and other outdoor activities
  - supporting parents and carers within the family home
  - providing short periods of residential breaks
  - providing residential activities



Care workers do not provide domestic activities for the family or support non-disabled children within the family.

- 2.4 These services are provided by the council according to need and as far as possible within the provider and activity choices determined by the child and young person and their families.
- 2.5 Current Short Break services are provided in two distinct elements (“lots”): community services – activities in the family home or day activities in the local area; residential services – overnight stays and activities in a residential setting.
- 2.6 The 2013 commissioning exercise awarded contracts to four providers. During the course of the current contract, two of these have closed, this is reflective of the state of the national market for this type of service.
- 2.7 The annual spend on the current contract was initially £700,000 per annum in 2013. However, due to the wider choice available to families through the use of personal budgets, this has now reduced to approximately £400,000 per year in 2017.
- 2.8 The reduction in contracted provision resulted in an increase in personal budgets for home / community care provision and an increased cost for residential and complex home provision. However, the demand for residential care Short Breaks continues to be a significant need with volume remaining consistent.

### **3. Issues, Options and Analysis of Options**

- 3.1 The main issue for this procurement is the shortfall in available providers, particularly the community services element, and the lack of suitable residential provision within or near to Thurrock.
- 3.2 This procurement process aims to increase the number of providers contracted to deliver the service by utilising a framework that is subject to an annual refresh. This will allow new providers to come into the market, enhancing the current mix.
- 3.3 With the refresh, existing providers will also be allowed to review their fees and adapt the service offer on an annual basis which ensures equity in the market. However, the number of providers will ultimately be impacted by the predicted increased in funding shift for families to personal budgets.
- 3.4 Price reviews and any requests for uplifts will be subject to cost justification, for example, how they relate to National Living Wage.

#### **4. Reasons for Recommendation**

- 4.1 This report is submitted to Children's Overview and Scrutiny Committee for comment prior to Cabinet approval to proceed to tender. As the contract value is above £750k this is in accordance with the Thurrock Council Constitution (Chapter 9, Part 2 – Contract Procedure Rules).
- 4.2 The proposed provision aims to deliver an effective solution to the duty to provide Short Breaks for Disabled Children and their families that satisfies the needs of children and young people and the families, providing a quality service at a competitive price.
- 4.3 The proposed framework contract will help stimulate local provision and competition by allowing new providers to join on an annual basis.

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

- 5.1 The CaPa Participation Group (CaPa = Carer/Parent) were consulted on the type of services they would like to see in a Short Break scheme and where this is in line with the permitted services this has been used to inform the proposed tender.
- 5.2 Social Workers have discussed delivery and preferences with the parents and carers of disabled children who receive a service.
- 5.3 This report is submitted to Children's Overview and Scrutiny Committee on 9 October 2018

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

- 6.1 This report impacts on the following corporate priorities:
- People – a borough where people of all ages are proud to work and play, live and stay.
  - Prosperity – a borough which enables everyone to achieve their aspirations
- 6.2 It also contributes to the following Thurrock Health and Well-Being Strategy – (2016 – 2021) priorities:
- Give parents the support they need
  - Reduce social isolation and loneliness

## **7. Implications**

### **7.1 Financial**

Implications verified by: **David May**  
**Management Accountant**

Total value of this tender is £1,600,000 for a four year term and complies with OJEU rules. Increased competition should enable the tender to provide value for money.

### **7.2 Legal**

Implications verified by: **Lucinda Bell**  
**Lawyer**

Short Breaks for Disabled Children is a statutory requirement of the local authority through the Breaks for Carers of Disabled Children Regulations 2011. The proposed tender would comply with current Procurement rules and ensure the local authority meets its statutory requirements.

### **7.3 Diversity and Equality**

Implications verified by: **Roxanne Scanlon**  
**Community Engagement and Project Monitoring Officer**

This commissioning exercise is to enable disabled children to experience a short break and new activities and for their parents / carers to have a respite from their caring responsibilities. This supports children to remain in the home and reduces the number of children entering care. Disability is a protected characteristic under the Equality Act 2010, this commissioning exercise would have a positive impact. No other equality or diversity impacts have been identified within this report.

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

- This Tender is to be under the Light Touch Procurement rules.
- This proposal is fully compliant with Section 17 of the Children Act 1989 regarding services for Disabled Children and, Breaks for Disabled Children Regulations 2011.

**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):

- N/A

**9. Appendices to the report**

- None

**Report Author:**

Sue Green  
Strategic Lead – Children's Commissioning and Service Transformation  
Children's Services

Edward Davidge  
Children's Commissioning Contracts Officer  
Children's Services

<b>9 October 2018</b>		<b>ITEM: 7</b>
<b>Children's Services Overview and Scrutiny Committee</b>		
<b>Children's Transport: Re-procurement of Service</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Key
<b>Report of:</b> Sue Green, Strategic Lead – Children's Commissioning and Service Transformation		
<b>Accountable Assistant Director:</b> Michele Lucas, Assistant Director Learning, Inclusion and Skills		
<b>Accountable Director:</b> Rory Patterson, Corporate Director - Children's Services		
<b>This report is</b> Public		

## Executive Summary

The contracts for children's transport provision, including home to school transport, are due for renewal in 2019 and the continued provision of this transport is required as a part of the Council's statutory requirements. The value of the contracts means that following Overview and Scrutiny consideration, Cabinet approval to proceed is required.

As a part of the Council's Service Review programme, officers have identified that within the current policy there are opportunities to improve how transport is procured and offered such as through route optimisation, increasing the use of public transport and offering travel training.

This report proposes the procurement of a framework contract for children's transport for a four year period. This will enable subsequent call off arrangements to be made that are flexible and responsive to changing journey needs whilst obtaining best value for the Council.

## **1. Recommendation(s)**

**That members agree that the following recommendations be made to Cabinet in December 2018:**

- 1.1 That approval is given for the re tender of a framework contract for children's transport in accordance with the Council's Contract Procedure Rules for a term of four years commencing at the start of the academic year 2019/20.**
- 1.2 That agreement is given for the award of contract to be delegated to the Corporate Director of Children's Services in consultation with the Portfolio Holder.**
- 1.3 That it is noted that a further report will be presented should any policy changes be required in due course.**

## **2. Introduction and Background**

- 2.1 The provision of home to school transport is governed by the Education Act 1996 and the Transport Act 1985. In addition, the provision of transport, in exceptional circumstances for children who are subject to Child in Need or Child Protection procedures is supported by the Children Act 1989, as amended by the Childcare Act 2004.
- 2.2 The current contracts for the provision of transport are due to expire in July 2019 and, due to the current value of these and in line with the Council's Contract Procedure Rules, this report seeks comments from members prior to proceeding to Cabinet approval to re- procure these agreements.
- 2.3 There are three distinct areas of Children's Transport:
  - Mainstream schools
  - Special schools
  - Children's Social Care
- 2.4 The Council currently has contracts for a total of 123 routes for children's transport provision, provided by coach, minibus and taxi, members should note that this is subject to change depending on demand. Expenditure on these contracts was £3,965,287 in the financial year 2017/18.

## **3. Issues, Options and Analysis of Options**

- 3.1 It is proposed that officers, subject to the required approvals agree to proceed to tender for a four year contract term commencing September 2019. The contract value is estimated to be a maximum of £4,000,000 per annum.
- 3.2 This service is a part of an ongoing review as a part of the Council's Service Review programme. Members will be aware that approval was given in

January 2018 to extend the current home to school transport contracts until July 2019 to support officers in continuing with the review.

3.3 The Transport Service Review has the following scope:

- To review the current strategy and policy
- To better understand demand and support future planning
- To review the assessment of transport awards and where this could be better joined up across services and directorates
- To identify opportunities to better meet and commission transport requirements in a cost effective way

3.4 Officers have taken a phased approach to the review in order to minimise disruption caused by any changes, however, the following work has been undertaken to date:

- A review of the current policy has been completed and officers are now working to ensure this is applied fully within the statutory requirements.
- A route optimisation exercise has been undertaken to ensure that the Council is obtaining good value from the contracts.
- A rolling, school by school programme to review the type of transport offered is in place, this will move to public transport options where possible. These changes will, where appropriate, support children to develop independence through, for example, the increased use of Travel Training or through the implementation of central pick up points in a local area.
- A review of transport currently provided due to 'unsafe routes' is underway to ensure these are still relevant. The significant development of the Borough in recent years has meant that many roads and pavements have been developed and may now be safe.
- Improvements to how we offer Children's Social Care transport are in place and it is proposed that the procurement of this is aligned with the Home to School Transport re-procurement.

3.5 Members should note that there continues to be an increasing demand for children's transport particularly home to school transport due to unplaced pupils or children with SEND needs being transported to out of borough placements. The procurement of a framework contract, which includes a range of different transport providers for a four year period, will enable the Council to call off individual and routine journey requirements flexibly as needs change over the term.

3.6 Officers are currently considering a range of operational options around the call off activities but it is anticipated that there will be competition for the majority of routes scheduled. Approval of award of routes will be subject to the Council's normal scheme of delegation.

3.7 Members should note that the rolling programme of service review will continue. This will ensure that the most effective method of providing

transport that is required within the current statutory duties is implemented. The review will also ensure that the service adapts to meet the changing needs and improving access in the Borough.

#### **4. Reasons for Recommendation**

- 4.1 The recommendation to re-procure the children's transport contracts, subject to the required approvals, is made to ensure that:
- The Council meets its statutory duties with regards to children's transport.
  - That the Councils Contract Procedure Rules are met
  - That the necessary flexibility can be maintained throughout the term by use of a framework arrangement
  - That best value in providing the services is obtained

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

- 5.1 This report is submitted to Children's Overview and Scrutiny Committee on 9 October 2018 when the Chair and Vice Chair of the Passenger Transport and Regeneration Overview and Scrutiny Committee will also be consulted.
- 5.2 There are no policy changes proposed and therefore it is not a requirement under the Education Act 1996 and Transport Act 1985 that we consult with the public.

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

- 6.1 This report impacts on the following corporate priorities:
- People: a place where people of all ages are proud to work and play, live and stay;
  - Place: a heritage rich Borough which is ambitious for its future;
  - Prosperity: a Borough which enables everyone to achieve their aspirations.

#### **7. Implications**

##### **7.1 Financial**

Implications verified by: **David May**  
**Management Accountant**

Children's transport costs have a significant impact on Council Budgets and by putting these contracts out to tender, in line with the Councils Contract Rules, we can ensure best value. The inclusion of a 56 day break clause will mean that routes can be continually monitored and reviewed for potential savings.



## 7.2 Legal

Implications verified by: **Lucinda Bell**  
**Lawyer**

Section 508B of the Education Act 1996 which was inserted by Part 6 of the Education and Inspections Act 2006 sets out the general duties placed on local authorities to make school travel arrangements as they consider necessary for eligible children within their area, to facilitate their attendance at the relevant educational establishment. Such arrangements must be provided free of charge.

Section 508A places a duty on local authorities in England to assess the school travel needs of all children and persons of sixth form age in their area and to assess and promote the use of sustainable modes of transport.

Section 508C of the Act provides local authorities with discretionary powers to make school travel arrangements for other children not covered by section 508B but the transport does not have to be free and the local authority is entitled to charge for this.

Section 508D of the Act places a duty on the Secretary of State to issue guidance to which local authorities have to have regard to in the performance of their functions under Section 508B (Travel arrangements for other children). The Secretary of State may revise the guidance from time to time. Section 444 of the Education Act 1996 expressly states that the child shall not be taken to have failed to attend regularly at the school if the parent proves that the local authority fails to make appropriate transport arrangements to and from school under Section 508, however parents are responsible for their child's attendance at school and local authorities are under a duty to provide home to school transport, where necessary, to enable them to enforce attendance.

## 7.3 Diversity and Equality

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

The Council has a duty under the Equality Act 2010 to promote equality of opportunity in the provision of services and employment. This means that the Council must ensure that all policies and local strategies promote the inclusion of all groups and equality of opportunity. Any tendering process will be designed with these duties in mind.

The Council's Procurement Strategy will be followed to ensure equality of opportunity in the tendering process. Once the tendering process is initiated and a contractor is selected, the Council will ensure its new partner meets the statutory duties of a local authority in the provision of home to school

transport, and also in its HR policies. The authority should note that where an external supplier carries out a function, the Council remains responsible for meeting the statutory duty set out in the Equality Act 2010. The authority should give due regard to ensuring that all services are delivered in a way which is non-discriminatory, and promotes equality of opportunity for staff and service users. The services provided will cater for the needs of all users, and identifying the needs of particularly vulnerable groups will be a key aspect of the tender process. Prospective contractors should give due regard to the diverse needs of young people in Thurrock and plan to meet these accordingly. The equality requirements will be identified in the service specification and pre-qualification questions.

**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**

- None

**Report Author:**

Sue Green

Strategic Lead Children's Commissioning and Service Transformation  
Children's Services

Stef Seff

Strategic Lead Procurement  
Commercial Services

<b>9 October 2018</b>		<b>ITEM: 8</b>
<b>Children's Services Overview and Scrutiny Committee</b>		
<b>Schools' Performance</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Non-key
<b>Report of:</b> Andrea Winstone, School Improvement Manager		
<b>Accountable Assistant Director:</b> Michele Lucas, Interim Assistant Director for Learning, Inclusion and Skills		
<b>Accountable Director:</b> Rory Patterson, Corporate Director of Children's Services		
<b>This report is public</b>		

## Executive Summary

Thurrock continues to see an improving picture in attainment and progress outcomes for its children and young people. We now have three years data for the end of KS2 which allow for trends to be recognised. The GCSE outcomes are more difficult to compare with previous years as more exams are transferred to the new 1-9 grading system (9 being the highest). The new grading system was introduced alongside a more demanding curriculum. Students can achieve English and maths combined with either passes in English language or English literature. This will replace the 5A\* - C national measure. The data contained within this report is un-validated and may be subject to slight changes.

### 1. Recommendation(s)

**1.1.1 That the Overview & Scrutiny Committee notes the provisional outcomes of the summer 2018 tests and examinations and commends schools, pupils, and parents/carers on their achievements.**

### 2. Introduction and background

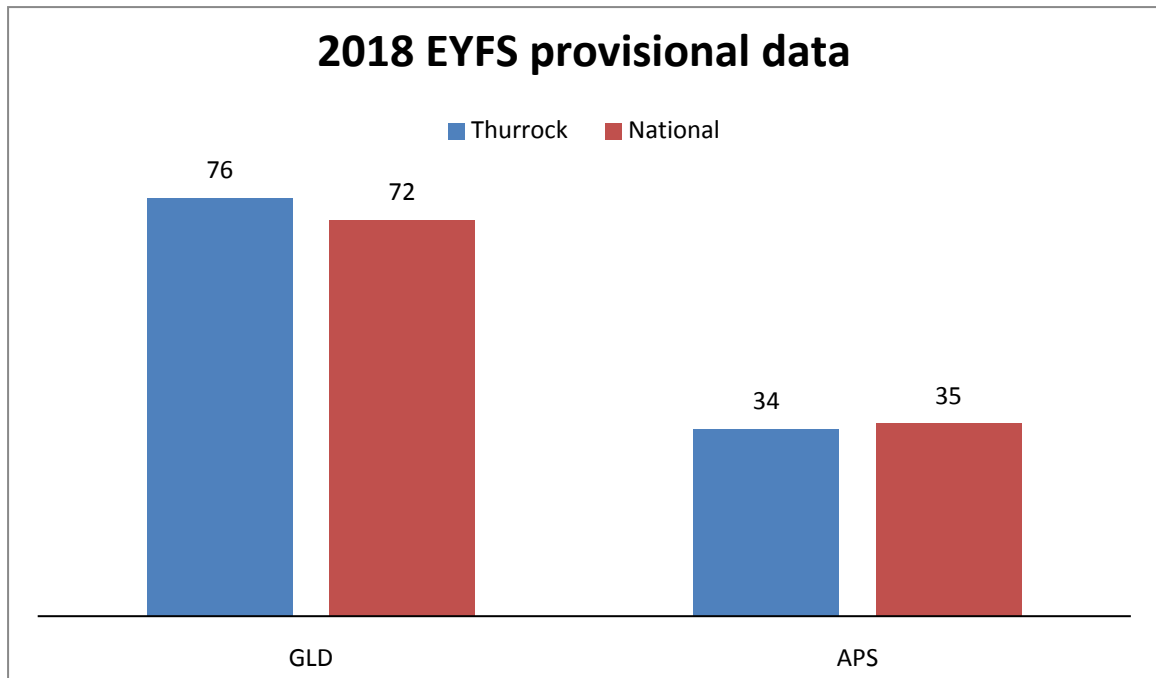
2.1 The target for Thurrock schools and academies is to be improving year on year and to be above the national averages in the end of year assessments in Reception, phonics in year 1, end of year 2 in key stage 1, end of year 6 in key stage 2, end of year 11 in key stage 4 and end of year 13 in key stage 5.

GLD (End of Reception- 5 year old)

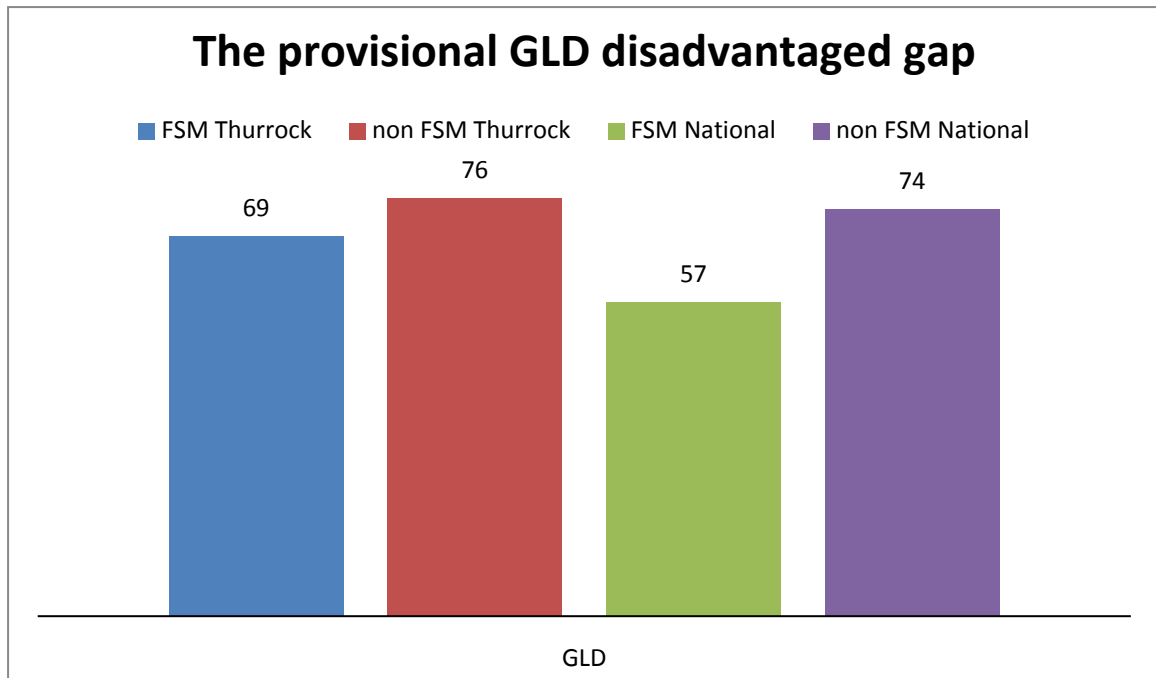
KS1 (7 years old)  
KS2 (11 years old)  
KS4 (16 years old)  
KS5 (18 years old)

As a result of a continued support for Early Years teaching & moderation in schools, outcomes at the end of Reception (GLD – Good Levels of Development) are above national for the sixth year in a row.

- 2.2 KS1 assessments have been reported as a standard since 2016 and therefore this year's data can be compared to the previous two year's. The results continue to be based on teacher assessments which are informed by statutory end of key stage standardised assessment tasks (SATs). They also include a combined reading, writing and maths measure, in line with KS2 results.
- 2.3 In KS2 results of standardised assessment tasks are used to determine how pupils have attained and made progress in mathematics, reading and grammar, punctuation and spelling. Teachers also make teacher assessments in writing and science. A combined measure of the reading test, maths tests and writing teacher assessment is also included.
- 2.4 In KS5 the recently introduced Progress 8 measures schools not only on the results pupils achieve, but on how much progress they have made since they started secondary school. These will not be published until much later in the academic year and have replaced the previous measure of five good GCSE grades. Attainment 8 measures pupils' attainment across 8 qualifications including maths and English. A grade 4 in a single subject is considered a 'standard' pass whilst a grade 5 is a 'strong' pass. The key measure of combined English (EN) and mathematics (MA) is being used by the Department of Education this year and will be supplemented to include Progress 8 and Attainment 8.
- 3. Early Years Foundation Stage (EYFS age 5)**  
The Good Level of Development (GLD) measure is awarded at the end of EYFS (Reception year), when a pupil has achieved at least expected in the prime areas of learning and in literacy and maths.
- 3.1 Early indications suggest that GLD in Thurrock has remained higher than the national average (NA 72% and Thurrock 76%). This is broadly in-line with the previous year.



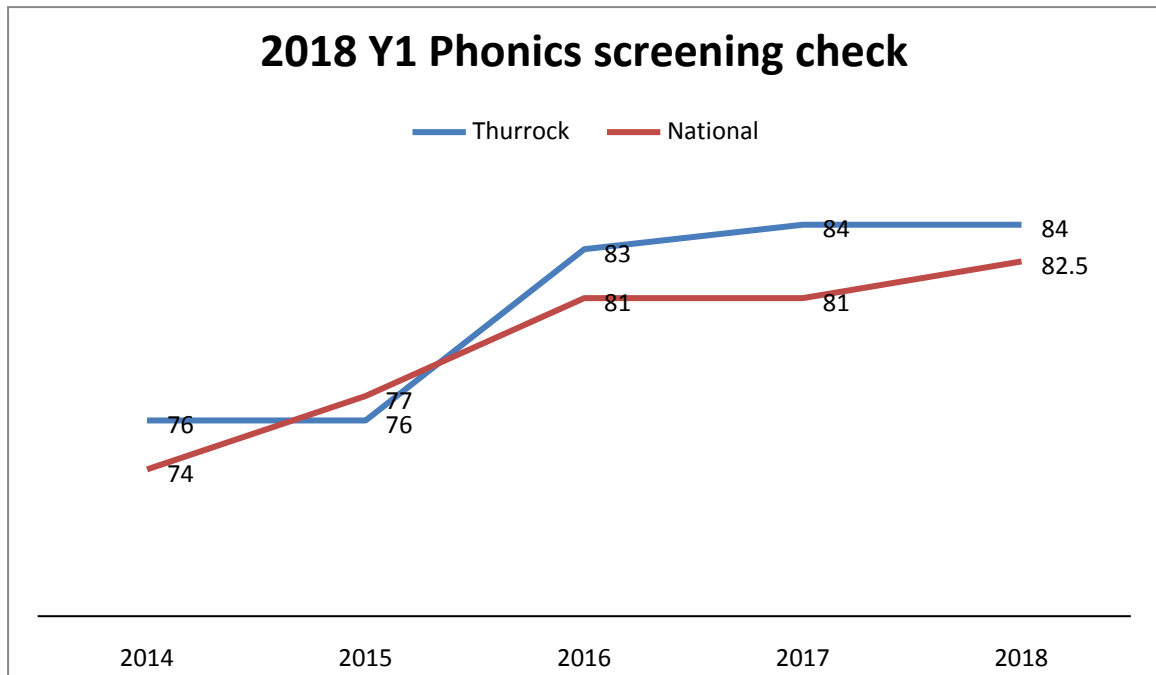
- 3.2 To reach the percentage of children making a good level of development, each child is assessed against 17 Early Learning Goals; whether she/he meets the level, has not yet reached the level or exceeded it, and points are awarded accordingly in a range 17 - 51. If a child meets every Early Learning Goal, she/he will receive at least 34 points.
- 3.3 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. 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.
- 3.4 The disadvantaged gap measures the percentage gap in GLD between the children eligible for free school meals and all other pupils. The target is to close the gap to ensure disadvantaged pupils achieve at least as well as their peers. The national gap remains high at 18%, whilst the gap for Thurrock pupils is 7%. This is a reduction on the previous year of 11%.



3.5 The narrow gap evidences the strength of early years in Thurrock, where all early education and childcare providers are at least judged to be good by Ofsted and therefore provide good early education for the high proportion of children that attend.

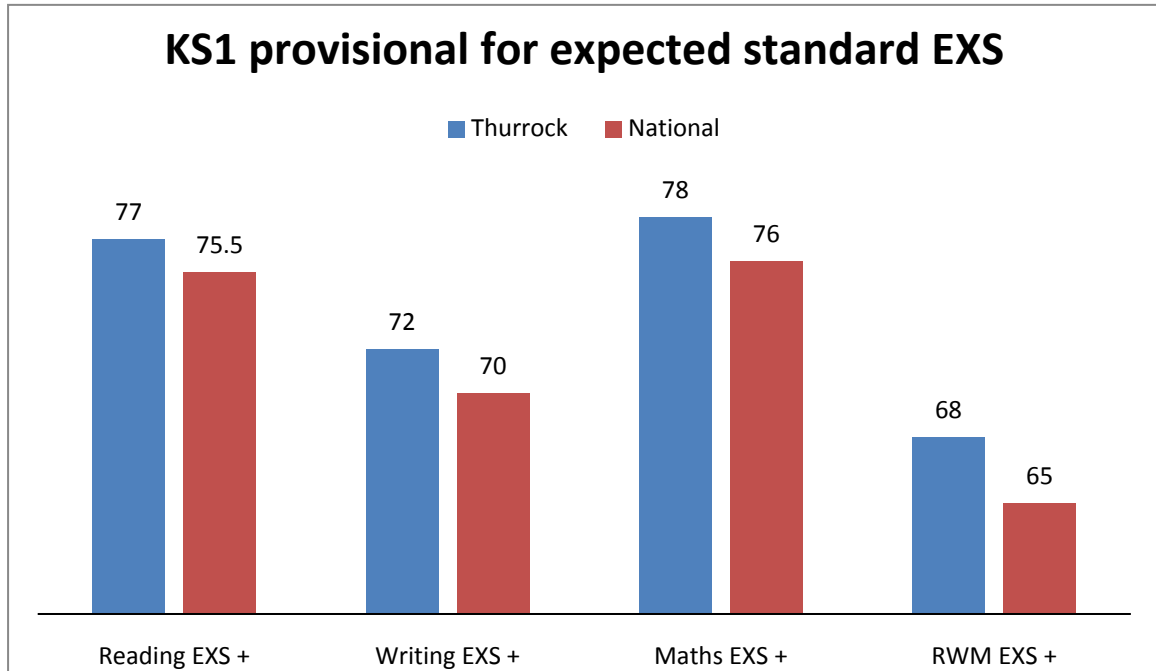
#### 4. Year 1 Phonics (age 6)

4.1 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 remains at 84% which is higher than the national average of 82.5%.

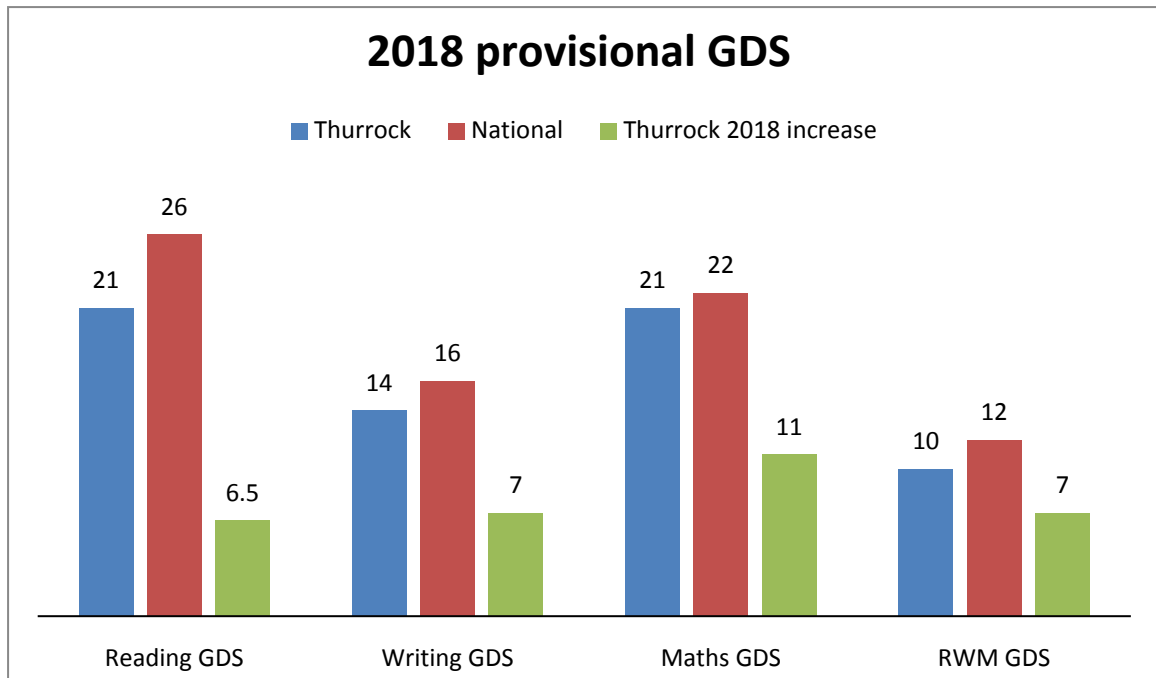


## 5. Key Stage 1 (age 7, year 2)

- 5.1 The results are still based on teacher assessments which are informed by standardised assessment tasks(SATs) in reading and maths.



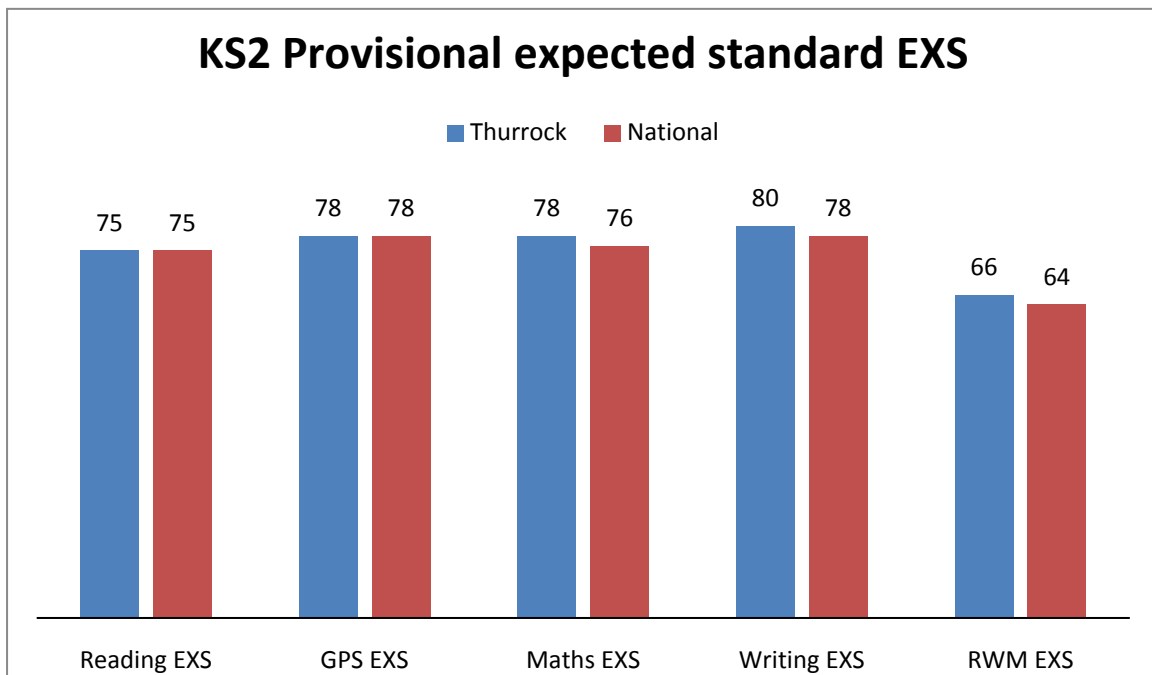
- 5.2 There has been a three year improving trend in all subjects at key stage 1 for the percentage of pupils achieving the expected standard.



5.3 Whilst the percentage of pupils achieving the greater depth is lower than the national, Thurrock has seen a marked improvement on the previous year (green column). This is as a result of greater teacher confidence in the revised curriculum and a focus on ensuring more pupils achieve greater depth.

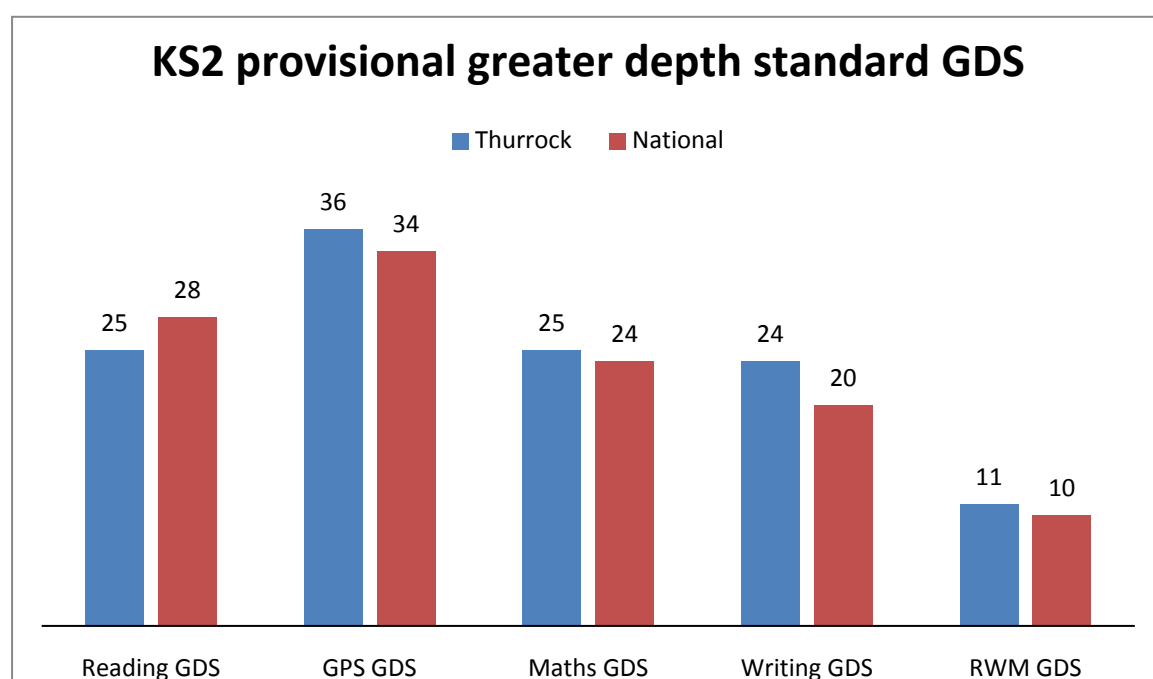
## 6. Key Stage 2 (age 11, year 6)

6.1 End of KS2 results have continued to improve. The outcomes for Thurrock are now in-line or better than national averages in most areas.



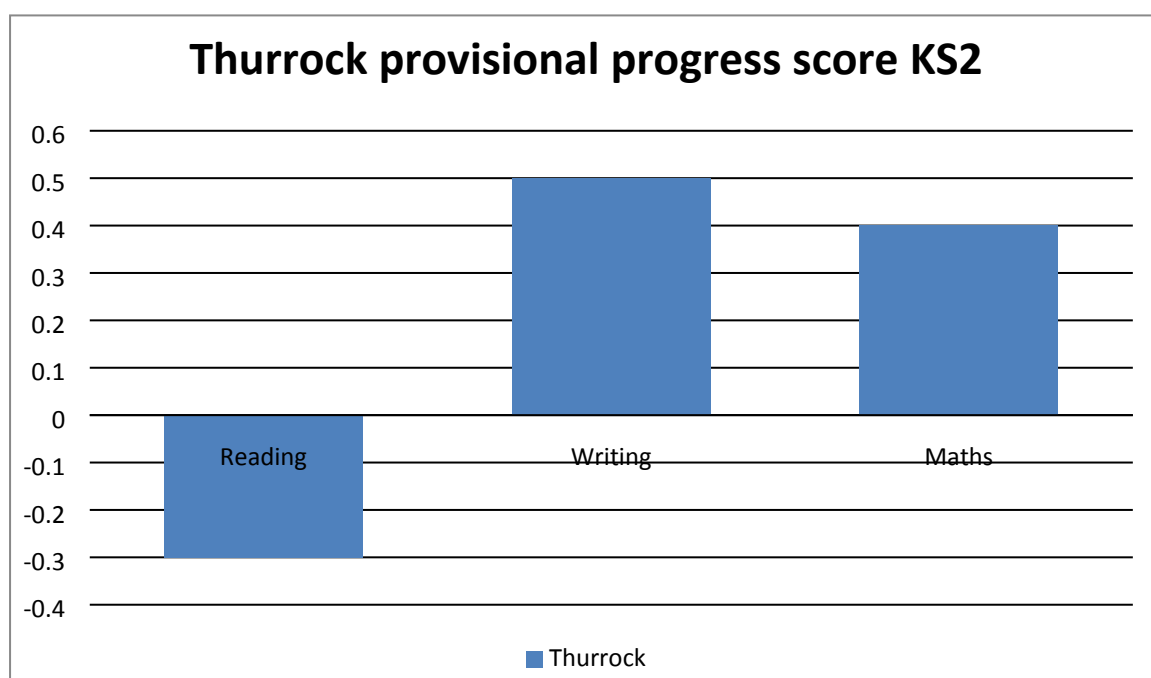


- 6.2 The three year trend, (2016-2019) for the percentage of pupils achieving the expected standard in reading shows a 13 percentage point increase.
- 6.3 The three year trend for the percentage of pupils achieving the expected standard in Grammar, Punctuation and Spelling demonstrates a 6 percentage point increase.
- 6.4 The three year trend for the percentage of pupils achieving the expected standard maths demonstrates 10 percentage point increase.
- 6.5 The three year trend for the percentage of pupils achieving the expected standard in writing demonstrates a 5 percentage point increase.

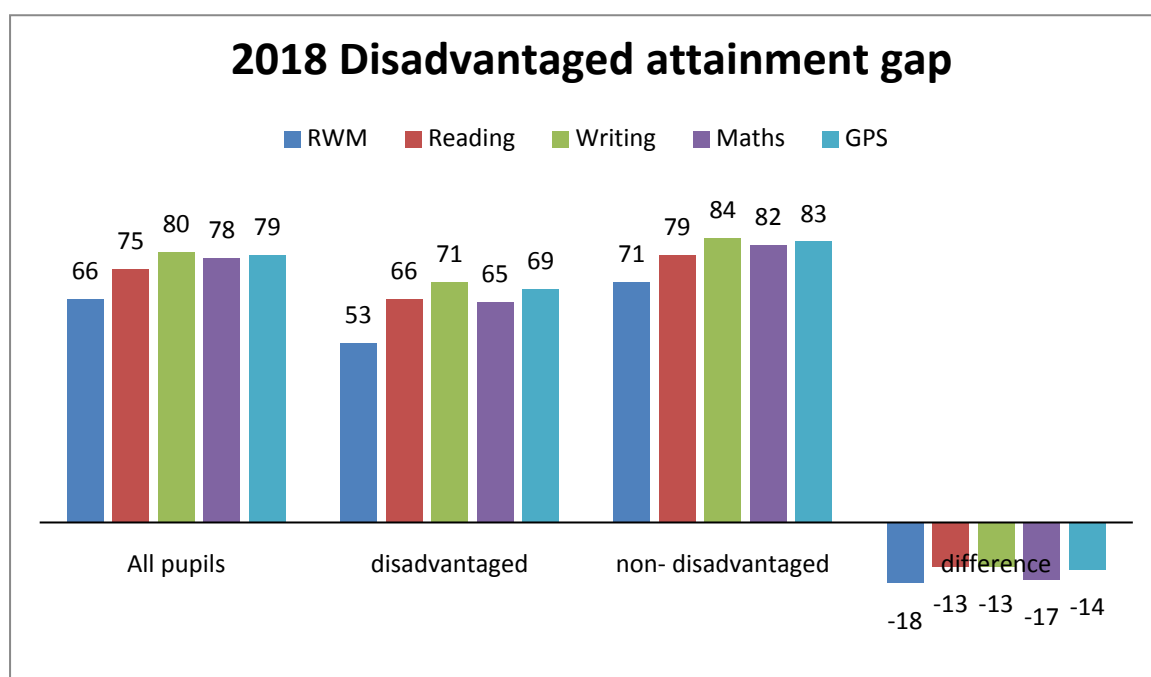


- 6.6 The percentage of pupils achieving greater depth has improved in all measures since 2017 and in most areas, (except reading) are now better than national. This is the first time these measures have exceeded national averages in Thurrock.
- 6.7 Schools continue to focus on the progress pupils make from their previous attainment group (KS1 data). Where a child has made expected progress in line with their peers from the same starting point they will have a 0 progress score. When a pupil has made less than expected progress they will have a negative progress score, and where a pupil has made more than expected progress they will have a positive progress score. Progress is published by the Department for Education early in the autumn term but indicative, un-

validated data suggests that pupils in Thurrock have an average progress score very close to 0 (national).



6.8 The disadvantaged pupils in year 6 do not achieve as well as their non-disadvantaged peers.



6.9 This remains a focus for all schools. There are number of schools who have closed or almost closed their disadvantaged gap and achieved at least the national standards: Belmont Castle Academy, Deneholm Primary, Harris Primary Chafford Hundred, Quarry Hill Academy and Shaw Primary Academy. The School Improvement Team will be analysing how these particular schools

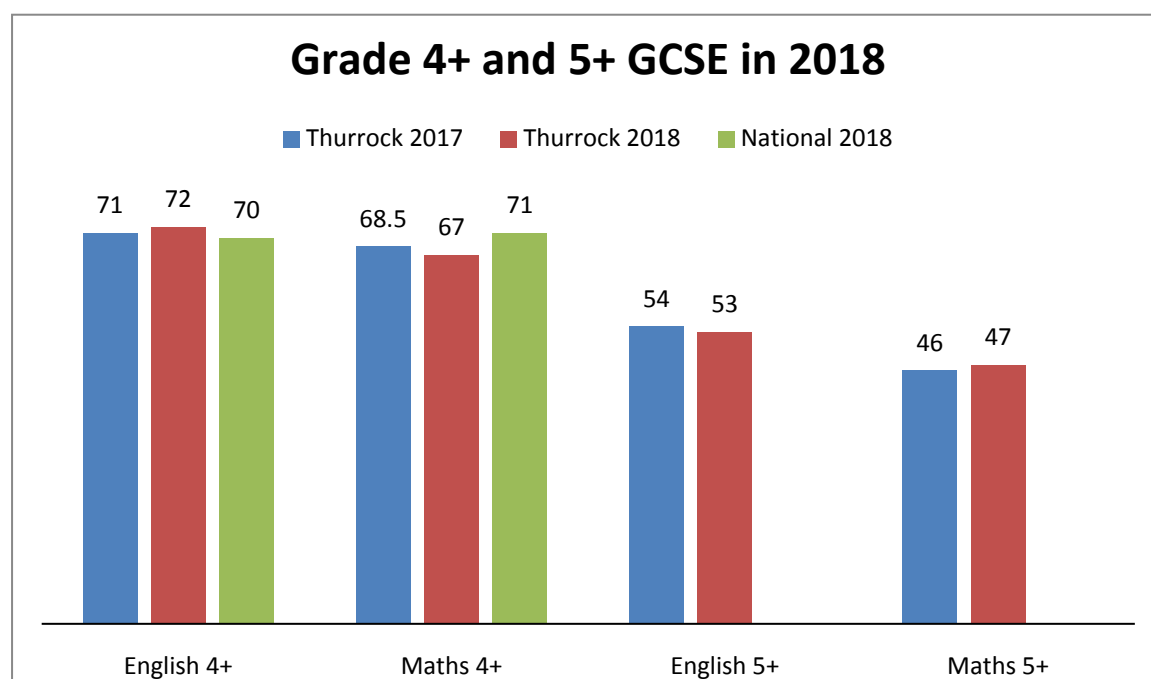
have achieved this in order to ensure more schools do the same in future years.

## 7. GCSE KS4 (age 16, year 11) un-validated results

- 7.1 The nine number scale does not directly compare with the 8 letter scale and a grade 4 will be equivalent to the old “C” grade.

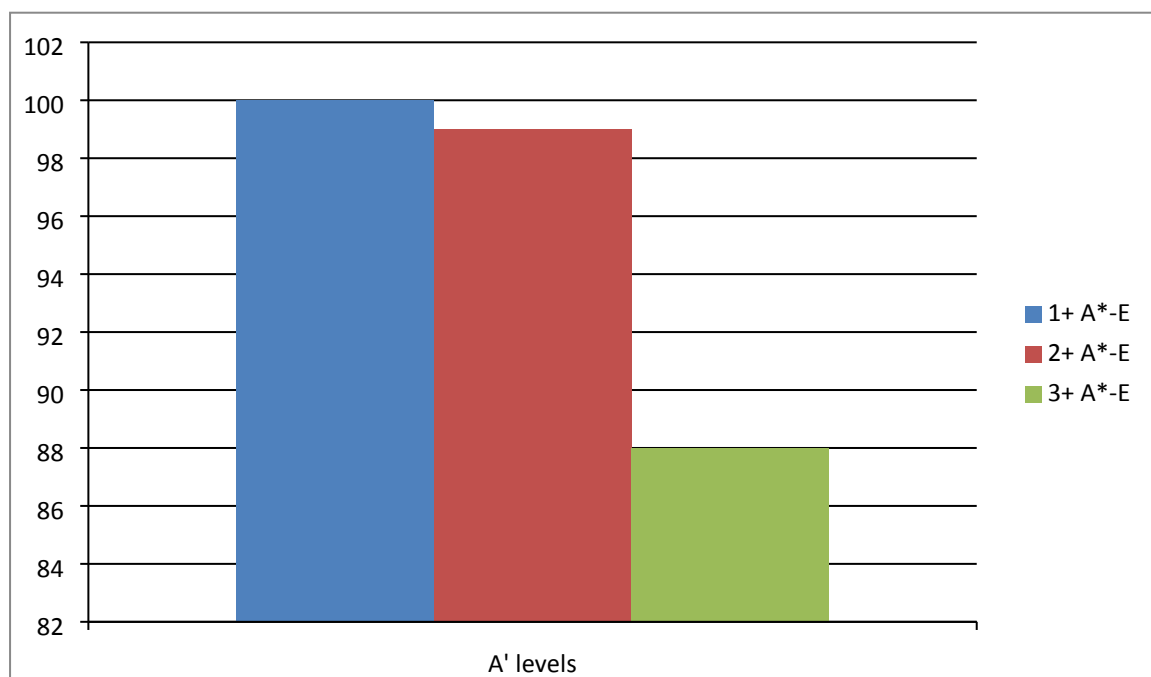
New grading structure	Former grading structure
9	A*
8	
7	
6	A
5	
4	
	B
	C
	D
	E
	F
	G
U	U

- 7.2 Early GCSE data suggests that 72% of the pupils in Thurrock achieved a grade 4+ in English and 67% achieved a grade 4+ in maths (standard pass).



- 7.3 In Thurrock provisional data shows that 62% of pupils achieved the combined English and maths grade 4+ measure, compared to 61% in 2017. The proportion of pupils who achieved the 'strong' combined English and maths grade 5+ increased by 1 percentage point in 2018.
- 7.4 There is still a wide disadvantaged gap in Thurrock at KS4. Only 56% of pupils eligible for free school meals achieved a grade 4+ in English and only 39% achieved a grade 5+. In maths only 52% of pupils eligible for free school meals achieved a grade 4+ in Maths and 35% achieved a grade 5+.
- 7.5 In the English and maths combined measure, 44% of pupils eligible for free school meals achieved a grade 4+ and 25% achieved a grade 5+.
- 7.6 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.
- 7.7 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.
- 7.8 These results remain un-validated and the first release from the DfE is due in late October and therefore not available at the time of writing this report. 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.
- 7.9 The strategic priority for 2018-19 is to ensure Thurrock's young people achieve above the national average and that disadvantaged pupils make accelerated progress, so narrowing the gap, ensuring better further education and career opportunities for all young people in the borough.

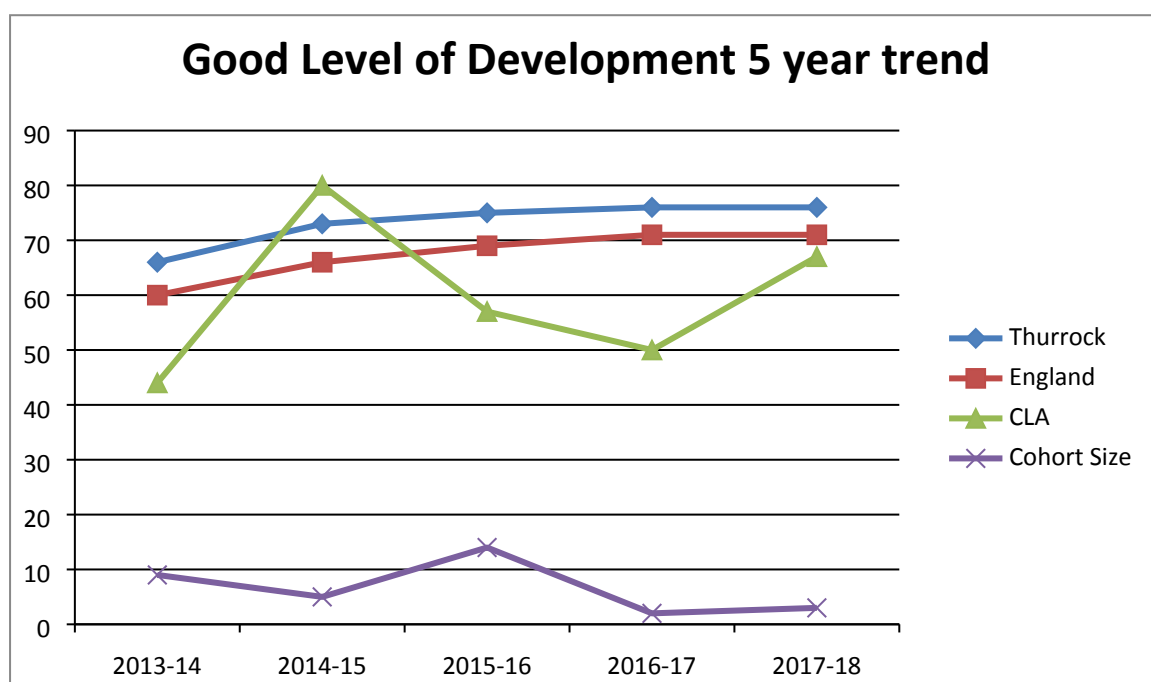
## 8. Key stage 5 (age 18) 'A' level results



- 8.1 Thurrock's 'A' level results are difficult to directly compare to previous years due to the move of Palmer's College to SEEVIC, and therefore now registered as an Essex County Council establishment. However, three sixth form establishments submitted results for 179 students. All students passed at least one 'A' level with a grade between A\* - E. 98% of students passed two or more 'A' levels at with a grade between A\* - E and 88% passed at least 3 'A' levels with a grade between A\* - E.
- 8.2 Harris Academy Chafford Hundred had 94% of their students who achieved at least 3 'A' levels, whilst 86% of Gable Hall's students achieved three or more. At the Ockendon Academy 67% of students achieved at least 3 'A' levels.
- 8.3 Sixth form students also undertook Substantial Vocational Qualifications (SVQ). Of the 59 students who completed SVQs, 100% achieved at least 1 qualification, 89.5% achieved at least two qualifications and 68% achieved three or more.
- 8.4 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.

## 9. Early Years Foundation Stage [EYFS] 2018 - Indicative data

- 9.1 The GLD has fluctuated significantly over a 5 year period and this demonstrates the uniqueness and small size of each cohort. The size of each cohort shows that each child's result is worth a significant percentage amount. The diagram below illustrates the performance of Thurrock CLA against national and Thurrock non-CLA pupils. The Department for Education does not provide national data comparisons for Children Looked After in the area of a Good Level of Development.



- 9.2 For the 2017/18 academic year the provisional GLD result for Thurrock CLA demonstrates an improving trend of 67%, a 17% increase on the previous year. However, this result is based on 3 pupils who were in care for a period of 1 year or more. These 3 pupils [30%] of the cohort became CLA prior to April 2017. 1 of these pupils had SEND.
- 9.3 There were a further 7 pupils [70% of the cohort] who were in care at some stage during their reception year but these were in care for less than their academic reception year. 5 pupils [50%] became looked after in the summer term 2018 and a further 2 pupils [20%] became CLA in the autumn term. Of the 7 pupils who were in care for less than the academic year, none of these pupils achieved GLD. As they have not been in care for a long period, these pupils have gaps in their prior learning. This has caused developmental delay and their schools have been providing extra staffing and or interventions to support their learning and help them to diminish the difference. They have made good progress since becoming looked after. The Personal Education Plan has been used to identify areas for development and levels of intervention and support to meet needs.
- 9.4 The academic profile of the 2017/18 cohort saw that 50% of the 10 pupil cohort was applicable for Special Educational Needs and Disabilities [SEND]

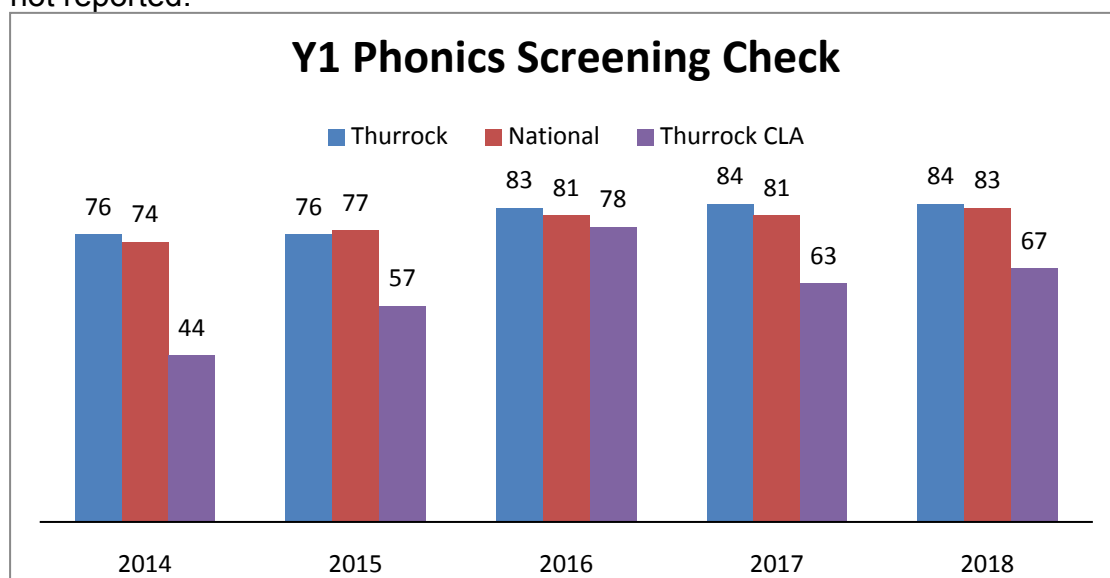
classification and they are receiving additional support in school. Pupils with SEND have specific learning needs and require extra support. Therefore, 50% of the cohort were working significantly below the national average according to development matters which assessed their learning at below their chronological age. In addition, these pupils had a larger gap to close in order to meet a Good Level of Development. They were provided with additional support in their schools through group and individual support interventions. It aided them in their progress and enabled them to catch up with their peers to make expected progress across the year, even if they did not meet the expected standards.

## 9.5 Year 1 Phonics Score Results 2018

- 9.5.1. The percentage of children who reached the expected standard has increased compared to the previous year. The cohort sizes are small year on year. This is illustrated in the table below:-

Year	Total Cohort Size	Number who passed
2015	7	4 pupils – 57%
2016	9	7 pupils – 78%
2017	8	5 pupils – 63%
2018	6	4 pupils – 67%

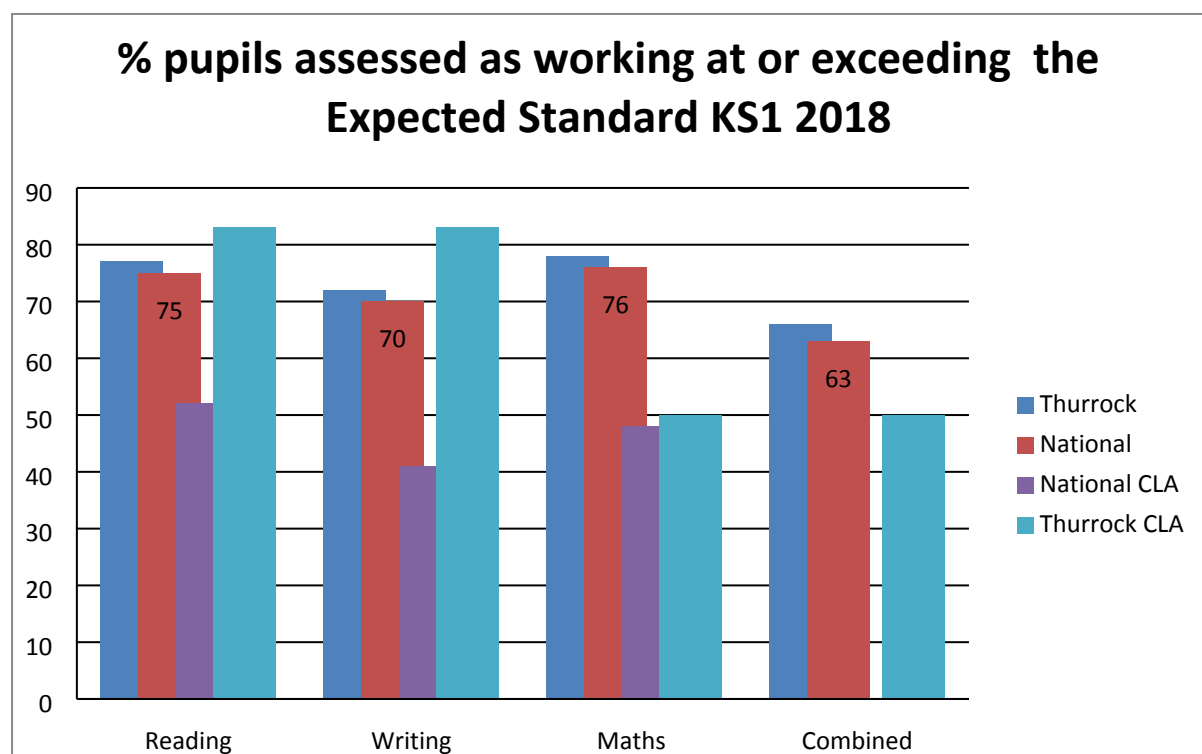
- 9.5.2. The graph below compares CLA attainment against Thurrock and National non looked after. There is no national data for CLA for comparison as this is not reported.



## 9.6 Key Stage 1 (age 7, year 2) 2018 - Non-Validated data

- 9.6.1 The reported data is based upon all pupils in the Virtual School year 2 cohort during this academic year. Specific analysis of those in care for 12 months or more will be provided by the DFE later in the year.

9.6.2 In the graph below, it is possible to see how Thurrock CLA performed against National and Thurrock non-looked after. The graph includes National CLA performance data for 2017 as a point of comparison as 2018 is not available at the time of this report.



Graph of Unvalidated Results Comparison for National and Thurrock Non-CLA

9.6.3 Table of Results of Thurrock CLA [ 6 pupils in cohort] 2018 – there were a further 2 pupils who were disapplied from SATs due to the severity of their SEND needs.

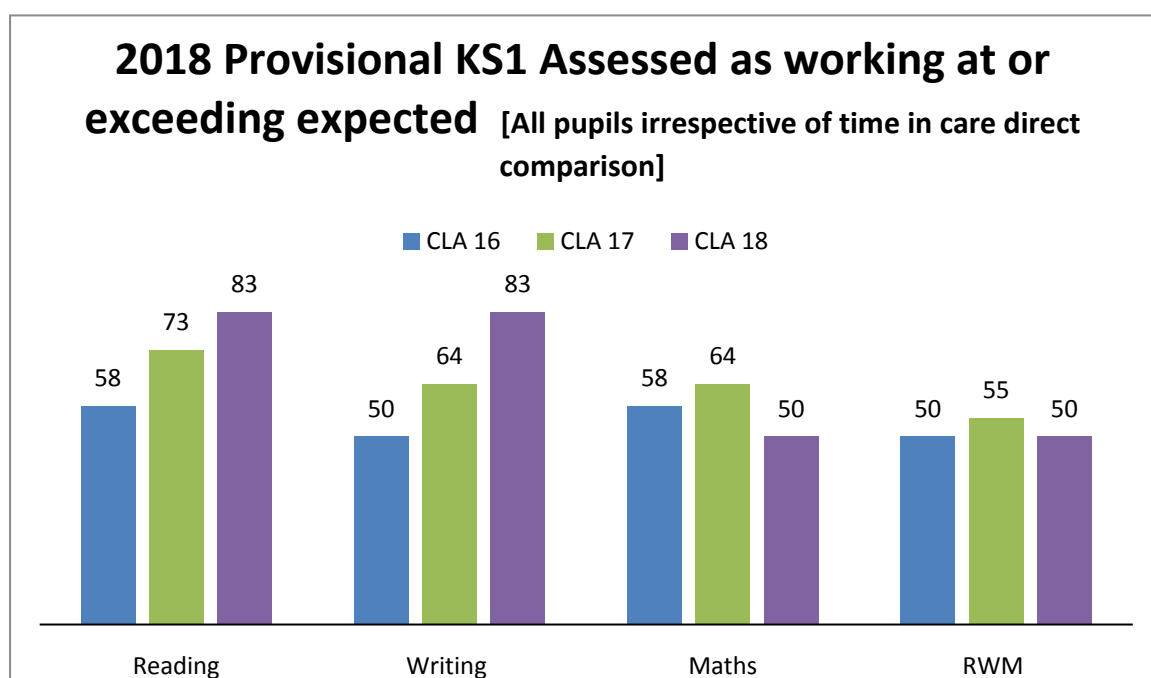
Subject	Number of Pupils	Percentage [2017]	National CLA [2017]
Reading	5	83%	52%
Writing	5	83%	41%
Maths	3	50%	48%
Combined	3	50%	Not provided

The above data is based upon a cohort size of 6 pupils. This is a very small data set for comparison particularly when comparing against very large numbers for Thurrock and all Year 2 Nationally.

9.6.4. Analysis of this data indicates that Thurrock CLA have performed better than their non-looked after peers in the areas of reading and writing. The area for development is maths as this has declined to 50% which has affected the overall reading, writing and maths combined score. Specific CLA 3 year trend is provided in the graph below as a point of comparison. The increase in



English scores is very good but a greater focus needs to be placed upon maths for improvement.

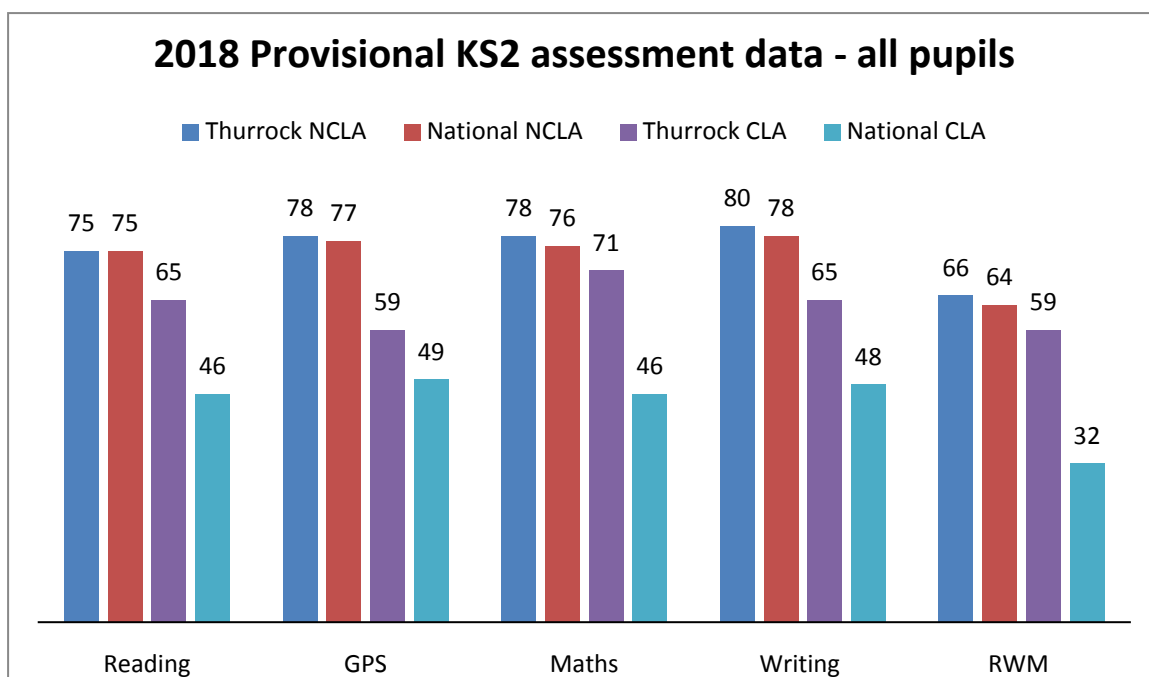


9.6.5 Contextual data for the cohort shows that all pupils who took SATs were in a Thurrock school. The 2 pupils who were dis-applied due to SEND attend provision out of borough.

#### 9.7. **Key Stage 2 SATS 2018 - Non-Validated Data**

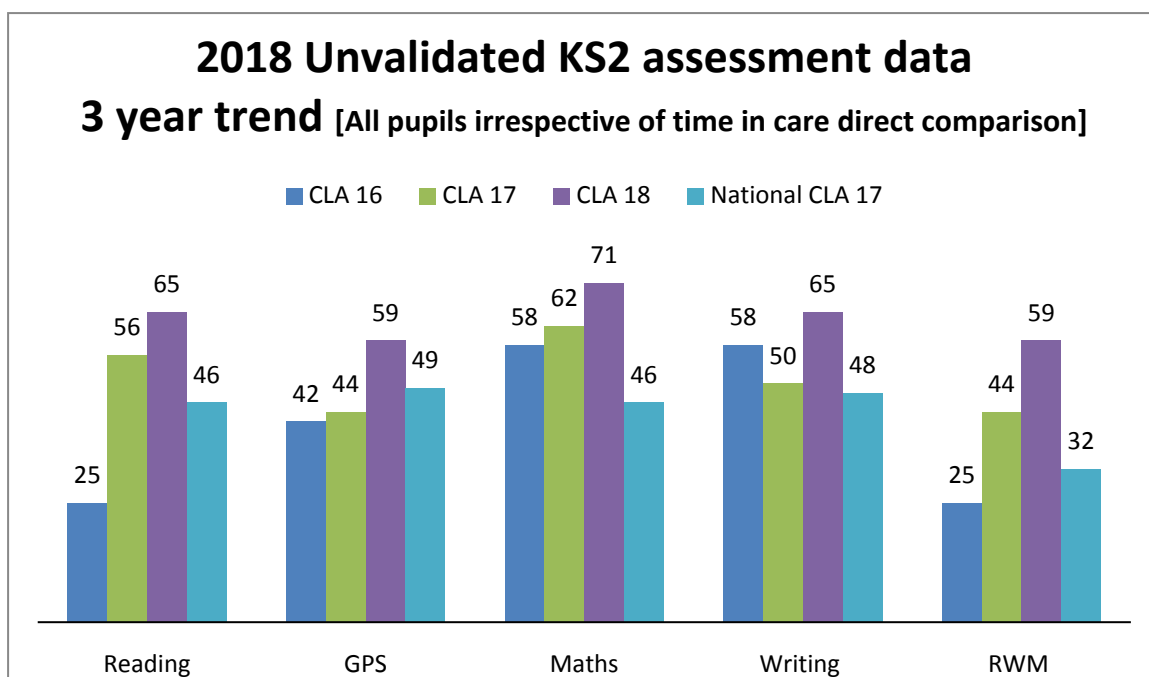
9.7.1 The cohort size for the 2018 Key Stage 2 SATS was 17 pupils. All pupils took their SATS this year and there were no pupils dis-applied. The results that are reported will be based upon those on the Virtual School roll during this academic year. Specific analysis will be available later in the year from the DFE which details those in care for 12 months or more.

9.7.2 For Thurrock CLA the statistics for those achieving the expected standard were as follows: reading 65%, GPS 59%, maths 71% and writing was 65%. The graph below illustrates the comparisons with non-CLA nationally and all pupils in Thurrock for 2018 results. National CLA statistical comparisons are based upon 2017 data as 2018 data is not available at the time of this report due to the time of publication of the Statistical First Release.



Graph of Indicative Results Comparison for National and Thurrock Non-CLA [2018]

- 9.7.3 Children Looked After were below all Thurrock and National children in all areas. However, consideration should be given that this is comparing 17 pupils with a large number of children across the country and the borough.
- 9.7.4 What is good news is the increase in the number of pupils reaching the expected standard in reading from 25% in 2016 to 56% in 2017 and in 2018 it is now 65%. There has been a significant increase in those pupils achieving a combined score in reading, writing and maths from 44% in 2017 to 59%. The graph also illustrates the comparison against last year's CLA national data in the absence of current national CLA data.
- 9.7.5 The available data shows that there has been a closing of the gap against non-looked after children and that the differences are being diminished.



## 9.8 Overall Standards for Primary Age Children Looked After

- 9.8.1 For every year group in this phase the attainment of Thurrock Children Looked After has improved from the previous year. We are successfully diminishing the difference against non-looked after children and we have demonstrated that our pupils are performing above the standards of those in the eastern region and national children looked after.
- 9.8.2 Those factors which have affected these improvements can be attributed to the following reasons:
- Increased staffing of the Virtual School team has enabled Thurrock to closely monitor the progress of our pupils through visits to the schools and attendance at key meetings such as Personal Education Plan meetings, Educational Health Care Plan reviews.
  - Improved monitoring has increased the level of challenge and accountability for schools to demonstrate that they are providing appropriate provision and improving outcomes.
  - Positive relationships with schools have been established which has facilitated an open and honest dialogue which focuses on the needs of the pupil.
  - All staff members within the Virtual School team have a clear focus on what actions need to be taken to improve outcomes and they share the aspirations for improvement and strategies to support our pupils with schools, carers and social workers.
  - There is a correlation between the stability of school placement and care placement for our pupils where those who have greater consistency will do better than those who have frequent changes. Wherever possible the Virtual School try to ensure that there is stability of school placement and where pupils have needed to change, the team has supported this transition.

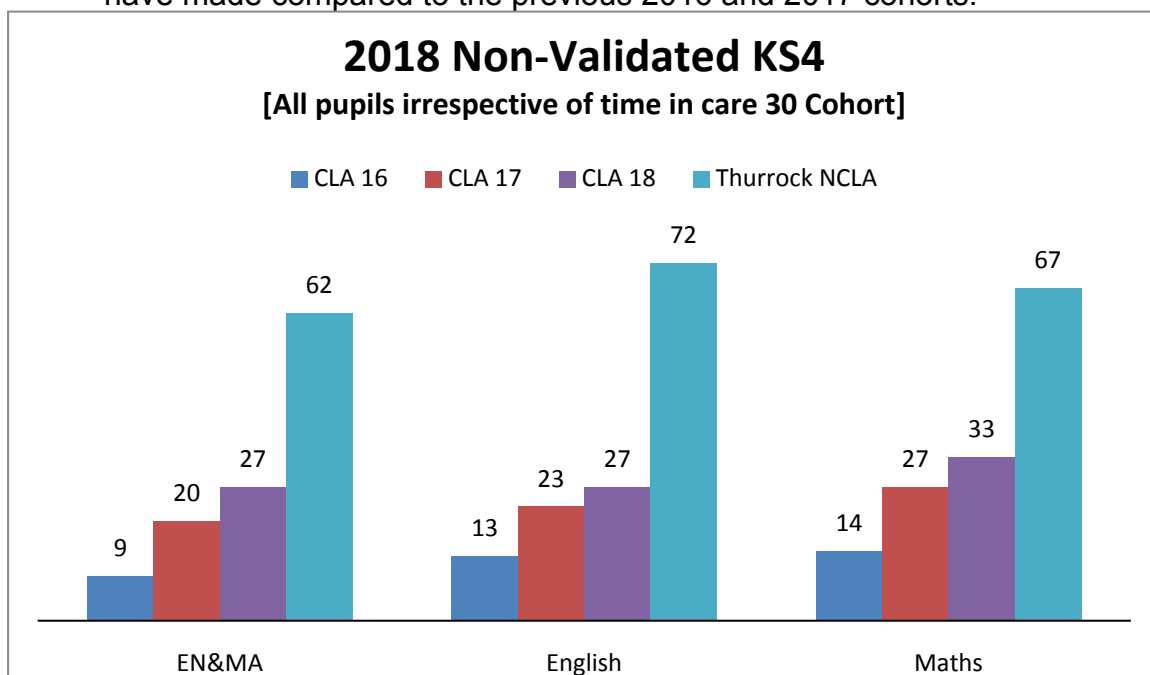
### 9.9 **Key Headline Data [Cohort of 30]:**

- There were a total of 30 pupils in the year 11 cohort and 17 pupils [56.6%] were eligible to take GCSEs in English and maths
- 8 pupils [27%] achieved English and maths combined for the equivalent of grade C [point 4] or above
- 8 pupils [27%] achieved English at grade 4 or above
- In Maths, 10 pupils [33%] achieved the expected standard or above.

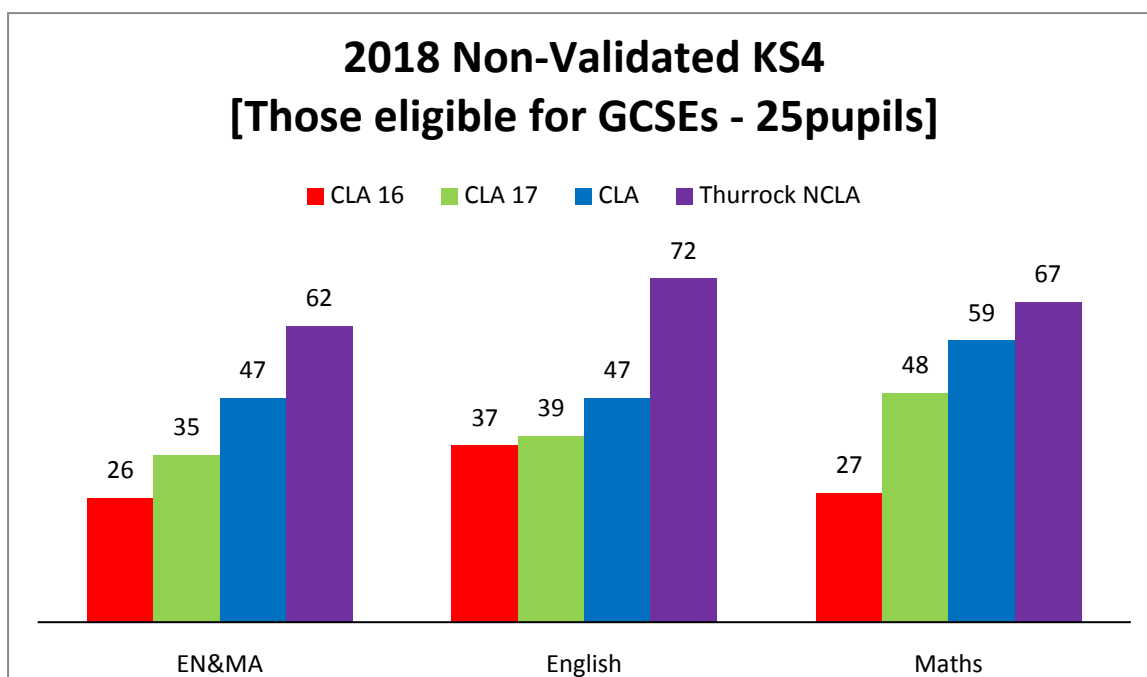
### 9.10 **Key Headline Data [Cohort of 17 eligible for GCSE maths and English]:**

- 8 pupils [47%] achieved English and maths combined for the equivalent of grade C [point 4] or above
- For English, 8 pupils [47%] achieved the expected standard or above
- In Maths, 10 pupils [59%] achieved the expected standard or above.

The graphs below demonstrate the improvements that Thurrock CLA pupils have made compared to the previous 2016 and 2017 cohorts.



Graph Depicts Comparison between Year 11 cohort across a 3 year period. It compares against Thurrock non-looked after.



Graph Depicts Comparison between Year 11 cohort across a 3 year period. It compares against Thurrock non-looked after.

9.10.1 The above data demonstrates that there has been a marked improvement in this years' attainment for the whole cohort and for those eligible for taking GCSEs. The two graphs illustrate an improving picture for Thurrock CLA and outcomes are improving. The attainment gaps are gradually decreasing against non-looked after.

#### **9.11 Additional Information for Key Stage 4 Cohort**

9.11.1 There are specific reasons as to why not all of the 30 pupils were able to sit GCSE qualifications. It is important that this report includes these young people and accounts for their educational outcomes.

9.11.2 20 pupils [67%] of our year 11 pupils looked after by the local authority attended a provision that was out of borough. There were 12 [40%] students were in specialist provision. Specialist provision includes alternative provision, residential specialist schools, and SEND schools. These placements matched the needs of the pupils at that time, based upon their social care and educational needs. Where possible these students sat formal qualifications which included GCSE, BTEC, functional skills or Entry Level exams. However, due to the nature of their needs, not all were able to sit either English or maths GCSE. It is important to note that these students obtained positive outcomes for them based upon their needs and their academic level or educational ability at the time.

### **10. Conclusion**

10.1 Pupils and those who support them in and beyond school are to be praised for the progress that has been made again 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 School Improvement Team, Teaching Schools and external consultants has proven to be effective.

- 10.2 Recruitment and retention of highly skilled teachers, leaders and governors remains a contributing factor where schools have found it more difficult to improve standards. The high rate of in year admissions is also a contributing factor.
- 10.3 A few multi-academy trusts have been reluctant to engage with the local school led school improvement system.
- 10.4 In response, a framework for school effectiveness has been developed and through this we hope to identify concerns and broker improvement to prevent schools falling into a category. The Corporate Director for Children's Services and his education colleagues will be undertaking an annual conversation with each school/ academy and free school in the borough in order to ensure a good understanding of strengths and areas of concern. Schools will be encouraged to work more collaboratively to share good practice and to engage with the CPD and school improvement offers from the three teaching schools.

## **11. Reasons for Recommendation**

- 11.1 None.

## **12. Impact on Corporate Policies, Priorities, Performance and Community Impact**

- 12.1 This report relates to the council priority Prosperity - a borough which enables everyone to achieve their aspirations - vocational and academic education, skills and job opportunities for all.

## **13. Implications**

### **13.1 Financial**

Implications verified by: **David May**  
**Management Accountant**

There are no direct implications in this report.

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:-

- i) A duty is imposed on the Council by S13A of the Education Act (EA)
- ii) 1996 duty to promote high standards and the fulfilment of potential.
- iii) 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.

The vulnerable and gender data will not be available until November and therefore we are unable to include implications at this point in time.

### 13.2 Legal

Implications verified by: **Lucinda Bell**  
**Lawyer**

Committee is asked to note the provisional outcomes contained in this report, and to offer commendations. No decision is required. Committee will be aware of the various overarching duties of the Council to promote high standards and the fulfilment of potential (s13A Education Act 1996 and to safeguard and promote the welfare of any child it looks after, including a duty to promote their educational achievement. This latter duty has recently been expanded to include those children who were previously looked after. The vulnerable and gender data will not be available until November and therefore we are unable to include implications at this point in time.

### 13.3 Diversity and Equality

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

There are no direct implications in this report.

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:-

- i) A duty is imposed on the Council by S13A of the Education Act (EA)
- ii) 1996 duty to promote high standards and the fulfilment of potential.
- iii) 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.

The vulnerable and gender data will not be available until November and therefore we are unable to include implications at this point in time.

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

### 14.1 None.

**15. 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):

15.1 None.

**16. Appendices to the report**

16.1 Appendix 1 – Thurrock Attainment Summary 2018

16.2 Appendix 2 – Thurrock Provisional KS4 Results 2018

**17. Report Author:**

Andrea Winstone  
School Improvement Manager  
Children's Services



			RWM*		READING				WRITING TA		MATHS				GPS			
Estab. No.	School	Cohort	<div><div></div><div>≥Exp</div></div>	<div><div></div><div>High</div></div>	Avg. SS	<div><div></div><div>&lt;Exp</div></div>	<div><div></div><div>≥Exp</div></div>	<div><div></div><div>High</div></div>	<div><div></div><div>≥Exp</div></div>	<div><div></div><div>GDS</div></div>	Avg. SS	<div><div></div><div>&lt;Exp</div></div>	<div><div></div><div>≥Exp</div></div>	<div><div></div><div>High</div></div>	Avg. SS	<div><div></div><div>&lt;Exp</div></div>	<div><div></div><div>≥Exp</div></div>	<div><div></div><div>High</div></div>
- NCER National		588,787	64.2%	9.8%	105.0	<div><div></div><div>24.4%</div></div>	<div><div></div><div>75.1%</div></div>	27.9%	78.2%	19.7%	104.4	<div><div></div><div>24.1%</div></div>	<div><div></div><div>75.4%</div></div>	23.4%	106.1	<div><div></div><div>22.0%</div></div>	<div><div></div><div>77.5%</div></div>	34.2%
- LA		2,362	65.7%	11.3%	104.8	<div><div></div><div>24.5%</div></div>	<div><div></div><div>75.2%</div></div>	25.4%	80.3%	23.6%	104.9	<div><div></div><div>21.7%</div></div>	<div><div></div><div>77.9%</div></div>	24.6%	106.6	<div><div></div><div>21.1%</div></div>	<div><div></div><div>78.7%</div></div>	35.8%
3822	Abbots Hall Primary School	31	77.4%	9.7%	106.5	<div><div></div><div>12.9%</div></div>	<div><div></div><div>87.1%</div></div>	25.8%	77.4%	19.4%	106.2	<div><div></div><div>3.2%</div></div>	<div><div></div><div>96.8%</div></div>	19.4%	106.4	<div><div></div><div>12.9%</div></div>	<div><div></div><div>87.1%</div></div>	25.8%
2439	Arthur Bugler Primary School	58	63.8%	5.2%	103.9	<div><div></div><div>24.1%</div></div>	<div><div></div><div>75.9%</div></div>	17.2%	82.8%	24.1%	103.5	<div><div></div><div>22.4%</div></div>	<div><div></div><div>77.6%</div></div>	12.1%	104.3	<div><div></div><div>20.7%</div></div>	<div><div></div><div>79.3%</div></div>	13.8%
2382	Aveley Primary School	58	67.2%	6.9%	103.4	<div><div></div><div>27.6%</div></div>	<div><div></div><div>72.4%</div></div>	19.0%	84.5%	17.2%	102.5	<div><div></div><div>22.4%</div></div>	<div><div></div><div>77.6%</div></div>	13.8%	107.1	<div><div></div><div>15.5%</div></div>	<div><div></div><div>84.5%</div></div>	41.4%
7072	Beacon Hill Academy	2	0.0%	0.0%	-	<div><div></div><div>100.0%</div></div>	<div><div></div><div>0.0%</div></div>	0.0%	0.0%	0.0%	-	<div><div></div><div>100.0%</div></div>	<div><div></div><div>0.0%</div></div>	0.0%	-	<div><div></div><div>100.0%</div></div>	<div><div></div><div>0.0%</div></div>	0.0%
2542	Belmont Castle Academy	118	65.3%	10.2%	104.8	<div><div></div><div>24.6%</div></div>	<div><div></div><div>75.4%</div></div>	32.2%	73.7%	15.3%	104.9	<div><div></div><div>22.9%</div></div>	<div><div></div><div>76.3%</div></div>	28.0%	106.1	<div><div></div><div>23.7%</div></div>	<div><div></div><div>76.3%</div></div>	39.0%
2003	Benyon Primary Academy	23	82.6%	8.7%	107.8	<div><div></div><div>4.3%</div></div>	<div><div></div><div>95.7%</div></div>	34.8%	91.3%	21.7%	104.1	<div><div></div><div>17.4%</div></div>	<div><div></div><div>82.6%</div></div>	13.0%	106.3	<div><div></div><div>13.0%</div></div>	<div><div></div><div>87.0%</div></div>	21.7%
2722	Bonnygate Primary School	57	59.6%	12.3%	104.3	<div><div></div><div>28.1%</div></div>	<div><div></div><div>71.9%</div></div>	17.5%	77.2%	21.1%	103.7	<div><div></div><div>33.3%</div></div>	<div><div></div><div>66.7%</div></div>	15.8%	105.8	<div><div></div><div>26.3%</div></div>	<div><div></div><div>73.7%</div></div>	24.6%
2013	Bulphan Church of England Primary School	9	33.3%	0.0%	101.7	<div><div></div><div>66.7%</div></div>	<div><div></div><div>33.3%</div></div>	11.1%	66.7%	33.3%	104.7	<div><div></div><div>33.3%</div></div>	<div><div></div><div>66.7%</div></div>	0.0%	109.0	<div><div></div><div>33.3%</div></div>	<div><div></div><div>66.7%</div></div>	22.2%
2011	Chadwell St Mary Primary School	28	57.1%	10.7%	103.7	<div><div></div><div>21.4%</div></div>	<div><div></div><div>78.6%</div></div>	25.0%	78.6%	21.4%	102.2	<div><div></div><div>32.1%</div></div>	<div><div></div><div>67.9%</div></div>	14.3%	107.4	<div><div></div><div>14.3%</div></div>	<div><div></div><div>85.7%</div></div>	42.9%
2006	CORRINGHAM PRIMARY SCHOOL	61	70.5%	8.2%	104.0	<div><div></div><div>23.0%</div></div>	<div><div></div><div>77.0%</div></div>	23.0%	80.3%	23.0%	104.3	<div><div></div><div>21.3%</div></div>	<div><div></div><div>78.7%</div></div>	26.2%	104.8	<div><div></div><div>27.9%</div></div>	<div><div></div><div>72.1%</div></div>	36.1%

%<Exp: Scaled score lower than 100 in tested subjects and performance category lower than EXS in Writing TA  
 %≥Exp: Scaled score of 100 or higher in tested subjects and performance category of EXS or GDS in Writing TA  
 %High: Scaled score at or above higher threshold in tested subjects and performance category of GDS in Writing TA  
 Avg SS: Average (mean) scaled score across all pupils with a scaled score. Pupils with no scaled score or "N" are discounted  
 In multi-subject indicators (i.e.: RWM) the pupil must have achieved the stated level of performance in all respective subjects  
 Cohort numbers across different subjects may vary from stated figure

NCER National based on **597,248 pupils** in **15,302 schools** from **147 LAs**



# KS2 Test Summary List (DfE)

DfE 2018

Estab. No.	School	Cohort	RWM*		READING				WRITING TA		MATHS				GPS			
			≥Exp	High	Avg. SS	<Exp	≥Exp	High	≥Exp	GDS	Avg. SS	<Exp	≥Exp	High	Avg. SS	<Exp	≥Exp	High
2462	Deneholm Primary School	59	76.3%	11.9%	105.7	16.9%	81.4%	28.8%	86.4%	20.3%	104.9	13.6%	84.7%	22.0%	105.1	18.6%	81.4%	25.4%
2622	Dilkes Academy	59	83.1%	23.7%	108.0	15.3%	84.7%	37.3%	91.5%	52.5%	107.2	10.2%	89.8%	40.7%	110.1	10.2%	89.8%	55.9%
2824	East Tilbury Primary School and Nursery	112	61.6%	7.1%	103.9	33.0%	67.0%	18.8%	80.4%	24.1%	105.2	23.2%	75.0%	20.5%	106.6	21.4%	78.6%	35.7%
2942	Giffards Primary School	59	69.5%	15.3%	105.1	22.0%	78.0%	22.0%	86.4%	28.8%	103.7	27.1%	72.9%	25.4%	106.0	23.7%	76.3%	35.6%
2137	Graham James Primary Academy	60	56.7%	5.0%	103.6	31.7%	68.3%	25.0%	81.7%	20.0%	103.5	18.3%	81.7%	15.0%	104.7	11.7%	88.3%	15.0%
2987	Harris Primary Academy Chafford Hundred	88	87.5%	23.9%	108.4	5.7%	94.3%	38.6%	89.8%	39.8%	108.2	5.7%	94.3%	42.0%	109.4	12.5%	87.5%	45.5%
2644	Herringham Primary Academy	59	52.5%	3.4%	101.9	35.6%	64.4%	15.3%	72.9%	23.7%	101.4	33.9%	66.1%	10.2%	101.6	42.4%	57.6%	13.6%
3605	Holy Cross Catholic Primary School	40	55.0%	5.0%	103.3	27.5%	72.5%	17.5%	87.5%	7.5%	102.4	35.0%	65.0%	15.0%	105.7	30.0%	70.0%	32.5%
5281	Horndon-on-the-Hill CofE Primary School	31	51.6%	3.2%	102.0	35.5%	64.5%	9.7%	77.4%	9.7%	101.7	41.9%	58.1%	12.9%	104.0	29.0%	71.0%	19.4%
5266	Kenningtons Primary Academy	76	78.9%	19.7%	106.3	17.1%	82.9%	32.9%	86.8%	32.9%	107.1	7.9%	92.1%	34.2%	107.1	19.7%	80.3%	39.5%
2000	Lansdowne Primary Academy	87	39.1%	2.3%	99.2	52.9%	47.1%	9.2%	72.4%	9.2%	101.4	43.7%	56.3%	16.1%	101.9	39.1%	60.9%	20.7%
2402	Little Thurrock Primary School	88	64.8%	11.4%	104.6	25.0%	75.0%	26.1%	79.5%	23.9%	104.3	17.0%	83.0%	18.2%	107.1	13.6%	86.4%	35.2%

%<Exp: Scaled score lower than 100 in tested subjects and performance category lower than EXS in Writing TA

%≥Exp: Scaled score of 100 or higher in tested subjects and performance category of EXS or GDS in Writing TA

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Cohort numbers across different subjects may vary from stated figure

NCER National based on **597,248 pupils** in **15,302 schools** from **147 LAs**

Estab. No.	School	Cohort	RWM*		READING				WRITING TA		MATHS				GPS			
			≥Exp	High	Avg. SS	<Exp	≥Exp	High	≥Exp	GDS	Avg. SS	<Exp	≥Exp	High	Avg. SS	<Exp	≥Exp	High
3502	Orsett Church of England Voluntary Aided Primary School	31	67.7%	12.9%	105.8	19.4%	77.4%	35.5%	90.3%	41.9%	104.2	16.1%	80.6%	16.1%	108.2	16.1%	83.9%	48.4%
2002	Purfleet Primary Academy	53	50.9%	13.2%	102.3	41.5%	58.5%	22.6%	84.9%	24.5%	102.2	39.6%	60.4%	17.0%	104.4	26.4%	73.6%	30.2%
2005	Quarry Hill Academy	90	90.0%	17.8%	107.4	6.7%	93.3%	28.9%	94.4%	40.0%	109.4	2.2%	97.8%	48.9%	109.9	7.8%	92.2%	52.2%
2985	Shaw Primary Academy	55	70.9%	16.4%	107.0	20.0%	80.0%	34.5%	87.3%	27.3%	105.6	18.2%	81.8%	23.6%	109.1	12.7%	87.3%	40.0%
2429	Somers Heath Primary School	29	65.5%	13.8%	103.3	31.0%	69.0%	17.2%	79.3%	20.7%	108.0	10.3%	89.7%	41.4%	104.2	34.5%	65.5%	20.7%
3512	St Joseph's Catholic Primary School	38	55.3%	13.2%	103.4	31.6%	68.4%	21.1%	73.7%	23.7%	103.2	28.9%	71.1%	21.1%	105.5	26.3%	73.7%	36.8%
3522	St Mary's Catholic Primary School	33	69.7%	9.1%	106.3	15.2%	84.8%	27.3%	84.8%	15.2%	104.1	18.2%	81.8%	27.3%	108.8	9.1%	90.9%	45.5%
3603	St Thomas of Canterbury Catholic Primary School	88	73.9%	12.5%	106.9	13.6%	86.4%	33.0%	86.4%	19.3%	105.4	17.0%	83.0%	23.9%	108.2	10.2%	89.8%	43.2%
2004	Stanford-Le-Hope Primary School	59	61.0%	0.0%	103.6	25.4%	74.6%	20.3%	84.7%	0.0%	104.1	27.1%	72.9%	25.4%	103.4	35.6%	64.4%	22.0%
2009	Stifford Clays Primary School	89	51.7%	12.4%	104.6	28.1%	71.9%	29.2%	60.7%	14.6%	104.1	28.1%	71.9%	24.7%	105.6	24.7%	74.2%	32.6%
2001	Thameside Primary School	105	51.4%	4.8%	102.3	33.3%	66.7%	18.1%	63.8%	9.5%	102.3	35.2%	64.8%	13.3%	104.1	32.4%	67.6%	29.5%
2024	The Gateway Primary Free School	86	53.5%	7.0%	102.2	32.6%	62.8%	19.8%	70.9%	16.3%	102.2	25.6%	69.8%	10.5%	102.0	31.4%	64.0%	18.6%

%<Exp: Scaled score lower than 100 in tested subjects and performance category lower than EXS in Writing TA  
 %≥Exp: Scaled score of 100 or higher in tested subjects and performance category of EXS or GDS in Writing TA  
 %High: Scaled score at or above higher threshold in tested subjects and performance category of GDS in Writing TA  
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DfE 2018

Estab. No.	School	Cohort	RWM*		READING				WRITING TA		MATHS				GPS			
			≥Exp	High	Avg. SS	<Exp	≥Exp	High	≥Exp	GDS	Avg. SS	<Exp	≥Exp	High	Avg. SS	<Exp	≥Exp	High
7032	Treetops School	20	0.0%	0.0%	-	100.0%	0.0%	0.0%	0.0%	0.0%	-	100.0%	0.0%	0.0%	-	100.0%	0.0%	0.0%
2984	Tudor Court Primary School	119	78.2%	17.6%	106.3	20.2%	79.8%	30.3%	91.6%	37.0%	108.1	10.1%	89.9%	39.5%	111.9	7.6%	92.4%	62.2%
2078	Warren Primary School	59	59.3%	8.5%	105.4	20.3%	79.7%	22.0%	79.7%	18.6%	106.2	22.0%	78.0%	32.2%	107.7	11.9%	88.1%	35.6%
2592	West Thurrock Academy	85	82.4%	22.4%	108.6	7.1%	92.9%	41.2%	87.1%	42.4%	108.9	9.4%	90.6%	47.1%	110.2	11.8%	88.2%	55.3%
2472	Woodside Academy	60	80.0%	15.0%	106.4	10.0%	90.0%	30.0%	81.7%	31.7%	106.4	8.3%	91.7%	26.7%	110.8	11.7%	88.3%	61.7%

**%<Exp:** Scaled score lower than 100 in tested subjects and performance category lower than EXS in Writing TA  
**%≥Exp:** Scaled score of 100 or higher in tested subjects and performance category of EXS or GDS in Writing TA  
**%High:** Scaled score at or above higher threshold in tested subjects and performance category of GDS in Writing TA  
**Avg SS:** Average (mean) scaled score across all pupils with a scaled score. Pupils with no scaled score or "N" are discounted  
 In multi-subject indicators (i.e.: RWM) the pupil must have achieved the stated level of performance in all respective subjects  
 Cohort numbers across different subjects may vary from stated figure  
 NCER National based on **597,248 pupils** in **15,302 schools** from **147 LAs**

# Provisional Key Stage 4 Results 2018

## GCSE

### All Pupils

Estab . No.	Establishment Name	Total No. of pupils at the end of KS4	Average Attainment 8	Number of pupils achieving						Percentage achieving						2017	
				English		Maths		Eng & Maths		English		Maths		Eng & Maths		Eng & Maths	
				Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+
7072	Beacon Hill Academy	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
5439	Gable Hall School	242	43.0	176	136	164	113	152	98	72.7%	56.2%	67.8%	46.7%	62.8%	40.5%	57.1%	35.0%
4733	Grays Convent	86	53.7	83	72	72	54	72	50	96.5%	83.7%	83.7%	62.8%	83.7%	58.1%	71.9%	52.6%
4394	Harris Academy Chafford Hundred	179	54.3	156	135	151	121	144	110	87.2%	75.4%	84.4%	67.6%	80.4%	61.5%	72.8%	52.8%
4001	Hassenbrook Academy	76	38.8	51	39	55	45	46	34	67.1%	51.3%	72.4%	59.2%	60.5%	44.7%	48.9%	27.2%
6906	Ormiston Park Academy	78	35.6	49	30	36	22	32	14	62.8%	38.5%	46.2%	28.2%	41.0%	17.9%	47.8%	22.4%
5440	St Clere's School	200	47.4	168	122	156	120	145	96	84.0%	61.0%	78.0%	60.0%	72.5%	48.0%	75.4%	51.3%
6905	The Gateway Academy	198	41.5	136	98	135	95	117	75	68.7%	49.5%	68.2%	48.0%	59.1%	37.9%	47.9%	31.3%
4000	The Hathaway Academy	111	35.0	68	42	58	32	46	25	61.3%	37.8%	52.3%	28.8%	41.4%	22.5%	54.0%	33.1%
4299	The Ockendon Academy	194	39.9	116	84	107	66	95	52	59.8%	43.3%	55.2%	34.0%	49.0%	26.8%	52.9%	28.0%
7032	Treetops	31	6.2	0	0	2	2	0	0	0.0%	0.0%	6.5%	6.5%	0.0%	0.0%	0.0%	0.0%
5438	William Edwards	222	46.1	167	102	151	89	149	85	75.2%	45.9%	68.0%	40.1%	67.1%	38.3%	71.7%	43.3%
	<b>Thurrock 2018</b>	<b>1617</b>	Pending	<b>1170</b>	<b>860</b>	<b>1087</b>	<b>759</b>	<b>998</b>	<b>639</b>	<b>72.4%</b>	<b>53.2%</b>	<b>67.2%</b>	<b>46.9%</b>	<b>61.7%</b>	<b>39.5%</b>		
	<b>Thurrock 2017</b>	<b>1633</b>	<b>44.4</b>	<b>1164</b>	<b>882</b>	<b>1119</b>	<b>753</b>	<b>989</b>	<b>627</b>	<b>71.3%</b>	<b>54.0%</b>	<b>68.5%</b>	<b>46.1%</b>	<b>60.6%</b>	<b>38.4%</b>	<b>60.6%</b>	<b>38.4%</b>
	<b>National (All Schools) 2018</b>		Pending							<b>70.2%</b>		<b>71.0%</b>					

### SEN Support Pupils

Estab . No.	Establishment Name	Total No. of SEN Support pupils at the end of KS4	Average Attainment 8 (SEN K)	Number of pupils achieving						% achieving (as a % of SEN Support pupils)						2017	
				English		Maths		Eng & Maths		English		Maths		Eng & Maths		Eng & Maths	
				Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+
7072	Beacon Hill Academy	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5439	Gable Hall School	18	27.8	6	4	7	2	6	2	33.3%	22.2%	38.9%	11.1%	33.3%	11.1%	28.6%	28.6%
4733	Grays Convent	5	46.6	4	3	3	2	3	2	80.0%	60.0%	60.0%	40.0%	60.0%	40.0%	16.7%	0.0%
4394	Harris Academy Chafford Hundred	19	35.1	10	5	7	2	5	0	52.6%	26.3%	36.8%	10.5%	26.3%	0.0%	33.3%	16.7%
4001	Hassenbrook Academy	5	24.8	3	2	3	2	2	1	60.0%	40.0%	60.0%	40.0%	40.0%	20.0%	13.6%	0.0%
6906	Ormiston Park Academy	18	23.8	6	0	3	0	2	0	33.3%	0.0%	16.7%	0.0%	11.1%	0.0%	33.3%	6.7%
5440	St Clere's School	15	34.2	6	2	5	3	3	2	40.0%	13.3%	33.3%	20.0%	20.0%	13.3%	30.0%	20.0%
6905	The Gateway Academy	28		9	4	8	4	6	4	32.1%	14.3%	28.6%	14.3%	21.4%	14.3%	3.4%	0.0%
4000	The Hathaway Academy	28	36.4	9	5	7	5	7	4	32.1%	17.9%	25.0%	17.9%	25.0%	14.3%	21.4%	21.4%
4299	The Ockendon Academy	22	28.4	6	3	4	3	4	3	27.3%	13.6%	18.2%	13.6%	18.2%	13.6%	18.2%	9.1%
7032	Treetops	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5438	William Edwards	18	29.6	4	3	6	3	4	3	22.2%	16.7%	33.3%	16.7%	22.2%	16.7%	0.0%	0.0%
	<b>Thurrock 2018</b>	<b>176</b>	Pending	<b>63</b>	<b>31</b>	<b>53</b>	<b>26</b>	<b>42</b>	<b>21</b>	<b>35.8%</b>	<b>17.6%</b>	<b>30.1%</b>	<b>14.8%</b>	<b>23.9%</b>	<b>11.9%</b>		
	<b>Thurrock 2017</b>	<b>143</b>	<b>28.8</b>	<b>37</b>	<b>19</b>	<b>42</b>	<b>23</b>	<b>26</b>	<b>12</b>	<b>25.9%</b>	<b>13.3%</b>	<b>29.4%</b>	<b>16.1%</b>	<b>18.2%</b>	<b>8.4%</b>	<b>18.2%</b>	<b>8.4%</b>

# EHC Plan Pupils

Estab No.	Establishment Name	Total No. of EHC Plan pupils at the end of KS4	Average Attainment 8 (EHCP)	Number of pupils achieving						Percentage achieving (as a percentage of EHC Plan pupils)						2017	
				English		Maths		Eng & Maths		English		Maths		Eng & Maths		Eng & Maths	
				Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+
7072	Beacon Hill Academy	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5439	Gable Hall School	3		0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
4733	Grays Convent	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
4394	Harris Academy Chafford Hundred	10	34.4	4	3	4	3	4	3	40.0%	30.0%	40.0%	30.0%	40.0%	30.0%	20.0%	20.0%
4001	Hassenbrook Academy	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
6906	Ormiston Park Academy	6	22.8	1	0	3	3	1	0	16.7%	0.0%	50.0%	50.0%	16.7%	0.0%	0.0%	0.0%
5440	St Clere's School	9	35.1	3	2	3	2	3	2	33.3%	22.2%	33.3%	22.2%	33.3%	22.2%	25.0%	0.0%
6905	The Gateway Academy	5		2	1	1	0	1	0	40.0%	20.0%	20.0%	0.0%	20.0%	0.0%	40.0%	20.0%
4000	The Hathaway Academy	5	21.0	3	1	4	1	1	0	60.0%	20.0%	80.0%	20.0%	20.0%	0.0%	0.0%	0.0%
4299	The Ockendon Academy	3	16.5	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
7032	Treetops	31	6.2	0	0	2	2	0	0	0.0%	0.0%	6.5%	6.5%	0.0%	0.0%	0.0%	0.0%
5438	William Edwards	6	31.9	2	0	2	1	1	0	33.3%	0.0%	33.3%	16.7%	16.7%	0.0%	0.0%	0.0%
	<b>Thurrock 2018</b>	<b>78</b>	Pending	<b>15</b>	<b>7</b>	<b>19</b>	<b>12</b>	<b>11</b>	<b>5</b>	<b>19.2%</b>	<b>9.0%</b>	<b>24.4%</b>	<b>15.4%</b>	<b>14.1%</b>	<b>6.4%</b>		
	<b>Thurrock 2017</b>	<b>63</b>	<b>22.7</b>	<b>16</b>	<b>11</b>	<b>14</b>	<b>9</b>	<b>5</b>	<b>3</b>	<b>25.4%</b>	<b>17.5%</b>	<b>22.2%</b>	<b>14.3%</b>	<b>7.9%</b>	<b>4.8%</b>	<b>7.9%</b>	<b>4.8%</b>

# FSM Pupils

Estab No.	Establishment Name	Total No. of FSM pupils at the end of KS4	Average Attainment 8 (FSM)	Number of pupils achieving						Percentage achieving (as a percentage of FSM pupils)						2017	
				English		Maths		Eng & Maths		English		Maths		Eng & Maths		Eng & Maths	
				Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+
7072	Beacon Hill Academy	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
5439	Gable Hall School	42	30.9	19	11	17	10	16	6	45.2%	26.2%	40.5%	23.8%	38.1%	14.3%	70.6%	52.9%
4733	Grays Convent	15	51.0	14	13	13	9	13	8	93.3%	86.7%	86.7%	60.0%	86.7%	53.3%	83.3%	66.7%
4394	Harris Academy Chafford Hundred	9	46.6	7	6	8	5	6	5	77.8%	66.7%	88.9%	55.6%	66.7%	55.6%	80.0%	80.0%
4001	Hassenbrook Academy	10	29.3	7	3	6	3	5	2	70.0%	30.0%	60.0%	30.0%	50.0%	20.0%	22.7%	9.1%
6906	Ormiston Park Academy	30	26.2	11	5	6	5	4	1	36.7%	16.7%	20.0%	16.7%	13.3%	3.3%	35.3%	11.8%
5440	St Clere's School	18	41.8	14	9	16	12	13	9	77.8%	50.0%	88.9%	66.7%	72.2%	50.0%	62.5%	25.0%
6905	The Gateway Academy	44	30.9	24	17	24	16	19	10	54.5%	38.6%	54.5%	36.4%	43.2%	22.7%	28.6%	16.7%
4000	The Hathaway Academy	16	31.1	9	5	6	5	5	3	56.3%	31.3%	37.5%	31.3%	31.3%	18.8%	31.8%	13.6%
4299	The Ockendon Academy	60	38.0	35	26	29	21	26	16	58.3%	43.3%	48.3%	35.0%	43.3%	26.7%	38.9%	19.4%
7032	Treetops	10	12.3	0	0	1	1	0	0	0.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%
5438	William Edwards	41	40.2	25	20	26	16	24	13	61.0%	48.8%	63.4%	39.0%	58.5%	31.7%	33.3%	6.7%
	<b>Thurrock 2018</b>	<b>295</b>	Pending	<b>165</b>	<b>115</b>	<b>152</b>	<b>103</b>	<b>131</b>	<b>73</b>	<b>55.9%</b>	<b>39.0%</b>	<b>51.5%</b>	<b>34.9%</b>	<b>44.4%</b>	<b>24.7%</b>		
	<b>Thurrock 2017</b>	<b>208</b>	<b>35.3</b>	<b>102</b>	<b>73</b>	<b>107</b>	<b>55</b>	<b>80</b>	<b>43</b>	<b>49.0%</b>	<b>35.1%</b>	<b>51.4%</b>	<b>26.4%</b>	<b>38.5%</b>	<b>20.7%</b>	<b>38.5%</b>	<b>20.7%</b>

## English Baccalaureate (Ebacc)

Estab No.	Establishment Name	Total No. of pupils at the end of KS4	Total No. of pupils entered	% of pupils entered	Average point score	No. of pupils		% of pupils		2017	
						Grade 4+	Grade 5+	Grade 4+	Grade 5+	Grade 4+	Grade 5+
7072	Beacon Hill Academy	0	0	0.0%	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
5439	Gable Hall School	242	155	64.0%		56	22	23.1%	9.1%	27.5%	22.9%
4733	Grays Convent	86	58	67.4%	4.77	39	18	45.3%	20.9%	40.4%	36.0%
4394	Harris Academy Chafford Hundred	179	122	68.2%	5.50	69	42	38.5%	23.5%	40.0%	36.1%
4001	Hassenbrook Academy	76	39	51.3%	4.47	11	6	14.5%	7.9%	14.1%	12.0%
6906	Ormiston Park Academy	78	30	38.5%	2.92		1		1.3%	10.4%	10.4%
5440	St Clere's School	200	95	47.5%	4.02	66	33	33.0%	16.5%	30.2%	28.1%
6905	The Gateway Academy	198	9	4.5%		8	5	4.0%	2.5%	9.2%	8.6%
4000	The Hathaway Academy	111	34	30.6%	2.96	13	5	11.7%	4.5%	7.3%	7.3%
4299	The Ockendon Academy	194	5	2.6%		3	1	1.5%	0.5%	6.9%	6.9%
7032	Treetops	31	0	0.0%	n/a	n/a	n/a	n/a	n/a	0.0%	0.0%
5438	William Edwards	222	141	63.5%	4.66	90	49	40.5%	22.1%	34.3%	27.9%
	<b>Thurrock 2018</b>	<b>1617</b>	<b>688</b>	<b>42.5%</b>	Pending	<b>355</b>	<b>182</b>	<b>22.0%</b>	<b>11.3%</b>		
	<b>Thurrock 2017</b>	<b>1633</b>	<b>678</b>	<b>41.5%</b>		<b>381</b>	<b>336</b>	<b>23.3%</b>	<b>20.6%</b>	<b>23.3%</b>	<b>20.6%</b>

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<b>9 October 2018</b>		<b>ITEM: 9</b>
<b>Children's Services Overview &amp; Scrutiny Committee</b>		
<b>2017/18 Annual Complaints and Representations Report</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Non Key
<b>Report of:</b> Tina Martin, Statutory & Corporate Complaints Manager		
<b>Accountable Assistant Director:</b> Sheila Murphy, Children's Care & Targeted Outcomes		
<b>Accountable Director:</b> Rory Patterson, Corporate Director of Children's Services		
<b>This report is public</b>		

## Executive Summary

The annual report for Thurrock Council on the operation of the Children Social Care Complaints Procedure covering the period 1 April 2017 – 31 March 2018 is attached as Appendix 1. It is a statutory requirement to produce an annual complaints report on adult 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 the learning and improvement activity for the department.

A total of 183 representations were received during 2017-2018 as detailed below:

- 46 Compliments
- 33 Initial Feedback
- 48 Complaints
- 13 MP Enquiries
- 14 MEP Enquiries
- 28 Members Enquiries
- 1 Local Government & Social Care Ombudsman enquiries

### 1. Recommendation(s)

#### 1.1 That 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 Social Care Complaints Procedure covering the period 1 April 2017 – 31

March 2018. It is a statutory requirement to produce an annual complaints report on Children Social Care complaints.

### **3. Issues, Options and Analysis of Options**

3.1 This is a monitoring report for noting, therefore there is no options analysis. The annual report attached as Appendix 1 includes consideration of reasons for complaints, issues arising from complaints and service learning and improvement activity in response.

3.2 **The headline messages for this report are:**

3.3 **Summary of representations received 2016/17**

- 46 Compliments
- 33 Initial Feedback
- 48 Complaints
- 13 MP Enquiries
- 14 MEP Enquiries
- 28 Members Enquiries
- 1 Local Government & Social Care Ombudsman enquiries

Further detail on compliments, complaints and enquiries is outlined in Appendix 1. Complaint Dashboards are attached as Appendix 2

3.4 **Local Government & Social Care Ombudsman**

There was 1 case received from the Ombudsman's office for this reporting year.

Further detail on both cases is outlined in Appendix 1.

3.5 **Learning from Complaints**

Complaints and feedback provide the service with an opportunity to identify things that can be improved; they provide a vital source of insight about people's experience of social care services.

Upheld complaints are routinely analysed to determine themes and trends and services are responsible for implementing learning swiftly. Robust monitoring and evidencing of corrective actions is a key theme for the next reporting year.

3.6 **Looking Forward**

The Corporate Complaints Team continues to facilitate the customer feedback process for Children Statutory Services.

The Team will be looking to provide further guidance and support to all services and the focus will be on improving the handling of complaints, the quality of responses and to increase learning from complaints and compliments, to ensure that a robust mechanism is in place for sharing lessons learnt, best practice and potential development.

Further detail on work priorities is outlined in Appendix 1.

#### **4. Reasons for Recommendation**

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

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

- 5.1 This report has been agreed with the Children Social Care senior management team. Consideration of complaints issues and learning and improvement arising from them are identified as an ongoing priority in the report.

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

- 6.1 All learning and key trends identified in the complaints and compliments reporting has a direct impact on the quality of service delivery and performance. The reporting ensures that valuable feedback received from service users and carers is captured effectively and regularly monitored with the primary focus on putting things right or highlighting and promoting where services are working well.

#### **7. Implications**

##### **7.1 Financial**

Implications verified by: **Laura Last**  
**Management Accountant**

There are no specific issues arising from this report.

##### **7.2 Legal**

Implications verified by: **David Lawson**  
**Deputy Head of Legal & Deputy Monitoring Officer**

There are no legal implications as the report is being compiled in accordance with regulation 18 of the Complaint Regulations.

### 7.3 Diversity and Equality

Implications verified by: **Natalie Warren**  
**Community Development & Equalities**  
**Manager**

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 Social Care Complaints and Representations Annual Report 2017/18
- Appendix 2 - Dashboards

### Report Author:

Tina Martin  
Statutory & Corporate Complaints Manager  
HR, OD & Transformation

# **Children Social Care Annual Complaints & Representations Report**

**April 2017 – March 2018**

Tina Martin  
Statutory & Corporate Complaints Manager  
HR, OD & Transformation  
April 2018

## **1. Introduction**

This report provides information on complaints for Thurrock Council Children's Social Care services for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

The complaints process provides the council with an additional means of monitoring performance and improving service quality and provides an important opportunity to learn from complaints made by service users and advocates.

By publishing the annual complaints report, the Council demonstrates its commitment to transparency and a positive approach to dealing with and learning from complaints.

## **2. Key facts**

- There has been an increase in the number of cases being treated as Initial Feedback and being resolved without escalating to formal complaints
- There has been a significant reduction in the number of complaints being formally investigated at stage 1
- Performance in terms of responding to complaints has improved, with 83% of complaints being responded to within timeframe
- There is significant improvement in responding to MP, MEP and Members enquiries despite increased volumes being received

## **3. Background**

The Children Act 1989 Representations Procedure (England) Regulations 2006 requires the council to have procedure for resolving complaints made by the children and young people it looks after or who are in need, and children leaving care, regarding the services provided to them under The Children Act 1989. Representations and complaints can also be made on behalf of such a child or young person by a parent, a person with responsibility, foster carer, Special Guardian or other person that the authority considers has a sufficient interest in the child's welfare to warrant his/her representations being considered by them.

The council must publish an annual report every year detailing numbers of complaints and representations, outcomes of complaints and compliance with timescales. It should provide a mechanism by which the local authority can be kept informed about the operations of the complaints procedure.

## **4. Complaints Procedure**

Thurrock Council receives feedback/concerns which, following assessment does not constitute a formal complaint but still requires addressing. Those within scope of an 'Initial Feedback' are sent to the service with a request that swift action takes place to resolve the issue. This should negate the need for a formal complaint taking place, the Complaints Team monitor progress of all cases.



The formal complaints procedure is as follows:

### **Stage 1**

The maximum amount of time for a stage 1 complaint is 20 working days and where complaints are deemed as complex however the standard timeframe is 10 working days.

If the complainant remains dissatisfied they can request escalation of their complaint to the next stage.

### **Alternative Dispute Resolution (ADR)**

Alternative Dispute Resolution (ADR) commenced in Childrens Social Care Services in April 2017. The key focus is to reduce costs in appointing independent investigating officers but ultimately resolving complaints swiftly through mediation and conciliation. The Statutory & Corporate Complaints Manager assesses all social care cases where escalation is requested by the complainant. This approach has delivered positive outcomes resulting in no complaints for childrens services requiring external independent investigation.

### **Stage 2**

All requests for stage 2 complaints should be made within 20 working days of receiving the first stage response. The Complaints Team will undertake an initial assessment of the complaint. In some instances an external investigator is commissioned and an Independent Person must also be appointed to the investigation to ensure that the process of investigation is open, transparent and fair.

At the end of the investigation a detailed report will be prepared. The report, which clearly sets out how and why any conclusions and recommendations have been reached, is sent to the complainant together with the response from a senior manager in Children's Services. The Independent Person will also provide a report, commenting on whether the investigation has been conducted in an impartial, comprehensive and effective manner. The investigation should be completed and the response sent within 25 working days or a maximum of 65 working days if the complaint is complex. If the complainant remains dissatisfied they can request escalation of their complaint to the next stage.

### Stage 3

The request for stage 3 must be made within 20 working days of receiving the second stage response. This request is for a Review Panel to be convened within 30 working days. The Complaints Manager will assess the complaint in the first instance to determine if a Review Panel is the most appropriate way forward.

The Review Panel cannot re-investigate the complaint, nor consider any substantively new complaints that have not first been considered at stage 2. Its role is to review the process of the investigation, whether the recommendations are fair given the conclusions reached, whether the response of the Children's Service is reasonable and whether anything more could reasonably be done to satisfy the complainant.

All three panel members are independent of the council and will listen to any relevant information that the complainant wishes to present and will want to hear the perspective of other involved parties. They will also see any documents relevant to the complaint. At the end of the meeting the Review Panel will make recommendations to the Director of Children's Services for future action.

If the complainant is still dissatisfied they can refer their complaint to the Local Government & Social Care Ombudsman for consideration.

### 5. Advocacy for young people

Advocacy services are available for young people who may need advice, guidance and support should they wish to raise issues and/or register complaints; information on this service is publicly available on our web page.

### 6. Summary of Representations

A total of 183 representations were received in the reporting period, which is a decrease of on the previous year (212) as detailed below.

	2016/2017	2017/2018
Complaints – Stage 1	94	48
Complaints – Stage 2	2	0
Complaints – Stage 3	1	0
Initial Concerns / Issues	12	33
Compliments	57	46
MP enquiries	13	13
MEP enquiries	8	14
Members enquiries	23	28
Local Government Ombudsman enquiries	2	1
<b>TOTAL</b>	<b>212</b>	<b>183</b>



## 7. Complaints Received

Children social care received a total of 48 complaints in the reporting period. This is a decrease of 48 on the number of complaints (96) received for 2016/2017.

## 8. Complaints by service

Detailed below are the figures for the reporting period with comparable data for 2016/2017.

Service	2016/2017	2017/2018
Adoption	1	5
Finance	-	-
Child Protection	5	2
Disabled Children	11	3
Oaktree Centre	-	-
Family Support (Central)	5	10
Family Support (North East)	5	4
Family Support (South East)	9	1
Family Support (West)	-	2
Children Looked After	-	3
Fostering	5	1
Children & Families Assessment Team CFAT	-	7
MASH		1
Fostering Assessment	-	-
CEF	-	-
Permanence/Court Work	3	0
Through Care 1	6	3
Through Care 2	8	1
Aftercare Team	5	0
Adolescent Team	3	2
Children's Commissioning	-	-
Other	6	-
Initial Response	15	-
Leaving Care Team	4	0
Unaccompanied Asylum Seekers, outside agency	3	1
Continuing Care Team	1	-
Foster Care	1	-
Prevention & Support		2

## 9. Root causes and complaint outcomes

Details on root causes and complaint outcomes are further detailed on the service dashboards which are issued to the respective Strategic Leads.

## 10. Complaint Performance

The table below shows the stage 1 outcomes for the reporting period with comparable data for the previous year.

Complaint outcome – Stage 1	2016/2017	2017/2018
Upheld	9 (10%)	9 (18%)
Partially upheld	10 (11%)	11 (22%)
Not upheld	49 (53%)	28 (56%)
Withdrawn or cancelled	15 (16%)	2 (4%)
Out of jurisdiction/rejected	7 (8%)	-
In progress	2 (2%)	-

Complaint outcome – Stage 2	2016/2017	2017/2018
Upheld		-
Partially upheld	1 (50%)	-
Not upheld		-
Withdrawn or cancelled		-
Out of jurisdiction/rejected		-
In progress	1 (50%)	-

Complaint outcome – Stage 3	2016/2017	2017/2018
Upheld		-
Partially upheld	1 (100%)	-
Not upheld		-
Withdrawn or cancelled		-
Out of jurisdiction/rejected		-
In progress		-

It is positive to note that the volume of complaints deemed as not upheld is 56%. Strategic Leads receive service dashboards which outline key management information on how well their services are performing and managing complaints. This includes details on learning that has been identified from upheld/partially upheld complaints to ensure a continuous cycle of service improvements is applied across all services. Key learning has been identified as:

**Communication:** both in writing and verbally. Ensuring that telephone calls are returned swiftly, that reports are quality checked to ensure they are grammatically correct

**Assessment/Decision making:** Attention to detail with accuracy of reports.

**Staff conduct:** investigation outcomes either follow two routes; these are generally discussions by managers with affected staff or referral to HR in line with any disciplinary procedures.

## 11. Performance – responded to in time

	2016/2017	2017/2018
<b>Stage 1 complaints</b> - (20 working days)	64 (71%)	40 (83%)
<b>Stage 2 complaints</b> - (Non-complex – 25 days) (Complex – 65 days)	0 (0%)	-

There has been consistent improvement in the time taken to respond to complaints with this year's figure being 83%; however the Complaints Team will continue to monitor performance with services to ensure further improvements can be realised. This will include more robust challenges on those cases classified as complex to ensure where possible complaints are answered within the 10 working day period.

## 12. Learning from complaints

Complaints provide a vital source of insight about people's experience of social care services, and how those services can improve.

The complaints process enables us to identify service problems and make improvements to services we work in. It also helps us improve staff learning and enhance professional development.

Attached are some case studies where learning has been identified.

## 13. MP, MEP & Members Enquiries

MP, MEP & Members enquiries are received on behalf of services users. The timeframe for responding to these enquiries was reduced to 7 working days (from 10 working days) with effect from 1<sup>st</sup> September 2017. However, it is recognised that in some instances, particularly for complex cases, it is not always possible to meet this target and this has been identified as a work priority for the forthcoming year.

Number of enquiries received within the reporting period is outlined below together with comparable data.

	2015/2016	% responded to on time	2016/2017	% responded to on time	2017/2018	% responded to on time
MP	19	6 (32%)	13	7 (54%)	13	11 (85%)
MEP	5	0 (0%)	8	1 (12.5%)	14	13 (93%)
Members	34	27 (79%)	23	16 (70%)	28	26 (93%)

## 14. Compliments

The council welcomes compliments from its services users. Compliments help to highlight good quality service and give staff encouragement to continue delivering

services of the highest standard particularly at challenging times and when faced with competing demands.

The reporting period has seen a decrease in the number of compliments recorded compared to the previous year.

	2015/2016	2016/2017	2017/2018
No of compliments	117	57	46

## 15. Local Government & Social Care Ombudsman

The Local Government & Social Care Ombudsman cannot question whether a Council's decision is right or wrong simply because the complainant disagrees with it. The LGSCO must consider whether there has been fault in the way the decision was reached. If there has been fault, the LGSCO considers whether this has resulted in injustice and will recommend a remedy, this can be monetary and/or otherwise.

The reporting period has seen a decrease in the number of formal enquiries considered compared to the previous year.

	2015/2016	2016/2017	2017/2018
LGSCO enquiries received	4	2	1

This complaint related to delays in delivering the care package to a child known to the Disabled Children's Team. Prior to escalation to the LGSCO the case was considered under Alternate Dispute Resolution and the case was mutually concluded via the Complaints Manager and the complainant and authorised by the Director. However the complainant's solicitor continued to pursue the council but the LGSCO did not propose to investigate the matter further as it had already been concluded by the council.

## 16. Alternative Dispute Resolution

Alternative Dispute Resolution (ADR) has proved to be successful for the resolution of complaints without the need for formal investigation at the next stage of the council's complaints procedure.

No of escalations received	No of completed ADR's	No of those cases satisfactorily resolved
6	6	6

## 17. Work Priorities for 2018/2019

During the year 2018/2019 the Complaints Team will continue to focus on:

- Supporting services by undertaking the initial assessment of all feedback to determine if formal investigation is appropriate
- Continued monitoring of active complaints to ensure swift resolution where possible and supporting service areas wherever possible
- Ensuring all complaints responses are fit for purpose and in line with corporate standards
- Working with service areas and in consultation with staff to ensure timely responses to MP, MEP & Members enquiries
- Ensuring that learning from upheld complaints is evidenced and made publicly available on the council's You Said We Did section of our webpage.
- Continued close liaison with the Local Government & Social Care Ombudsman to ensure that enquiries are responded to and recommendations are actioned promptly.

## Complaint case studies

***Ms A complained that she was due contact in April and October. Every time it's due it is late, and has now been moved to the Oaktree Children's Centre, she was not advised of this, change until she contacted Social Services. She is not happy that contact has been moved to Oaktree as this is where she said goodbye to her son. She is never contacted by Oaktree regarding contact.***

The complaint was subject to a full review, and all concerns were considered. It was recognised that there had been Service delays, and that Ms A had not received the notification explaining the rational for the changes. There were issues around timeliness of the letter but the issues were rectified.

After speaking with the manager from Oaktree, Ms A is now happy for contact with her son to take place there.

***Ms H complained that the Social Worker turned up at her home without prior notice of the visit and without advising that there would be a second Social Worker present. She feels that she was questioned inappropriately regarding her friends Ms O's children.***

The complaint was subject to a full review, and all concerns were considered. The investigation concluded that the Social Worker had tried to make contact to advise of the visit but was unable to do so, and so left a voicemail message. The social worker acknowledged that further attempts at contact should have been made and that Ms H should have been informed that a second Social Worker would be present. Both social workers were spoken with separately and both confirmed that Ms O's children were not discussed at the visit.

Social Workers are now regularly reminded about the importance of informing service users about proposed home visits and who will be attending before visits are carried out.

***Contact was made on behalf of Ms S by an Independent Reviewing Officer (IRO). The issue raised is that Ms S would be turning 18 and the savings that she should have accumulated were not visible***

The complaint was subject to a full review. The savings were located and have now been passed on to Ms S. Ms S has been spoken with and she is happy with the outcome.

The Service has concluded that there is a need to review the savings policy for Children Looked After. The policy is currently under review.

## Appendix 2

### CHILDREN SOCIAL CARE COMPLAINTS DASHBOARD 2017/2018 – Appendix 2

#### SERVICE SUMMARY:

A high level summary on all feedback is detailed below together with root causes. For those complaints that have been concluded as upheld, the service has identified learning outcomes.

Feedback:	Initial Feedback	S1 complaints	S1 escalation	S2 complaints	S2 escalation	S3 complaints	No of ADR cases	Cases cancelled	Cases closed*	% of complaints upheld (closed in month)	% timeliness of response for those due in month
April to September	16	26	0	0	0	0	5	0	24	50% (12)	81%
October to March	17	22	0	0	0	0	1	2	4	33% (8)	86%
Total for 2017/2018	33	48	0	0	0	0	6	2	48	40% (20)	83%

\*This figure *may* be different from the total received, due to the time taken to investigate a complaint

## Appendix 2

### Root cause analysis and associated learning:

Top three themes are identified below for the reporting period; learning from upheld complaints is recognised by the service as part of complaint resolution. The Complaints Team will ensure the case studies are shaped as appropriate and that learning is embedded.

Root cause analysis and learning from upheld complaints:	Root Cause 1 and associated learning	Root Cause 2 and associated learning	Root Cause 3 and associated learning
April – Sept	Service delays	Quality of documented assessments	Staff conduct
October to March	Communication	Service delays	Staff conduct

The overall learning identified from services is as follows:

Learning (April to September)	...process changes	...staff training	...individual support
Learning (October to March)	...staff training	...staff training	...staff training



## Appendix 2

FAMILY SUPPORT & ADOLESCENT COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
FS Central	2	10	3 upheld 7 not upheld	-	-	-	-	10	30% (3)	80%
FS S/East	3	1	1 not upheld	-	-	-	-	1	-	100%
FS N/East	2	4	2 upheld 2 not upheld	-	-	-	-	4	50% (2)	75%
FS West	-	2	2 not upheld	-	-	-	-	2	-	100%
Adolescent	2	2	2 upheld	-	-	-	-	2	100% (2)	100%
<b>TOTAL</b>	<b>9</b>	<b>19</b>	<b>7 upheld 12 Not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19</b>	<b>37% (7)</b>	<b>79%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
FS Central	Case 1 Case 2	<b>Not upheld</b> <b>Not upheld</b>	<b>2 hours</b> <b>7 hours</b>		-	-	-	-
<b>TOTAL</b>	<b>2</b>		<b>9 hours</b>		-	-	-	-

	Root cause analysis and associated learning:			
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation
FS Central	Quality of documented assessment	Service to ensure that the quality assurance process is more robust and effective	Team Manager	Completed
FS Central	Service delays	Staff to prioritise court reports and ensure timely submission to team managers in time for a completed quality assurance process to take place	Team Manager	Completed

## Appendix 2

CHILDREN & FAMILIES ASSESSMENT TEAM COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
CFAT	4	7	2 upheld 5 not upheld	-	-	-	-	7	29% (2)	100%
MASH	3	1	1 upheld	-	-	-	-	1	100% (1)	100%
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>3 upheld 5 not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>38% (3)</b>	<b>100%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
CFAT	Case 1	<b>Not upheld</b>	<b>1 hour</b>		-	-	-	-
<b>TOTAL</b>	<b>1</b>		<b>1 hour</b>		-	-	-	-

Root cause analysis and associated learning:				
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation
CFAT	Staff conduct	Staff to improve on communication with parents prior to meetings and to ensure process is clearly outlined in terms of whether meetings will be formally minuted	Team Manager	Completed
	Service delays	Service to clearly log files with the view of the service user so ensure a full, clear history is available at all times	Team Manager	Completed

## Appendix 2

CHILD PROTECTION COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
Child Protection	1	2	2 not upheld	-	-	-	-	2	0%	0%
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>2 not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>0%</b>	<b>0%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
	-				-	-	-	-
<b>TOTAL</b>	<b>-</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Root cause analysis and associated learning:				
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation

## Appendix 2

FOSTERING & ADOPTION TEAM COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
Adoption	2	5	5 upheld	-	-	-	-	5	100% (5)	80%
Fostering	3	1	1 not upheld	-	-	-	-	1	0%	100%
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>5 upheld 1 not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>83% (5)</b>	<b>71%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
	-	-	-		-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Root cause analysis and associated learning:			
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation
Adoption	Service delays	Officer to ensure that calls are answered promptly. Post adoption workers to ensure that annual review of adopters contact details takes place. Staff to ensure that updates are provided in good time to initial concerns received, thereby avoiding formal complaints	Team Manager	Completed

## Appendix 2

THROUGH CARE TEAM 1 & 2 PERMANCY AFTERCARE COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
Through Care 1	3	3	2 upheld 1 not upheld	-	-	-	-	3	67% (2)	100%
Through Care 2	3	1	1 not upheld	-	-	-	-	1	0%	100%
LAC	2	3	2 upheld 1 not upheld	-	-	-	-	3	67% (2)	100%
UAS	1	1	1 not upheld	-	-	-	-	1	0%	100%
Permanence	2	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>11</b>	<b>8</b>	<b>4 upheld 4 not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>50% (4)</b>	<b>100%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
	-	-	-		-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Root cause analysis and associated learning:			
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation
Through Care 1	Communication issues	Improved communication by officers to parents	Team Manager	Completed
LAC	Savings Policy	A review of the saving policy for LAC is required	Team Manager	3 months

## Appendix 2

PREVENTION & SUPPORT SERVICE COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
Prevention & Support	-	2	1 upheld 1 not upheld	-	-	-	-	2	50% (1)	100%
<b>TOTAL</b>	-	2	1 upheld 1 not upheld	-	-	-	-	2	50%	100%

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
	-	-	-		-	-	-	-
<b>TOTAL</b>	-	-	-		-	-	-	-

	Root cause analysis and associated learning:			
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation
Troubled Families	Staff conduct	This is an isolated incident, officer reminded of the importance of ensuring parents are contacted prior to visits	Team Manager	Completed

## Appendix 2

DISABLED CHILDREN COMPLAINTS 2017/2018										
April 2017 to March 2018	Initial Feedback	S1 complaints	S1 outcome	S2 complaints	S2 outcome	S3 complaints	S3 outcome	Cases closed*	% of complaints upheld (closed in month)	%timeliness of response for those due in month
Disabled Children	-	3	3 not upheld	-	-	-	-	3	0%	100%
<b>TOTAL</b>	<b>-</b>	<b>3</b>	<b>3 not upheld</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>0%</b>	<b>100%</b>

\*This figure may be different from the total received, due to the time taken to investigate a complaint

Alternative Dispute Resolution and/or Independent Investigation & associated costs:								
	No of ADR cases	Outcome of complaint	No of hours of ADR		Independent investigations (including stage)	Outcome of complaint	Hours Spent	Approx cost
Disabled Children	Case 1 Case 2 Case 3	1 upheld 1 upheld 1 not upheld	<b>4 hours</b> <b>3 hours</b> <b>45 hours</b>		-	-	-	-
<b>TOTAL</b>	<b>3</b>	<b>2 upheld</b> <b>1 not upheld</b>	<b>45 hours</b>		-	-	-	-

Root cause analysis and associated learning:				
	Root cause of complaint	Learning as identified by the service	Responsible Officer	Timeframe for implementation

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<b>9 October 2018</b>		<b>ITEM: 10</b>
<b>Children's Services Overview and Scrutiny Committee</b>		
<b>Safeguarding and Performance Management Children's Social Care</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Key
<b>Report of:</b> Rory Patterson, Corporate Director of Children's Services		
<b>Accountable Assistant Director:</b> Sheila Murphy, Assistant Director Children and Families		
<b>Accountable Director:</b> Rory Patterson, Corporate Director of Children's Services		
<b>This report is</b> Public		

## 1. Recommendation(s)

- 1.1 That Members of Overview and Scrutiny Committee take note of the current arrangements for safeguarding children.**

## 2. Introduction and Background

- 2.1** This report sets out the arrangements for the monitoring and oversight of children's services to reassure Members that children are safe, services are transparent and that the quality of reporting is robust. Local authorities have a statutory duty under the Children Acts 1989 and 2004 to ensure that children within their area are safe and their welfare is safeguarded. This report looks at three key areas which will enable Members to judge whether these requirements are being met by the department. These are:

## 3. Child Safety

Local authorities, working with partner organisations and agencies, have specific duties to safeguard and promote the welfare of all children in their area. The Children Acts of 1989 and 2004 set out specific duties: section 17 of the Children Act 1989 puts a duty on the local authority to provide services to children in need in their area, regardless of where they are found; section 47 of the same Act requires local authorities to undertake enquiries if they believe a child has suffered or is likely to suffer significant harm. The Director of Children's Services and Lead Member for Children's Services in local authorities are the key points of professional and political accountability, with responsibility for the effective delivery of these functions.

Guidance on how partners should work together is set out in Working Together to Safeguard Children 2018. The guidance makes it clear that safeguarding children is everyone's business and there is a statutory duty for agencies to co-operate.

The responsibility for this join-up locally rests with the three safeguarding partners who have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area. The safeguarding partners are: the local authority; Clinical Commissioning Group; the Police. The three safeguarding partners should agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.

The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at local level with the safeguarding partners. Locally, safeguarding partners must make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

#### **4. Inspection of Local Authority Children's Services**

ILACS is a system of inspection whereby Ofsted uses the intelligence and information they have to inform decisions about how best to inspect each local authority. This system includes:

- local authorities sharing an annual self-evaluation of the quality and impact of social work practice
- an annual engagement meeting between our regional representatives and the local authority to review the self-evaluation and to reflect on what is happening in the local authority and inform how they would engage with each other in future
- Ofsted's local authority intelligence system (LAIS) (which brings data and information into a single record)
- focused visits that look at a specific area of service or cohort of children
- standard and short inspections where they make judgements using a four-point scale
- joint targeted area inspection (JTAI) which are undertaken on a themed basis

In 2018 Thurrock has already had an annual engagement conversation and a focused visit from Ofsted. The focussed visit looked at children in need and children with a child protection plan. At the time of writing this report the findings had not been published.

After a focused visit, Ofsted will not usually follow up with an urgent inspection. They publish the focused visit letter setting out the areas that the local authority needs to address. They then review the progress in these areas through the local authority's self-evaluation and the annual engagement meeting until the next judgement inspection happens.

This approach aims to support improvement, while still holding the local authority children's services to account in meeting their legal responsibilities to children in need of help, protection and care.

## **5. Staffing**

Children's Services currently has a vacancy rate of 13.64% which is lower than the wider Council rate of 16.75%. Recruitment drives have been successful with advertisements attracting good application levels and resulting in high quality appointments. The recruitment and retention of social workers is a key priority within Children's and Family Services. The Recruitment and Retention Board meets monthly to review performance in this area and to recommend actions. Current performance shows a vacancy rate of 18.64% for qualified social workers.

Overall in Children's Services agency worker usage is reducing with costs on agency staffing in the directorate reduced by almost £1million from the 2016/17 to 2017/18 financial year. Q4 of 2017-18 and Q1 of 2018-19 have seen the lowest spending quarters on agency staff costs in the directorate for years and this positive trend is expected to continue. A number of long term agency workers have been assimilated into permanent roles in the organisation and a renewed focus on recruiting to vacancies across the directorate has seen instances of agency staff usage decrease.

Since 2016 the Council has been actively working to reduce the usage and costs associated with agency social workers and are signed up to the Eastern region Memorandum of Cooperation which caps the hourly rate paid to qualified social care agency staff. In March 2016 there was a total of 66 agency workers across Social Worker, Senior Practitioner and Team Manager roles. This had reduced to 53 by March 2017 and a further reduction to 40 overall by March 2018 shows the positive trend in this area. Most significant is the reduction in agency Team Managers from 8 in March 2016, to 5 in March 2017 and 3 by March 2018. The recruitment of Team Manager roles is critical to ensure the stability of the teams. Typically it is harder to recruit to vacancies in CFAT/MASH and FST for social worker and senior practitioner roles. The responsible senior managers in Children's work closely with the in-house recruitment team who use a direct sourcing approach and, in some instances, a specialist selected recruitment agency to help fill these roles. Costs associated with qualified social care roles have reduced consistently since Q1 of 2017-18 due to the work and reductions outlined above.

The turnover rate for the whole Children's Services directorate is 13.65%. The turnover rate for qualified social workers is 7.76% which shows good retention of social workers. The Council-wide turnover rate is 12.70%.

## **6. Staff Survey Results**

A full Council-wide Staff Survey was carried out in April/May 2018. The results have been analysed and considered at a Children's Services Workshop on 28 August 2018. An engaged workforce is one of the key factors influencing organisational success. The Staff Survey was able to measure engagement through analysing the results of targeted questions and Children's Services workforce was found to be engaged with an engagement score of 69% which is exactly in line with the wider Council workforce which also scored 69% (see figure 1 below).

Areas of strength within Children's Services included; staff clearly understand how their work contributes to the objectives of their team/service (97% positive score), staff are clear about what is required of them (90%), PDR ratings are accurate (87%) and line management is effective. Staff in Children's Services were significantly more likely than the wider Council workforce to agree that their manager provides effective leadership (79% compared to a Council-wide score of 74%).

A key area of improvement is change management which was also the case for the Council-wide results. However the Children's Services results were below the Council-wide average showing that this needs to be an area of focus for the management team. Less than a third of Children's Services staff agree that when changes are made they are usually for the better (27% compared to a Council-wide score of 34%) and that change is managed well in the Council (29% compared to a Council-wide score of 35%). Other areas of improvement include staff levels, confidence to challenge how things are done in the Council and motivation to go the extra mile.

Job satisfaction is high with nearly eight in ten (77%) employees in the Directorate being satisfied, with just 9% that are dissatisfied. These results were in line with the rest of the Council. Children's Services were significantly ahead of the remainder of the Council in terms of being kept informed of what is happening in their team (77% compared to 71%), actively seeking customer feedback to improve (70% compared to 64%) and were significantly more likely than the wider Council workforce to agree that their line manager provides effective leadership (79% compared to 74%). The largest negative variances from the Council-wide average were being able to meet the requirements of their job without working excessive hours (42% compared to 54%) and being able to strike the right work-life balance (65% compared to 73%). This has been acknowledged by management as demonstrating the commitment to work of the staff and will be addressed as part of an action plan to promote agile and flexible working.

The current absence rate for Children's Services is 4.43% with the majority of absence being long-term in nature (2.98% absence rate for long-term compared to 1.46% short-term). Long-term absence is defined as absence lasting over 20 working days. The main absence driver over the last 12 months has been stress/anxiety which is also the case Council-wide and is one of the key action areas for People Board. Children's Services average days lost amounted to 0.89 per employee which was lower than the Council-wide average of 0.92 and lower than other comparably sized directorates.

The findings of the survey were shared with staff at a workshop on 20th September to enable them to shape the action plan and address any further areas for improvement.

The primary purpose of Children's services performance management approach is to give managers the framework, support and tools with which to make systematic, continuous improvements to the social work service delivered to children, young people and their families in Thurrock. It supports the achievement of better outcomes for children, young people, parents and families.

As important is to enable the service to be publicly accountable for its performance – this is done through:

- Statistical returns to government (DfE) which are then published for comparison and scrutiny
- Regular reports to Corporate Performance Board, Overview and Scrutiny and Corporate Parenting.
- Safeguarding Children's Board has a statutory role in ensuring that single agency and multi-agency work in child protection is of a good standard. It receives regular reports on the performance of agencies in the professional network. An Independent Chair of the Board provides appropriate and independent challenge to all member agencies.
- Benchmarking with the Eastern Region Children's services
- Benchmarking with statistical neighbours' Children's services

The service is also subject to external scrutiny by OFSTED, with a focused visit having taken place on the 11th and 12th September 2018. OFSTED is the regulatory body that has responsibility for inspection of local authority children's homes, fostering, adoption and private fostering arrangements, as well as the unannounced inspection of contact/assessment services. It is also responsible for three-yearly inspection of safeguarding and Children in Care services.

## **7. Performance Standards**

Performance management delivers a strong structure where action is taken to make outcomes better by taking action in response to actual performance, which might be at an individual, team or service level.

The service ensures that performance monitoring facilitates performance management and performance management drives performance improvement.

Children's Social Care has adopted an approach to performance management which incorporates the following characteristics:

- Real-time, regular and robust performance data turned into useful intelligence to support decision making;
- Accountability and transparency;
- Clear performance management review, combining challenge and support.

This is delivered through:

- A monthly digest report to a dedicated performance meeting chaired by the Director
- Quality assurance and challenge takes place prior to the service's performance meeting with the Director. Where the Social Care senior management team, challenge managers against performance, ensuring that they are held to account with any areas of concern highlighted and "deep dives" into the data and service carried out. This determines where corrective action needs to be taken and address any areas where performance is "off target."
- Live reports produced for Social Care teams managers to support them in managing their team

As part of the performance management structure:

- Each member of staff is aware of their performance and targets and their performance against targets is regularly discussed in supervision with their managers;
- There is a clear vision, focus on strategic issues, service quality, customer feedback and citizens needs
- Decisions are based on robust data and intelligence;
- Approved plans, strategies, service reviews and policy objectives are measurable and impact focused;
- New ideas and best practice elsewhere are constantly sought and tried when necessary;
- There is openness to internal and external challenge and a willingness to take and stick to tough decisions and tackle difficult problems;
- Managers keep the Council's vision and objectives in mind when determining actions and communicate this context to their staff;
- People see a direct connection between what they do and how it benefits the community through a clear performance management framework;
- Managers drive performance improvement and engage their employees;

- Performance management and performance improvement are treated as core business within the Council rather than an add-on;
- There is a lot of cross-functional working and interdepartmental communication focused on achieving agreed objectives;
- Everyone has a sense of responsibility for the performance of the service and accountability for results is clear.

## **8. Measurement and Reporting Progress**

The right indicators to assess impact have been identified - these are the benchmarks by which success is measured. This data is collected through the “Monthly Performance Digest” by the Performance, Quality and Business Intelligence team where it is assessed against previous months and years’ trends. Together with other authorities in the Eastern region and statistical neighbours (councils that have similar features within services for children) this gives a picture of the service’s performance against others.

This helps to ensure:

- Good information supports critical decision-making;
- Analysis is used to make best use of accessible data and intelligence created;
- Time and effort is spent converting data sources into relevant information and knowledge - e.g. how things may need to change to improve success against key goals.

## **9. Creating a Positive Learning Culture**

This performance management framework takes place in an environment of learning. Performance data is discussed openly and honestly and used by everybody to make better-informed decisions, and to take actions that positively affect future performance.

Performance information is used to empower people and enable self-management – this is through team managers utilising pre-set reports from the Children’s Social Care system to assist with team performance issues such as list of cases, number of visits etc.

These are then used as part of staff’s one to one supervision where performance is a main feature. Performance reporting uses different formats for different audiences based on current best practice - making extensive use of visual aids (such as graphs and charts) supported by numerical information, and using narratives and verbal communication formats to complement, contextualise and provide meaningful interpretation.

Staff members are able to understand the ‘so what’ implications for their own roles in the service, e.g. ‘How does this affect me?’ and ‘What do I need to do differently in future?’

Everyone at all levels of the service knows what they are aiming for, and why. Buy-in ensures that performance management is an integral part of the service's daily routines.

## **10. Data Quality**

The role of the PQBI team is to ensure that the service has the necessary information and analysis on its performance to make decisions. This team perform the role of facilitating performance management activities. It facilitates strategy design and mapping processes, designing and reviewing performance indicators, collecting and analysing performance data, reporting performance, facilitating the cascade and the performance review processes, maintaining the case management software system as well as training people in the performance management process.

Children's Social Care requires reliable, accurate and timely information. To be confident that effort is being focused in the right places it needs to be assured that reported information reflects actual performance. The PQBI team carries out data quality checks of performance information through:

- Ensuring definitions, calculations and methodologies match those of national, Eastern Region, Statistical Neighbours good practice standards.
- Pre-set standard reports are developed on the Social Care system
- Amendments to these standard reports are in line with any data release changes announced by the government and carried out by the PQBI team
- Discussing areas of concern with the relevant team to ascertain reasons and actions to address performance, then noted as part of the performance meeting(s) discussion
- Working closely with the service's Quality Assurance team whose role is to targets and addresses relevant areas of performance in social care practice.

## **11. Implications**

### **11.1 Financial**

Implications verified by: **David May**  
**Management Accountant**

No financial implications

### **11.2 Legal**

Implications verified by: **Lucinda Bell**  
**Education Lawyer**



No legal implications

### **11.3 Diversity and Equality**

Implications verified by: **Rebecca Price**  
**Equality and Communications Officer**

No Diversity or equality implications

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

No other implications

### **12. 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):

N/A

### **13. Appendices to the report**

N/A

### **Report Author:**

Rory Patterson  
Corporate Director  
Children's Services

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<b>9 October 2018</b>		<b>ITEM: 11</b>
<b>Children's Services Overview and Scrutiny Committee</b>		
<b>Children's Social Care Performance</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Note and comment on social care performance position
<b>Report of:</b> Jackie Groom, Strategic Lead, Performance Quality Assurance and Business Intelligence		
<b>Accountable Assistant Director:</b> Sheila Murphy, Assistant Director Children and Families		
<b>Accountable Director:</b> Rory Patterson, Corporate Director, Children's Services		
<b>This report is</b> Public		

## Executive Summary

Thurrock continues to experience a high level of demand placed on its statutory social care service for children. Considerable work continues in the service in managing this demand through improving its early intervention service and managing the front door Multi-Agency Safeguarding Hub (MASH) more effectively. Recently, there has been an increase in the number of contacts and referrals which has been translated into an increase in caseloads. Senior officers are monitoring the situation and mitigation is in place to manage demand.

An area of focus is the number of children that have been adopted in 2017/18. Seven children were adopted, which is similar to previous years but is significantly below national and comparator performance. It is anticipated that the outturn for 2018/19 will at least double this figure.

### 1. Recommendation(s)

**That members note the areas of improvement in Children's Social Care and work undertaken to manage demand for statutory social care services.**

### 2. Introduction and Background

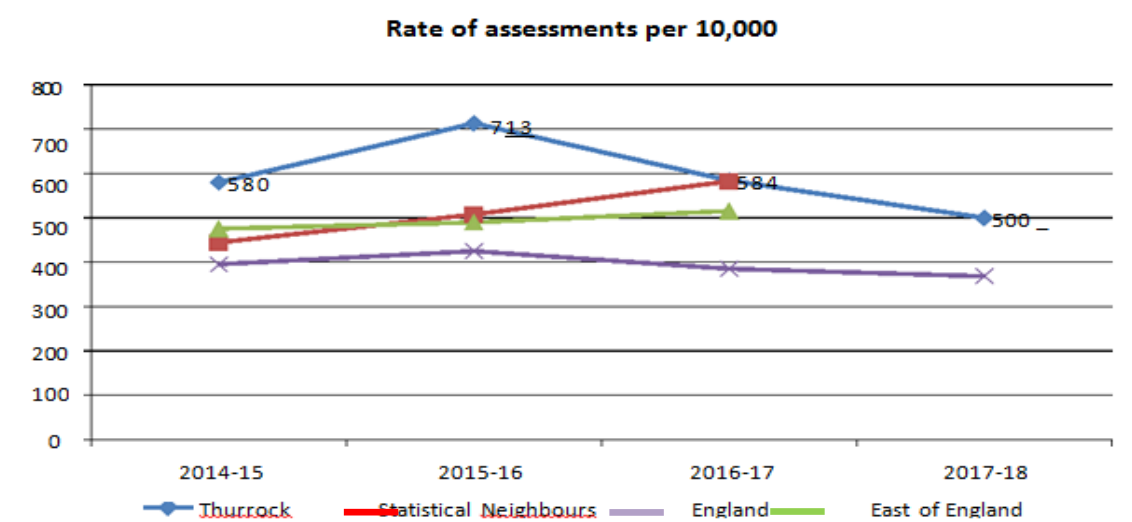
This report provides a summary of Children's Social Care performance. It highlights key demand indicators such as number of contacts, benchmarking data and key performance indicators.

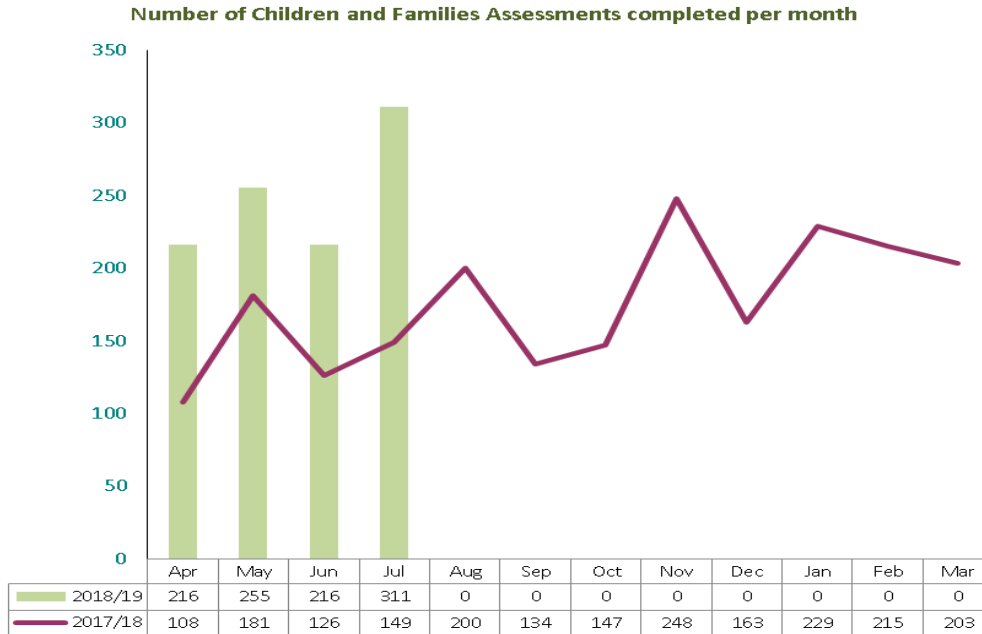
Thurrock produces a number of data sets and performance reports to meet its internal and external reporting requirements. The data in this report is from the latest performance digest (August 2018), regional benchmarking data and national data sets. This data has been presented and discussed with the Social Care Senior Management Team and the Corporate Director's Performance Group.

### 3. PERFORMANCE

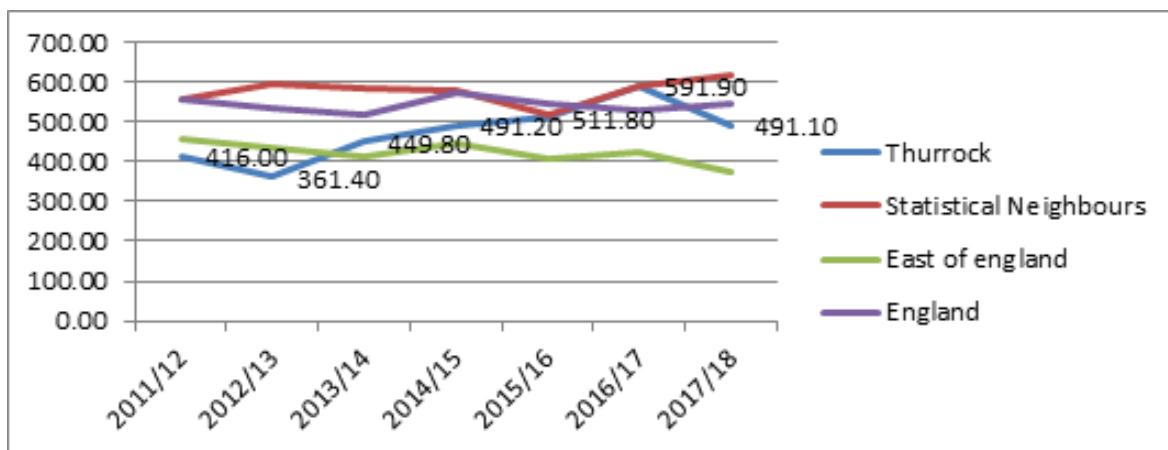
#### 3.1. Contacts and Referrals

Thurrock had been managing its demand placed on the front door (MASH) of Children's Social Care well. In 2015/16, Thurrock had one of the highest assessment rates at 713 per 10,000 of the child population. This has been reduced to 500 per 10,000 of the child population. Thurrock has also reduced its referral rate from 592 in 2015/16 to 491 in 2017/18. However, there has been an increase over the summer months primarily as a result of higher levels of domestic abuse referrals being received from the Police. The latest position shows 311 completed assessments for July, up by 162 on the same period last year.

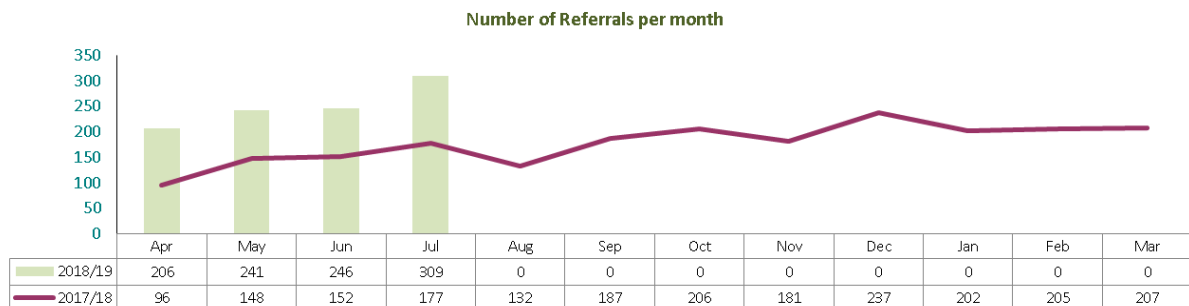




### Rate of Referrals per 10,000

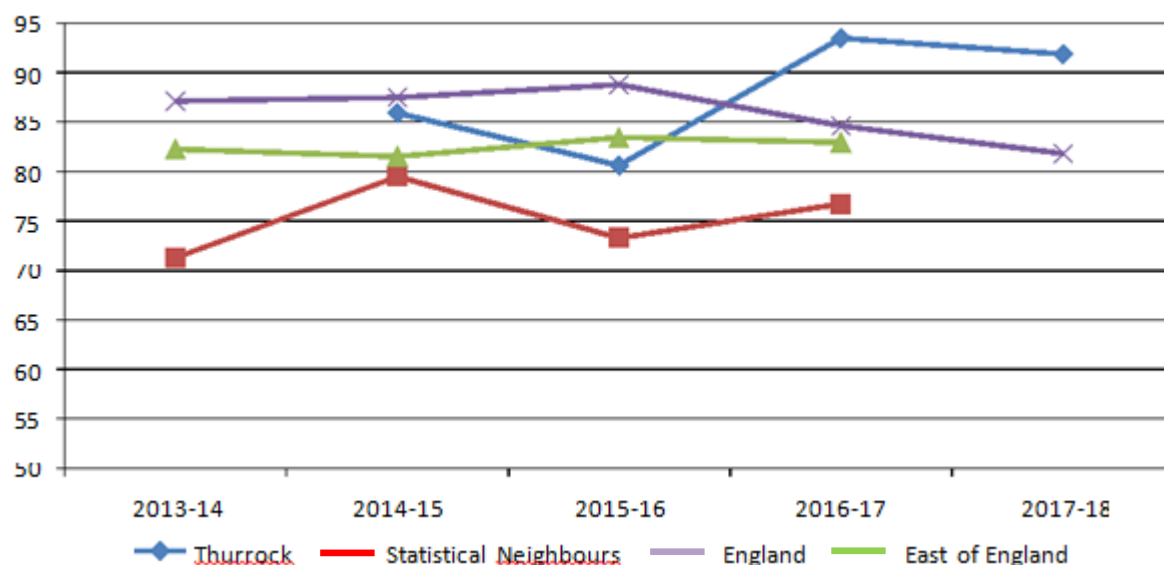


Referrals have also seen an increase over the past few months compared to previous years' data and benchmarking results.

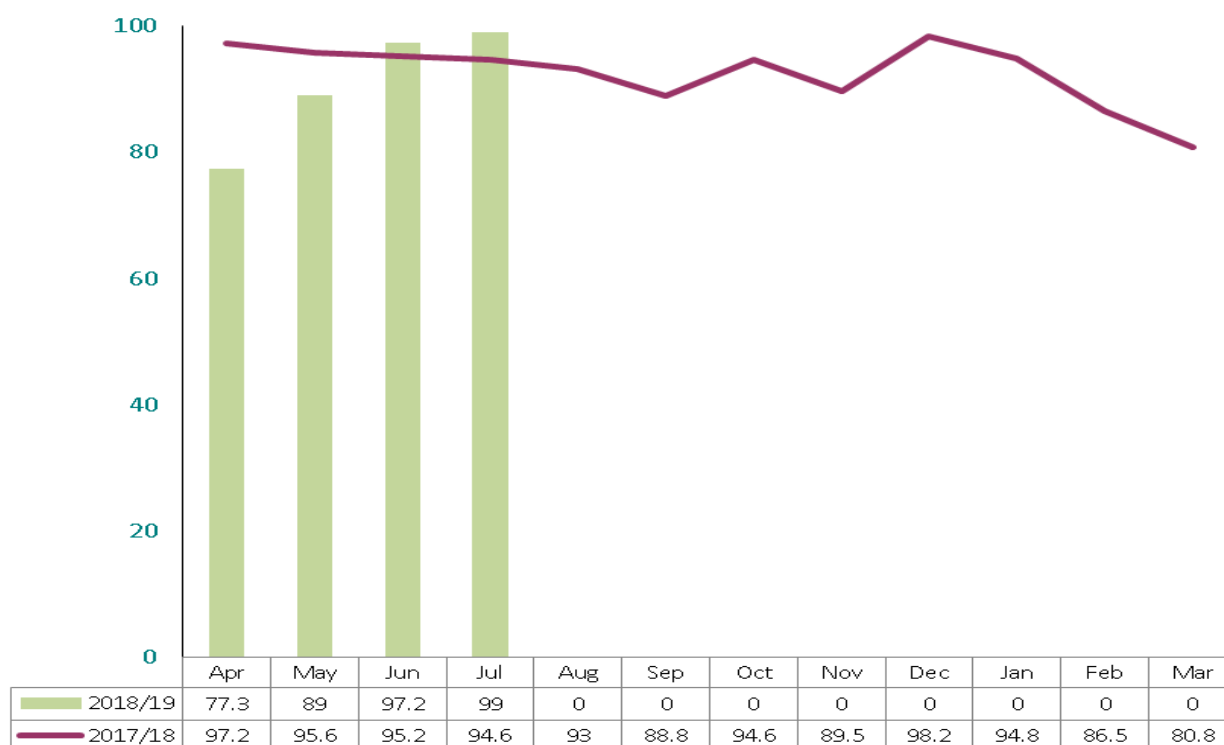


**NB:** the above graph shows number of referrals per month not rate of referrals

**Percentage of assessments completed within 45 days**



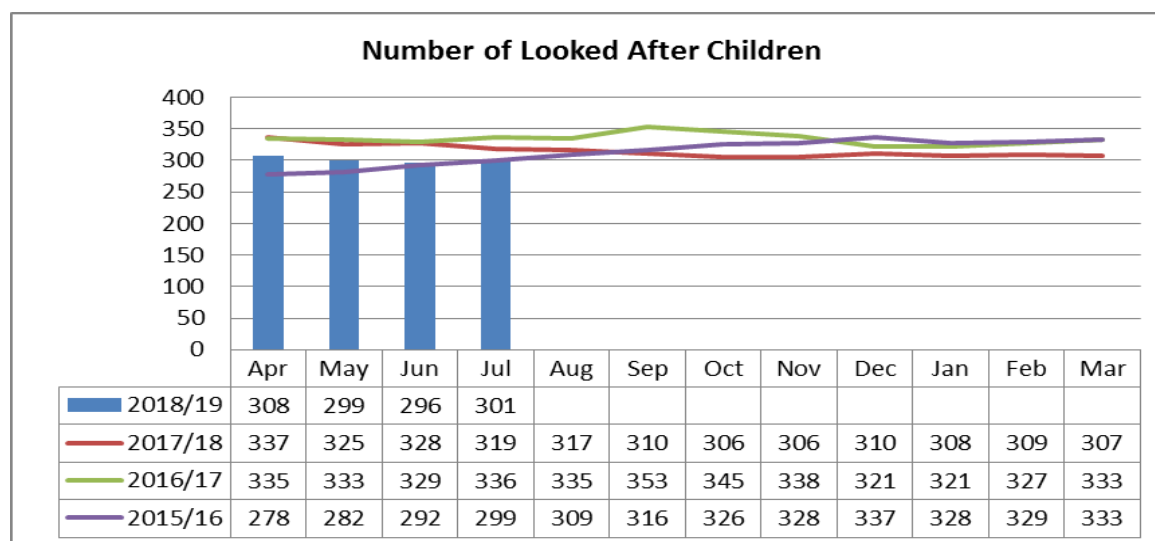
**% Children and Families Assessments completed within 45 working days**



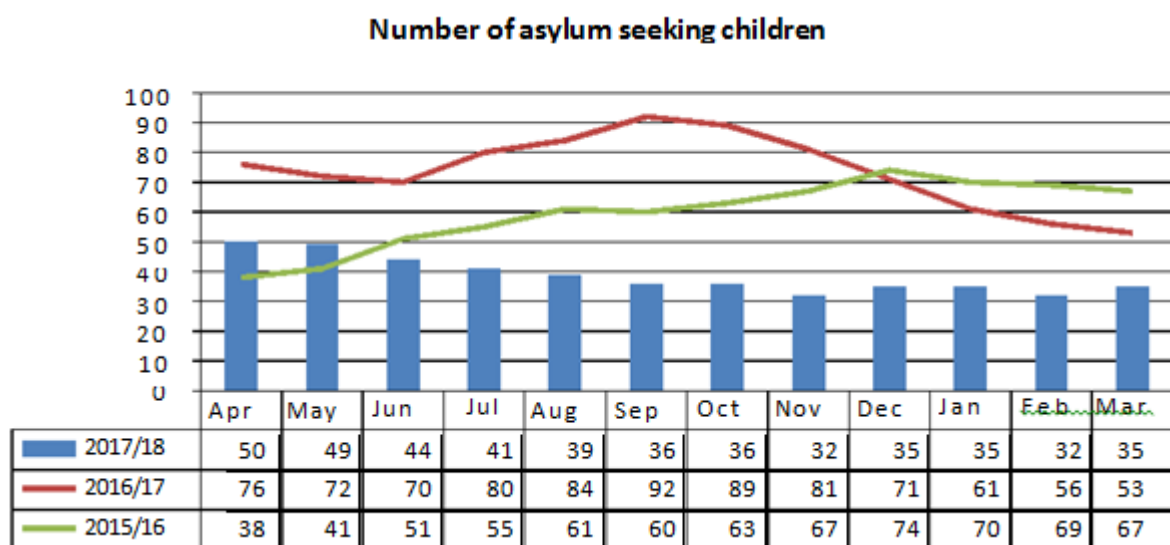
The number of referrals and assessments has increased of recent months compared to previous years' data and benchmarking results. This was also reflected in a dip in performance in April and May of 77.3% and 89% of the percentage of assessments completed in 45 working days.

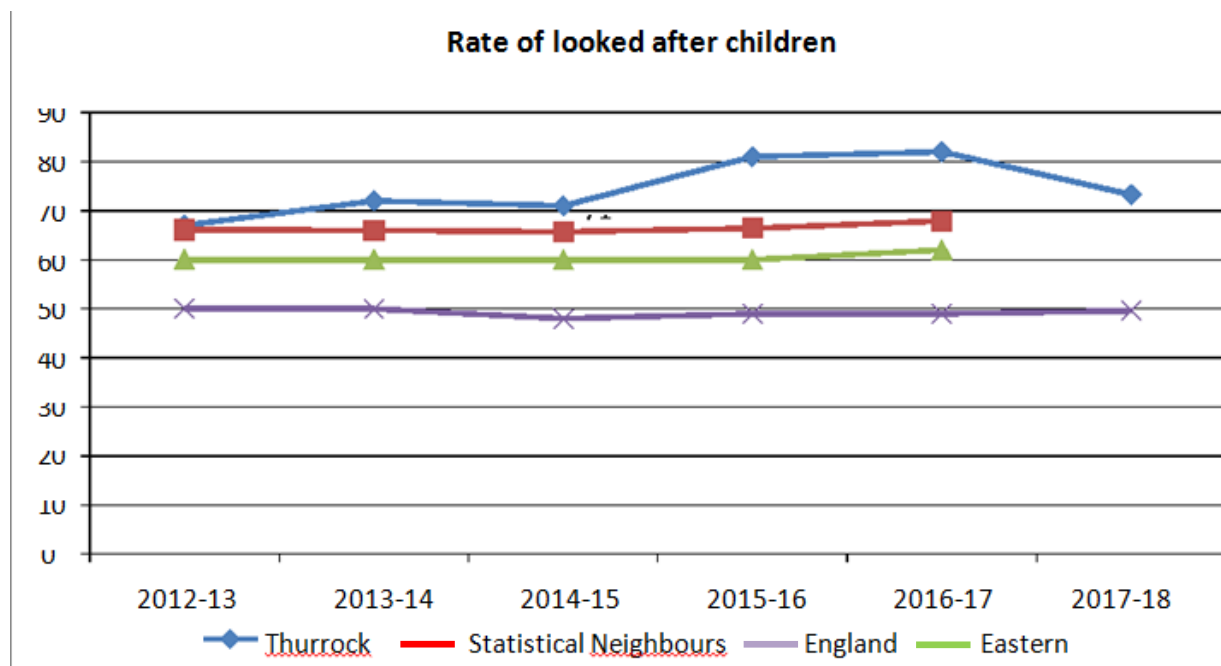
June and July data shows performance restored back to high levels of 97% and 99%, improving on previous year's figure of 95%.

### 3.2. Looked After Children



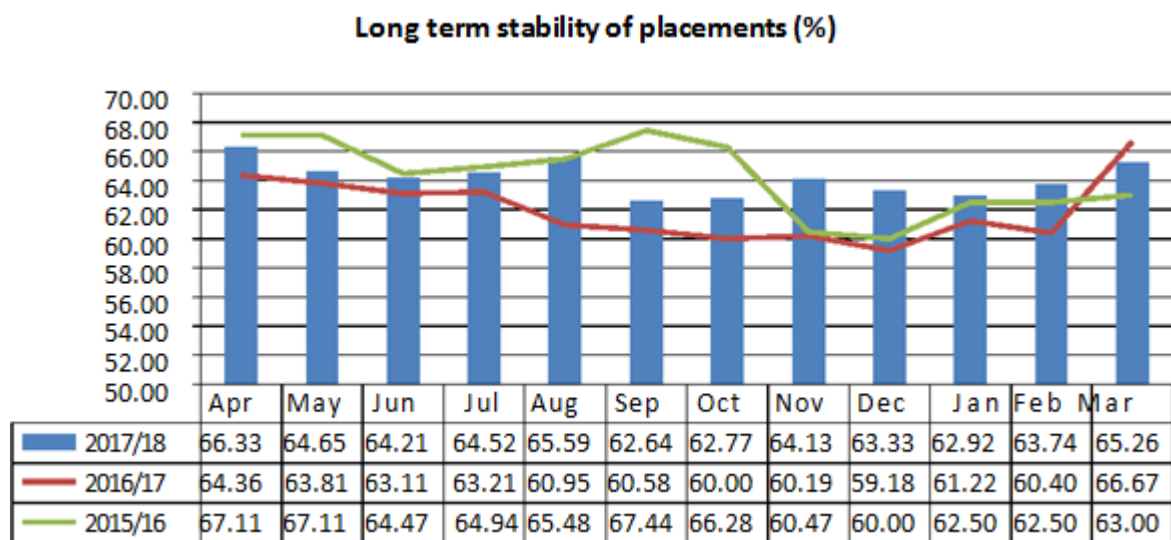
In July 2018 the number of Looked after Children (LAC) reduced by 34 from the year end figure for 2017/18 (345 to 301). This is partly as a result of the reduction in asylum seeking children reducing to 35 in March 2017/18 from 53 in the same month 2016/17





Thurrock is closing more Looked after Children cases than its comparator group and the East of England average. This is primarily a result of children returning to their families. Given the high rate of Looked after Children this is a good position and helped to reduce the rate from 82 per 10,000 of the child population in 2016/17 to 73 per 10k of the child population in 2017/18. The service continues to monitor all new looked after cases ensuring correct thresholds are being applied and children are only being looked after where necessary.

### 3.3. Placements- Long Term Stability





Looked after Children are in the following placements:

- Residential Children's Homes – 20
- Parent & Child Residential Assessment Placement - 1
- Independent Fostering Agency Placements – 107
  - Parent & child placement – 0
- In-house Foster placements – 122
  - Parent & child placement – 0
- 16+ Supported Accommodation – 18 (excluding UAS)

Unaccompanied Asylum Seeking Children - 35

- Independent Fostering Agency Placements – 17
- In-house Foster placements – 8
- 16+ Supported Accommodation – 11

There has been a reduction in the number of Children Looked after from March 2017 to April 2018. This has included a reduction in the number of unaccompanied asylum seeking children down to 35 from 53 in March 2016.

Thurrock's rate of children looked after in 2017/2018 was 73 children per 10,000 of the child population which is a reduction from the previous year. This remains high in comparison with statistical neighbours which saw an average of 62 children per 10,000 for England as a whole and 64 per 10,000 for authorities which are statistically similar to Thurrock. (Comparison figures are based on the 2017 results, the 2018 results will not be available until the autumn of 2018)

The impact on placement stability relates to the increasing complexity of children's needs shown by a rise in full care orders as opposed to Section 20 accommodation agreements. The number of children requiring three or more placements had been steadily increasing, until this year when the trend was halted and there was a 2% reduction, this is through improving practice.

Factors which greatly affect placement stability include the amount of planning before a child comes into care and the quality of the matching of the placement to the child's needs. Where children come into care in an emergency, the initial placement choice is more likely to be determined by availability rather than need and there is a higher risk of the placement breaking down.

Placement stability is strongly correlated to the progress that children and young people make in care, as moves caused by placement breakdown can negatively impact on a young person's sense of worth, emotional resilience and is disruptive to developing friendship and support networks and educational achievement. A key support to placement stability through scrutiny of placement plans is through the work on the Independent Reviewing Officer (IRO) function. Placement stability in Thurrock is at 11.65% in comparison to the England and statistical neighbour averages of 10% and the IRO service will continue to monitor this area carefully.

## Fostering

Current focus is on the use of in-house foster placements as opposed to independent fostering agencies through our recruitment programme. Current performance as of August 2018 for in-house fostering provision is as follows:

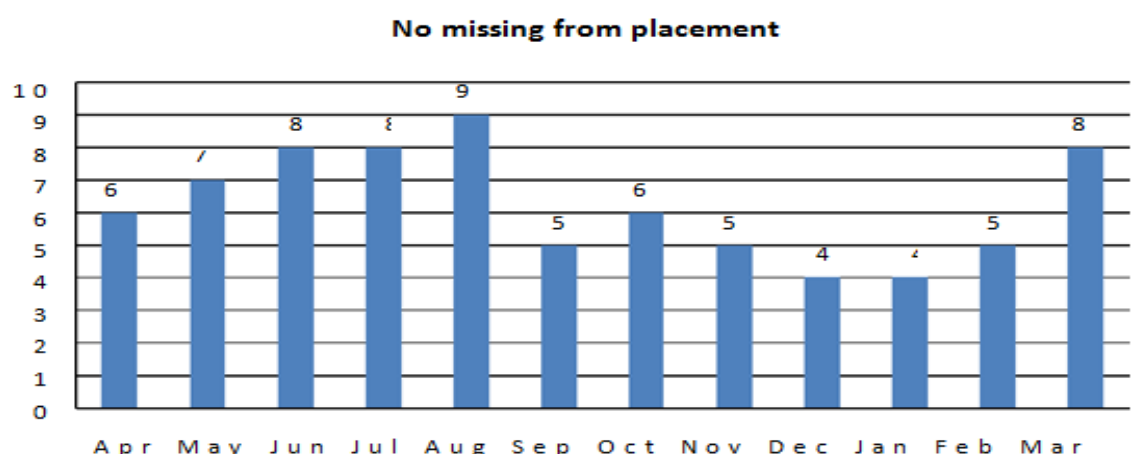
Area (As at 31st July 2018 for 2018/19 Financial Year)	Number	Position
Number of new carers approved	3	2 mainstream & 1 connected
Number of mainstream fostering applications at various stages	7	
Number of current fostering households	102	Which equates to a net increase of 10 this financial year

### 3.4. Number of Child and Young Person in Care Reviews

During the performance year April 2017 – March 2018, the Independent Review Officer service conducted a total of 707 reviews, which is a slight increase on the number of reviews conducted the previous year. The performance, in respect of reviews being held in timescale, fluctuated during the year, being as high as 96% in May of 2017 and as low as 73% in March of 2018. The average for the year was 86%.

Improving the timelessness of reviews is a key objective in 2018/2019 to achieve performance of between 92% and 95%, which will be in line with statistical neighbour best performance.

### 3.5. Looked After Children Missing

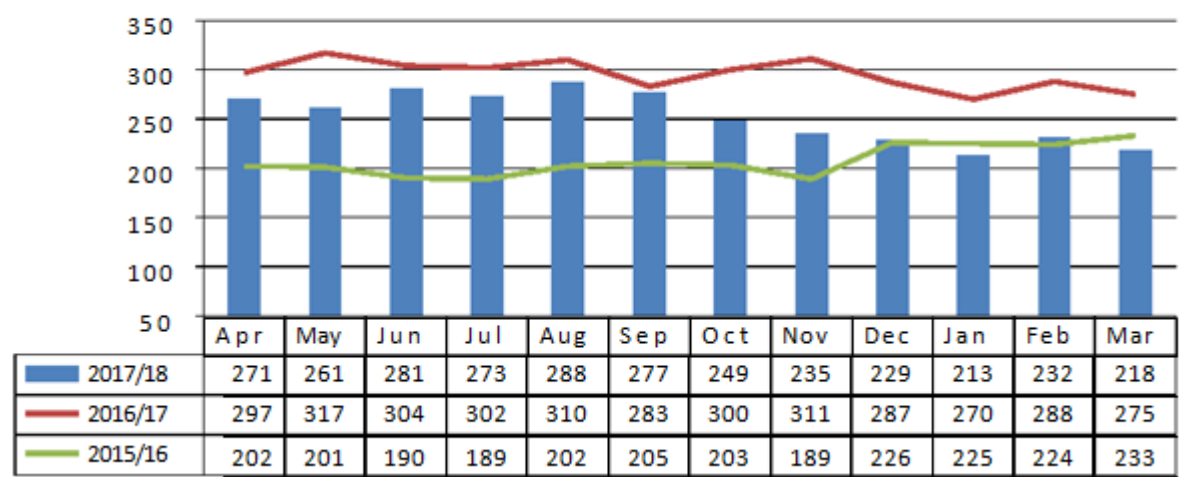


Thurrock had 8 Looked after Children with missing episodes for placements in March 2018. First quarter figures for 2018/19 show an improvement on last year:

	April	May	June
<b>2018/2019</b>	<b>6</b>	<b>4</b>	<b>6</b>
<b>2017/2018</b>	<b>6</b>	<b>7</b>	<b>8</b>

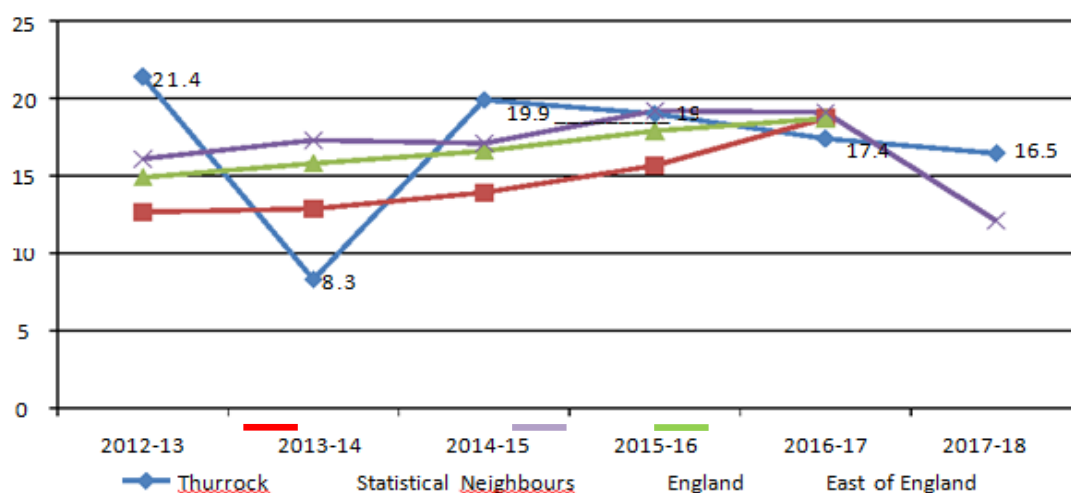
### 3.6. Children on a Child Protection Plan

**Number of children on a child protection plan**



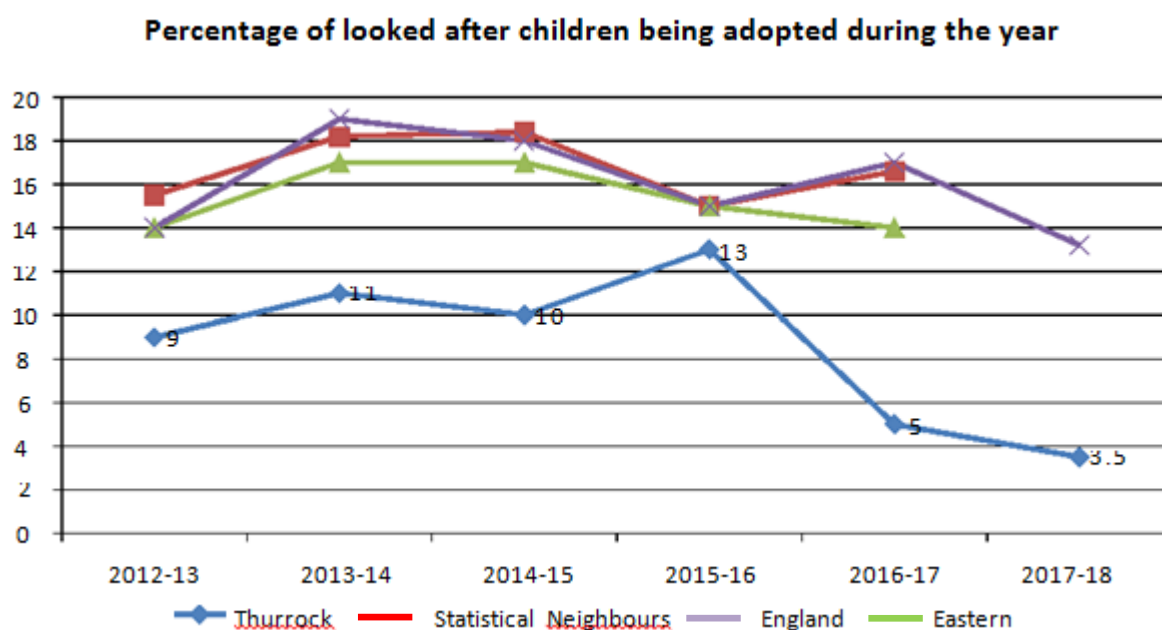
The number of children on a Child Protection Plan has reduced by 57 (**March 2017:** 275 **March 2018:** 218) in comparison to the same position last year. This is attributed to a reduction in the number of Child Protection Plans being started this financial year (**2016/2017:** 329 **2017/2018:** 231). Given the previous high rate of Child Protection Plans this is good performance and now in line with statistical neighbours.

**Percentage of children subject to CPP for 2nd or subsequent time**



Thurrock's percentage of children subject to a 2<sup>nd</sup> or subsequent time on a Child Protection Plan has reduced to 16.5%. This is below our comparator group. The service will continue to monitor the number going back on a plan to ensure only children that are suitable are taken off a Child Protection Plan.

### 3.7. Adoptions



There were 7 adoptions completed in 2017/2018. Seven is lower in comparison to performance achieved in 2015 where 13 children were adopted. A significant factor for this performance has been changes to case law which has stressed that adoption should only be used as a last resort where no other order will do.

### 3.8. Care Leavers (aged 17 to 21)

The realignment of the aftercare service into the Inspire Youth Hub has seen a significant improvement in the number of young people in education employment and training. The On-Track Thurrock Programme continues to offer a bespoke programme to ensure that care leavers can access education, employment and training. We have had considerable success with this and the figure is currently at 69.5%; we recognise that this is below the target of 70% but we are significantly above the Eastern Region at 53.1%.

For many of our care leavers we provide our recently judged outstanding Prince's Trust programme which is a way in which we enable young people to build confidence. We actively seek apprenticeship opportunities for our care leavers and continue to provide a range of support programmes to enable them to engage fully in the local communities in which they live.

Housing remains one of the key challenges for young people who are Leaving Care, to address this we have further developed the Head Start Housing Programme – which will look to support care leavers into a HMO. This will provide a holistic approach to supporting young people in both sourcing and sustaining tenancies. We recognise that one of the key barriers relating to this is budget management and to address this we have developed a budgeting programme to ensure that young people can manage finances.

The current position shows that we have 1.1% of care leavers in unsuitable accommodation – the rest of the data relates to young people who have gone missing from the LA – a significant percentage of these are made up of our unaccompanied asylum seeking young people and this is recognised nationally as an issue.

#### **4. Inspection of Local Authorities Children's Services (ILAS)**

The Inspection of Local Authority Children's Services (ILACS) framework, for Children's Social Care, started in January 2018. Under ILACS, local authorities are required to share their self-evaluation at the annual engagement meeting with Ofsted. Thurrock has completed and shared with Ofsted its self-evaluation as part of the annual conversation on the 9<sup>th</sup> May 2018.

An Ofsted focused visit was carried out on the 11<sup>th</sup> and 12<sup>th</sup> September 2018 with a pre-publication letter due to be received on the 2<sup>nd</sup> October 2018 – this will be embargoed until OFSTED publish the letter on the 4<sup>th</sup> October 2018. The focused visit concentrated on Children in Need and Child Protection and inspectors interviewed social workers and examined their case files to examine the quality of practice.

#### **5. Reasons for Recommendation**

Children's Overview and Scrutiny Committee to note and comment on the current performance position.

#### **6. Consultation**

N/A

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

N/A

## **8. Implications**

### **8.1. Financial**

Implications verified by: **Michelle Hall**

**Management Accountant**

### **8.2. Legal**

Implications verified by: **Lindsey Marks**

**Deputy Head of Legal Social Care and Education**

### **8.3. Diversity and Equality**

Implications verified by: **Natalie Warren**

**Strategic Lead – Community Development and**

**Equalities**

### **8.4. Other implications**

N/A

### **8.5. 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)**

N/A

## **9. Appendices to report – None**

### **REPORT OF:**

Jackie Groom

Strategic Lead – Performance, Quality Assurance and Business Intelligence  
Strategy, Communications and Customer Services

**Children's Services Overview and Scrutiny Committee  
Work Programme 2018/19**

Dates of Meetings: 3 July 2018, 9 October 2018, 4 December 2018, 12 February 2019

Topic	Lead Officer	Requested by Officer/Member
<b>3 July 2018</b>		
Children's Social Care Development Plan	Rory Patterson	Officers
Social Care Performance	Rory Patterson	Officers
Youth Cabinet Update	Pat Kielty	Members
<b>9 October 2018</b>		
Youth Cabinet Update	Pat Kielty	Members
Social Care Performance	Rory Patterson	Officers
Short Breaks and Support Services for Disabled Children	Sue Green	Officers
<b>Safeguarding and Performance Management</b>	<b>Rory Patterson, Sheila Murphy</b>	<b>Chair</b>
<b>Children's Transport Re-procurement</b>	<b>Sue Green</b>	<b>Officers</b>
<b>Schools' Standards Report</b>	<b>Andrea Winstone</b>	<b>Officers</b>
<b>Children's Social Care Annual Complaints Report</b>	<b>Lee Henley</b>	<b>Officers</b>

4 December 2018		
Youth Cabinet Update	Pat Kielty	Members
Social Care Performance	Rory Patterson	Officers
Fees & Charges Report	Andrew Austin / appropriate finance officer	Officers
12 February 2019		
Youth Cabinet Update	Pat Kielty	Members
Social Care Performance	Rory Patterson	Officers

<b><u>To Be Confirmed</u> – (Officers to allocate to meetings)</b> <i>Note: Meetings should have no more than 5 items</i>		
Thames Park Decision		Members (3 July)
Report on Youth Offending Service		Members (3 July)
Free Schools		Members (3 July)
Ockendon School Disposal		Members (3 July)

Updated May 2018