





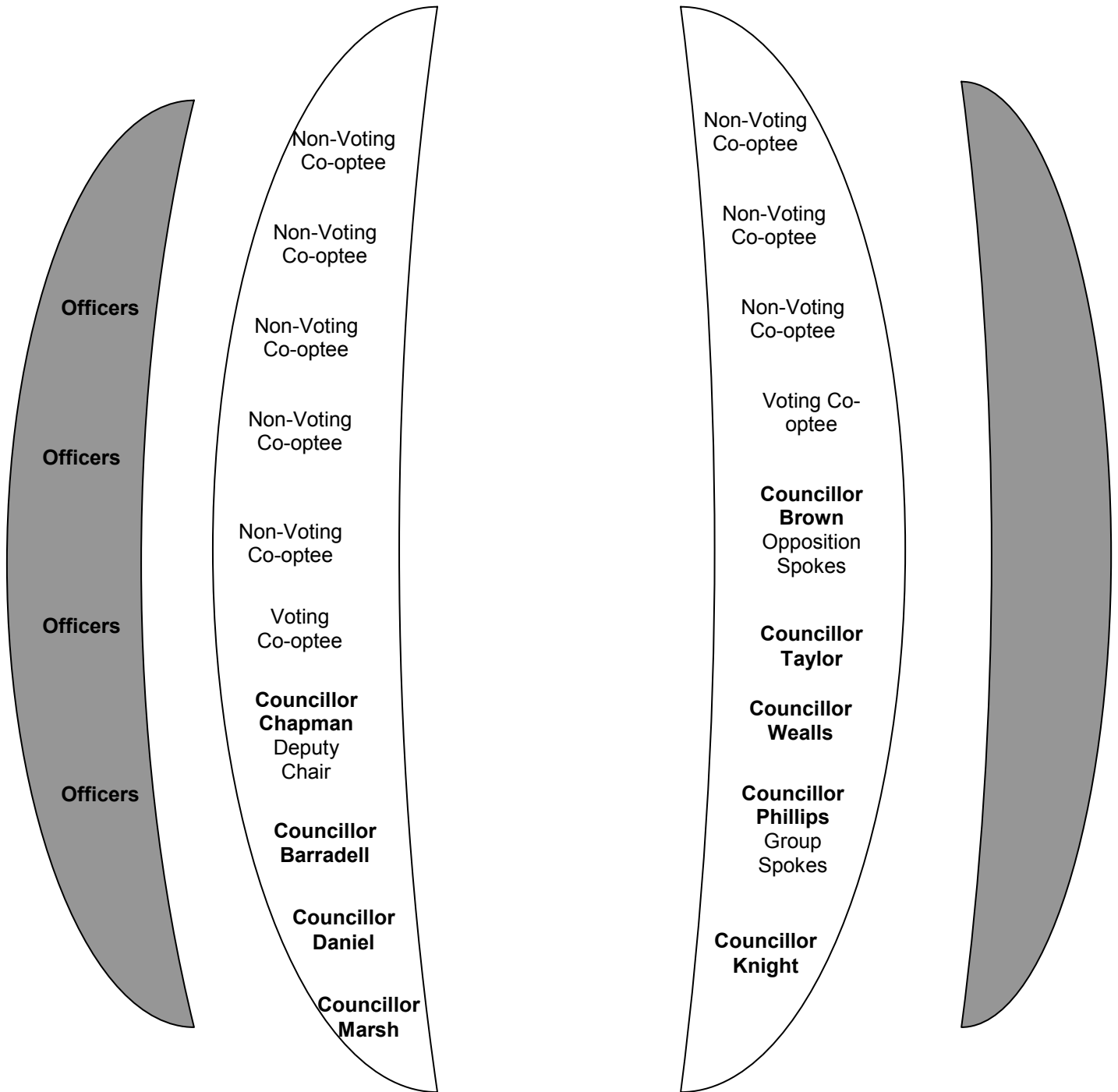
Brighton & Hove  
City Council

# Children, Young People & Skills Committee

Title:	<b>Children, Young People &amp; Skills Committee</b>
Date:	<b>20 July 2015</b>
Time:	<b>4.00pm</b>
Venue	<b>Friends Meeting House, Ship Street, Brighton</b>
Members:	<b>Councillors:</b> Bewick (Chair), Chapman (Deputy Chair), Brown (Opposition Spokesperson), Phillips (Group Spokesperson), Barradell, Daniel, Knight, Marsh, Taylor, Wealls and Jones
	<b>Voting Co-opted Members:</b> Ann Holt, Martin Jones, Amanda Mortensen and Marie Ryan
	<b>Non-Voting Co-opted Members:</b> Eleanor Davies (Parent Forum), Ben Glazebrook (Young People's Centre), Andrew Jeffrey (Parent Forum) and Sue Sjuve (Sussex Community NHS Trust)
Contact:	<b>Lisa Johnson</b> Senior Democratic Services Officer 01273 291228 lisa.johnson@brighton-hove.gov.uk
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	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter and infra red hearing aids are available for use during the meeting. If you require any further information or assistance, please contact the receptionist on arrival.
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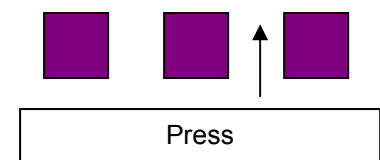
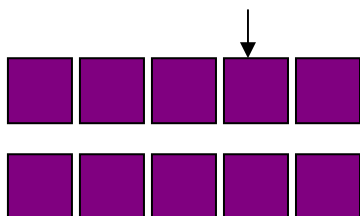
# Democratic Services: Children, Young People & Skills Committee

AD of Children's Services	ED of Children's Services	<b>Councillor Bewick</b> Chair	Legal Officer	Democratic Services Officer
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Presenting Officer & Public Speaker	Presenting Officer & Public Speaker
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Public Seating



## AGENDA

### 13 PROCEDURAL BUSINESS

(a) **Declaration of Substitutes:** Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.

(b) **Declarations of Interest:**

- (a) Disclosable pecuniary interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

(c) **Exclusion of Press and Public:** To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

**NOTE:** Any item appearing in Part Two of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

*A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls.*

### 14 MINUTES

1 - 10

To consider the minutes of the meeting held on 1 June 2015 (copy attached).

### 15 CHAIR'S COMMUNICATIONS

### 16 CALL OVER

## CHILDREN, YOUNG PEOPLE & SKILLS COMMITTEE

- (a) Items (19 - 24) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

### 17 PUBLIC INVOLVEMENT

To consider the following matters raised by members of the public:

- (a) **Petitions:** to receive any petitions presented to the full council or at the meeting itself;
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 13 July 2015;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 13 July 2015.

### 18 MEMBER INVOLVEMENT

To consider the following matters raised by Councillors:

- (a) **Petitions:** to receive any petitions submitted to the full Council or at the meeting itself;
- (b) **Written Questions:** to consider any written questions;
- (c) **Letters:** to consider any letters;
- (d) **Notices of Motion:** to consider any Notices of Motion referred from Council or submitted directly to the Committee.

### 19 CHILDREN, YOUNG PEOPLE AND SKILLS COMMITTEE STRATEGIC PRIORITIES 2015-2019 11 - 22

Report of the Executive Director of Children's Services (copy attached)

*Contact Officer:* Carolyn Bristow *Tel:* 29-1288  
*Ward Affected:* All Wards

### 20 YOUTH JUSTICE STRATEGY 2015/16 23 - 90

Report of the Executive Director of Children's Services (copy attached)

*Contact Officer:* Anna Gianfrancesco *Tel:* 29-3966  
*Ward Affected:* All Wards

## CHILDREN, YOUNG PEOPLE & SKILLS COMMITTEE

### 21 SCHOOL OFSTED PRESENTATION

*This is a Standing Item which provides the opportunity for officers to update the Committee on Ofsted reports received since the last meeting of the Committee and on other relevant issues. This will take the form of an oral update.*

Contact Officer: Hilary Ferries  
Ward Affected: All Wards

Tel: 29-3738

### 22 CHILDREN'S SERVICES OFSTED INSPECTION AND REVIEW OF LSCB 2015 91 - 152

Report of the Executive Director of Children's Services (copy attached)

Contact Officer: Carolyn Bristow  
Ward Affected: All Wards

Tel: 29-1288

### 23 DEVELOPMENT OF A NEW CITY EMPLOYMENT & SKILLS PLAN (2015-2020) 153 - 180

Report of the Executive Director of Children's Services (copy attached)

Contact Officer: Nick Hibberd  
Ward Affected: All Wards

Tel: 01273 293756

### 24 INTERIM REPORT: PROGRESS ON THE MERGING SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) REVIEW IN CHILDREN'S SERVICES AND THE LEARNING DISABILITY (LD) REVIEW IN ADULT SERVICES 181 - 216

Report of the Executive Director of Children's Services (copy attached)

Contact Officer: Lisa Brown  
Ward Affected: All Wards

Tel: 01273 293568

### 25 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 22 October 2015 Council meeting for information.

*In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, any Group may specify one further item to be included by notifying the Chief Executive no later than 10am on the eighth working day before the Council meeting at which the report is to be made, or if the Committee meeting take place after this deadline,*

## CHILDREN, YOUNG PEOPLE & SKILLS COMMITTEE

*immediately at the conclusion of the Committee meeting*

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

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Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

If you have any queries regarding this, please contact the Head of Democratic Services or the designated Democratic Services Officer listed on the agenda.

For further details and general enquiries about this meeting contact Lisa Johnson, (01273 291228, email [lisa.johnson@brighton-hove.gov.uk](mailto:lisa.johnson@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk).

Date of Publication - Friday, 10 July 2015

**BRIGHTON & HOVE CITY COUNCIL**  
**CHILDREN, YOUNG PEOPLE & SKILLS COMMITTEE**

**4.00pm 1 JUNE 2015**

**FRIENDS MEETING HOUSE, SHIP STREET**

**MINUTES**

**Present:**

Councillors

Councillors Bewick (Chair), Chapman (Deputy Chair), Barradell, Brown (Opposition Spokesperson), Daniel, Knight, Marsh, Phillips (Group Spokesperson), Taylor and Wealls

Co-optees

A Holt, M Jones, A Mortensen, M Ryan, B Glazebrook and Youth Council

**PART ONE**

**1 PROCEDURAL BUSINESS**

**1(a) Declarations of substitutes**

1.1 There were none.

**1(b) Declarations of interest**

1.2 Councillor Phillips declared a non-pecuniary interest in Item 9 as a Governor for Somerhill Junior School.

1.3 Councillor Knight declared a non-pecuniary interest in Item 9 as she had a child currently attending Somerhill Junior School.

1.4 Councillor Wealls declared a non-pecuniary interest in Item 8 as a Governor for St Andrews CE Primary School.

1.5 Ann Holt declared a non-pecuniary interest in Item 10 as a Governor for Downs View School.

1.6 Councillor Bewick declared a non-pecuniary interest in Item 9 as he had a child currently attending Somerhill Junior School.

**1(c) Exclusion of press and public**

1.7 In accordance with section 100A of the Local Government Act 1972 (“the Act”), the Committee considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the

business to be transacted or the nature of proceedings, that if members of the press and public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100(I) of the Act).

1.8 **RESOLVED-** That the press and public not be excluded

## 2 MINUTES

2.1 **RESOLVED-** That the minutes of the previous meeting held on 9 March 2015 be approved and signed as the correct record.

## 3 CHAIR'S COMMUNICATIONS

3.1 The Chair provided the following communication:

“Can I begin by welcoming everyone to today’s first meeting of the Children, Young People and Skills Committee – the first of the committee meeting cycle since the recent elections.

Whether you are a new councilor or a returning councilor, I’d like to congratulate you on being elected here. Can I also note my thanks to the previous administration’s committee chair, Sue Shanks, and to those Councillors who served the interests of children and young people in the previous administration. Regardless of party affiliations, we all gather here to serve our community the best way we can.

The new composition of the committee of course reflects the democratic wishes of the residents of Brighton & Hove. On May 7<sup>th</sup> they voted locally for both a change of leadership and change of direction at the Council. They have signaled to us all, I think, that they want to see an administration that works better for them. In practice, that means getting on and working together to improve the educational outcomes and life chances of every child and young person in the city.

The committee, you’ll see, has added the consonant ‘S’ at the end of its title. We will discuss the change more formally in a moment. But I would like to add that the S for Skills is a very deliberate addition to the committee’s remit by the new administration.

I think we’d all agree that excellent education and skills are the engines of social mobility and prosperity in our communities. Working closely with the economic development board chaired by the new Leader of the Council, and with the health and wellbeing board, chaired by Cllr Yates, we have an opportunity to really join-up the needs of children and young people in a more holistic way. For example, improving school to work transitions in the city is as much an economic issue as it is an educational one. And tackling growing childhood obesity is about promoting healthier choices both within and beyond our schools.

With the next election some way off, I hope you will feel like me, that it is incumbent upon us all to find common ground where we can; particularly in setting stretching and ambitious goals for education and children’s services for the city. I say to you, let’s all work together to set some really ambitious goals for better children’s and youth services in the city; and then play your part in holding our feet to the fire to achieve them.

At the moment, our ambitions for education, children’s services and skills are falling well short of where they should be. Of course, it’s important to recognise and celebrate some really outstanding and good schools; and we have some really fantastic teaching and



children's services that are being provided in our local authority area. I am the father of three young children living in Hove, which means I am an active and informed user of the many good services that the council provides.

But we also know that for such a creative and dynamic city we could be doing so much better:

Compared to other local authorities, we have a real attainment gap, for both average and particularly disadvantaged pupils

There are too many children growing up in poverty – in some wards it's as high as 40 per cent.

There is growing pressure on school places at all levels – and the city desperately needs to get on and build a new secondary school

We are currently below the national average in terms of Level 3 attainment, including poor vocational skills provision, despite the fact we are home to two excellent universities

Youth unemployment is low compared to the national average – yet we are almost alone in England – by failing to increase the number of apprenticeship starts since 2011; which suggests to me a breakdown in how we effectively work with local employers.

As your chair, I will bring to this role an unshakeable commitment never to accept second best for our children and young people of the city. I bring with me professional experience of 20 years working in education and training; and more recently working in other countries seeing how they manage similar challenges – often in very imaginative and entrepreneurial ways. I will be sharing some of these insights with the Director of Children's Services and his team.

Can I take this opportunity to formally introduce Councillor Chapman, who will act as the committee's deputy chair; as well as support me and the Director of Children's Services in driving through the required change.

With the right leadership team some really extraordinary things can be achieved. But it will take some boldness and a willingness to put aside party political differences at times. Yes, we have to recognise that this is financially an unprecedented time for local government, particularly given central government cuts. There is some welcome protection to the schools part of the budget in cash terms, but governors and head teachers we know may still struggle to balance the books. Despite all this, my appeal to you would be this: let's keep our focus on what more can be achieved to improve education and children's services in our city, even in these challenging times.

Finally, you should know that I do not bring any pre-conceived ideology or dogma about education and policy to this role. My business life has taught me to be biased to action, not processes. Educational standards are far more important to me than structures. My focus, working with all of you – is that I will strive hard to work in as consensual a manner as possible – I will always try to bring us back to the central challenge that both we and the city will face:

- How do we unite and work together to achieve the best education, skills and children's services outcomes for our great city?
- How do we become one of the best local authorities in the UK, rated as at least Good or Outstanding by OfSted within the next 4 years?
- How do we set a course that achieves world-class status for our city when it comes to education, young people and skills?

This is after all, I hope you'll agree, what we have been put here by the residents of Brighton & Hove to work towards".

"Congratulations to two Brighton & Hove schools who are the winners of the Reading Recovery Awards 2015 which celebrate and honour practitioners who have made an outstanding contribution to children's literacy through Reading Recovery and are awarded by UCL Institute of Education. Reading Recovery School of the Year Award went to Pippa Davis at St Joseph's Roman Catholic Primary School, for work supporting parental involvement. Inspirational Manager of the Year Award went to Jenny Aldridge, Rudyard Kipling Primary School, for work with community engagement and high aspiration for literacy learning for all.

I know what a difference this work and the Every Child a Reader programme is making to the outcomes for young people and I also want to thank all those who make this a reality in the city"

"Brighton & Hove has been short listed as one of the finalists for the Public Health Partnerships category and for Legal Services. Local Authority representatives will attend the awards ceremony on the evening of Thursday 18<sup>th</sup> June, at the Hilton, Park Lane, London".

#### **4 CALL OVER**

- 4.1. All items on the agenda were reserved for discussion.

#### **5 PUBLIC INVOLVEMENT**

- 5.1 There were none.

#### **6 MEMBER INVOLVEMENT**

- 6.1 There were none.

#### **7 CONSTITUTIONAL MATTERS**

- 7.1 The Committee considered a report of the Monitoring Officer that provided information on the committee's terms of reference and related matters including the appointment of its urgency sub-committee.
- 7.2 Councillor Brown noted that the next committee was scheduled for October which was some time away and it may be beneficial to have a meeting before that.
- 7.3 The Chair was in agreement and stated that he would investigate holding a meeting in late July.
- 7.4 Councillor Brown noted an error in appendix 1 that stated the committee was responsible for services to young people up to the age of 19 which should instead be 25. It was agreed by Committee to correct this section in appendix 1.

**7.5 RESOLVED-**

- 1) That the committee's terms of reference, as set out in Appendix A to this report, be noted; and
- 2) That the establishment of an Urgency Sub-Committee consisting of the Chair of the Committee and two other Members (nominated in accordance with the scheme for the allocation of seats for committees), to exercise its powers in relation to matters of urgency, on which it is necessary to make a decision before the next ordinary meeting of the Committee be approved.

**8 SCHOOL OFSTED PRESENTATION**

- 8.1 The Head of Standards & Achievement Education & Inclusion provided an update of schools that had undergone an Ofsted inspection since the previous meeting of the Children & Young People Committee. The Head of Standards & Achievement Education & Inclusion stated that she was pleased to report that Patcham had improved from 'adequate' to 'good'. The Head of Standards & Achievement Education & Inclusion added that HM Inspectors had made monitoring visits to three schools (Coombe Road, St Bartholomew's CE Primary School and Brighton Aldridge Community Academy) and had found senior leaders and governors at all three were taking effective action to raise standards.
- 8.2 Councillor Marsh if national and regional comparative data was available.
- 8.3 The Head of Standards & Achievement Education & Inclusion replied that this information was available and she understood that Brighton & Hove ranked third in the South East region. The Head of Standards & Achievement Education & Inclusion added that she would circulate the data to committee members subsequent to the meeting.
- 8.4 The Chair asked if a regular update could be provided to the Committee as an agenda item.
- 8.5 Councillor Phillips supported the suggestion made by the Chair as it would provide a basis for the Committee to offer help where it was needed particularly to those schools outside the local authority remit.
- 8.6 The Executive Director of Children's Services commented that the Committee were scheduled to receive two annual attainment reports with the first in October and regional data would form part of that. There would also be a follow-up report to a later Committee focussing on specific groups of children.
- 8.7 The Chair stated that whilst he acknowledged the cycle report cycle, Members had given a clear steer that they wished to receive regular updates containing key indicators in order to challenge and influence.
- 8.8 **RESOLVED-** That the report be noted.

## 9 STATUTORY NOTICE FOLLOWING CONSULTATION TO AMALGAMATE DAVIGDOR INFANT AND SOMERHILL JUNIOR SCHOOLS

- 9.1 The Committee considered a report of the Executive Director of Children's Services that informed the Committee of the responses to the statutory notice to the proposal to merge Davigdor Infant and Somerhill Junior Schools and requested approval to amalgamate to the two schools to become a four form entry, all through primary school.
- 9.2 Councillor Wealls noted that the amalgamated school would receive one payment of £150,000 instead of £150,000 each as separate infant and junior schools and asked if the school would find that manageable.
- 9.3 The Head of Education Planning & Contracts stated that 85% of the overall funding of £300,000 (£255,000) would be protected in the first year of the amalgamation. The formula funding would reduce in the second year to £150,000 which would be met in the majority by the need for one Headteacher rather than two and the current Headteacher of Davigdor Infant would be retiring. The Head of Education Planning & Contracts supplemented that amalgamation had not presented problems for other schools that had done so and the local authority would continue to work closely with the school during the transitional period.
- 9.4 Councillor Barradell asked any provision would be put into place for parents unable to afford new uniform.
- 9.5 The Head of Education Planning & Contracts stated that the school were aware of this issue and its sensitivities and were looking at ways to minimise cost to parents. The Assistant Director- Education & Inclusion added that often rules on uniform were relaxed and any changes were enforced gradually by the school. The Assistant Director- Education & Inclusion supplemented that she would make the Headteacher and Governors aware of the Committee's comments.
- 9.6 **RESOLVED**-That the Children, Young People & Skills Committee approves the proposal contained in the statutory notice to amalgamate Davigdor Infant and Somerhill Junior Schools to become a four form entry, all through primary school, through the closure of Davigdor Infant School and expanding the age range of Somerhill Junior School from 7 – 11 to 4 – 11 from 1 September 2015.

## 10 ADDITION TO EDUCATION CAPITAL RESOURCES AND CAPITAL INVESTMENT PROGRAMME 2015/2016

- 10.1 The Committee considered a report of the Executive Director of Children's Services requesting approval for the allocation of £1.903 million for 2015/16 within the Structural Maintenance programme and £686,412 allocated for Universal Infant Free School Meals (UIFSM). The grant allocation of £1.903 million had been left unallocated until now due to a larger than expected settlement.
- 10.2 Councillor Barradell stated that she had found the report unclear as to whether the funding was unallocated or additional as descriptions alternated throughout the report.

- 10.3 The Head of Education Planning & Contracts clarified that the funding was an unallocated amount. The previous Children & Young People Committee had assigned £3 million of funding however, this had been based on an estimated Capital Maintenance Grant settlement. In the actual settlement notified after the report had been released significantly more resources had been made available than estimated. The purpose of this report was to seek approval to assign the unallocated amount as an addition to the Capital Investment Programme. On the matter of UIFSM, the Head of Education Planning & Contracts stated that it was recommended that the money should be used to invest in larger kitchen equipment in order to improve the capacity to provide the greater number of meals arising from the UIFSM policy.
- 10.4 Councillor Barradell asked where the £900,000 revenue funding was allocated from.
- 10.5 The Head of Education Planning & Contracts answered that this was assigned from Brighton & Hove City Council revenue funding. (Post meeting note: As this revenue funding is from the Dedicated Schools Grant (DSG) under the 'historic commitments' exception it is not available for other purposes. Any reduction in the contribution would have to be allocated to schools budgets through the funding formula).
- 10.6 Councillor Brown asked for clarification that indicative allocations had been provided for the next three financial years.
- 10.7 The Head of Education Planning & Contracts confirmed that this was the case.
- 10.8 Councillor Daniel asked if the £900,000 revenue funding could be used for another purpose.
- 10.9 The Executive Director of Children's Service clarified that it was his understanding that this was an historical budget agreement.
- 10.10 Councillor Wealls enquired as to the determination of D2 priority works.
- 10.11 The Head of Education Planning & Contracts stated that this was on the basis of ranking criteria that he would circulate to committee members.
- 10.12 Councillor Marsh asked how works were initially identified and furthermore, clarification on why Woodingdean Community Centre was included in the D1 priority works.
- 10.13 The Assistant Director- Education & Inclusion stated that the works were prioritised on the basis of a survey and assessment against the set criteria alongside dialogue with the schools. The Head of Education Planning & Contracts added that Woodingdean Community Centre was listed in the D1 priority works as it was within the Children's Services property portfolio.
- 10.14 Councillor Daniel asked for clarification on the air raid sheltered listed as on school premises.
- 10.15 The Head of Education Planning & Contracts clarified that there were some air raid shelters on Brighton & Hove school sites and work was sometimes required to keep these structures safe.

10.16 Councillor Barradell asked for confirmation that the £900,000 revenue funding could be used for an alternate purpose.

10.17 The Head of Education Planning & Contracts stated that the £900,000 revenue funding was part of the overall funding used for urgent, priority projects that had to be undertaken on health and safety grounds for example.

10.18 **RESOLVED-**

- 1) That the level of available capital resources totalling £18.383 million for investment relating to education buildings financed from capital grant, revenue contributions and reserves set aside for primary places be noted.
- 2) That Committee agree the allocation of this additional £1.903 million as shown in Appendices 2 and 3 and recommend this to Policy & Resources Committee on 11<sup>th</sup> June 2015 for inclusion within the council's Capital Investment Programme 2015/16.
- 3) That Committee agree to the allocation of the £686,410 in respect of Universal infant Free School Meals funding as shown in Appendix 4 and recommend this to Policy & Resources Committee on 11<sup>th</sup> June 2015 for inclusion within the council's Capital Investment Programme 2015/16.
- 4) That Committee agree to recommend to Policy & Resources Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

## 11 **SAFE & SUSTAINABLE TRAVEL TO SCHOOLS**

11.1 The Committee considered a report of the Executive Director of Children's Services that informed Members of the work with schools to reduce the use of cars to take children to and from school, advised Members of the policy for managing school travel adopted by the Council as part of the Safer Roads Strategy 2015-2020. Furthermore, the report informed Members of the procedural approach being followed by the Road Safety Team to support schools with their efforts to reduce reliance upon private car use for the journey to and from school and the development and maintenance of School Travel Plans.

11.2 Councillor Brown asked for confirmation that there were eleven School Travel Plans as she remembered this figure being higher over previous years.

11.3 The Road Safety Manager confirmed that there were currently eleven plans. This figure had reduced as the government funding available to produce the Plans had ceased and gradually schools had stopped producing the Plans. The work of the Road Safety Team was to help refresh the Plans with a revised approach.

- 11.4 Councillor Wealls asked if there was any monitoring process to ensure that the Plans were working effectively.
- 11.5 The Road Safety Manager replied that the best method of analysis was an examination in the shift of modal share and the Road Safety Team requested that schools report to them on how pupils were travelling to school.
- 11.6 Councillor Phillips noted that enforcement spot checks had been a success and asked if more were planned and if more yellow lines would be an additional deterrent for anti-social parking. Furthermore, Councillor Phillips asked if there was an intention to allow for monitoring by volunteers.
- 11.7 The Road Safety Manager stated that the council had run a series of announced spot checks and enforcement that had been very successful and made a difference with established behaviours. The Road Manager added that the preferred approach was to inform motorists of correct parking and driving behaviours rather than ticketing and that School Travel Plans would likely achieve more success in the long-term than increased enforcement. The Road Safety Manager added that he was not aware of volunteer monitoring and whilst it was not currently being considered, such an approach may be considered if it was deemed beneficial to a particular situation.
- 11.8 The Chair stated that whilst he agreed that creating a change in behaviours was the long-term solution, he also believed that the community could help on issues of road safety.
- 11.9 Martin Jones asked if ad-hoc, temporary signage may be a solution.
- 11.10 The Road Safety Manager stated that some authorities had adopted time-limited speed zones this was hard to enforce and there were also legal restrictions on what the local authority could display. The Road Safety Team gave constant consideration to potential infrastructure changes to the physical environment to change driver perception.
- 11.11 Councillor Barradell stated that bus services were a particular problem in the East Brighton area where lots of pupils were travelling to school using an inconsistent service. Councillor Barradell asked if this could be given consideration in the 'Next Steps' section.
- 11.12 The Road Safety Manager replied to given the limited resources currently available, the Road Safety Team were currently focussing their work at primary school level but secondary school travel would be considered later in the programme and that would be the type of issue to be challenged.
- 11.13 Councillor Daniel stated that she agreed that bus travel in East Brighton was a significant issue and she was aware that some parents would not choose Brighton Aldridge Community Academy as a school preference due to the limited transport options available.
- 11.14 The Assistant Director- Education & Inclusion clarified that the current review of the school admissions arrangements would be looking at a number of issues including bus

services and there were ongoing discussions as part of the Supported Bus Network work.

**11.15 RESOVLED-**

- 1) That Members note the Council's school travel management activities, the adopted policy and the School Travel Planning procedures being followed.
- 2) That Members endorse the proposals described under 'Next Steps' and summarised below:
  - To establish robust data sources that enable the School Travel Advisors to guide schools on the ways that they can support and maintain lower car use for the trip to/from school – especially the sharing of post code data between service teams as a priority;
  - To target parking/anti-social driving enforcement based on a proven need approach, where enforcement complements other measures in the School Travel Plan;
  - Continued collaborative working between Road Safety and Public Health officers to achieve healthy, active lifestyles and meet performance targets for public health;
  - The promotion of School Travel Plan development by Children & Young People's Services to all city schools.

**12 ITEMS REFERRED FOR COUNCIL**

12.1 No items were referred to Full Council for information.

The meeting concluded at 5.50pm

Signed

Chair

Dated this

day of



<b>Subject:</b>	<b>Children, Young People and Skills Committee strategic priorities 2015-2019</b>		
<b>Date of Meeting:</b>	<b>Children, Young People and Skills Committee 20 July 2015</b>		
<b>Report of:</b>	<b>Pinaki Ghoshal – Executive Director of Children’s Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Carolyn Bristow</b>	<b>Tel: 29-3736</b>
	<b>Email:</b>	<b>Carolyn.bristow@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To set the strategic priorities for the Children, Young People and Skills Committee for the next four years.

**2. RECOMMENDATIONS:**

- 2.1 That the committee note the report
- 2.2 That the committee agree the strategic priorities set out in the body of the report
- 2.3 That the committee agree that future reports to committee should clearly state which priority (or priorities) they support the delivery of.

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The new Children, Young People and Skills Committee first met on 1<sup>st</sup> June 2015 following the local elections in Brighton & Hove.
- 3.2 The committee has formally changed since the previous administration, adding skills to the title to emphasise a renewed focus on this area across the city.
- 3.3 The strategic priorities for the new Administration in relation to this committee are to:
- Ensure that the most vulnerable and disadvantaged children receive the council’s support, consolidating services where possible, and targeting resources at those most in need
  - Take the council on an improvement journey to achieve excellent services for children and young people by 2019, as rated by Ofsted
  - Provide greater challenge and support to council maintained schools to close the disadvantage and educational attainment gaps, including a focus on STEM subjects (Science, Technology, Engineering and Mathematics)

- Eliminate long-term youth unemployment (18-24 years old) and boost apprenticeships in the city by 2019

3.4 The Children's Services directorate plan has recently been refreshed. This sets the strategic vision for officers and highlights priority actions for the year ahead. The full plan is given as appendix 1 to this report. Below are some of the priority actions which specifically underpin the four strategic priorities for committee given above

- Raise education standards, ambition and attainment and improve progress for children & young people in all phases of education
- Develop pathways to enable young people 16-19 to have the skills to secure employment and be active and responsible citizens
- Ensure children's views and opinions are represented throughout the service and drives planning and service delivery
- Review existing provision to ensure provided and commissioned services are sufficient to meet pre-court proceedings demands
- Deliver the Child Sexual Exploitation action plan
- Work with partner agencies to safeguard young people at risk of radicalisation
- Close the gap in education for identified vulnerable groups in all phases of education, eg those with special education needs and / or disabilities, those who are BME and those in receipt of free school meals.

3.5 It is recommended that all future reports presented to the Children, Young People & Skills Committee clearly state which of the Administration's four priorities their proposals are supporting.

#### **4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

4.1 This committee is responsible for education, children's health and social care services, public health relating to children and young people, including services to young people up to the age of 19, and exercises the council's functions as Local Education Authority. Many of these services are delivered or commissioned jointly with the Health Service and, to reflect this, the Health and Wellbeing Board has concurrent delegated powers with this Committee. The Children, Young People & Skills Committee is also the Council's Children and Young People's Trust Board for the purposes of the Children Act 2004.

#### **5. COMMUNITY ENGAGEMENT & CONSULTATION**

5.1 All reports presented to committee will provide a commentary on what community engagement and consultation activity has been undertaken in the forming of the proposals.

#### **6. CONCLUSION**

6.1 It is important that the Children, Young People & Skills set a strategic vision and future reports being considered demonstrate their links to those priorities.

#### **7. FINANCIAL & OTHER IMPLICATIONS:**

Financial Implications:

- 7.1 The recommendation that future reports being considered demonstrate their links to priorities is critical given the challenging financial position that the Council is in. Children's Services budgets are currently under significant pressure with a marked increase in the number of referrals and an overspend projected in 2015/16.

*Finance Officer Consulted: Louise Hoten*

*Date: 01/07/2015*

Legal Implications:

- 7.2 There are no specific legal implications which arise from this report save that it sets out how the Council proposes to focus resources in order to continue to meet its statutory duties to children and young people.

*Lawyer Consulted:*

*Hilary Priestley Senior Lawyer Date: 10/07 /2015*

Equalities Implications:

- 7.3 Setting the priorities listed in 3.3 above sets a strategic vision for the committee and a commitment to improvement and delivering services to the most vulnerable and excluded children & young people in the city.
- 7.4 All reports presented to committee will provide a commentary on what equalities implications have been considered in the forming of the proposals.

Sustainability Implications:

- 7.5 All reports presented to committee will provide a commentary on what sustainability implications have been considered in the forming of the proposals.

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Children's Services Directorate Plan 15/16 refresh



# Directorate Plan

**2014-2017**  
(2015/2016 refresh)



**Brighton & Hove  
City Council**



### Introduction

The city of Brighton & Hove is vibrant and diverse. It has a relatively young population which is increasing rapidly. Between 2001 and 2011 the Census notes that the population increased by more than 10% to 273,396. There is a significantly growing Black and Minority Ethnic population and a large Lesbian, Gay, Bisexual and Transgender community. Levels of deprivation within the city are similar to the national average, although there are significant variations across the city. In general, areas in the East, Centre and North West of the city contain higher concentrations of deprivation.

**Children's Services have made significant achievements in recent years.** This includes the following:

- High rates of breastfeeding at 6 weeks (75%) – top in the country in summer 2014
- The Stronger Families programme which work with families with high levels of need have been more successful than the targets originally set - achieving 100%, one of only seven in the South East region that managed to do so
- 85% of early years childcare providers and 82% of schools and colleges are judged by Ofsted as good or outstanding
- The number of children who report that they are bullied at school is low
- Achievement in primary schools is good and remains above the national average
- At December 2014 only 5.9% of our school leavers are not in Education, Employment or Training (NEET), compared with 6.9% for our statistical neighbours
- We have been praised in the south east region for our work around court proceedings – meeting our 26 week requirements
- Permanent exclusions from schools are very low and below the national average, and there has been a significant reduction in the rates of fixed term exclusions
- We have recently launched our Kite Team, a specialist Child Sexual Exploitation and Missing team co-located with police colleagues
- Children's centre integration with health visiting quoted as a model of good practice by the Early Intervention Foundation
- Youth workers working in centres and on the streets work with large numbers of young people. 196 young people have received individual support with 65% of cases evidencing positive improvement
- 83% take up of free childcare for two year olds (spring 2015) with 89% attending a childcare setting rated good or outstanding by Ofsted
- Achievement of Children and Young People with special educational needs continues to be above average at the end of the primary phase

- Higher than average levels of children with a healthy weight
- Our successful Family Nurse Partnership has supported over 100 teenage parents
- All special schools and both our children's homes are judged by Ofsted to be good or outstanding
- In 2014 and 2015, over 95% of children aged 11 were offered a place at one of their preferred secondary schools, and, 94% of children aged 4 were allocated a place at one of their preferred primary or infant schools
- Our Youth Offending Service is seeing continued reductions in the numbers of first time entrants to the youth justice system and reduced numbers of young people in custody, both of which exceed the national average
- All of our children requiring new Education, Care and Health Plans achieve this within the 20 week timetable that is set nationally
- Families report very high levels of satisfaction with children's centres and health visiting, with a recent survey showing that 97% were very or fairly satisfied and only 2% fairly or very dissatisfied
- Audits of children's social work practice show that the right children are being supported and that generally practice is good
- SoundCity, our music education hub, has been recognised nationally for its innovative and inclusive work in supporting all children and young people to access music
- Last year 26% of our children who ceased to be looked after were adopted, well above the national average of 17%
- We have seen an improvement in the educational outcomes for children in care, with a rise to 26.3% achieving 5+ A-C grade GCSEs including English and Maths which is significantly above the south east and national performance
- Major school capital projects providing extra places and high quality classrooms have been delivered
- We are leading the SE7 national Special Education Needs and Disability Pathfinder champion project
- The new government policy to provide free school meals for all reception and Key Stage 1 children was implemented successfully

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### However there are also challenges:

- The percentage of children being re-referred to our social work services is too high
  - The number of Early Help Assessments completed within the city remains low
  - Our most vulnerable children are not achieving as they should eg children on free school meals, or children in care
  - By the end of the decade the number of children requiring a secondary school place will become greater than the current capacity across the city
  - As an employer we are not fully representative of groups with protected equality characteristics
  - The number of children subject to child protection plans and the number of children who are in care has been higher than the national, regional and statistical neighbour average
  - Levels of persistent absence needs to reduce across our schools
  - We are seeing a large increase in demand for mental health services across the city which is causing pressure and increased waiting lists
  - Education outcomes for post-26 young people need to improve
  - Our social work quality assurance programme has found concerns in the quality and timeliness of recording. This is a priority area for improvement in 15/16
  - The number of young people who are reoffending is too high
  - To build on our multi-agency working on child sexual exploitation and radicalisation
-



Finally, these challenges need to be set within the wider context of the financial challenge that the council as a whole is facing with projections that about £20-£25M will need to be saved each year over the next few years.

In recent years Children's Services has been able to deliver savings through a well developed Value for Money Programme, which has meant that reductions to front line services have been kept to a minimum. Over the next few years the Value

for Money programme together with the wider modernisation programme across the council will need to explore how we can efficiently deliver high quality services for our children and young people at a lower cost. However, in addition, and given the scale of the savings required there are likely to be some difficult decisions about future services that we deliver or commission. Our focus must be on services and interventions that can demonstrate that they have a positive impact, particularly for our more vulnerable children and young people.

## The Long Term Vision for Children's Services

We want all of our children and young people to have the best possible start in life, so that they grow up happy, healthy and safe with the opportunity to fulfil their own potential.

This means ALL children and young people in the city have access to high quality education and the expectation of a nurturing family, and a learning and social environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens.

In all that we do we ascribe to the values articulated across the council which declare the commitment to collaboration, respect, openness, efficiency, creativity and, of course customer and client focus.

Children's Services in Brighton & Hove will deliver child centred services. Our intention is that Brighton & Hove can demonstrate that we are a child friendly city.

Children's Services will ensure that there is a balance of support for children, young people and their families across universal, early help and specialist services.



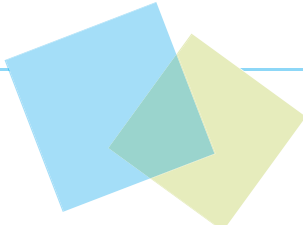


## Our focus and priority actions

Our directorate objectives	Our 2015-16 priority actions
<p><b>1 Ensure the voice of children, young people and their families is central to our work</b></p>	<ul style="list-style-type: none"> <li>• Implement the directorates Participation and Engagement Strategy</li> <li>• Ensure children’s views and opinions are represented throughout the service and drives planning and service delivery</li> <li>• Launch and implement a city-wide approach to ‘Child Friendly City’ based on Unicef criteria</li> <li>• Provide opportunities for Children &amp; Young People to influence the development of Special Educational Needs and Disability (SEND) review recommendations</li> </ul>
<p><b>2 Children and Young People are safe</b></p>	<ul style="list-style-type: none"> <li>• Enable children and families to develop resilience by good social work and timely interventions</li> <li>• Review existing provision to ensure provided and commissioned services are sufficient to meet pre-court proceedings demands.</li> <li>• Deliver the Child Sexual Exploitation action plan</li> <li>• Work with partner agencies to safeguard young people at risk of radicalisation</li> </ul>
<p><b>3 Prevent the need for children to come into the care system</b></p>	<ul style="list-style-type: none"> <li>• Deliver key initiatives for example the adolescent service, children’s centre review, youth service review, establish a relationship model of practice within social work</li> </ul>
<p><b>4 The city’s Early Help systems are understood and used consistently by all agencies working with children, young people and their families</b></p>	<ul style="list-style-type: none"> <li>• Create an effective and efficient Early Help system</li> <li>• Deliver effective services to vulnerable and protected groups promoting a whole family approach and community resilience</li> <li>• Improve personalised support to families of disabled children to enable more children to stay at home</li> <li>• Determine with Public Health a programme of information, advice, support, training and consultation for schools in key areas of emotional/ mental health and specifically self-harm</li> </ul>

Our directorate objectives	Our 2015-16 priority actions
<p><b>5 Raise educational standards for all children &amp; young people</b></p>	<ul style="list-style-type: none"> <li>• Raise education standards, ambition and attainment and improve progress for children and young people in all phases of education</li> <li>• Develop pathways to enable young people 16-19 to have the skills to secure employment and be active and responsible citizens</li> <li>• Close the gap in education for identified vulnerable groups in all phases of education: - SEND: - Free School Meals (FSM): - Black &amp; Minority Ethnic (BME)</li> <li>• Bring together and integrate all SEN support services under a unified leadership</li> </ul>
<p><b>6 Commission or deliver high quality integrated provision across education, health and care for children, young people and their families – promoting a whole family approach and community resilience</b></p>	<ul style="list-style-type: none"> <li>• Take forward the next phase of the Early Help Partnership Strategy, focussing on the review and integrated commissioning of evidence based early help interventions and community based services</li> <li>• Create integrated provision for vulnerable children and young people across education, health and care</li> <li>• Introduce high quality education, health and care plans</li> </ul>
<p><b>7 School organisation will positively respond to increasing number of children requiring a school place</b></p>	<ul style="list-style-type: none"> <li>• Implement the School Organisation Plan to ensure sufficient school places to meet future need</li> <li>• Secure agreement on the location and sponsorship of a new six form entry secondary school in Brighton</li> </ul>
<p><b>8 Our workforce, including those in leadership roles, will have the skills they need to deliver high quality services</b></p>	<ul style="list-style-type: none"> <li>• Implement the Social Work Workforce development plan</li> <li>• Develop a high performing fully engaged workforce with the right skills</li> <li>• Develop and support a high performing Early Help workforce</li> <li>• Staff across education health and care have the skills to work together effectively within new integrated provisions</li> <li>• Leaders and managers across Children’s Services have the skills and capabilities to deliver our priorities and are supported through the Living our Values leadership development programme</li> <li>• Issues raised via the Staff Survey are responded to appropriately</li> </ul>

Our directorate objectives	Our 2015-16 priority actions
<p><b>9 Partnership working will strengthen based on mutual respect, trust and good governance structures with agencies holding each other to account</b></p>	<ul style="list-style-type: none"> <li>• Develop more effective partnerships with and between schools and other education providers</li> <li>• Continue the work of the Children's Services Partnership Forum to ensure there is a space in the city for all parties to work on joint problem solving</li> <li>• Participate and represent children social work to strengthen, develop and challenge partnership working on safeguarding</li> <li>• Strengthen, develop and challenge partnership working in Education and Inclusion</li> <li>• Strengthen, develop and challenge partnership working across the city's Early Help, Universal and community based services</li> <li>• Develop and implement Joint Children's Health and Wellbeing Commissioning Strategy with the Clinical Commissioning Group and Public Health</li> </ul>
<p><b>10 Deliver efficient and effective services within the budget that has been set for the Directorate supported by robust performance management</b></p>	<ul style="list-style-type: none"> <li>• Develop a more efficient and consistently effective model to marketing and trading services to schools</li> <li>• Robust monitoring of our performance targets</li> <li>• Our communications strategy is further developed to allow meaningful and mature two way communication between teams and management</li> <li>• Deliver a successful modernisation programme, at the centre of which is a high performing value for money programme</li> <li>• The Service Redesign toolkit is used to ensure consistency of approach when conducting service redesigns and reviews</li> </ul>
<p><b>11 Promote equality and diversity across all services for children and young people</b></p>	<ul style="list-style-type: none"> <li>• Equalities training is available and promoted to all relevant staff</li> <li>• Review our recruitment and selection processes across Children's Services to ensure that our workforce better represents the local population</li> </ul>



## Related documents

- Brighton & Hove City Council Corporate Plan 2015-2019
- Brighton & Hove: The Connected City – our sustainable community strategy

The above are available via the council website:  
[www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk)



For further information or to request copies of this plan please contact the Service Development Officer on 01273 293736 or [Carolyn.bristow@brighton-hove.gov.uk](mailto:Carolyn.bristow@brighton-hove.gov.uk)

Date of issue: April 2015



**Brighton & Hove  
City Council**

**Subject:** Brighton and Hove Youth Justice Strategy 2015/16  
**Date of Meeting:** 20<sup>th</sup> July 2015  
**Report of:** Executive Director of Children's Services  
**Contact Officer: Name:** Anna Gianfrancesco **Tel:** 29-6169  
**Email:** Anna.Gianfrancesco@brighton-hove.gcsx.gov.uk  
**Ward(s) affected:** All

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Committee is asked to approve the Youth Justice Strategy for Brighton and Hove 2015-2016
- 1.2 Under the Crime and Disorder Act 1998 there is a requirement for the multiagency Youth Offending Management Group to produce a local Youth Justice Strategy setting out how Youth Offending Services (YOS) will be resourced and Provided

**2. RECOMMENDATIONS:**

- 2.1 That the Committee approves the Youth Justice Strategy for Brighton & Hove 2015-16

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The Crime and Disorder Act 1998 places a statutory responsibility on local authorities acting with statutory partner agencies to establish a Youth Offending Service (YOS). The statutory function of the YOS is to co-ordinate the provision of youth justice services. The Act also sets out responsibilities in relation to the production of a Youth Justice Strategy setting out how youth justice services are to be provided, how the YOS will operate and which functions it will carry out.

3.2 The proposed Youth Justice Strategy is compliant with guidance issued by the national Youth Justice Board and includes:

- Purpose, priorities and values
- Structure and Governance of the Youth Offending Service
- Resourcing and Value for Money
- Partnership arrangements
- Risks to future delivery
- Key priorities

3.3 The key priorities developed and agreed by the YOS Management Group are:

- Preventing youth crime and reducing offending
- Reducing Reoffending
- Keeping the number of children and young people in custody to a minimum
- To effectively manage risk of harm for victims and harm caused by perpetrators
- To reduce the number of looked after children within the criminal justice system and support those within the system away from offending behaviours

3.4 The Strategy will also be taken to the city's Safe in the City Partnership Board for discussion and agreement and will be submitted to the Youth Justice Board.

#### **4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

4.1 Publication of the strategy is a statutory requirement.

#### **5. COMMUNITY ENGAGEMENT & CONSULTATION**

5.1 Direct community engagement and consultation has not been a part of the development of this strategy. However the operational Business Plans which underpin the strategy do ensure the involvement and participation of young people in the design and delivery of services and include specific community orientated initiatives such as Restorative Justice.

5.2 The strategy has been discussed and consulted upon at the Youth Offending Strategic Management Board which is made up of partner agencies and the CVS.

#### **6. CONCLUSION**

6.1 The Committee is asked to approve the strategy as part of discharging the council's statutory responsibilities.

## **7. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 7.1 The financial information detailed within Section 4 of the body of the attached supplementary report accurately reflects the current budgetary position of the YOS. The risk attached to any reduction in anticipated funding from the PCC and the Probation service would need to be managed, with Finance support, within the service with economies made and service delivery assessed/re-designed accordingly

Finance Officer Consulted: David Ellis

Date: 23/06/15

### Legal Implications:

- 7.2 The Crime and Disorder Act 1998 places a statutory responsibility on local authorities acting with statutory partner agencies to establish a Youth Offending Service. The strategy meets the requirements under the Crime and Disorder Act 1998 to produce a local Youth Justice Strategy setting out how Youth Offending Services will be resourced and provided. The strategy must be published, and refer to the key requirements referred to in the body of the report.

Lawyer Consulted: Natasha Watson

Date: 24/06/15

### Equalities Implications:

- 7.3 The strategy explicitly addresses equalities implications under Purpose, Priorities and Values (page 9) and as one of the cross-cutting themes identified (page 35) which will be monitored by the Management Board.

### Sustainability Implications:

- 7.4 There are no sustainability implications.

### Crime & Disorder Implications:

- 7.5 The Youth Justice Strategy is one of the key multi-agency strategies addressing crime and disorder in the city.

### Risk and Opportunity Management Implications:

- 7.6 Section 6 of the Strategy addresses risk to future delivery and Section 7 sets out the priorities, and opportunities the service will address.

### Public Health Implications:

- 7.7 Public Health are members of the Youth Offending Service Management group and have been fully involved in producing the strategy.

### Corporate / Citywide Implications:

7.8 The strategy will also be taken to the Safe in the City Partnership Board as part of ensuring a consistent corporate and city wide approach.



## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Brighton and Hove Youth Justice strategy 2015/16

### **Documents in Members' Room**

### **Background Documents**



**Brighton & Hove Youth Justice Strategy  
2015/16**



# **1. INTRODUCTION**



# Introduction

The Crime and Disorder Act 1998 places a statutory responsibility on local authorities acting with statutory partner agencies to establish a Youth Offending Team (YOT). The statutory function of the YOT is to co-ordinate the provision of youth justice services. The Act also sets out responsibilities in relation to the production of a Youth Justice Plan setting out how youth justice services are to be provided, how the YOT will operate and which functions it will carry out.

The Brighton & Hove Youth Justice Strategy is covering a two year period from 2014/15 to 2015/16. This is refreshed annually to reflect any changes to the national and local youth justice landscape. The current strategy is the 2015-16 refresh. The work of the YOS in Brighton & Hove is governed by the Brighton & Hove Youth Justice Strategic Management Board which comprises of the statutory partners: Sussex Police, Probation, Children's Services National Health Service and the Courts as well as the Voluntary Sector. Brighton & Hove YOS sits within Children Services in Brighton & Hove City Council

Brighton & Hove YOS works with Pan Sussex YOS providers to ensure that we provide a joined up YOS service across Sussex for those young people who may cross boundaries and also to develop better joint working with Pan Sussex partners. This has for example enabled work with Functional Family Therapy Team and the YMCA Reaching Your Potential projects to be developed across the whole area. The three Sussex YOS also work together with the Police and Crime Commissioner to address issues that affect young people and youth offending and are joint partners on the Sussex Criminal Justice Board, currently represented by East Sussex YOS.





## **2. PURPOSE, PRIORITIES & VALUES**



# Purpose, Priorities and Values

The Youth Justice Plan overseen by the Brighton & Hove Youth Offending Service Strategic Management Board will focus on three primary aims: to prevent and reduce offending, reduce the use of custody and improve the outcomes for young people by working proactively with them and their families and carers.

The Youth Justice Strategy incorporates the purpose and ambition of the city council's Corporate Plan which places great importance on the relationship between the council and the communities it serves and aims to:

- **Tackle inequality**
- **Creating a more sustainable city**
- **Engage people who live and work in the city Creativity**
- **Modernising the council**

With support from all partner agencies YOS staff are expected to achieve their personal best for our young people, families, communities, victims and for the city. In doing this the YOS Partnership will ensure staff have the knowledge and skills to adhere to the council's six values:

- **Respect**
- **Collaboration**
- **Efficiency**
- **Openness**
- **Creativity**
- **Customer Focus**

Brighton & Hove YOS seeks to create a reflective and efficient culture that continuously improves, responds to lessons learned and consistently achieves high performance.

We aim to do this by managing risk and safeguarding all vulnerable young people in the Criminal Justice System or those at risk of entering it, taking into account their gender, sexuality, ethnicity, religion and or disability.

We will work collaboratively and creatively with young people and their families and carers to stop, or prevent the young person's offending and support them to realise their full potential and achieve positive outcomes for themselves. We will also support victims of youth offending and increase restorative justice measures.

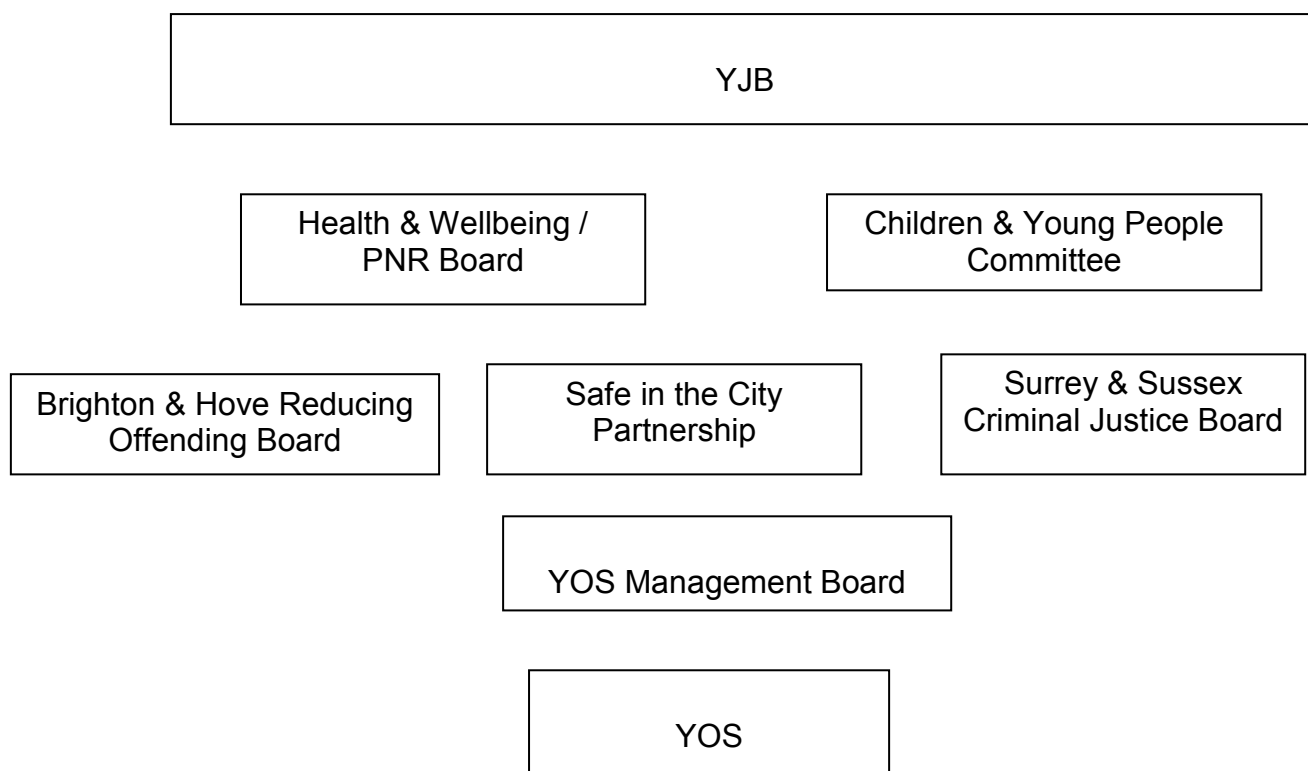
We will build on our partnership working in collaboration with the Safe in the City Partnership Board to ensure that the Youth Justice Plan feeds into, works alongside and incorporates the wider strategic plans for the city, including the Safe in The City Strategy, Children's Strategy and the Public Health Business Plan.



### **3. STRUCTURES & GOVERNANCE**



# Structures and Governance



The YOS sits with the Social Work and YOS branch in the Children Services Directorate within the city council. The YOS Service Manager is accountable to the Director of Children’s Services through the Assistant Director of SW and YOS who monitors the YOS operationally through regular supervision. The YOS management board reports into the Safe in the City Partnership, chaired by the Chief Executive of Brighton & Hove City Council.

## YOS Management Board

Governance of the YOS is provided by the YOS Strategic Management Board. It oversees the local delivery of responsibilities under the Crime and Disorder Act 1998 for the Youth Offending Service. Chaired by the Director of Children’s Services, the Board is responsible for the governance of the Service and monitors and challenges the functions and performance of the YOS and the wider partnership. The Board reports to the City Council’s Children and Young People’s committee/Health and Well Being Board annually on the strategic plan and quarterly to the Safe in the City Partnership, the Reducing Reoffending Board and the Youth Justice Board. The YOS is represented at strategic level on the Brighton & Hove Safe in the City Partnership. The YOS Board will also report to and seek governance from the Sussex Criminal Justice Board as appropriate.

The YOS Strategic Management Board meets quarterly and is made up of the members of the Community Safety Partnership who have statutory responsibility for YOS funding and other agencies, such as Courts and Voluntary sector. The board is made up of members who are senior representatives of their organisations and are able to make a significant contribution to the prevention and reduction of youth crime, with enough seniority and authority to be able to commit resources to the YOS and wider youth crime agenda.

The YOS Strategic Management Board scrutinise YOS performance and develop actions for improvement where necessary. Its purpose is also to provide clarity for partners about the scope of their role in governing the YOS and to maintain a good understanding of the range and quality of youth justice services delivered in Brighton & Hove. Staffing and resource issues are reviewed and the Board assists in setting the strategic direction of the YOS.

The YOS Management Board takes an active role in ensuring that young offenders and those at risk of entering the youth justice system have access to universal and specialist services within Brighton & Hove and that partner agencies recognise and maintain responsibility for contributing to the reduction of offending by children and young people.

## **What the Board does to ensure effective governance**

- Supports the YOS in achieving its principal aims of reducing the number of first time entrants, reducing reoffending and reducing the use of custody.
- Ensures the effective delivery of youth justice services via monitoring of the implementation of the annual youth justice strategic plan.
- Monitors YOS performance against the National Indicators by scrutinising comprehensive quarterly performance reports and monitoring the progress of the actions for improvement where needed.
- Scrutinises the YOS annual spending to ensure that all core YOS services are delivered within the allocated budget.
- Ensures that the YOS is fully integrated into and able to influence strategic developments with which the partners are engaged.
- Reviews YOS delivery through case studies and thematic reviews
- Ensures timely submission of data, oversees compliance with secure estate placement information, completion of national standards audit and procedures for reviewing community safety and public protection incidents.
- Works to overcome barriers to delivery and holds partners to account, ensuring all make an effective contribution to delivering against key performance indicators



All key partners are represented on the Management Board and where appropriate the Board will extend its membership to other partners to ensure the progression of a specific development issue.

## Membership

<b>Name</b>	<b>Role and Agency</b>
Pinaki Ghoshal	Director of Children Services, BHCC
Helen Gulvin	Assistant Director of Children Services, BHCC
Andrea Saunders	Head of Sussex Probation Service
Claire Mullarkey	Justice Clerk, Surrey and Sussex. HMCTS
Ellen Mulvihill	Behaviour and Inclusion manager, BHCC
Gareth Davies	Inspector, Sussex Police
John Willet	Strategic Restorative Justice Manager, Office of PCC
Nicola Maxwell	Director, CRC
Patrick Odling-Smee	Head of Housing, BHCC
Peter Castleton	Community Safety Manager BHCC
Tom Scanlon	Strategic Commissioner , Public Health, BHCC
To be identified	Youth bench member
To be identified	Director YMCA (voluntary sector representative)
To be identified	CCG

## Inspections

During 2014/15 the HMIP Thematic inspection on young women and girls was published. Brighton & Hove YOS were one of the youth offending teams looked at as part of this inspection, the learning from this thematic along with learning from other inspections have been reviewed and are incorporated where appropriate into the YOS action plan for 2015/16.

Following the HMIP Thematic Inspection of Resettlement Brighton & Hove YOS working with partners across the South of Thames region is undertaking an audit of resettlement which will be presented to the board in 2015/16. It is envisaged that the findings of this will feed and support the development of the work and joint working between the YOS, YMCA resettlement project and Social Care.

During 2014/15 Brighton & Hove management board reviewed of the HMIP Thematic Inspection on Safeguarding to ensure it was compliant with safeguarding processes and procedures. The board was reassured that the YOS was compliant with the safeguarding processes laid out in the report.

During 2015/16 the HMIP inspection framework for YOS will be reviewed, Brighton & Hove YOS will ensure that it works with HMIP during this review period and delivers within the new inspection framework. The new framework will be rolled out in March 2016.



## **4. RESOURCING & VALUE FOR MONEY**



# Resourcing and Value for Money

## Budgets

The YOS is funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority (including Education), the Probation Service, the National Health Service and the Police Service. The table below shows the amount of funding from each of the partner agencies for the year 2015/16. The YOS also receives a Youth Justice Effective Practice Grant from the Ministry of Justice and a grant from the Police and Crime Commissioner which has incorporated the monies previously received in the YOS via the Home Office Grant and Positive Futures Grant.

Below is the projected 2015/16 budget

<b>Contributing organisation (2015/16)</b>	<b>Amount (£)</b>	<b>In Kind</b>	<b>Other delegated funds (£)</b>	<b>Total (£)</b>
YJB	317,350	Nil		
<b>PCC includes positive future money</b>	90,692	Nil		
<b>Police</b>	17,449	1 OM officer linked to the team 1 PC seconded to the team		
<b>Probation</b>	12,000	1 probation officer		
<b>BHCC including DSG funding</b>	847,744	0.1 Ed Psych		
<b>Health (SLA with SPFT, commissioned as part of CAMHS commissioning)</b>	Nil	1 CAMHS nurse 0.1 term time psychiatrist 0.1 SALT 0.2 Police Liaison and diversion nurse		
<b>Other</b>				
<b>Total</b>	1,273,247			

Funding contributions from the NHS through staff in kind has been maintained over the last few years, however in 2015/16 there is a reduction of CASH nursing time (0.2

sessions) and YOS will receive support via their outreach service. The funding from the PCC is to be being maintained at last year's level and the seconded Police Officer post has been formalised within the team.

Below is the projected budget expenditure

Staffing :	£1,152,497
Supplies and services:	£102,650
Building and travel:	£18,100

The contribution from the Local Authority has been reduced from April 2014 and efficiency savings have had to be made. In respect of the Youth Justice Grants this year, there were 7% cuts to the YOS Efficiency Grant. The YJB will not be cutting the grant to children services for Remand Placements.

With regard to probation the funding contribution is not yet known, however probation will maintain the PO post within the service.

During the period covered by this Youth Justice Plan, it is likely that all agencies will be looking for opportunities to make further savings due to the scale of the financial challenge ahead, and the YOS will come under increased pressure to demonstrate value for money to ensure continued financial support from partners.

During 2014/15 there were changes to the Liaison and Diversion scheme and the funding received from the NHS by Brighton & Hove YOS came to an end. The funding became incorporated into the monies received by Sussex Partnership Trust for their delivery of a Pan Sussex Liaison and Diversion Scheme, including one for young people. This scheme is now employing a CAMHS nurses and a Speech and Language Therapist to work with young people coming into the criminal justice system who are identified as having mental health, learning difficulties or substance misuse issues and are offered support to divert them either out of criminal justice or through the criminal justice processes.

## **Staffing**

In accordance with the requirements of the Crime and Disorder Act 1998 the YOS has a full skill set within the workforce which is made up of professionals from a variety of agencies whose skills and experience complement each other.

Staff are recruited into all the posts based upon their experience and expertise and their skills are developed through supervision, appraisal and training.

Regular analysis of need and review of service provision have underpinned staff training and development to ensure that partnership resources are used effectively. This will continue to be a priority and a workforce development plan will be put in place in order to ensure that staff have clear direction and are enabled to further develop the skills needed to respond to new Youth Justice legislation and the changing landscape in regard to regulation and inspection.

To ensure the quality of practice by the workforce and as part of the workforce development plan all staff will be supervised in line with children's service social work supervision policy and PDP's will be undertaken on a yearly basis with a 6 month review cycle. There will also be robust quality assurance framework in place to ensure staff are working in an effective evidence based way.

The YOS has a good range of specialist services 'in house'. Specialist services located within or attached to the YOS team include:

Children and Adolescent Mental Health Services (CAMHS) specialist nurse, CAMHS consultant, substance misuse worker, education psychologist, education workers, parenting worker, a restorative justice coordinator, reparation workers and victim worker.

The substance misuse worker while employed by the YOS is linked to ru-ok, the young person's specialist substance misuse service.

CAMHS provide the full time equivalent of a mental health nurse into the service and a consultant for 1 session (4 hours) per week during term time.

Through the provision of the two education workers, the YOS is now able to support young people into education, employment and training (ETE) as well as work with the behaviour and attendance team to address the education needs of young people working with the YOS.

In order to achieve the reductions in local authority funding a vacant posts have been deleted. However the service is constantly reviewing the skill mix in order to ensure that it has in place sufficient skilled workers to maintaining an effective service. During 2015-16 it is envisaged that the Parenting Worker post will become vacant, at this time the post will be converted to a Function Family Therapy Worker post, this will enable the YOS to provide FFT to a broader range of young people.

The YOS during 2014/15 has worked with social care on the development of a CSE team and in 2015/16 will be seconding a member of staff into the CSE team. This will enable not only a more robust working relationship to develop between the YOS and social care teams but also ensure that those young people who are known to the YOS and at risk of CSE have e a service that meets all their needs and addresses the all risks.

## Volunteers

There are 14 volunteers currently in the YOS, of which 12 white females and 2 white males.

## Seconded Staffing by agency

2	PC's
1	Probation Officer
1.2	FTE CAMHS nurse
0.1	Psychiatrist

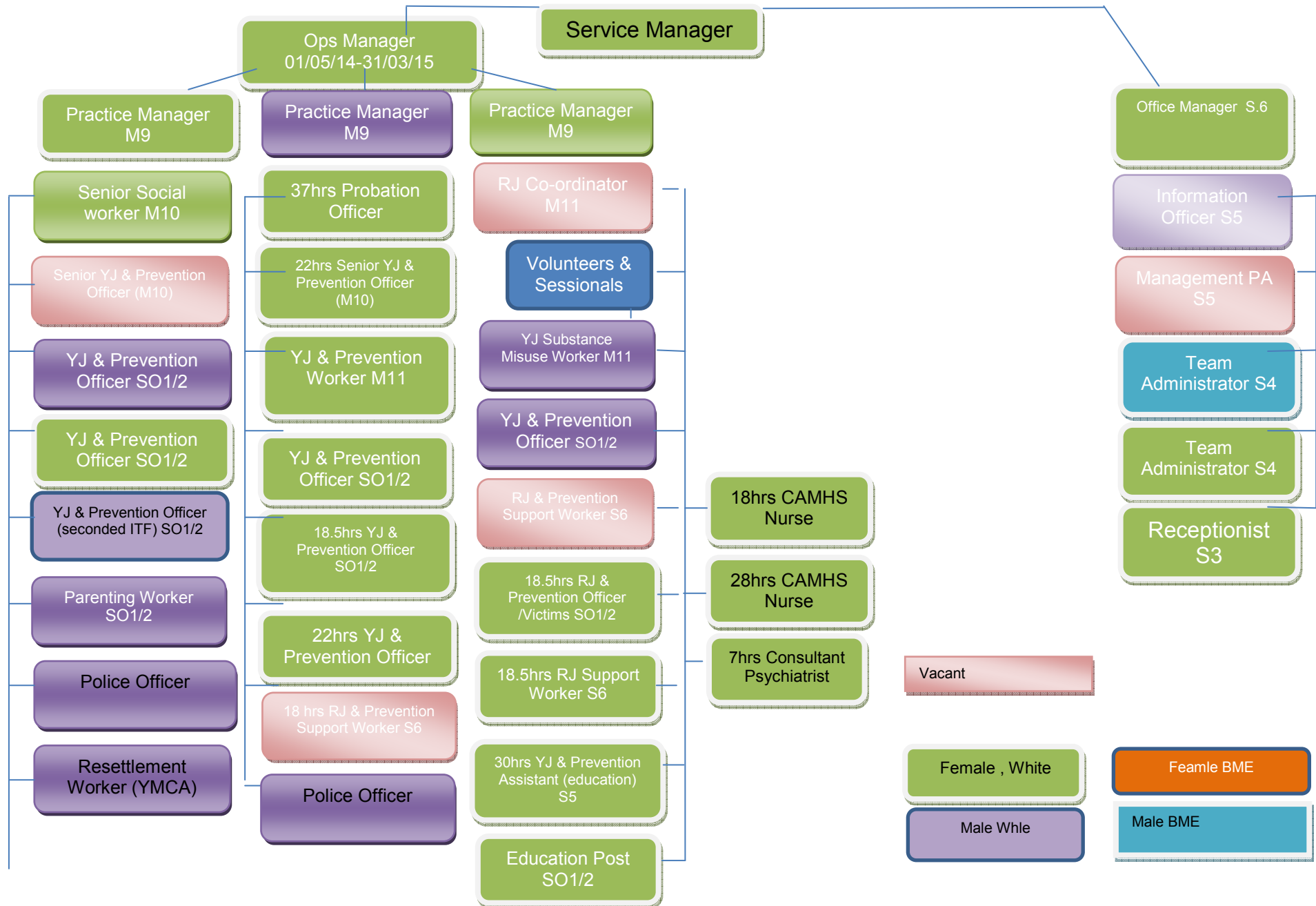
### Restorative Justice Training:

In total 5 volunteers are trained as restorative conferences facilitators and 11 members of staff are Restorative Justice trained (including 9 RJ Facilitators, 6 RJ approaches, 8 in Writing wrongs intervention)



# Youth Offending Service Staff Structure Chart April 2015

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## **5. PARTNERSHIP ARRANGEMENTS**



## Partnership arrangements

The Brighton & Hove YOS is a partner on the Surrey & Sussex Criminal Justice Board (SSCJB) and it is through this Board that the Pan Sussex work is monitored and the YOS is represented on the Board and all of the sub groups. The 3 Sussex YOS managers represent each other at all the Pan Sussex meetings, with East Sussex currently the YOS representative on the Surrey & Sussex Justice Board and Brighton & Hove and West Sussex on the subgroups. They have also recently set up meetings with the Surrey part of the Surrey & Sussex Criminal Justice Board. Through the SSCJB the Pan Sussex and SE7 protocols to reduce offending and reoffending of Looked after Children have been developed and rolled out across all partner agencies.

The YOS is a partnership which includes, but also extends beyond, the direct delivery of youth justice services. In order to deliver youth justice outcomes, the YOS must be able to function effectively in both of the two key sectors within which it operates:

- criminal justice services
- services for children and young people

The YOS partnership must ensure a strong strategic fit with both the Children's Services and the Safe in the City Partnership, and through these into the wider local strategic partnerships and strategies.

In order to do this the YOS contributes to a number of the working groups which have been set up to develop and deliver appropriate plans and services to support the priorities for the Brighton & Hove Children and Young People

The YOS is represented on the following multi agency groups with Children's Services

- Child and Adolescent Mental Health Services (CAMHS) Partnership
- Parenting Strategy Group
- Participation Strategic Group
- Functional Family Therapy Strategy Group
- RYP Steering group
- SFSC Delivery Board
- CSE – Protect and Pursue group
- CSE Prevent and Identification group
- Op Taurus-radicalisation group
- MASH Operational steering group

In relation to the Community Safety Partnership, the YOS is represented on the following multi agency strategy groups:

- Safe in the City Partnership
- Reducing Reoffending Board
- Pan Surrey & Sussex Justice Liaison Diversion Steering group
- Child Sexual Exploitation Operational group
- Integrated Offender Management Strategy group

The YOS is also a statutory partner on the Local Safeguarding Children Board

The YOS during 2014/15 developed and rolled out protocols with Children's Social Care, to reduce the offending of children known to them and to define roles and responsibilities in regard to the management of cases where both services are involved with the young person / family. During 2015/16 we aim to embed this and continued work will be undertaken between the YOS and Children's Social Care teams to ensure all staff are aware of the protocols and joint working are developed between the services.

The YOS works closely with the Troubled Family team (Integrated Team for Families) in Brighton & Hove and has a worker seconded into this team. The YOS works with the ITF team to identify those young people and families known to the YOS who meet the Troubled Families criteria and works with them to ensure that any additional support needs are addressed.

## Wider partnership agreements

The YOS has developed a number of wider partnership arrangements with the community and voluntary sector and across the statutory sector not just in Brighton & Hove but with East and West Sussex.

In conjunction with East and West Sussex YOS, Brighton & Hove have joined together with the YMCA to develop a resettlement project, Reaching Your Potential (RYP), supporting young people in custody and upon their return to community. This project is funded by the Big Lottery. It recognises that young people who receive custodial sentences are more likely to be at risk of reoffending upon their release in the community. The aim of the project is to not just support their rehabilitation back into the community during the period of their licence but to offer ongoing longer term support.

Brighton & Hove along with East and West Sussex have also worked in collaboration with Functional Family Therapy team (FFT) to provide FFT to those at risk of receiving custodial sentences or entering care as a result of their offending.

With the court provision significantly reducing across Sussex and the role out of one Saturday court for the whole of Sussex, again along with East and West Sussex YOS

Brighton & Hove have collaborated to pool resources and now share the management and staffing for the Saturday court between the 3 services. This has reduced the number of staff required from each area needed to work on Saturdays.

Brighton & Hove with Audio Active have received funding for a Youth Music mentoring project. In 2014/15 Brighton & Hove YOS was successful in being granted a further 3 years funding for this project. Over the last year there have been 7 young people go through the project and on to train as music leaders. During this year the project has also targeted vulnerable young women and has seen 8 young women go through the programme.

## Local Strategic Plans

The strategic plans which most closely relate to the strategic priorities of the YOS are the Corporate Plan, the Safe in the City Strategy and the Substance Misuse Strategy.

The role of the YOS partnership is to ensure that local partnerships and strategies give sufficient priority to the needs of children and young people at all stages of their involvement, (or potential for involvement) in the youth justice system.

## Surrey & Sussex Justice Board

Brighton & Hove YOS is a member of the Sussex (and Surrey) Criminal Justice Board (SSCJB), along with the East and West Youth Offending Services.

Local Criminal Justice Boards (LCJBs) are an important element of the Criminal Justice System (CJS). The aim is to join up local criminal justice agencies, across an area, and create a system where they work together to achieve common aims and objectives. The Surrey & Sussex Justice Board are working together to link up across the wider area and making significant progress in achieving both nationally and locally set targets. The aim is to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.

The Surrey & Sussex Criminal Justice Board are fully signed-up to delivering improvements for victims and witnesses, suspects and offenders, and the general public of Surrey & Sussex through investments in modern technology and better ways of working.

Following significant groundwork by partners during the period leading up to April 2015 it is the intention of the Surrey and Sussex Criminal Justice Board to deliver the following by April 2016:

- Identify priority areas of work through an annual Delivery Plan
- Identify areas of risk where a multi-agency response is necessary
- Identify performance measures necessary to monitor progress
- Commit appropriate resources in support of partnership work-streams
- Agree a delivery model aligned to the Delivery Plan

- Agree a communications and information sharing protocol
- Respond to consultation requests where resources allow
- Provide a well-equipped Support Team to support delivery
- Provide reports from meetings with decisions taken
- Provide access to approved non-confidential documents on a public facing website

Representation on the SSCJB for YOS is undertaken currently by the three Heads of Sussex Youth Offending Service on a rotation basis, with East Sussex Currently representing the 3 authorities. There are a number of working groups set up to develop and deliver the SCJ Board's priorities. These are made up of representatives of the Criminal Justice Agencies within Sussex and YOS representation on these working groups is shared amongst the Sussex YOS Managers. Currently Brighton & Hove is a member of the Efficiency Board, and the Sussex Restorative Justice Partnership. The role of the efficiency board group is to oversee the role out of Transforming Summery Justice, review IT systems across the criminal justice system and address where efficiency can be made through the linking up of IT systems and the use of video conferencing.





## **6. RISK TO FUTURE DELIVERY**



## Risk and Development in Future Delivery

The greatest risk to future delivery, post 2015, is the financial uncertainty faced within the public sector. The statutory members of the YOS partnership, including the Local Authority, are all experiencing pressures within their own agencies and this will inevitably affect the degree to which they are able to contribute financially and 'in kind' to the YOS.

During 2014/15 we saw the initial transfer of Unpaid Work requirement from Probation into the YOS and the new guidance on delivery will be fully implemented during 2015.

As a result of the changes made to probation service during 2014/15 the Junior Attendance Centres were managed by the YJB, with a view to them coming under local authority management in 2015/16. Sussex Junior Attendance Centre currently runs out of Brighton & Hove providing a Pan Sussex service. It is not viable option for Brighton & Hove as a local authority to run the Sussex Attendance Centre and it has been taken on by West Sussex, while East Sussex have taken on the running of Attendance Centres for East Sussex and Kent. Brighton & Hove YOS will work with West and East Sussex YOS to ensure young people are still able to access the junior attendance centre.

The current plan for delivery of youth justice statutory services can be delivered in 2015/16 within the resources available. However, it is difficult, at this point in time to predict future delivery beyond the year. The future budget position affecting the statutory partners is uncertain and further cuts are forecast. It is known that the Children's Services will have to find approximately £5 million each year for the next three years, what this will mean to the delivery of the YOS service is unknown.

The YOS structure has enabled the YOS to use staff resources creatively, by mixing roles and responsibilities of statutory, preventative and part time staff in order to meet the needs of the client group and service priorities. While the YOS Partnership has ensured that flexibility and a range of skills are contained within the workforce there has over the last 3 years been a gradual reduction of staff and posts and in the future the YOS partnership will have to review what it delivers as resources become more constrained.

As a result of the Legal Aid Sentencing and Punishment of Offenders Act (LASPO) which came into force in 2012/13, remand budgets previously funded from central government became the responsibility of Local Authorities in 2013/14. While some funding is provided by the Youth Justice Board 14/15 there were significant cuts to this budget. This had an impact on the Out of Area LAC budget. The grant for 2015/16 has increased slightly to reflect an increase in placement costs. During 2014/15 we saw a small reduction in the number of young people remanded. It is essential that the YOS continues work closely with social care teams and other partners to provide robust packages that divert young people both away from custody and remand.

Following the appointment of the Police and Crime Commissioners (PCC) for each of the Country's police force areas, funding to YOS previously supplied by the Home Office was transferred to the PCC. To date the PCC has continued to give the YOS the equivalent level of funding to the Home Office grant.

In addition to the financial risk there have been significant changes happen within the Criminal Justice arena with Transforming Rehabilitation and the resulting changes not only to the delivery of probation services but also the delivery of unpaid work to under 18's and to Junior Attendance Centres.

We will need to ensure during 2015/16 that as the National Probation Service and Community Rehabilitation Company develop locally that the joint work with the YOS board is maintained and built upon by these two organisations. We need to work with them to ensure the transitions of young people into adult services, ensuring they receive a safe and appropriate service which address their needs as offenders but also as young adults.

During 2014/15 an audit of partnership work with young people at risk of CSE was undertaken. Using the outcomes of this audit and the thematic inspection on working with young women and girls in the criminal justice system the YOS is working to improve its engagement with young women and girls and also work with partners on CSE.

This work with young women and girls will be further developed with the children's services development of an adolescent provision. The development of the adolescent service will encompass working with young people in the criminal justice system and the YOS will work closely with wider children's services in this development.

With the increase in the number of young people at risk of radicalisation over the last year the YOS has worked closed with the police, prevent team and wider children services to address the issues faced in Brighton & Hove. All staff have been on both prevent training and a wider training on Being a Muslim. Over the coming year the YOS will continue to work with partners as this area of work is developed.

With regard to the three youth justice outcomes in Brighton & Hove YOS continues to be challenge in regard to the re-offending rates of Brighton & Hove young people. While the numbers are reducing the binary rate, so the % across the cohort who reoffend and the frequency, number of offences across the cohort, continue to rise. Brighton & Hove is committed to address reoffending and in 2014/15 took part in the re-offending toolkit with the YJB. This has given greater insight into the risks and vulnerabilities of those young people reoffending.

The service is now proactively targeting those at risk of re-offending and hopes to roll out a live tracker tool so the effectiveness of the work can be measured. In order to do this the YOS management board needs to work with Sussex police to find a way for data for PNC to be released to the YOS.

## **7. KEY PRIORITIES**



# Key Priorities

Throughout all of the priorities there will be some cross cutting themes that the management board will monitor. These will be:

- Quality of practice monitored through the workforce development plan
- Service user perspective and participation, monitored through service user feedback and the development of a service user forum in line with the wider children service participation strategy which is being developed
- Equality and Diversity which will be through the Equality Impact Assessment on the Strategic plan
- Pan Sussex work through the Sussex Criminal Justice Board.

In order to ensure that the priorities are being met across all agencies there will be annual analytical review of the causes and patterns of crime and disorder in the city. Key findings from the analysis will inform both the YOS strategic review and plan but also partners business plans. It will include a review of offence types and characteristics of offenders.

The key priorities for 2015/16 remain:

1. Preventing youth crime and reducing offending
2. Reducing Reoffending
3. Keeping the number of children and young people in custody to a minimum
4. To effectively manage risk of harm for victims and harm caused by perpetrators
5. To reduce the number of looked after children within the criminal justice system and support those within the system away from offending behaviours

During 2015-16 the YOS will also work closely with partners on the development of the adolescent service, ensuring that these key priorities are also embedded in the adolescent service model.



## **Priority 1:** **Preventing Youth Crime and Reducing Offending**

### **Why is this a priority?**

Intervening earlier to address risk factors, challenge anti-social behaviour and improve parenting prevents children, young people and their families from becoming socially excluded within their communities and therefore less likely to offend or reoffend in the future.

### **What is our aim?**

Building on our success in the reduction of the number of First Time Entrants (FTE's) into the Youth Justice System and recognising that the numbers have now stabilised.

We aim to maintain the number of FTE's to below 65

To prevent those receiving early Out of Court Disposals from progressing further into the Criminal Justice System

To increase the number of appropriate and timely referrals into the YOS Prevention Service by Police Neighbourhood Teams, the Schools Police Officer and Children's Social Care Teams

To continue to ensure the YOS is embedding in the Youth Early Help Hub and MASH (Multi Agency Safeguarding Hub)

### **How will we measure success?**

Referral rates into prevention services (Early Help Services) alongside the number of FTE's will be monitored on a quarterly basis by the YOS Performance Management Board.

The YOS will also report to the management board:

- Number of young people successfully completing a prevention intervention programme
- Number of young people whose risk of reoffending have been reduced after completing an intervention programme
- Number of young people completing a prevention programme who have not been charged within 6 months of completion

## What we will achieve

- Maintain a low level of first time entrants into the Youth Justice System whilst ensuring that those who do not respond to prevention programmes are escalated appropriately
- Closer working between and including ITF (Integrated Team for Families), PCST (Partnership Community Safety team), social care and the police to achieve a reduction in crime and anti-social behaviour with the children and young people from families who meet the ITF criteria
- Continued work with the Youth Early Help hub

## How will we do this?

- Continue partnership working with Youth, ru-ok?, YES (Youth Employability Service) and ITF. YOS to deliver the youth early help pathways and work with partners on the development and implementation of the Youth Early Help hub
- Continue to raise awareness of the Prevention Service to the Police Neighbourhood Teams, the Schools Police Officer and Children's Social Care Teams
- All parents/carers whose children are referred into the YOS Prevention Service will be offered an individual or group parenting intervention.
- Regular Meetings will take place between partners and the YOS to discuss current cases/vulnerable young people, children in care and identify those at risk of offending to offer early interventions and diversion away from the criminal justice system
- Work in partnership with Sussex Police in relation to joint decision making for first time entrants into the Youth Justice System

## 2014/15 position

During 2014/15 we achieved

- A reduction in FTE from 101 to 47 (local data)
- Number of young people who completed a prevention intervention and did not reoffend within 6 months increased.
- We became part of the early help hub and developed weekly reflect meetings with partners to look at cases and agree plans.
- The YOS Police Officer worked with YOS to make joint decisions on cautions and began to deliver cautions at the YOS

- All parents/carers of young people referred into prevention were seen
- Continued to develop positive working relationships between partner agencies, including the Business Crime Reduction Partnership, Police and wider Children Services.

## **Priority 2:** **Reducing Reoffending**

### **Why is this a priority?**

Reducing reoffending by children and young people can significantly improve their life chances as well as having a wider impact on local communities. By breaking the cycle of reoffending means that our local community will be safer and there will be fewer victims of crime.

Reducing reoffending by Children in Care (CIC) is particularly important as this group of children and young people are already disadvantaged by their earlier life experiences and their offending can be the result of poor coping skills, rather than criminal intent. Nationally CIC and care leavers are over represented in the Criminal Justice System and all agencies need to work together to ensure that this over representation is not reflected locally.

It is recognised that within Brighton & Hove over the last few years while the cohort of offenders has reduced, from 350 in 2010-11 to 212 in 2011-12 and the number of offences committed has reduced, from 549 in 2010-11 to 349 in 2011-12 the reduction has not been at the rate of the national average and Brighton & Hove remains above the national average for the frequency rate of reoffending.

The most recently published PNC re-offending data is for a cohort of young people between April 2012 and March 2013. The data shows that in Brighton & Hove there were 185 young people in the cohort and of those 85 re-offended within the following 12 month period.

In this time period 45.9% of the Brighton & Hove cohort re-offended, which compares to a national figure of 36.0%. This is an increase on the April-March cohort, up from 42.2%. While this is still relatively high as a percentage we are seeing a steady decrease in the actual numbers, dropping from 91 to 85. However the number of re-offences per person in the Brighton & Hove cohort is still high compared to the national figure, at 2.05 compared to 1.08 nationally. Brighton & Hove's comparatively high figures are believed to be due to a smaller cohort consisting of proportionately more prolific young offenders.

### **What is our aim?**

It is a small proportion of young people who do reoffend, 85 in 2012-13 compared to 91 in 2011-12 and 135 in 2010-11 and within this number it is a small cohort who commit a significant number of offences. We aim to address reoffending with our partner agencies, targeting those high risk young people and ensure there are robust joined up plans in place, which will lead to a reduction in offending behaviour and enhance public protection.

We aim to reduce the number of young people reoffending in 2014/15.

## **How will we measure success?**

Data will be provided quarterly to the YOS Performance Management Board on the reoffending rate.

The YOS will also provide:

- Proportion of statutory interventions completed successfully (without reoffending or breach)
- Proportion of young people whose risk of reoffending (Asset score) has reduced on completion of a YOS intervention

## **What will we aim to achieve this coming year**

- Prevent those receiving early out of court disposals or conditional discharge from reoffending and progressing through the Youth Justice System
- Reduce the rate of reoffending of the local cohort of young offenders and ensure that Brighton & Hove performance compares favourably with the overall performance of the South East region
- Reduce the reoffending rate amongst Brighton & Hove Children in Care
- Increase the use of Restorative Justice amongst partner agencies and placement providers working with Children in Care to enable alternatives to prosecution to be considered
- Ensure continuation of support from partner agencies following completion of Court Ordered interventions by YOS so that the risk of reoffending is reduced

## **How will we do this?**

- We will offer voluntary intervention to young people and families when a child or young person has received an Out of Court Disposal or Conditional Discharge.
- Through YOS Quality Assurance processes and partnership working we will ensure that intervention plans to prevent reoffending are robust, prioritised and targeted at the risk factors closely linked to the likelihood of reoffending and risk of harm to others
- Ensure that on case closure the exit strategy provides appropriate support from partner agencies, including education, for the child or young person and their family to prevent them reoffending
- Monitor and review intervention plans for Children in Care who offend with social care teams and education services

- Roll out joint working protocol with social care and education services to ensure there is robust joined up work at both a prevention level and for those within the criminal justice system
- Develop a specific interventions for young women to ensure those who do enter the criminal justice system are not marginalised, having their needs met while also appropriately addressing their offending behaviours.
- Ensure that the robust risk management and compliance policies and protocol are adhered to.
- Develop and roll out a live tracker tool

## **2014/15 Position**

- All young people who receive a conditional discharge are now offered a voluntary intervention.
- All young people considered at high risk of reoffending have a multi-agency risk management plan
- All young people who do not comply with their orders requirements attend a compliance panel and if they do not comply with the agreed plan are returned to court.
- The YOS took part in the YJB reoffering toolkit project and developed an action plan to address reoffending from the findings.
- Developed a joint post with education to work with the most complex young people.
- Implemented robust quality assurance processes.
- Monitoring and reviewing care plans of high risk young people with multi agency partners in including Independent Reviewing Officers.
- Joint working protocols with social care and processes with education
- Development and delivery of gender specific programmes, individual and group work, to meet the needs of vulnerable high risk young women and men.

## **Priority 3:**

### **Keeping the number of children and young people in custody to a minimum**

#### **Why is this a priority?**

We know that Custody has a detrimental impact on the lives of children and young people and their families and resettlement into the community is difficult.

Reoffending statistics show that short custodial sentences that are received for persistent reoffending or noncompliance are not effective in reducing further offending on release. It is a priority for YOS to encourage the courts to use community sentences in place of custody for all but the most serious cases

Legislative changes, through the introduction of the Legal Aid, Sentencing and Punishment of Offenders Act 2012, have increased the cost of remand to Youth Detention Accommodation to the Local Authority in terms of financial and staff resources.

#### **What is our aim?**

Ensure that only those who commit the most serious offences or present a risk to the local community are remanded or receive a custodial sentence

Maintain the confidence of partner agencies and the general public by providing robust interventions in the community as an alternative to Custody

Ensure that children and young people leaving custody receive effective support and supervision as they transfer from the secure estate and resettle into the community to prevent them returning to custody for failure to comply with Licence condition.

We aim to keep the numbers entering custody below 9.

#### **How will we measure success?**

Data will be supplied to the YOS Performance Management Board on the numbers of young people remanded or sentenced to Custody on a quarterly basis

The YOS will also provide

- Number of young people sentenced to custody
- Number of remand episodes and number of young people

## **What will we aim to achieve this coming year**

- Ensure that only those young people who have committed the most serious offences or are a present risk to the public receive a custodial sentence or remanded to custody
- Provide robust alternative to Custody or Remand packages, providing these with partner agencies and in conjunction with social care.

## **How will we do this?**

- Provide the Courts with robust bail supervision packages, which include support from partner agencies, to reduce the risk of remand into Youth Detention Accommodation
- YOS Service Manager will work with the Her Majesties Court Services to improve the process for youth cases going through the courts, in order to avoid long periods of remand
- YOS, social care and education will develop robust joint working processes to identify at an earlier point those who may be at risk of remand and ensure support packages are in place, particularly around education and accommodation issues.
- For those young people who are in Custody, YOS will begin planning for a young person's release from Custody (remand or sentence) at the earliest opportunity and work with Reaching Your Potential to ensure there is additional support in place upon leaving custody.
- Develop custody panels that review all custody cases and lessons learnt taken forward. The panels will also review the custody plans and exit plans and ensure ROTL (Release on Temporary Licence) are considered for all young people.

## **2014/15 Position**

- During 2014/15 we have reduced the number of young people receiving a custodial sentence to 9 from 10
- The YOS has written 41 "all options PSR's", which means the courts are considering custody for the YP in question, of which 36 have received community sentences (a PSR is not always required when sentencing to custody).
- The YOS now meets quarterly with custodial establishments to consider all young people placed in the establishment and any broader needs, this is in addition to the individual placement meetings.



- All exit plans for young people due for release from custody are now agreed at the multi-agency risk meetings and planning commences at the start of the custodial period, ensuring exit plans address the needs of the young person, are multi agency and not just YOS plans.
- YOS has worked with the youth courts to increase the number of youth court dates each month, thus reducing delay.
- All young people who receive a custodial are offered support from the YMCA resettlement worker.

## **Priority 4:**

### **Managing risk of harm for victims and perpetrators**

#### **Why is this a priority?**

Effective Risk Management protects the public from harm and reduces the impact of offending in the local community

#### **What is our aim?**

Our aim is to robustly supervise children and young people who pose a risk of harm to others towards the successful completion of their Court Order or Individual Support Plan and achieve a reduction in the risk they pose by case closure

#### **How will we measure success?**

- The YOS partnership will closely monitor relevant cases through the Multi Agency Risk Management Meeting and put in place actions to reduce risk of harm
- We will monitor the number of young people who are subject to MAPPAs (Multi Agency Public Protection Arrangements)-and work towards the reduced MAPPA level
- We will measure the number of young people who have an asset score of medium or above for risk of harm and have a Risk Of Serious Harm (ROSH) assessment
- Monitor the number of victims offered and then take up a reparative intervention
- Monitor the number of restorative justice processes (direct/indirect) completed in the quarter
- Feedback form the victim and young offender following an RJ intervention

#### **What will we aim to achieve this coming year**

- Convene monthly Management of Risk Meetings (MRMP), chaired by a YOS Practice Manager or Police Sergeant to facilitate defensible decision making and share accountability
- We will aim to have no Public Protection incidents meeting the criteria for reporting to the Youth Justice Board

- Development of a new Integrated Offender Management (IOM) policy and joint working pathway.
- Develop a robust reparation programme that increase community involvement and use of volunteers.
- Continued work with the police on the Integrated Offender management Policy and Joint Working

## **How will we do this?**

- Cases will be Quality Assured by Managers and discussed at 3 weekly Staff Supervision meetings and Multi Agency Risk Management Meetings
- Multi Agency Risk Management Plan (MRMP) meetings will identify IOM with the police and ensure IOM plan is in place.
- Relevant cases will be referred to MAPPA and YOS will attend all meetings
- Intelligence will be shared with Police and at MAPPA /IOM meetings
- To work with Safe in the City partnership to develop and roll out the Pan Sussex and Brighton & Hove IOM (Integrated Offender Management) strategy and ensure multi agency focus on IOM young people.
- Development of Restorative Practice within schools
- Embed restorative approaches across the service delivery model and work with partners on the development of a restorative city

## **2014/15 Position**

- All high risk young people are now subject to a multi agency risk management plan which includes and IOM plan
- We have worked with the Sussex Criminal Justice Board on the development of new MAPPA guidance and IOM guidance
- We have had no Public Protection incidents reported to the YJB
- We have run an Restorative conference for all schools and worked with schools to being to develop restorative solutions in school
- We have embedded an audit programme within the YOS
- We have begun working with partners on developing Brighton & Hove into restorative city

- We have undertaken a Restorative Justice Council self-assessment and are moving forward to reach the charter mark quality standard by 2016

## Priority 5:

### **Reducing the number of children in care within the criminal justice system and support those within the system away from offending behaviours**

#### **Why is this a priority?**

Children in Care continue to be significantly over represented in the youth justice system relative to their non-looked after peers who are 2 to 3 times less likely to offend. Furthermore, unacceptably high numbers of CIC are in the prison system. A survey (**Prisoners' childhood and family backgrounds** Results from the Surveying Prisoner Crime Reduction (SPCR) longitudinal cohort study of prisoners Ministry of Justice February 2012) published in March 2012 looking at the past and present family circumstances of 1,435 newly sentenced (2005 and 2006) prisoners reported that 24% stated that they had been in care at some point during their childhood. Those who had been in care were younger when they were first arrested, and were more likely to be reconvicted in the year after release from custody than those who had never been in care.

#### **What is our aim?**

- To reduce the number of young people in care entering the criminal justice system
- To reduce the number of young people in care becoming persistent offenders
- To ensure that all those young people who are looked after and enter into the adult criminal justice system, either through transition or reoffending are fully supported and an understanding of the looked after status and support needed is considered within their plan by probation and CRC's (Community Rehabilitation Companies).

#### **How will we measure success?**

Data on the number of children in care in the CJ system in Brighton & Hove will be provided to the YOS management board on a quarterly basis

The YOS will provide

- Number of looked after young people on the caseload on the last day of each quarter (excluding remand LAC status)
- Proportion of First Time Entrants to the criminal justice system who are Looked After.

Through social care the partnership will also monitor the level of offending for those placed out of area.

## **What will we aim to achieve this coming year**

- Reduction in the number of CIC who are entering the criminal justice system
- Reduction in CIC who go on to be repeat offenders
- Reduction in number of CIC whose outcome results in a period of remand.

## **How will we do this?**

- Roll out of joint working protocol with social care teams and increase their understanding of the criminal justice system
- Training provided to social care teams and IRO's on LASPO and criminal justice system
- Training provided to the police on CIC
- Roll out with criminal justice partners the SE7 and Pan Sussex protocols.
- Develop better working between the 16+ team and CRC's/probation for the care leavers.
- Deliver training to magistrates on Children in Care
- We will work with Leaving Care team and Housing to address housing needs of those looked after young people leaving custody

## **2014/15 Position**

- We have worked rolled out training on the criminal justice system to IRO's and social care teams.
- We have developed and rolled out a joint working protocol with social care teams
- We have reviewed the Pan Sussex Protocol with partners.
- Ongoing work with Support Through care team and probation for young people in care and care leavers.

# Appendix

## Current Performance

### Preventing youth crime and reducing offending

#### Referrals to YOS Prevention

In September 2014 the Early Help Hub (EHH) was launched by Brighton & Hove City Council, superseding the Youth Early Help Pathway (YEHP). This has enabled referrals to Youth, YES, ITF, YOS prevention to be looked at as a multi-agency referral and the partner most appropriate to address the need of the young person and family.

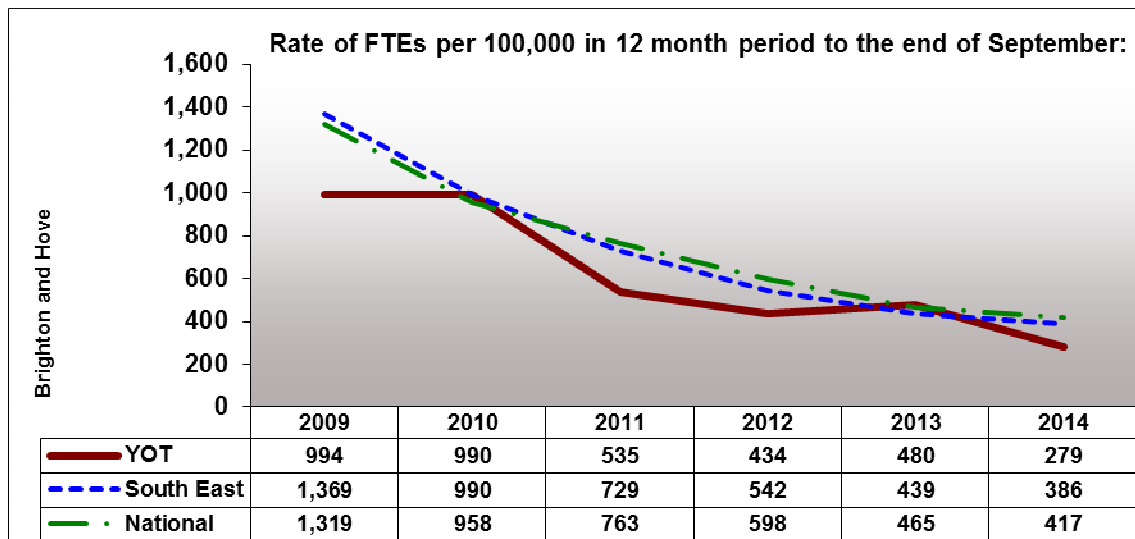
From April 2014 to March 2015 there were 35 EHH/YEHP referrals to YOS.

Between April 2014 and March 2015, 110 young people were referred to YOS Prevention by Sussex Police. These young people were offered a restorative intervention in order to avoid a criminal conviction.

#### First Time Entrants (FTEs) to the youth justice system

The number of young people entering the youth justice system is low in Brighton & Hove and has reduced significantly from a high of 609 FTEs in 2006/7 to 59 for the period April 2014 to December 2014 (latest YJB data to date). Since January 2011 the number of FTEs has evened off to between 85 and 100 FTEs per 12 month period; for 2014/2015 it is anticipated this number will drop below 85.

Comparative data is available as a rate of FTEs per 100,000 young people population. For the most recent available 12 month period, October 2013 to September 2014, Brighton & Hove had 279 FTEs per 1,000 young people population. This figure is significantly lower than the National rate for England of 417 FTEs per 1,000 population and the South East region rate of 386 FTEs per 1,000 population.



Graph produced by the YJB

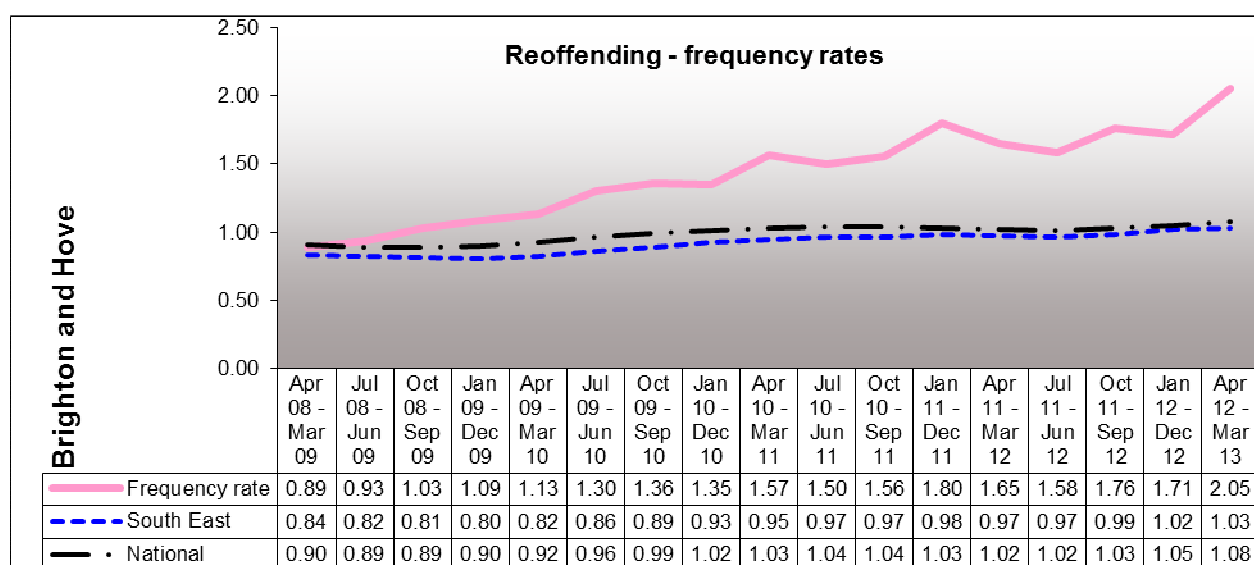


## Reducing Reoffending

Most recent reoffending data published by the Youth Justice Board is for a cohort of young people who offended between April 2012 and March 2013. During this period there were 185 young people in the cohort (compared to 212 for the same period the previous year).

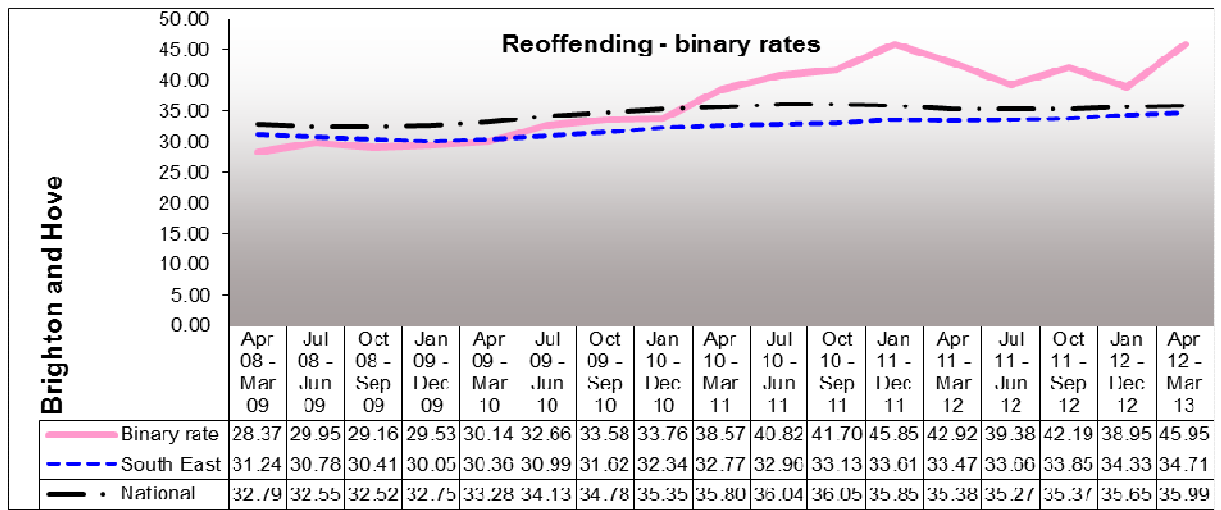
The graph below shows the reoffending frequency rate (average number of offences per offender in the cohort) for Brighton & Hove is significantly higher than that of the South East and National average.

The April 2012 to March 2013 Brighton & Hove cohort committed 380 offences, compared to 349 for the same period the previous year. The reduction in cohort number combined with the increase in offences explains in the upward trend of the frequency rate.



Graph produced by the YJB

45.9% (85) of young people in the cohort reoffended within the following 12 month period. This compares to 42.9% (91) of young people reoffending in the same period the previous year. The number of young people reoffending in Brighton & Hove has reduced but when expressed as a percentage this figures is increasing. Comparative data also shows a slight rise nationally and regionally in the percentage reoffending but at a lower rate than seen locally, with the South East figure of 35.9% and National of 35.9%.



Graph produced by the YJB

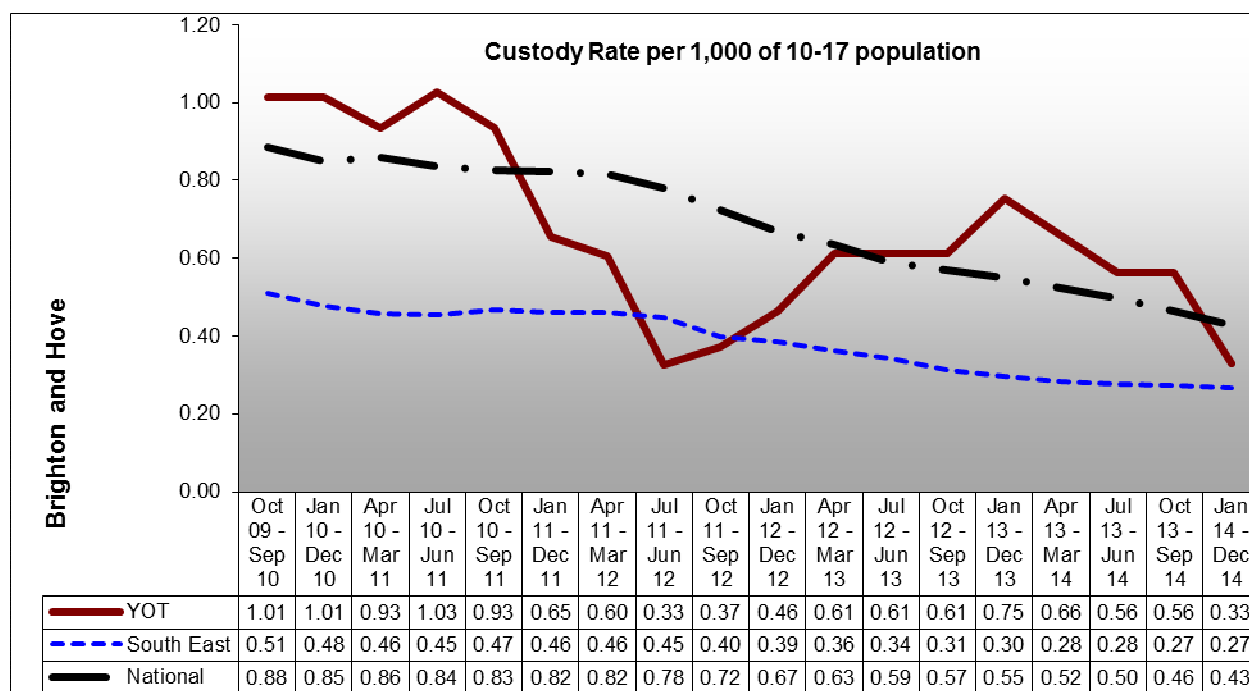
## Keeping the number of children and young people in custody to a minimum

Most recent local data shows that there were 9 sentences to custody for 2014-2015. Annual comparisons are shown in the table below.

### Apr - Mar Custody

2011-2012	2012-2013	2013-2014	2014-2015
13	13	14	9

Comparative data is shown on the graph below as a rate of custodial sentences per 1,000 young people population up to December 2014. The rate for Brighton & Hove has reduced consistently and is now lower than the national average, but still slightly higher than the South East figure.



Graph produced by the YJB

## Use of Remand

The most recently collated local data shows that the number of bed nights rose significantly in 2014/2015, to 423 from 206 in 2013/14 (105% increase). This is currently provisional data but the period had one remand episode of 112 days.

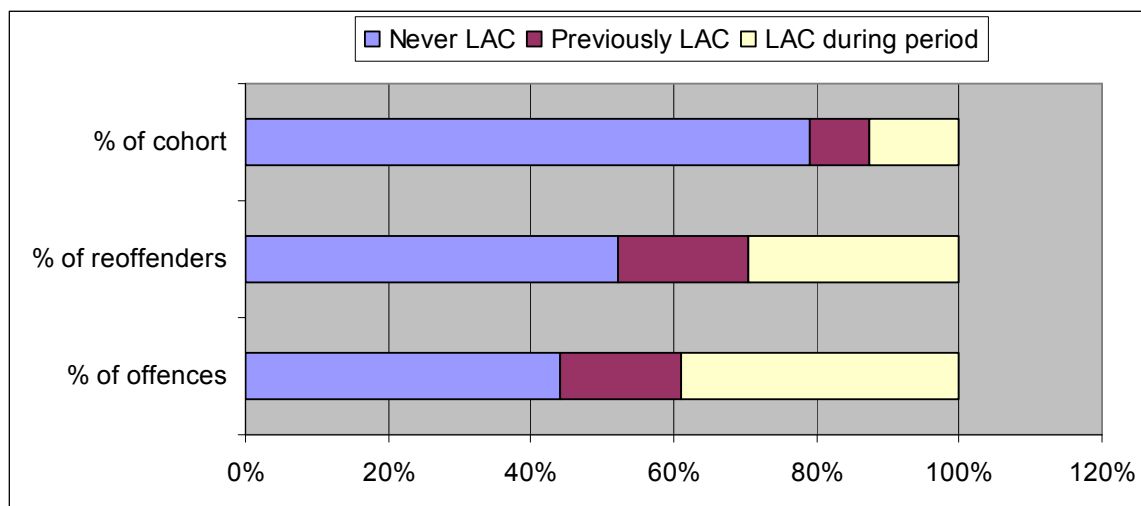
However the total number of remand episodes reduced significantly year-on-year, down from 28 episodes in 2013/14 to 16 episodes in 2014/2015, a 43% reduction.

**Apr - Mar Remand (Custody & LA)**

	2013-2014	2014-2015
Remand Episodes	28	16
Individuals	18	12
Bed nights (provisional data)	206	423
Average remand period in bed nights	27	24

## Reducing the number of looked after children within the criminal justice system and support those within the system away from offending behaviours

Local analysis of reoffending data (2011) found that Looked after Children (LAC) make up a higher proportion of young people who offend when compared to young people who had never been looked after. They also committed a higher proportion of offences and were more likely to reoffend.



Graph showing reoffending data for 2011 cohort (119 young people)

Local monitoring of LAC cases in 2014/2015 shows an increase over the period from 20 to a maximum of 27; however the number of LAC FTEs appears to be very low. Custody numbers are now so low it is hard to make meaningful comparison from quarter to quarter, nevertheless LAC cases are significantly represented in this cohort.

	2014		2014		2014		2014	
	Q1 Apr-Jun		Q2 Jul-Sep		Q3 Oct-Dec		Q4 Jan-Mar	
Number of LAC young people on caseload on last day of quarter (excluding remand LAC status)	20	19%	19	21%	27	37%	26	26%
Proportion of FTEs who are LAC at time of their first offence	1	8%	2	11%	2	13%	1	11%
Proportion of young people receiving a custodial remand who were already LAC (Sec.20/Sec.31)	1	25%	2	100%	1	50%	2	67%

## A Snap Shot of Case Characteristics at end Q1 & Q3 2014/15

As can be seen below, as young people progress into the criminal justice system and commit either further offending or more serious offences that require a higher tariff outcome those young people are known to a significantly higher proportion of services and have higher needs in terms of their own vulnerabilities and care needs.

### Characteristics: Referral Orders

Characteristics	Q1		Q3	
	Count	%	Count	%
SEN	11	30%	4	17%
LAC	3	8%	8	35%
CIN	20	54%	5	22%
MAPP	0	0%	0	0%

### Characteristics: YRO

Characteristics	Q1		Q3	
	Count	%	Count	%
SEN	5	17%	5	17%
LAC	11	37%	16	47%
CIN	16	53%	14	53%
MAPP	1	3%	1	3%

### Characteristics: DTO/DTO Licence/Sec 90/91

Characteristics	Q1		Q3	
	Count	%	Count	%
SEN	4	67%	0	0%
LAC	3	50%	2	40%
CIN	2	33%	2	40%
MAPP	2	33%	1	20%

MANAGEMENT BOARD SIGNATURE

NAME

ROLE

SIGNATURE

1. Pinaki Goshal Executive Director Children's Services

\_\_\_\_\_





<b>Subject:</b>	<b>Children's Services Ofsted inspection and review of LSCB 2015</b>		
<b>Date of Meeting:</b>	<b>20 July Children, Young People and Skills Committee 21 July Health &amp; Wellbeing Board</b>		
<b>Report of:</b>	<b>Pinaki Ghoshal, Executive Director of Children's Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Carolyn Bristow</b>	<b>Tel: 29-3736</b>
	<b>Email:</b>	<b>Carolyn.bristow@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To provide the committee with an update on the recent Children's Services Ofsted inspection and to provide assurance around action planning to ensure identified recommendations are followed up.

**2. RECOMMENDATIONS:**

- 2.1 That the committee note the Ofsted report given as appendix 1
- 2.2 That the committee agree the Local Authority post Ofsted action plan given as appendix 2

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 In November 2013 Ofsted introduced a single inspection framework which focusses on the experiences and progress of children in need of help and protection, children looked after and care leavers. It looks at the effectiveness of local authority services and arrangements to help these children, including local authority adoption and fostering services. A review of Local Children's Safeguarding Boards was introduced alongside this new inspection framework.
- 3.2 Brighton & Hove City Council staff formed an Ofsted preparation group which looked at the new framework and managed a programme of work to improve services in light of the new requirements.
- 3.3 Brighton & Hove were notified on 13<sup>th</sup> April 2015 that the inspection team would arrive the next day. The inspection ran from 14<sup>th</sup> April to 7<sup>th</sup> May with initial feedback being given on 8<sup>th</sup> May.
- 3.4 During the inspection they looked at around 200 cases, met with 18 parents and grandparents, 16 adopters and carers and 48 children & young people.

- 3.5 The inspection report was published on 22 June 2015 and confirmed the judgements as:

<b>Children's services in Brighton and Hove require improvement to be good</b>		
There are no widespread or serious failures that create or leave children being harmed or at risk of harm. However, the authority is not yet delivering good protection and help for children, young people and families.		
<b>The experiences and progress of children who need help and protection</b>		Requires Improvement
<b>The experiences and progress of children looked after and achieving permanence</b>		Good
	Adoption Performance	Good
	Experiences and progress of care leavers	Good
<b>Leadership, Management and Governance</b>		Good
<b>The Local Safeguarding Children Board is good</b>		
The arrangements in place to evaluate the effectiveness of what is done by the authority and board partners to safeguard and promote the welfare of children are good.		

- 3.6 The local authority consider the report to be fair and accept the findings and recommendations. Ofsted recognised that the authority had already identified all the areas that needed improvement and work has already been underway to change elements of service delivery.
- 3.7 The local authority post ofsted action plan is given as appendix 2. This document is a requirement by ofsted and must be submitted by 28<sup>th</sup> September. After that point the actions will be incorporated into our existing business plans for 15/16 and beyond. This will allow for consistent and focussed monitoring of movement and success, being reviewed quarterly at the Children's Services Performance Board.
- 3.8 So far 59 authorities have had their reports published. No authority has been judged to be outstanding.
- 14 are judged good (24%)
  - 31 are judged to require improvement (52%)
  - 14 are judged to be inadequate (24%).
- 3.9 Out of those 31 authorities that have been judged to be requiring improvement for their children's services provision:
- Only 1 has been judged good on the experiences and progress of children who need help and protection – this is a key deciding judgement
  - 6 (19%) are judged good for the experiences and progress of children looked after and achieving permanence (including Brighton & Hove) whereas 25 are requiring improvement
  - 13 (42%) are judged good for adoption performance (including Brighton & Hove), with the rest being inadequate or requiring improvement
  - 8 (26%) are judged to be good in the experiences and progress of care leavers (including Brighton & Hove), with the rest being inadequate or requiring improvement

- Only 4 (13%), are judged good in leadership, management and governance (including Brighton & Hove) and only 25% of all inspected authorities were judged good on this measure.
- 3.10 The LSCB consider the review report to be fair and accept the findings and recommendations. Ofsted recognised that journey the LSCB has been on over the past two years and described a “rigorous approach to evaluating the effectiveness of safeguarding arrangements in all of its partner agencies”.
- 3.10 So far 29% (17) of LSCBs have been judged as good overall, 49% (28) as requiring improvement and 22% (13) as inadequate. Evidence shows that good LSCBs tend to be characterised by:
- mature partnerships, agreed priorities and shared resources
  - responsibilities clearly articulated between the chair, the LA CEO and DCS
  - good links between partners’ objectives and priorities and those of other local decision-making bodies (eg. health and wellbeing boards)
  - a determination to improve frontline practice, using section 11 audits and mutual challenge.
- 4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**
- 4.1 These statutory inspections are conducted under section 136 of the Education and Inspections Act 2006.
- 4.2 Ofsted require a submitted action plan by 28<sup>th</sup> September 2015 (70 days post release of report).
- 5. COMMUNITY ENGAGEMENT & CONSULTATION**
- 5.1 The voice of children, young people and their families is an essential part of our service delivery and work has progressed in the past 4 years to ensure this is consistent and genuine. The inspection report is very positive about the engagement with children and young people, in particular children in care and care leavers.
- 6. CONCLUSION**
- 6.1 Ofsted are satisfied there are no widespread or serious failures in the local authority’s services to vulnerable children and young people in the city. However, there is work to be done to ensure that we are delivering good and outstanding services for all. An improvement journey had begun before Ofsted’s arrival and will now continue with reassurance that the right direction is being taken. If the improvements already undertaken continue then the quality of service and a future Ofsted inspection judgement should recognise that good services are delivered across all areas.
- 6.2 It is unlikely that this area of work within Children’s Services will be inspected before 2018 as the city is considered to be a low risk Authority given that the judgement has not been Inadequate and also given that leadership, management and governance has been judged to be Good.

## 7. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 7.1 Local Authority: The actions contained within Appendix 2 will be incorporated into existing business plans for 15/16 and beyond and any costs will be met from Children's Services budgets. These budgets are currently under significant pressure with a marked increase in the number of referrals and an overspend projected in 2015/16

*Finance Officer Consulted: Louise Hoten*

*Date: 23/06/2015*

- 7.2 LSCB: The cost of any / all initiatives or actions arising as a result of the recommendations made in this report will be met from within existing LSCB budget (2015-16 £166,830)

*Finance Officer Consulted: Brian McGonigle*

*Date: 26/06/2015*

### Legal Implications:

7.3

The report sets out how the Council intends to respond to the Ofsted report as it is required to do by The Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007.

*Lawyer Consulted: Hilary Priestley*

*Date: 10/07/15*

### Equalities Implications:

- 7.4 Ofsted's inspection framework ensures that the safeguarding and voice of our most vulnerable children & young people is heard. Work with the Corporate Parenting Board, our Children in Care Council and direct work with those subject to a child protection plans was particularly highlighted by Ofsted. Inspectors recognised that staff had been trained and encouraged to consider equalities issues in a child's life and to understand how this may impact on their wider experiences. This was seen as a strength and improvement since the last inspection in 2011.

### Sustainability Implications:

- 7.5 Ofsted recognise that the changes that are currently being made in our social care teams are creating robust services that support families better. Our Early Help strategy and new arrangements are helping to better support families earlier in the process.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Brighton & Hove City Council Ofsted Inspection report - Inspection of services for children in need of help and protection, children looked after and care leavers and Review of LSCB

2. Local Authority post Ofsted inspection action plan – July 2015



# Brighton and Hove City Council

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

and

### Review of the effectiveness of the local safeguarding children board<sup>1</sup>

**Inspection date: 14 April – 8 May 2015**

**Report published: 22 June 2015**

#### **Children’s services in Brighton and Hove require improvement to be good**

There are no widespread or serious failures that create or leave children being harmed or at risk of harm. However, the authority is not yet delivering good protection and help for children, young people and families.

Good leadership means that children and young people looked after, those returning home and those moving to or living in permanent placements outside of their immediate birth family have their welfare safeguarded and promoted.

<b>1. Children who need help and protection</b>	Requires improvement
<b>2. Children looked after and achieving permanence</b>	Good
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>	Good

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

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## The local authority

### Information about this local authority area<sup>2</sup>

#### Previous Ofsted inspections

- The local authority operates two children's homes. Both were judged either good or outstanding in their most recent Ofsted inspection.
- The previous inspection of the local authority's safeguarding arrangements was in May 2011. The local authority was judged to be adequate.
- The previous inspection of the local authority's services for looked after children was in May 2011. The local authority was judged to be adequate.

#### Local leadership

- The Executive Director of Children's Services has been in post since July 2013.
- The chair of the Local Safeguarding Children Board (LSCB) has been in post since April 2013.

#### Children living in this area

- Approximately 50,000 children and young people under the age of 18 years live in Brighton and Hove. This is 18% of the total population in the area.<sup>3</sup>
- Approximately 20% of the local authority's children are living in poverty.<sup>4</sup>
- The proportion of children entitled to free school meals:
  - in primary schools is 15% (the national average is 17%)<sup>5</sup>
  - in secondary schools is 14% (the national average is 15%)
- Children and young people from minority ethnic groups account for 16%<sup>6</sup> of all children living in the area, compared with 22% in the country as a whole.<sup>7</sup>
- The largest minority ethnic groups of children and young people in the area are Any other White Background (4.1%), and White and Asian (2.9%).<sup>8</sup>

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

<sup>3</sup> Mid-2013 population estimates.

<sup>4</sup> [www.gov.uk/government/collections/households-below-average-income-hbai--2](http://www.gov.uk/government/collections/households-below-average-income-hbai--2).

<sup>5</sup> School census data, January 2015 (including academies and free schools).

<sup>6</sup> 2011 census.

<sup>7</sup> DC2101EW – Ethnic group by sex by age.

<sup>8</sup> 2011 census.

- The proportion of children and young people with English as an additional language:
  - in primary schools is 13% (the national average is 19%)<sup>9</sup>
  - in secondary schools is 11% (the national average is 14%).<sup>10</sup>
- All of Brighton’s minority ethnic communities grew significantly in number and proportion between 2001 and 2011, with the exception of the White Irish community. The largest increase in the number of people in an ethnic category between 2001 and 2011 is in the Other White category, which rose from 8,041 to 19,524.

### **Child protection in this area**

- At 31 March 2015, 1,479 children had been identified through assessment as being formally in need of a specialist children’s service. This is an increase from 1,412 at 31 March 2014.
- At 31 March 2015, 309 children and young people were the subject of a child protection plan. This is an increase from 288 at 31 March 2014.
- At 31 March 2015, 16 children were living in a privately arranged fostering placement. This is a reduction from 17 at 31 March 2014.

### **Children looked after in this area**

- At 31 March 2015, 481 children were being looked after by the local authority (a rate of 95.2 per 10,000 children). This is an increase from 465 (92 per 10,000 children) at 31 March 2014.
  - Of this number, 268 (or 55.7%) live outside the local authority area.
  - 39 live in residential children’s homes, of whom 92.3% live out of the authority area.
  - Seven live in residential special schools,<sup>11</sup> of whom all live out of the authority area.
  - 387 live with foster families, of whom 56.1% live out of the authority area.
  - Five live with parents, of whom 20% live out of the authority area.
  - Eight children are unaccompanied asylum-seeking children.
- In the last 12 months:
  - there have been 52 adoptions

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<sup>9</sup> School census data, January 2015 (including academies and free schools).

<sup>10</sup> School census data, January 2015 (including academies and free schools).

<sup>11</sup> These are residential special schools that look after children for fewer than 295 days.

- 28 children became the subject of special guardianship orders
- 180 children ceased to be looked after, of whom 3.9% subsequently returned to be looked after
- one child or young person ceased to be looked after and moved on to independent living<sup>12</sup>
- no young people ceased to be looked after and are now living in houses of multiple occupation.

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<sup>12</sup> Based on Reason LAC Episode Ceased.

## Executive summary

The current leadership team has implemented well-targeted plans effectively and made steady improvements to the quality of children's social care. However, some core functions still require improvement to be good. The senior management team has recognised this. It is now making good use of performance and quality assurance processes and had identified the areas for improvement, recommended in this report, prior to the inspection. One of the areas requiring improvement is that too many children are becoming subject to a child protection plan for a second or subsequent time as a result of child in need work not being sufficiently robust. Plans to address these deficits through a new model of practice are well advanced. Positive improvements include the effective multi-agency safeguarding hub (MASH), where appropriate child protection thresholds are consistently well applied.

Elected members are passionate and actively involved as corporate parents. They engage well with young people and take their views seriously. Members take an active role in quality assurance activity and have an appropriate level of understanding of frontline practice.

Since the last inspection, the senior management team has largely changed. The vast majority of recommendations have been met but two issues remain. The quality of supervision and management oversight at team level remain as areas for improvement despite significant investment in specialised training. Examples of where improved practice is now embedded include the independent reviewing service and the routine consideration by social workers of children and families' diverse needs.

When children and young people go missing, the authority's response is not yet sufficiently consistent or robust. All young people looked after are offered a return interview but the intelligence from those interviews is not yet systematically drawn together and used as effectively as it could be. Managers are aware of this and are currently commissioning a service to address the issue.

Partnership arrangements work effectively at both strategic and operational levels. Work to identify and address child sexual exploitation is well established, of good quality and has strong levels of multi-agency engagement. As a result, actions to protect young people from sexual exploitation are prompt and comprehensive. The council has responded well to the risks of radicalisation and wide-ranging multi-agency work effectively identifies and monitors those involved. A wide range of specialist assessment and support services add value and impact to core services.

When children are at risk of significant harm, thorough, timely strategy meetings and child protection investigations effectively assess risks. Children are routinely seen and issues of consent are dealt with thoroughly. Multi-agency involvement is wide ranging and section 47 enquiries are of good quality and are clearly recorded. However, there are too many delays in convening initial child protection conferences and performance in this area has recently declined.

Social workers work well to support families to make positive and necessary changes through formal child protection processes. When child protection plans end, the support provided under child in need arrangements is not always sufficiently robust to help families sustain the improvements made.

Children in need cases are appropriately assessed and held by qualified social workers. Where statutory involvement is not required, children needing help benefit from an early help assessment to identify their needs. The needs of children with a disability are assessed comprehensively and they are provided with a wide range of services that meet their needs.

Management oversight in some teams is not rigorous enough and the rationale for making decisions is not always clear on case files. Supervision by some managers does not challenge social workers where the progress of plans is delayed or drifting. The allocation and completion of children in need assessments is not always prompt and too many assessments take too long to complete. Where allocation is delayed, children may not be seen as quickly as they should be.

Children looked after achieve well in education compared with their peers. The virtual school provides good support and oversight taking individual needs into account. Attainment at Key Stage 4 is particularly good compared with national averages and represents significant achievement since the last inspection. The attainment gap for children looked after at Key Stage 2 is narrowing. Good quality practice and strong assessments result in children being matched and placed with their prospective adopters in good time. Adoption is given appropriate consideration for all children needing permanence. The authority does not yet have a sufficiently robust system to track and monitor the promptness of permanency planning. Assessments of adopters are robust and timely. Adopters are able to access a wide-ranging offer of support and express high levels of satisfaction with the service they receive.

The authority has high aspirations for its care leavers and supports them well. This is reflected in the numbers of young people who are engaged in employment, education and training. Tenacious efforts are made to keep in touch with care leavers and young people value the support they receive. High numbers of care leavers remain with their foster families after they are 18. However, presently there are too few local foster carers for older young people with complex needs. The engagement of care leavers in service design and influencing future practice is good, with clear impact. A small number of care leavers experience a delay in being allocated appropriate supported accommodation.

## Recommendations

1. Ensure that when children cease to be the subject of a child protection plan, their families are given the priority and support they need to maintain the changes they have made.
2. Ensure that where a child requires a child in need assessment they are seen and spoken to promptly.
3. Ensure that managers monitor and track the timely completion of assessments so that needs and risks are identified promptly.
4. Improve the timeliness of initial child protection conferences so that multi-agency plans to meet children's identified needs and reduce risks, can be put in place at the earliest opportunity.
5. Improve the quality of management direction and oversight of cases to reduce the drift in plans experienced by some children.
6. When children go missing from home, ensure that they are offered a visit on their return to assess risks they may have been exposed to and to inform plans for them. Centrally analyse the records of these visits to help reduce risks to other children and young people.
7. With partners, review the pathways for early help to reduce the high numbers of inappropriate referrals that are made to the MASH.
8. Ensure that frontline managers provide rigorous, reflective and risk-focused supervision to social workers. Establish a supervision audit cycle to oversee frequency and quality.
9. Recruit and retain sufficient numbers of foster carers to meet the needs of young people with complex needs.
10. Ensure that permanence planning is undertaken promptly and that a tracking system is implemented to monitor this.
11. Increase the availability of supported accommodation for care leavers so that young people are promptly allocated supported accommodation that meets their needs.

## Summary for children and young people

- Brighton and Hove City Council has made a lot of progress since its last inspection but some things still need to be improved.
- When children are at risk of harm, social workers recognise it and quickly take all the correct actions to protect them. Managers need to become quicker at organising the meetings where it is decided whether a child needs to have a child protection plan.
- Social workers, police and other professionals in the city work well together to know which young people are at risk of being sexually exploited. If a young person is being exploited, they take the right actions to protect them.
- The council needs to improve the way it helps families to continue with the changes they have made after their children's child protection plans end.
- The managers of social workers need to improve their oversight to ensure that children's plans are making a positive difference.
- Social workers who inspectors talked to know the children they work with well and could show inspectors the work they had done with them.
- Social workers are good at quickly finding new families for children who need to be adopted. They are also good at explaining adoption to children and making sure they understand why they can't stay with their birth family.
- Children who are disabled have social workers who understand their needs and are good at assessing with them what services will help them and their families best.
- Children in care in Brighton and Hove do well at school and achieve good results in their tests. They do not get excluded very often and their attendance is good. Social workers support them to attend regularly if they find that difficult.
- The council needs to recruit more foster carers in Brighton and Hove, especially for young people who have many difficulties.
- When young people leave care they receive good support and are helped to become independent at a pace that suits them. Personal advisers are very good at keeping in touch with young people when they leave care.

## The experiences and progress of children who need help and protection

The experiences and progress of children who need help and protection	Requires improvement
<p><b>Summary</b></p> <p>Children, young people and families receive an inconsistent response from the assessment team. Children at immediate risk of harm are responded to promptly. Other children, however, wait too long for assessments to commence and their needs to be understood, and for plans to be put in place to support them. Practice and intervention with families in the children in need teams is variable. High numbers of children become subject to a second or subsequent child protection plan or are re-referred to social work teams because lower level intervention is not always helping families to sustain improvements.</p> <p>Practice managers do not consistently drive forward plans for children or provide appropriate challenge to workers about their practice. This means that some plans drift and children do not get the help they need when it is first identified.</p> <p>Not all children who go missing from home are offered a return interview.</p> <p>A wide range of early help services is available to children and their families. The coordination of these services through the early help hub is increasing the numbers of children who receive help. The local authority is beginning to review the impact of these services.</p> <p>The recently established multi-agency safeguarding hub (MASH) ensures comprehensive information-sharing between agencies and makes prompt and appropriate decisions about whether families require social work or early help services. Not all professionals are clear about the thresholds for contacting the MASH, with high numbers of referrals re-directed to the early help hub.</p> <p>Increasing awareness of child sexual exploitation by professionals from a range of agencies is leading to increased referrals to MASH and enabling help to be provided to children at an earlier stage. Effective monthly multi-agency child sexual exploitation (MACSE) meetings take place to consider all new referrals, have oversight of high risk cases and share information between professionals.</p> <p>Good multi-agency work protects young people at risk of radicalisation. Comprehensive plans, effective use of legal orders and intervention work ensures they remain in this country and that their activities are closely monitored.</p> <p>In response to local cases of female genital mutilation, prompt and effective partnership work has resulted in effective arrangements to reduce risk to children.</p>	



## Inspection findings

12. The Early Help Partnership Strategy 2013–2017 clearly demonstrates the agencies commitment to providing early help support to families. A wide range of in-house and commissioned early help services are available. The partnership is beginning to evaluate this range of services to better understand their effectiveness in meeting children’s needs and so reducing the demand on statutory services.
13. The MASH and an early help hub were both established in September 2014. A new threshold document published at the same time sets out referral pathways for both services. Some professionals remain unclear; since its introduction, on average 30% of referrals that come into the MASH with a request for a social work service do not meet the appropriate threshold. However, these referrals are swiftly forwarded to the early help hub for a comprehensive early help assessment. Engagement officers proactively contact families and professionals to coordinate early help support. As a result, increasing numbers of children and their families are offered an early help assessment.
14. Professionals working with children are supported by the early help weekly allocation meeting. This is a well-organised meeting that responds to and coordinates early help referrals effectively. Representatives from early help services attend the meeting and agree the most appropriate support that can be offered to families. Some services do have delays in allocating a service promptly to families, although professionals already known to families work hard to bridge gaps in these circumstances.
15. Social work expertise and advice is available in the MASH to support other professionals. The co-location of partner agencies ensures comprehensive information-sharing between a range of partner agencies that is timely and informs sound decision-making. In most cases, consent to share information is sought appropriately and where denied this is recorded clearly. MASH processes effectively identify children who are at risk of harm and cases are swiftly transferred to social work assessment teams.
16. When children are identified as being at immediate risk of harm by the MASH, the assessment teams take swift action. Strategy discussions are held promptly between police and social care practice managers. Their decisions are informed by detailed information shared by the MASH from a range of other partners. Child protection enquiries are comprehensive and risk is analysed well. Social workers see all children within the household alone and carefully consider their views and experiences. Threshold decisions about ongoing risk are appropriate, although timescales for convening a child protection conference are inconsistent and have deteriorated over the past 12 months. The percentage of initial child protection conferences taking place within 15 working days of a strategy discussion dropped from 77% in March 2014 to 52% in February 2015. This results in delay in multi-agency plans being drawn up to reduce risk within these families.

17. Despite the prompt response to children at high risk of harm, other children receive an inconsistent response from the assessment teams. This is a particular issue where risk or need is assessed by the MASH to be at a medium or low level. Some children wait too long for a single assessment of their needs to begin. At March 2015, only 49.7% of children had their needs assessed within an appropriate timescale. In cases sampled, the interval between the referral and the child being seen was too long, taking into account the reason for referral and known family history. A re-referral rate of 30% at 31 December 2014 is an improvement from 33% in 2013–14 but is higher than the national average of 23%.
18. Although many assessments are taking too long to complete, the majority of those seen are of good quality, with careful consideration of family history. There is little evidence of research being used in these assessments, but analysis is thoughtful and appropriate, with outcomes clearly identifying risk and needs of children well. Cultural and language differences are appropriately considered within assessments and services provided address the diverse needs of families. In the majority of cases seen, social workers listened to children and considered their thoughts, fears and wishes well in assessments. The views of fathers and those parents who do not live in the same household as the child are included in more recent assessments. Specialist assessment services such as the Early Parenting Assessment Programme, Looking Forward, the Clermont Unit and the children with disability team all bring additional robustness to assessments due to their individual specialism for particular areas of vulnerability. The emergency duty team responds proportionately to presenting risks and provides daytime staff with prompt updates on actions taken.
19. When children are the subject of child protection plans, there is increasing oversight by child protection chairs to ensure that plans are progressed. The majority of child protection plans are clearly focused on reducing identified risks to children. Core groups meet regularly to progress these plans, with generally good attendance from professionals who are known to the family. Parents are routinely invited and a large majority attend. Minutes from core group meetings are detailed but do not always provide an analysis of the impact on the child of the actions taken and make it clear to parents the success or otherwise of the progress being made.
20. Child protection conferences are well attended by professionals known to the child and where they do not attend reports are routinely provided by most agencies. Partner agency attendance and contribution are monitored effectively by the relevant agency safeguarding lead. This has resulted in increased contributions from GPs. Increasing numbers of children are supported to attend and contribute to child protection conferences and are routinely offered the support of an advocate. The local authority has recently surveyed those who have attended and is planning to respond to the issues raised in this survey.
21. High numbers of children are made the subject of repeat child protection plans. During 2014–15, this affected 81 children (22% of children subject to child

protection plans). This is a slight decrease from 2013–14 performance of 26.5%, but is higher than the national average of 16%. The local authority has analysed the reasons for the need for the repeat child protection plans. While some were found to have stepped down too early, following only a brief improvement, the large majority identify the recurrence of domestic abuse, parental mental ill-health or relapses in misuse of drugs or alcohol.

22. The prevalence of domestic abuse, parental drug or alcohol misuse and the impact of parental mental ill-health are known. Of the children made subject to a child protection plan from April 2014 to March 2015, 51.5% featured domestic abuse and 35.7% recorded parental mental ill-health. Parental drug and alcohol misuse were factors in 29.6% and 23.5%, respectively.
23. A range of services is in place to support those families where domestic abuse has an impact. These include services to support victims and children and statutory and non-statutory programmes for perpetrators of domestic abuse. Arrangements to share information between professionals and coordinate support to victims of domestic violence at multi-agency risk assessment conferences (MARAC) are effective.
24. Drug and alcohol services are available but services to support parents who have mental ill-health but who are not eligible for an ongoing service from adult mental health services are limited. The majority of services are primarily available when risks to children are high. The local authority is in the process of reviewing its commissioning arrangements to ensure that services are effective in helping families to sustain improvements when high-level risks have reduced.
25. Practice and intervention with families in the children in need teams is variable. When children's cases are stepped down from child protection plans, the support they receive is inconsistent. This means that families are not always supported effectively to sustain changes that they have previously made while subject to a child protection plan. This contributes to the high rate of repeat child protection plans.
26. Children subject to child in need plans are not given the same priority as those subject to child protection plans. Not all children who require a child in need plan have one in place. Initial plans that are in place are usually of good quality and well informed by assessment. Children's needs and potential risks are well identified. However, the subsequent work with families varies, is often reactive to crises within the family and does not always provide support in a timely manner to prevent such crises. Some cases are closed too early by the children in need teams and an arrangement for continuing support to the family is not in place. However, some good examples were seen where networking meetings agreed the range of support that would continue to be available to families when cases closed to social work services.
27. A major contribution to the inconsistency of practice is the weak quality of management oversight by practice managers in children in need teams.

Practice managers are not consistently driving forward plans and case discussion records make insufficient reference to the child's plan and whether it is having an impact in reducing risks and meeting children's needs. The rationale for decisions is rarely recorded. Managers' case direction is limited to identifying required tasks, often without clear timescales for their completion. This leads to drift and delay, particularly for children in need. Children at greatest risk benefit from challenging independent oversight by child protection chairs. Social workers report that they have regular opportunities to discuss cases in formal supervision, but that they are not always helped to reflect on the complexities of cases.

28. Children are routinely seen at home and alone and build trusting relationships with social workers through regular contact with them. Communication methods are carefully considered to meet individual children's needs and their stage of development. In many cases, particularly for children subject to child protection plans, direct work is helping children to understand their individual experiences and the plans for them. This enables their voices to be heard in plans to reduce the risks to which they are exposed. For very young children, purposeful observations are made of their interaction with parents.
29. Professionals across the partnership have a good awareness of child sexual exploitation. As a result, when children are identified as being at risk of child sexual exploitation, they are quickly referred to the MASH and escalated to social work teams. All young people identified as being at risk of child sexual exploitation are presented to the monthly MACSE meeting and the level of risk is agreed. These arrangements ensure that plans to reduce risk and support young people are routinely considered by a multi-agency group, including a local authority senior manager, who chairs the meeting. In addition, the meeting supports good information-sharing between agencies.
30. At the time of the inspection, 58 children were known to be at risk of or have suffered child sexual exploitation. Low numbers of boys are identified as being at risk of child sexual exploitation. The local authority recognises this as an area for development with its partners. The newly established joint police and social work Kite team works well with nine of the 14 young people at high risk of child sexual exploitation. The other five young people at high risk continue to receive support from social work staff with whom they have existing positive relationships. There are 35 young people assessed to be at medium risk of child sexual exploitation and nine at low risk. All of these children continue to be supported by multi-agency working arrangements and are allocated to a social worker. In cases seen by inspectors the coordinated support provided to these children is reducing the risks of child sexual exploitation effectively.
31. The WISE (What is Sexual Exploitation?) project undertakes direct work with young people and helps to reduce the risks of child sexual exploitation. Child and adolescent mental health services (CAMHS) do not currently provide therapeutic support to children affected by child sexual exploitation. However,

alternative spot purchasing arrangements are in place to provide this support to young people.

32. Not all children who experience episodes of being missing from home are offered a return interview. Practice and the analysis of return interview information are inconsistent. The local authority accepts that it cannot be assured that effective plans are put in place to reduce risks of further missing episodes or that potential risks of child sexual exploitation are identified as a result of this inconsistent practice. Funding has been secured to commission an independent provider to undertake all return interviews, including looked after children, to tackle this deficit.
33. The local authority maintains an up-to-date register of children missing school-based education. At the time of the inspection, 246 children were on this register. This includes 188 children who are electively home educated as well as those who receive home tuition due to their medical needs and those presently not on the roll of a school. The local authority has a clear definition of what constitutes children missing education that extends beyond those without a school place. The children missing education panel considers cases routinely and individual action plans are put in place with a nominated professional responsible for operational oversight.
34. Agencies demonstrate a tenacious approach in tracking children. The local authority takes decisive action to return children to school where home education is not meeting their needs and they are vulnerable. Good liaison and information-sharing between professionals is used to establish the whereabouts and status of children. Checks are routinely made with schools to confirm which children arrive at school. Cases where children do not appear in school are routinely followed up.
35. When 16- and 17-year-olds are at risk of homelessness, they are well supported by a range of youth services and many return home to live with their families. A small number of these young people are placed in suitable emergency accommodation before being referred to the MASH. At that stage, despite parents' consent, their legal status is not clear. When emergency accommodation is required outside of office hours young people are referred to the MASH the following day. Where these young people are vulnerable, they are referred promptly for a social work assessment. As well as being provided with accommodation, including becoming looked after where appropriate, young people are offered an advocacy service and appropriate support.
36. Good arrangements are in place to respond to cases when allegations are made about professionals who work with children. The local authority designated officer's (LADO) comprehensive awareness-raising activity has resulted in a range of referrals from various statutory and non-statutory agencies, including sports groups and faith organisations. Some recent joint working initiatives with the council's licensing department are also raising awareness of the LADO role.

Good quality multi-agency work underpins all work by the LADO and helps to protect children.

37. Effective work identifies children living in private fostering arrangements. They and their carers are assessed by social workers to ensure arrangements are safe and needs are identified. This is mainly due to increased awareness of local language schools that arrange for children from abroad to live with local host families under private fostering arrangements. Appropriate support to privately fostered children is in place in almost all cases, although not all children are visited as regularly as they should be.
38. The local authority, with its partners, have reacted promptly to local cases of concern by raising awareness and putting in place effective arrangements to reduce the risk to children at risk of female genital mutilation. In addition, well planned measures have been taken in response to the identification of a growing risk of radicalisation for some young people in the city. Wide-ranging and good quality partnership meetings develop, implement and monitor comprehensive plans to meet the needs of such young people. The authority has proactively used wardship proceedings to effectively restrict international movement of young people at high risk.



## The experiences and progress of children looked after and achieving permanence

Key judgement	Judgement grade
<p><b>The experiences and progress of children looked after and achieving permanence</b></p>	<p><b>Good</b></p>
<p><b>Summary</b></p> <p>Robust work is undertaken to identify children at risk of becoming looked after. A range of services provides effective support to maintain them with their families where this is the right plan and is possible. Effective work with partners has resulted in cases where children need to be protected by court orders progressing through legal proceedings without delay. This enables children to be secure about their future and minimises uncertainty.</p> <p>Effective work is undertaken to identify and reduce risks for children looked after who are most vulnerable to going missing, sexual exploitation and substance misuse. Children looked after are routinely offered an interview when they return from a missing episode.</p> <p>The education of children looked after is supported well by a strong virtual school, resulting in high school attendance and no permanent exclusions. Educational attainment for children looked after at Key Stages 2 and 4 is strong. Children looked after have positive health outcomes as a result of good quality health assessments and plans. The council works well to provide services that support children’s emotional well-being and mitigates against delay in accessing CAMHS.</p> <p>The sufficiency duty is met, although recruitment to increase numbers of in-house foster placements has had limited impact. Foster carers receive good quality preparation and are well supported. Placement stability for young people with complex emotional and behavioural needs is not yet good enough.</p> <p>Children placed for adoption are carefully and swiftly matched to appropriate adoptive parents and are well prepared for adoption. Assessments of prospective adopters are of at least good quality and are robust. Wherever possible, siblings are placed together.</p> <p>Care leavers are supported to make a successful transition to independence and are well informed about their entitlements. Young people leaving care are encouraged to remain in care until they are 18 and a high number remain living with their foster carers in ‘staying put’ arrangements after that time. A higher proportion of care leavers are in education, employment and training than those in similar areas and in England overall. The participation of care leavers and looked after children is good and they influence service development.</p>	

## Inspection findings

39. The local authority takes robust action to identify children and young people on the edge of care and, with partners, provides a wide range of effective services to prevent them becoming looked after. For example, the Early Parenting Assessment Programme assesses and supports young parents pre-birth and following the birth of their child. It is highly valued by colleagues and service users. In addition, family group conferences are used effectively to engage wider family members to address concerns about children.
40. Children most at risk of becoming looked after are considered at the children's social care planning panel, which determines whether additional work is required or whether to initiate a legal planning meeting. In all cases seen, children were looked after by the local authority where it was in their best interests. Thresholds for children to become looked after are appropriately and consistently applied by local authority staff. High numbers of children are looked after and the authority is aware that this is mainly due to increasing numbers of adolescents being accommodated.
41. Few children looked after return home to live with their parents on a planned basis. A small number of older looked after children (16–17-year-olds) return home on an unplanned basis. This means these returns are not informed by a social work assessment and support plan. Social workers do however provide ongoing monitoring and assistance and the young person's care placement is maintained while stability is tested.
42. Effective strategic and operational work with the Children and Family Court Advisory and Support Service (Cafcass) and the courts results in good and timely performance, with care proceedings completed in an average of 28 weeks. This is enhanced by the local authority legal adviser jointly chairing the Local Family Justice Board. Assessments and reports prepared by social workers for court proceedings are of a high standard overall. Social workers are supported by good advice from legal services in preparing them. The local authority promotes and supports family members effectively to become special guardians, with 132 children subject to an order as of 31 March 2015.
43. In almost all cases, children looked after are seen regularly by social workers who know them well and who see them alone where appropriate. Social workers develop positive and sustained relationships with children looked after in most cases. Case loads are manageable and allow time to undertake direct work. Historically children had too many changes of social worker and this meant work such as life story work was interrupted too often. Managers are currently implementing a new model of working that will minimise case transfer points and further support continuity of social worker for looked after children.
44. Where the permanence plan is for children looked after to remain within their extended family, network assessments to consider connected persons are of



good quality and include a detailed analysis of strengths and vulnerabilities. Plans to manage identified risk factors are included and appropriate.

45. A significant proportion (42% in the year ending December 2014) of young people looked after enter care as adolescents, with a range of risk-taking behaviours that includes substance misuse, going missing and criminal activity. For a few young people, this behaviour is directly linked to radicalisation and they make up a significant proportion of looked after young people known to the youth offending service. These young people benefit from the involvement of a wide range of professionals, including from the national anti-radicalisation intervention programme. Social workers are able to build positive relationships with the majority of young people that helps the young people to understand the consequences of their behaviour. In a few cases, despite strong efforts, social workers struggle to engage effectively with these young people.
46. Five young people became looked after as a result of being remanded in custody. In these cases, the council makes good efforts to visit young people and support them by facilitating contact with their relatives. The youth offending service works closely with the support through care team and with independent reviewing officers (IROs).
47. Risks to children looked after who go missing from care and those at risk of child sexual exploitation are promptly recognised, assessed and addressed by social workers. Information-sharing between partner agencies and parents and carers is well established and results in effective care plans that target and reduce risks. Following episodes of children going missing, return interviews are routinely offered and recorded by children's social workers. Information obtained from these interviews is used effectively to inform plans to reduce risk to the children. Secure accommodation is used appropriately where risks are high and alternatives are not sufficiently protective. Four young people have been placed securely in the last year.
48. Children looked after's initial health assessments are not as timely as they should be, particularly for children over the age of five. However, review health assessments are timely and of good quality, demonstrating that actions from previous assessments are acted on. Good multi-agency involvement informs health assessments and plans.
49. Social workers for children looked after who have emotional health issues access CAMHS promptly for an assessment, but the wait for treatment is often too long. Positively, and to mitigate against this delay, the authority provides a range of good quality services such as Clermont, which offers a selection of therapeutic interventions and assures prompt access.
50. The virtual school provides good support and oversight of children looked after's education. Each child is known well and good plans take their individual needs into account. Data are used effectively to review children's progress and the virtual school intervenes to help when their progress falters.

51. Children aged 11 and 16 achieve well compared with their looked after peers in similar areas and in England overall. Between 2012/13 and 2013/14, children's attainment at age 11 improved in reading, writing and mathematics to above statistical neighbours and the England average. In 2013/14, over 54% of children in care achieved Level 4 or above in these subjects compared with 44% of children looked after in other areas. The attainment of children at Key Stage 4 is good, with 26% gaining five GCSEs including English and mathematics in 2013/14 compared with 14% in England. This represents good improvements since the 2011 safeguarding and looked after children inspection, when attainment at Key Stage 4 was identified as a weakness.
52. Children in care make good progress from their starting points. Between the ages of five and 11, data shows that a good proportion make the progress expected of all children in reading, writing and mathematics. Further good performance is demonstrated at Key Stage 2 in 2013/14, when the attainment gap between children looked after and their peers narrowed by 10% from the previous year to 27% and was smaller than the attainment gap for children in care in similar areas.
53. Most personal education plans (PEPs) are of good quality and schools now routinely take the lead in completing them. In the few that are not good, children's views are not well represented and target setting is not always sufficiently detailed. The proportion of children looked after with an up-to-date personal education plan has improved, from 74% in October 2014 to 84% in April 2015. The pupil premium is used effectively to support children's academic progress and personal development, for example through providing additional tuition.
54. Children looked after's attendance at school is good and is overseen effectively by the virtual school, which intervenes at the first indication of a concern. Effective joint working between schools and social workers ensures that problems are identified at an early stage and that support packages are put in place to prevent exclusions. As a result, there have been no permanent exclusions of children looked after for five years.
55. Around three quarters of children looked after attend a good or outstanding school. Where a school is judged less than good, careful consideration is given to the individual circumstances of the child and the progress they are making before disrupting their education.
56. Children are supported and encouraged very well to participate in positive activities outside of school. The virtual school runs six after-school clubs including dance, athletics and table tennis. Here, children and young people develop new friendships and learn new skills.
57. Children looked after live in a good range of safe placements that are effectively overseen and monitored. Placement stability is not yet good but is improving. The rate of children having three or more placement moves is

11.9%, and is moving positively towards the national average level of 11%. The performance figure is distorted by the fact that when independent foster carers transfer to the council this registers as a placement change even though the child has not moved. Longer-term stability is showing an improving trend at 68.5% in February 2015 compared with 62.7% in April 2014.

58. Over half (55.7%) of children and young people looked after are placed outside of Brighton and Hove, but most live within 20 miles of the city. These young people are not disadvantaged by this and are able to access the same range of services as those living locally. Social workers visit young people regularly and most are able to maintain local school placements. Providers' inspection grades are routinely monitored and individual cases are reviewed where there are concerns about the quality of care or where inspection outcomes deteriorate.
59. Although sufficient placements are available and young people's views are taken into account when placements are made, the local authority recognises the need to recruit more local foster carers. Investment in council employed staff to tackle this has not been as effective as hoped for. There is particular need for carers for adolescents and an independent provider has been commissioned to develop recruitment strategies and increase the number of available placements.
60. The fostering panel is suitably structured, with appropriate representatives from diverse backgrounds. It carries out its core functions robustly and is well supported by an effective panel adviser. Legal advice is readily available where required. The panel is chaired by a committed and experienced chairperson. Reports to the fostering panel are of a high standard and the agency decision-maker considers each case thoroughly. As a result, decision-making is timely and robust.
61. Foster carers are well prepared, trained and supported by supervising social workers. They access a range of training to update their knowledge and awareness of issues affecting looked after children.
62. When children become looked after, the quality of care plans for them is good. In the vast majority of cases, they are comprehensive and appropriately detailed. However, not all care plans include specific actions to be taken or clear enough measures of progress. Care plans are reviewed effectively and in a timely way. Children are encouraged to have ongoing contact with their own families and friends wherever this is safe and appropriate. Where young people are able to express their views, these are taken into account in both case and placement planning.
63. The IRO service works well and effectively ensures that children's care plans progress without delay. The functions of IRO and child protection conference chairs were separated in September 2014 with a positive impact for children and their families. Additional IROs are now in post, which has resulted in manageable caseloads of around 70 children per IRO. As a result, IROs carry

out their core duties effectively and also engage with children looked after outside of their reviews to establish meaningful relationships and monitor the progress of their care plans.

64. IROs routinely provide constructive feedback to social workers, recognising good practice and raising management alerts where practice is below the standards required. A formal management alert system is used effectively to highlight concerns and ensure that improvements take place. For example, in several cases, IROs appropriately challenged or prompted social workers and managers to ensure that work was undertaken effectively, such as convening strategy meetings where children looked after were missing and ensuring that risk assessments were up to date.
65. The independent visiting service is a strength and benefits children looked after. There are 46 well trained and supported independent visitors who are matched to looked after children, and a further 32 currently being trained. Children looked after also benefit from good work to address issues of diversity delivered by the intensive placement team.
66. Case recording is not always good and at times is too brief. This is particularly the case for the recording of statutory visits and the representation of children's views and opinions. However, in the disabled children's service, recording is of good quality and is purposeful.
67. The views of children looked after are well represented through a long-established Children in Care Council (CICC). This is well structured, with three groups comprising different age bands of young people from diverse backgrounds. The young people are rightly proud of the wide range and high quality of materials that they have produced to inform others of what they do, including the pledge. A good example of their influence is the published guidance on pocket money for children looked after. The CICC is well supported by committed and enthusiastic staff, some of whom are care leavers. They ensure that children looked after participate in a range of positive activities – including being on the corporate parenting panel and staff interviews, as well as being part of a music band.

**The graded judgement for adoption performance is that it is good**

68. The local authority places children for adoption in good time and matches them carefully to adoptive parents who can meet their needs. Prospective adopters are recruited through a variety of means and a diverse range of adopters are recruited. Of the adopters approved in the last year, almost a third were identified as LGBT (lesbian, gay, bisexual or transsexual), which is a good reflection of the diverse local population. Performance on the adoption score card is broadly in line with both the England average and statistical neighbours. The average time between a child entering care and moving in with its adoptive family is 592 days, which is better than the national average. The average time between a local authority receiving court authority to place a child and the local authority deciding on a match is 225 days, which is slightly worse than the national average of 217 days.
69. In the past year, 52 adoption orders have been granted and 42 children have been matched with adoptive parents. At the point of the inspection, there was only one child waiting to be matched to prospective adopters. Where family finding processes are unable to match a child with prospective adopters, a suitable permanent alternative is secured within an appropriate timescale. The number of children for whom this change of plan is the case is broadly in line with statistical neighbours and the national average, at 15% of those with an adoption plan.
70. The local authority performance for placing children over the age of five is 8%, which is higher than both statistical neighbours and the national average. Family finding for all children, including those over the age of five, is proactive and thorough, with careful consideration of available families and robust matching. Good use is made of the National Adoption Register, newsletters and activity days, as well as web-based services such as 'Be My Parent' and 'Adoption Link'.
71. Currently, there is no mechanism for tracking whether permanence plans are in place by the second review, which makes it difficult to monitor performance in this area. The senior management team is aware of this legacy and has plans to introduce a measure in the care planning panel that monitors and quality assures all key care planning points.
72. Adopter assessments are sound, with good consideration given to strengths and potential vulnerabilities. This supports and informs the matching process. Child permanence reports are detailed and identify all of a child's known needs, with the rationale as to why adoption is the preferred option set out clearly. The child's needs and the prospective adopters' ability to meet those needs are articulated well in matching documents. An effective plan to support any identified vulnerabilities is included. Consideration is given to siblings remaining

together and the rationale for decisions about this is based on assessments carried out by those with sufficient expertise.

73. Good efforts are made to ensure that contact is maintained with siblings where this is in the child's interests. Letterbox contact is supported by the local authority and advice is offered to both birth and adoptive families about appropriate content. Letterbox contact is encouraged with wider birth family members where this is appropriate.
74. The chair of the adoption panel is suitably independent. The panel is made up of experienced professionals and adoptive parents. Discussions held by the panel demonstrate probing questioning and robust exploration of relevant issues. The agency adviser provides effective quality assurance to ensure that only good quality work is presented to the panel. The panel demonstrates a positive impact on practice, for example the introduction of a more robust format for connected persons assessments. The agency decision-maker provides prompt scrutiny of panel recommendations and ensures that children are appropriately matched with a family that will meet their needs.
75. Families are able to access effective post-adoption support. There have been no disruptions of adoption placements prior to the adoption order being made for the last six years. The Adoption Support Steering Group is effective in encouraging organisations within Brighton and Hove to be 'attachment aware'. The implementation of an adoption 'passport' that details the offer from organisations across the city is an impressive recent development that provides easy access and support for families at a universal level.
76. Families report that post-adoption support has improved recently. An effective three-tier system works well so that families access a range of universal or targeted services through to a comprehensive post-adoption support assessment. Twenty-four post-adoption support plans were completed in 2014–15 and a further 18 assessments are in progress. Many more families access support at tiers one and two. This support includes an active toddler group, a group for LGBT parents, workshops and training.
77. A commissioned evidence-based training programme for adoptive parents is offered at tier two. It is well received by workers and families, with 38 adoptive families benefiting from the programme over the last year. Additionally, families can access the services of a psychotherapist if they are experiencing complex family difficulties.
78. The virtual school takes a strong, proactive role and provides good support to all children who have been adopted, as well as those who are subject to a special guardianship order. Schools are encouraged to be proactive in identifying adopted children so that the pupil premium can be used appropriately to support them. An easily accessible helpline for schools and adopters provides valued support to adopted children who are having difficulties in school. The local authority has identified that adopted children and



those on special guardianship orders underachieve in school. As a result, the steering group is successfully encouraging schools to use a PEP style review tool to ensure that adopted children's achievement improves.

79. Children are effectively prepared for adoption with careful planning of the introduction process. Children's wishes and feelings are comprehensively considered and sensitive life story work is undertaken. A range of direct work tools is used to assist children to understand the process and develop a secure attachment with their new parents. Children are given a well set out, child-friendly plan and a 'narrative' that details their journey into care and to adoption. They also receive good quality, honestly written later-life letters to help them fully understand the circumstances leading to their adoption as they get older.

**The graded judgement about the experience and progress of care leavers is that it is good**

80. Personal advisers are tenacious in their support for care leavers aged over 18 as well as those who leave care before their 18th birthday. Effective joint working between social workers for children looked after and personal advisers promotes positive transitions to adulthood for looked after young people aged 16 to 18, including those with moderate levels of learning disability. Transition arrangements for care leavers are good and clearly set out, including those for young people with profound disabilities or complex needs.
81. The local authority demonstrates a strong commitment to supporting young people in their transition to adulthood, with the percentage of young people who remain looked after until their 18th birthday higher, at 78% in March 2014, compared with other similar areas and the England average. This is further evidenced by the number of care leavers who remain living with their foster carers under 'staying put' arrangements, with 39 young people (22%) currently in such arrangements. The option of staying put is actively encouraged for all young people as part of pathway planning at the age of 16 and a half. The local authority also provides continuing support to young people who remain in education post-18 who were subject to special guardianship orders or child arrangement orders. Currently, 13 young people aged over 18 are being supported in such arrangements.
82. Personal advisers know young people well, visit them regularly and are committed to staying in touch with them. As a result there was only one care leaver that the local authority was not in touch with at the time of the inspection. Care leavers report that they value this support.
83. Care leavers report that they feel safe in their communities and in their accommodation. They are supported effectively to access safe housing, with 91% of care leavers aged 19 to 21 living in suitable accommodation. The

detailed joint protocol between children’s social care and housing services ensures that the accommodation needs of care leavers are met. Care leavers are assisted to apply for a range of supported housing from both local authority and voluntary sector providers. A shortfall in the capacity of supported accommodation means that some young people wait too long to get the most appropriate accommodation to meet their needs. The local authority is aware of this and has already started the process of commissioning appropriate services, such as a new supported lodgings scheme.

84. Overall the quality of pathway plans varies from requiring improvement to good. Some lack specificity and sufficient emphasis on timescales to achieve objectives such as the development of independent living skills. Where plans and reviews require improvement, evidence of managerial oversight is not sufficiently robust. Senior managers identified the issue prior to the inspection and measures are now in place to quality assure and sign off pathway plans and reviews on a regular basis. Risk to young people is identified and assessed well, including the risk of sexual exploitation and going missing. These assessments, however, are not integrated into the young person’s pathway plan. Young people’s views are well represented within pathway plans and reviews.
85. Issues of diversity, such as ethnicity, faith and sexual orientation, are sensitively considered and inform assessments and plans. Good examples include careful consideration being given to appropriate placement matches in order to support young people’s cultural and religious beliefs.
86. The majority of care leavers are supported effectively to develop skills to prepare them for independence. A range of approaches is used, including individual one-to-one support from personal advisers and independence living skills training provided in supported accommodation. In addition, the accredited independent living skills scheme is offered to all young people and is a pre-requisite for supporting a young person’s transition to independent accommodation after a period in supported living. Ten care leavers have completed this course in the last six months.
87. The local authority is committed to preventing homelessness for young people. This is achieved by strong partnership working between children’s services, housing and the youth service, where young people’s needs are central to decision-making. A good joint protocol places emphasis on a proactive approach to preventing homelessness and care leavers are encouraged to access supported accommodation before moving to independent living. In those situations where it is assessed that the most suitable option for a care leaver is independent living, general needs housing is applied for and those young people are given the highest level of allocation priority.
88. In the event of homelessness, the use of bed and breakfast is avoided for care leavers wherever possible. In the last six-month period, no care leaver has been placed in bed and breakfast accommodation. In exceptional circumstances



when bed and breakfast accommodation is used in an emergency, an immediate referral to the youth advice centre tenancy support team ensures that such placements are subject to risk assessment and prompt action is taken to identify a suitable alternative.

89. The health needs of care leavers are effectively responded to and they are supported to register with universal health services. A specialist nurse located within the support through care team undertakes all review health assessments for young people aged 16 to 18. This enables the nurse to build a trusting relationship with young people that helps them to be more confident in engaging with mainstream health services once they are over 18. Although dedicated to the 16 to 18 years age group, the specialist nurse provides advice and support to any care leaver to help them access a range of services, including sexual health, substance misuse and mental health.
90. The quality of the care leaver's health passport, developed by the specialist nurse and a care leaver, is very good. It provides an individualised record of medical history for young people as well as being a young-person-centred resource and access guide for health services. This health passport is currently being rolled out to all care leavers following a positively received 2014 pilot scheme.
91. The local authority currently provides well-planned support to eight care leavers who are pregnant and 27 who are parents. These young people access an appropriate and wide range of universal services in the community, in addition to specialist health visiting support through the family nurse partnership.
92. The local authority has high aspirations for its care leavers. Personal advisers, social workers and specialist staff provide consistently good support over time to support their career aspirations. When current circumstances, such as early parenthood, prevent young people from taking up further training or employment, their long-term needs are considered and planned for effectively.
93. Good performance is evidenced in the rate of those aged over 19 in education, employment and training. Performance for this age group in 2013–14 was 65%, a much higher proportion than in similar areas and in England overall. For the year 2014–15, local data demonstrate that good performance is being maintained. The local authority has a range of good initiatives that support care leavers in their job-seeking journey, including a partnership with the Department for Work and Pensions and Brighton Job Centre. Further, the authority's investment in two dedicated posts in the support through care team and the Youth Employability Service ensures that effective, well-targeted support is provided to young people who are not in education, employment and training.
94. The virtual school's development of a post-16 personal opportunity plan effectively supports young people aged 16 plus to plan their next steps in education, training or employment. The virtual school strongly promotes

university as an option for care leavers by arranging visits with young people as well as undertaking awareness-raising with foster carers. The local authority ensures that young people attending university get good financial support while they are students. There are currently 17 young people at university and a further five planning to attend at the start of the next academic year.

95. An active apprenticeships programme within the council has led to care leavers successfully completing work placements in environmental health, the international team, legal services and parks. Good outcomes are demonstrated by examples such as one care leaver securing a full-time position after successfully completing a three-year carpentry apprenticeship with a local company. Another has completed an apprenticeship with the advocacy service. However, too few care leavers currently benefit from such placements, with only four care leavers in apprenticeships across the city.
96. The council ensures that care leavers' involvement and participation within the council is good. Care leavers influence service delivery and development; they are involved in the CiCC, the corporate parenting board and member training. Their views have shaped the development of the leaving care assessment, pathway plans, the health passport and the pledge 'Leaving Care Promises and Aims' and a range of other material such as financial support leaflets and guidance. As a result, young people are helped to make a successful transition to adulthood by clear information about their history and their entitlements.
97. The local authority is proactive in seeking the views of their care leavers through a wide range of activities that include 60-second surveys, questionnaires and moving on from care interviews. These are used effectively to inform and shape service developments as well as providing a forum for young people's views to be heard and responded to. A good example is the 'Ask Report Change Programme', where care leavers are involved in the inspection of the quality of children's homes and independent fostering agencies commissioned by the local authority. The Young Ambassadors Programme provides another example, where young people are involved in recruitment and have been involved in interviewing for key posts. Care leavers value these approaches and their achievements are celebrated through a range of initiatives including an annual awards ceremony. The authority's commitment to taking account of and learning from their care leavers is further evidenced by the employment of two care leavers into key posts (resource officer and participation worker). These young people provide inspiration for care leavers and their engagement with other young people across the city ensures that the experiences of young people in care and care leavers are understood and that their voices are heard.

## Leadership, management and governance

Key judgement	Judgement grade
Leadership, management and governance	Good
<p><b>Summary</b></p> <p>Senior leaders have planned, and are implementing, an ambitious programme of cultural change and improved practice standards. Their priorities are to make changes sustainable and to have a skilled workforce delivering good quality services to children and families. Elected members are equally ambitious, and support the plan led by the Executive Director of Children’s Services. Political leaders and senior officers understand their roles and have a clear line of sight to the frontline. Commitment to vulnerable children at all levels is high. Elected members exercise appropriate scrutiny and use their influence well. Participation and user engagement are key strengths, with the involvement of children and young people genuinely sought, achieved and valued. Leaders are active corporate parents.</p> <p>Effective strategic partnership working is demonstrated by the MASH and is delivering prompt and appropriate responses to referrals. The early help hub is further evidence of strategic vision coming to fruition and benefiting families. Senior managers and their partners work well together, making best use of combined skills to identify and protect those at risk of child sexual exploitation and radicalisation.</p> <p>Workforce development is a significant priority and a well planned and resourced offer of training supports the planned cultural change. Training is linked to learning from serious case reviews and also to strengthen the new model of practice that is at an advanced stage of planning.</p> <p>Looked after children live in homes where their needs are being met. Leaders take good account of what is important to looked after children and young people, and are strong and proud corporate parents. Appropriate steps are being taken to improve the stability of relationships between looked after children and their social workers and to sharpen the focus on permanence planning for children of all ages. Work is underway to recruit more local foster carers for the most challenging young people. Local leaders demonstrate success in securing permanence for high numbers of children through adoption and special guardianship orders. Ambition for care leavers is high and the support and care these young people receive ensures that they feel safe where they live and that they make good progress in their lives.</p> <p>Vulnerable children do not yet receive a consistently good service. However, leaders and managers now use performance and quality assurance processes effectively and as a result have already identified all the key areas where practice needs to improve.</p>	

## Inspection findings

98. Creating the right culture and environment for sustainable change is a firm priority for the current senior leadership team and the journey towards being good in all areas has been steady but decisive for the past 12 months. Prior to the appointments of the present Chief Executive, Executive Director of Children's Services and Assistant Director Social Care, the senior leadership team lacked stability. This has meant legacy issues within services that were weak or poorly coordinated have made sustained improvement difficult to achieve. Current directorate and team plans clearly identify improvements that are still needed.
99. Ambition is high but realistic, and sustainable changes are being made. For example, the introduction of the MASH has improved the coordination and speed of the first response to vulnerable families. The strategic vision for early help is now clear and the coordination of services at this level has been enhanced by the implementation of the early help hub. The IRO service, which historically did not have sufficient capacity to deliver all its core functions, has been strengthened and contributes effectively to raising standards.
100. Leaders are outward-looking and are learning from other organisations in their thinking about models of practice and new ways of working. Through the pilot 'teaching partnership', stronger links are being forged with local universities in order to improve the preparation and experience of social work students. The 'transformation of social work' programme has been informed by the careful consideration of models of practice in other areas. Commitment to improving long-term outcomes is exemplified by 'Looking Forward', a programme to help mothers who have had children removed and adopted to plan and care for subsequent children.
101. The Health and Wellbeing Board is a well-functioning group with a helpful balance between partners and political leaders. Priorities are appropriately focused on vulnerable children and are aligned to those of the local authority. Key leaders are well engaged, including the LSCB chair. The board is taking appropriate steps to understand key local and national issues such as child sexual exploitation.
102. Elected members from the three parties who hold political power are well informed and exercise appropriate scrutiny through the Children and Young People's Committee, the Health and Wellbeing Board and the Child Review Board. Service and performance information is shared and analysed, enabling members to maintain a good understanding of the delivery of services to local families. Members have been well briefed about key issues such as child sexual exploitation and radicalisation. The Chief Executive chairs 'One Voice', a group that brings together a range of ethnic and faith communities to raise and address issues of prejudice, extremism and inequality.

103. Political leaders and senior officers and the chair of the LSCB work together well, with regular informal and formal meetings and detailed discussion about key issues such as findings from multi-agency audits. The Chief Executive and lead member are well engaged with staff, local services and young people. The lead member is an active member of the LSCB, Corporate Parenting Board and the adoption panel, and regularly attends the Health and Wellbeing Board.
104. In some areas, sufficient improvement has not yet been achieved, for example in the consistency of response to children who go missing from home. A peer review, undertaken in November 2014, identified some key areas for improvement in missing from home practice. The local authority understands its weaknesses in this area and an action plan is in place to address them.
105. Further improvement is also needed in the length of time it takes for social workers to complete single assessments. Additional staff have been appointed to meet the demands created by high and rising referral rates. Management information is increasingly being used to track and oversee these assessments and there is a drive to improve timescales without compromising quality. Timescales are gradually improving.
106. Commissioning activity is undergoing positive and considerable change. All services above £75,000 are being re-commissioned in line with a new overarching commissioning strategy. New arrangements ensure that the clinical commissioning group is more actively engaged. The approach to commissioning and de-commissioning of services is increasingly analytical, with a range of data and evaluative information including the joint strategic needs assessment being used to inform decision-making.
107. A creative but at times reactive approach to commissioning has led to a high number of diverse in-house and externally commissioned services across the city. Such services are effective in helping families and are much valued by them. A strong commitment to youth work has led to the re-shaping of services and now includes the Youth Employability Service (previously Connexions). These services are in high demand and are central to the offer of help to local teenagers, including those who are experiencing instability in their families or their communities. Commissioned services are evaluated, but the wider impact on children, young people and families is not consistently understood, particularly in relation to key strategic priorities.
108. The sufficiency strategy is up to date, clear and coherent, with appropriate priorities linked to present and future need. Steps are being taken to address gaps, for example through the commissioning of an independent company to increase the number of in-house foster carers for older and more challenging young people. The 'payment by results' element of this arrangement demonstrates a commitment to achieving value for money.
109. The performance framework is well embedded and the quarterly performance board rigorously analyses key performance indicators, progress against

performance targets, risk actions, learning from complaints and audits and key people data. Helpful context and commentary is included. Managers are held to account for poor performance and the move to a culture of continual improvement is well underway. Management information is accessible, helpful and comprehensive, although not all managers at all levels use it consistently or effectively. Additional resource has been invested to help managers understand, interpret and use this data more effectively.

110. The quality assurance framework is well established, with learning routinely identified and disseminated from a range of sources including complaints and regular themed and deep-dive audits. The Executive Director of Children's Services and the lead member have undertaken auditing as part of this process. The audits undertaken by the local authority for this inspection were analytical and appropriately challenging. The local authority has a clear understanding of what good and poor practice look like.
111. Members of the corporate parenting panel demonstrate a sound understanding of the key issues facing looked after children and care leavers. The board is well attended by looked after children and care leavers, council members from all parties, foster carers, the virtual school and the clinical commissioning group. It is focusing on the right things, considering key issues such as education and health systematically and in detail, while also ensuring that looked after children can bring the issues that are most important to them (such as pocket money).
112. The appointment of a graphic designer and participation worker with Brighton and Hove care experience has led to the creation of high quality young-people-friendly documents such as the council's pledge to children in care, and has increased the reach and depth of engagement. These young adults care deeply about their work. Their involvement in the corporate parenting board has strengthened the voice of young people in this process and is bringing about meaningful change.
113. The local authority responds to complaints in a well-organised and open way. Where it identifies wider practice issues, it takes steps to introduce and embed the necessary changes. A series of complaints from parents who do not live with their children has led to new practice guidance for staff. It includes helpful information about parental responsibility and clear expectations for how these parents should be engaged with processes such as child protection conferences. In cases seen by inspectors, the engagement of parents within these families is increasingly effective. The Executive Director of Children's Services takes an active interest in complaints and uses this to increase his knowledge of what is happening within key social work teams.
114. Participation and user engagement is strong, with the involvement of children and young people genuinely sought, achieved and valued. For example, during 2014, 12 young people completed accredited interview training. A total of 17 young ambassadors were actively engaged in the programme and participated



in interviews for 13 key posts such as the head of the virtual school, the assistant director and LSCB lay members. The Children's Services Participation and Engagement Strategy has been developed with the involvement of young people, staff and a multi-agency working group including public health and representatives from the community and voluntary sector. It demonstrates that the local authority is committed to protecting and further strengthening this area of already good practice.

115. The children's services workforce is relatively stable, sickness rates are improving and the use of agency workers low. Social workers and other practitioners care about their work with children and families and about the council. Caseloads are manageable overall and staff feel well supported by their teams and their managers. The vision for the new model of practice is coherent, with the right balance of care for social workers, relationships with families and performance management. It is being introduced in a measured way through constructive engagement with staff.
116. Decision-making, supervision and management grip at team level are not consistently rigorous. In too many cases, this is delaying desired improvement. Senior managers are aware of this through regular case auditing and the new model of practice has been designed to address this. Within tracked cases, where management oversight has been poor, there is evidence of recent improvement leading to plans being back on track and progressed. It is crucial that inconsistencies in management oversight and case supervision are addressed effectively if services for children who need help and protection are to be good.
117. The Assessed and Supported Year of Employment (ASYE) programme for social workers is well established, with 123 newly qualified social workers (NQSWs) being supported in the last five years. Support to the current cohort of 22 is coordinated by an experienced social care manager who confidently oversees and mentors her virtual team. Some of these NQSWs have previously experienced support and care that is less than good, with insufficient supervision or high caseloads. The ASYE manager has acted swiftly to improve their experience.
118. Although currently filled by an interim post-holder while a permanent appointment is made, the principal social worker (PSW) role is well established and at an appropriate level to have influence and reach. There are effective links with regional PSWs for sharing good practice and joint initiatives.
119. The training offer is comprehensive and staff working with families at all levels of need are well supported to attend training events. However, social workers are not always able to talk confidently about how they assess the impact of neglect within families and the training offer for staff who are making important judgements and decisions about risk in this area needs to be strengthened.

120. There have been three serious incident notifications to Ofsted in the last two years, two of which have led to the commissioning of serious case reviews. Neither has yet been concluded. While awaiting the findings of formal case reviews, the local authority is taking appropriate steps to care for staff alongside acting on any immediate learning.
121. The local authority has a strong strategic and operational partnership with local schools. Through a schools safeguarding audit in 2014 it has maintained a good understanding of each school's safeguarding profile. This informs developments such as anti-bullying strategies and has enabled targeted support to be provided, for example in supporting schools to help pupils with emerging self-harming behaviour.



## The Local Safeguarding Children Board (LSCB)

### The Local Safeguarding Children Board is good

The arrangements in place to evaluate the effectiveness of what is done by the authority and board partners to safeguard and promote the welfare of children are good.

### Executive summary

The LSCB has rapidly developed over the last two years from a local-authority-dominated board to a transparent, learning-focused multi-agency LSCB. The LSCB effectively monitors and influences improvements in frontline multi-agency safeguarding practice.

The LSCB undertakes its statutory responsibilities carefully and thoroughly. Its members recognise that not all elements of multi-agency safeguarding practice are yet of a consistently good standard, but there is a clear understanding of where further improvements are required. For example, the LSCB is aware of gaps in service responses to children who go missing. It has provided suitable challenge but has not yet been assured that the necessary improvements are in place.

The LSCB should build a better understanding of the effectiveness of early help services. Additionally, the board should further scrutinise numbers of repeat referrals and child protection plans.

The LSCB routinely scrutinises data in relation to children becoming looked after, although it needs to give more focus to looked after children living outside the authority area and improve its understanding of why thresholds for care or accommodation are reached.

The LSCB has strong leadership and effective governance arrangements, featuring senior managers from partner agencies chairing the majority of its sub-groups. The board now has a strong multi-agency influence and expertise for its oversight and evaluation of practice, providing an increasingly informed and diverse picture of particularly vulnerable groups of children and young people in the city.

The LSCB is outward-looking and ambitious to accelerate its momentum and influence as an improvement and change agency in the city. It has a strong presence in schools, the voluntary and private sector and in the city's health economy. The LSCB is demonstrably open to the suggestions and challenge of lay members and imaginatively seeks out feedback from children and young people on both how safe they feel and how the LSCB can incorporate their ideas in influencing its priorities and service development.

## Recommendations

122. The LSCB should collate and analyse information from missing return interviews to improve knowledge of any common locations, trends and patterns.
123. The LSCB should build a better understanding of the effectiveness of early help assessments and interventions to ensure that children and young people with additional needs receive timely responses and that emerging difficulties are addressed at an early stage.
124. The LSCB should continue to scrutinise and influence the reduction of both the high number of repeat referrals and child protection plans, ensuring that partnership agencies understand and apply the local threshold criteria.
125. The LSCB should improve its links with the corporate parenting panel to provide greater focus to looked after children living outside the authority area and to better understand why thresholds for care or accommodation are reached.

## Inspection findings

126. The LSCB has revised its governance arrangements to clarify and improve the rigour and accountability of its sub-structure and leadership group. An LSCB constitution and compact underpins the new arrangements, strengthening the responsibilities of partner engagement in, for example, multi-agency audit programmes and their attendance at LSCB meetings. Concurrently, the LSCB, led by the chair, has successfully delivered cultural reform from a predominantly process-focused, local-authority-led board to an outcome-based, multi-agency forum where partners routinely interrogate and challenge performance information.
127. LSCB members across the range of partner agencies welcome the positive cultural shift. This enables the board to identify and share cross-cutting intelligence and knowledge about particularly vulnerable groups of children and young people and to develop appropriate strategies and actions. Recent examples include stronger responses to radicalisation and the earlier identification of young people exposed to the risks of child sexual exploitation.
128. The chair has constructive relationships with other key strategic boards, both influencing their plans and holding them to account. Recent collaboration with the Health & Wellbeing Board contributed to the decision to review CAMHS and the emotional health and well-being services in the city. This arose from a learning review regarding a young person with self-harming behaviours.
129. The involvement of the Chief Executive and Director of Children's services is integral to the board's effective functioning. For example, they led a multi-agency section 11 challenge event in 2014 to rigorously test the compliance of partner agencies with core safeguarding policies and to increase levels of

engagement with the safeguarding agenda. A good example is the additional funding secured by the clinical commissioning group for a specific post to work with general practitioners to improve their identification and responses to domestic abuse as a consequence of an LSCB multi-agency audit on domestic violence and abuse.

130. The LSCB business plan focuses strongly on improving fundamental indicators of effective safeguarding including child sexual abuse and exploitation. The plan also considers how well children and young people participate and engage with services they are involved with. The LSCB has a well-considered three-year business planning cycle to achieve sustained improvements in an appropriate set of priorities. Measures of progress via multi-agency audits are included. The business plan does not provide a focus on children looked after living outside the local area and this is a shortfall. It is regularly reviewed at full board meetings and at leadership group meetings. The chair is aware that the board should be steadily focused on its core priorities.
131. The LSCB has a good quality assurance framework, supported by a complementary learning and improvement framework. This means that a planned approach is in place to measure the effectiveness of key safeguarding priorities. The monitoring and evaluation sub-committee leads on the design, implementation and reporting of planned multi-agency audits. Four good quality audits were undertaken in 2014, highlighting for example drift in some child in need plans and the lack of consistently robust and reflective supervision. Audit recommendations are rigorously pursued and repeat audits are scheduled to test whether improvements are sustained.
132. The LSCB has made tenacious efforts to develop a multi-agency performance management framework by adding relevant qualitative information to its core performance data, for example from the findings of single- and multi-agency audits. Contributing agencies provide commentaries explaining data trends and variances. The LSCB recognises that further refinement of performance information will be a gradual process and is working purposefully to increase the range and impact of its multi-agency intelligence.
133. The LSCB has a rigorous approach to evaluating the effectiveness of safeguarding arrangements in all of its partner, community and voluntary agencies. Compliance with safeguarding procedures and policies is widespread and analysis identifies themes for further development including, for example, improved work with fathers and male partners and better supervision of safeguarding leads. A safeguarding audit in schools achieved an excellent 100% rate of return. Findings identify that a large majority of primary and secondary school pupils in the city feel safe in their schools. Only a small minority of schools are identified as needing to take action to improve their safeguarding policies and procedures.
134. A comprehensive learning and improvement framework is strongly aligned with the multi-agency audit programme. The framework is informed by intelligence

from section 11 audits, agency annual reports, audit findings and the recommendations of serious case reviews and learning reviews. The LSCB Monitoring and Evaluation Subcommittee considers the 12 multi-agency child protection and children in need cases audited each quarter by the local authority, alongside themed audits targeted in the annual programme. Audit findings and recommendations are systematically and comprehensively disseminated across the partnership. The intelligence from completed audits, serious case reviews and learning reviews is used effectively to inform the content of specialist multi-agency training programmes, achieving a circular, joined-up model of learning and improvement.

135. Serious case reviews are commissioned in accordance with statutory criteria and thresholds applied correctly. The LSCB has adopted the Social Care Institute for Excellence methodology for undertaking both serious case reviews and learning reviews to better understand agency actions and effectively identify key learning outcomes. This leads to targeted and achievable action plans. The implementation of action plans is closely monitored. Learning review action plans receive the same level of scrutiny and attention as serious case reviews. Two serious case reviews have recently been commissioned and are in preparation, one has been recently completed and another is near to conclusion. Four learning reviews and two single agency reviews have been completed recently. Learning from reviews is appropriately cascaded to the workforce through a series of events for practitioners and frontline managers as well as through e-newsletters, e-bulletins and through LSCB members themselves.
136. The Child Death Overview Panel is effective in scrutinising serious incident notifications and has strong links with the serious case review sub-group. The panel has identified a small number of modifiable factors in reported child deaths, largely concerning co-sleeping arrangements for infants. The panel has also improved communication protocols between specialist tertiary hospital trusts and the local health system following the death of a young person with a complex health condition. This illustrates the panel's capacity to identify and achieve safeguarding improvements in other strategic bodies.
137. The LSCB's influence was instrumental in the formation of the MASH, the most recent threshold document and the development of the early help hub. The board is satisfied that all families that are referred are offered early help assessments and interventions at the weekly allocations meeting. The board has a multi-agency audit of early help and thresholds scheduled for September 2015, a year following the implementation of the early help hub. This audit is planned to evaluate overall effectiveness and is not in response to any concerns about thresholds.
138. An effective child sexual exploitation strategy and action plan is in place. A strategic sub-committee and two operational sub-groups are addressing child sexual exploitation through improved identification of potential victims. In addition, protection of victims is robust and prosecutions and disruption are

pursued with determination by partner agencies. A recent multi-agency audit observed that effective identification of risk factors concerning boys and young men are underdeveloped. The LSCB has achievable plans to improve the identification of children and young people at risk of child sexual exploitation at earlier stages, and their prevention and early identification sub-group is well positioned to progress this.

139. The LSCB has anticipated that numbers of identified victims will expand and is accordingly preparing to survey and challenge agencies about how they intend to meet this increasing demand. The WiSE (What is Sexual Exploitation) Project in the city recently undertook an intensive outreach awareness-raising exercise with young people and venue managers and staff, visiting bars and clubs across the city's night-time economy. This endeavour demonstrates the effectiveness of the LSCB's wide-ranging approach to addressing child sexual exploitation in the city.
140. The LSCB thoroughly evaluates intelligence and cross-cutting themes regarding particular groups of vulnerable children through an overarching vulnerable children's sub-group. The group considers the effectiveness of multi-agency responses to young people affected by, for example, forced marriage, modern slavery, radicalisation, female genital mutilation and other specific vulnerabilities. The sub-group has enlisted the services of a national charity and the lesbian, gay, bisexual and transgender lead from Community Safety to assist in identifying young gay men who may be at risk of sexual exploitation through, for example, visiting a local public sex site. The board has an appropriate action plan to further scrutinise and understand the effectiveness of services delivering return-from-missing interviews.
141. The LSCB's child protection liaison group identifies, through the presentation of case examples, difficulties in multi-agency frontline practice that require a swift multi-agency response. This arrangement enhances the capacity of senior partnership managers to achieve timely improvements within the safeguarding system. Recent examples have included improving the content of GP reports to child protection conferences and an improved risk assessment pathway for non-mobile babies who present with injuries.
142. Local multi-agency safeguarding procedures are well coordinated by the Pan-Sussex Procedures Group. Updates are quickly inserted and disseminated, including specific local additions. A recent example was the development of procedures regarding radicalisation that are particular to Brighton and Hove. The procedures are easily navigable on the LSCB website platform. Informal feedback indicates that staff find the procedures a valuable resource; a formal survey of compliance will be undertaken later this year.
143. The LSCB is an active and influential participant in informing and planning services for children and young people. Prominent examples include an effective challenge made to NHS England following the unexpected closure of a general practice in one of the most deprived parts of the city. The LSCB chair

has been influential in attaining the inclusion of safeguarding content in the Health and Wellbeing Strategy and also in assisting the scoping of the Safeguarding Adults Board's duty to ensure effective transitions for vulnerable young people into adult services, using evidence from case reviews to highlight gaps.

144. The LSCB multi-agency annual training programme ensures that training content is carefully designed to deliver specialist courses that complement learning priorities in the business plan and the learning and improvement framework. Practitioners are aware of the LSCB training offer and many spoken to have recently attended training. Staffing difficulties have impeded plans to improve post-course evaluations and the impact of training on improved practice. The LSCB is ambitious to recover progress following the imminent recruitment of a new training manager. The poor attendance of some agencies at core LSCB safeguarding courses has been challenged by the chair.
145. The board has made meaningful progress with effective and innovative initiatives to improve the engagement of children, young people and their families and also to increase public understanding of the board's work. Prominent among these is an accessible, informative and interactive website featuring Twitter, allowing LSCB members and the chair to have a wide range of ongoing exchanges with the board's audiences. Followers include parent groups, schools and teachers.
146. The good quality LSCB annual report reflects the board's learning and self-evaluative ethos. Priorities requiring further attention are highlighted, such as the provision of better performance information from some partner agencies and improving the content of referrals to the LADO. The effectiveness of local services are appropriately reported in summaries of completed multi-agency audits.



## **Information about this inspection**

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

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

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

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

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

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

### **The inspection team**

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# Children's Services Ofsted Inspection 2015

## Brighton & Hove City Council: Post Ofsted inspection action plan – July 2015

	Ofsted recommendation	Actions needed	Which 15/16 business plan(s) are the actions captured in?	Monitoring arrangements	Success criteria
139	<p><b>1 Ensure that when children cease to be the subject of a child protection plan, their families are given the priority and support they need to maintain the changes they have made.</b></p> <p><i>High numbers of children are made the subject of repeat child protection plans</i></p> <p><i>When children's cases are stepped down from child protection plans, the support they receive is Inconsistent</i></p> <p><i>When the child protection plans end, the support provided under child in need arrangements is not always sufficiently robust to help families sustain the improvements made.</i></p>	<ul style="list-style-type: none"> <li>• Management oversight of child in need plans will be improved through service redesign and auditing activity. Longer term cases are being reviewed by CP Chairs or IROs.</li> <li>• CP chairs have been instructed to exercise caution when stepping down cases involving the toxic trio (MH,DV and SM) of issues to avoid step down from child protection plans too soon</li> </ul>	<p>Safeguarding and Offending Business Plan</p> <p>Safeguarding and Quality Assurance Business Plan</p>	<p>Performance Board</p>	<p>When a child has been removed from a child protection plan the appropriate support is given to maintain change within a child in need framework or by step down to appropriate Early Help service</p>

# Children's Services Ofsted Inspection 2015

	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
2	<p><b>Ensure that where a child requires a child in need assessment they are seen and spoken to promptly.</b></p> <p><i>Practice and intervention with families in the children in need teams is variable.</i></p> <p><i>A re-referral rate of 30% at 31<sup>st</sup> December 2014 is an improvement from 33% in 2013-14 – but higher than the national average of 23%</i></p> <p><i>Child in need plans – Children's needs and potential risks are well identified. However, the subsequent work with families varies, is often Reactive to crises within the family and does not always provide support in a Timely manner to prevent such crises. Some cases are Closed too early</i></p>	<ul style="list-style-type: none"> <li>Practice guidance and management oversight through supervision and auditing will ensure that children are always spoken to in a child in need assessment at the earliest opportunity</li> </ul>	Safeguarding and Quality Assurance Business Plan	Senior Leadership Team	Children's views are prioritised at the early stage of a child in need assessment.

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# Children's Services Ofsted Inspection 2015

	Ofsted recommendation	Actions needed	Which 15/16 business plan(s) are the actions captured in?	Monitoring arrangements	Success criteria
3	<p><b>Ensure that managers monitor and track the timely completion of assessments so that needs and risks are identified promptly.</b></p> <p><i>Despite the prompt response to children at high risk of harm, other children receive an inconsistent response from the assessment teams. Some children wait too long for a single assessment of their needs to begin</i></p> <p><i>Children looked after's initial health assessments are not as timely as they should be, particularly for children over the age of five.</i></p> <p><i>CAMHS for LAC is accessed promptly for an assessment but the Wait for treatment is often Too long</i></p>	<p>Management oversight to be improved to ensure that Single Assessments are appropriately monitored</p> <p>This will be taken up with SCT</p> <p>This will be addressed through the CAMHS review by the CCG</p>	<p>Safeguarding and Offending Business Plan</p>	<p>Performance Board</p> <p>Corporate Parenting Board</p> <p>Corporate Parenting Board</p>	<p>To ensure the meeting of local timescales for single assessments according to need</p> <p>Children over the age of five will receive health assessments within timescales</p> <p>LAC children will receive appropriate treatment without undue delay</p>

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# Children's Services Ofsted Inspection 2015

	<i>PEPs - In the few that are not good, children's views are not well represented and target setting is not always sufficiently detailed</i>	Work taken forward by the Virtual School		Corporate Parenting Board	
	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
4	<p><b>Improve the timeliness of initial child protection conferences so that multi-agency plans to meet children's identified needs and reduce risks, can be put in place at the earliest opportunity.</b></p> <p><i>There are too many delays in convening initial Child Protection Conferences and performance in this area has recently declined.</i></p>	<ul style="list-style-type: none"> <li>• Ensure proactive management of child protection conference planning to meet timescales</li> <li>• Current administrative review as part of service redesign has suggested key actions to help improve timeliness and reduce activity levels with regards planning conferences</li> </ul>	MASH and Assessment Business Plan	Senior Leadership Team	Child protection conferences are held within timescales

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# Children's Services Ofsted Inspection 2015

	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
5	<p><b>Improve the quality of management direction and oversight of cases to reduce the drift in plans experienced by some children.</b></p> <p><i>Management oversight in some teams is not rigorous enough and the rationale for making decisions is not always clear on case files. Supervision by some managers does not challenge social workers where the progress of plans is delayed or drifting.</i></p> <p><i>The quality of supervision and management oversight at team level remain as areas for improvement despite significant investment in specialised training. (see also point 8)</i></p> <p><i>The managers of social workers need to improve their oversight to</i></p>	<ul style="list-style-type: none"> <li>• Implementing the service redesign to remove a layer of management and achieve clarity over areas of responsibility for managers</li> <li>• Tracking activity is undertaken by the Care Planning Panel chaired by Assistant Director</li> <li>• Auditing activity under the Quality Assurance Programme will focus on the quality and oversight of plans</li> <li>• All Pathway plans have quality assurance oversight by Team Managers to ensure they are robust and clear on actions whilst being young person friendly and involving the views of the young person to improve outcomes.</li> <li>• All pathway plans are reviewed</li> </ul>	Safeguarding and Offending Business Plan	Performance Board	Outcomes for children demonstrate robust management oversight and timely delivery of interventions to achieve change for children

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<p><i>ensure that children's plans are making a positive difference.</i></p> <p><i>Practice Managers do not consistently drive forward plans for children or provide challenge to workers about their practice.</i></p> <p><i>A major contribution to the inconsistency of practice is the weak quality of management oversight by practice managers in children in need teams. Practice managers are not consistently driving forward plans and case discussion records make insufficient reference to the child's plan and whether it is having an impact in reducing risks and meeting children's needs. The rationale for decisions is rarely recorded. Managers' case direction is limited to identifying required tasks, often without clear timescales for their completion. This leads to drift and delay, particularly for children in need. Children at greatest risk benefit from challenging independent oversight by child protection chairs. Social workers report that they have regular opportunities to discuss cases in formal supervision, but that they are not always helped to reflect on the complexities of cases.</i></p>	<p>as a minimum every 6 months and authorised by the IRO and Team Manager</p>			<p>Auditing activity evidences</p> <ul style="list-style-type: none"> <li>a. 100% of pathway plans reviewed within timescales and</li> <li>b. that the pathway plans are outcomes based and achieved</li> </ul>
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# Children's Services Ofsted Inspection 2015

*Case recording is not always good and at times is too brief.*

*Evidence of managerial oversight is not sufficiently robust.*

*Decision-making, supervision and management grip at team level are not consistently rigorous. In too many cases, this is delaying desired improvement.*

*It is crucial that inconsistencies in management oversight and case supervision are addressed effectively if services for children who need help and protection are to be good.*

*Overall the quality of pathway plans varies from requiring improvement to good*

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# Children's Services Ofsted Inspection 2015

	Ofsted recommendation	Actions needed	Which 15/16 business plan(s) are the actions captured in?	Monitoring arrangements	Success criteria
6	<p><b>When children go missing from home, ensure that they are offered a visit on their return to assess risks they may have been exposed to and to inform plans for them. Centrally analyse the records of these visits to help reduce risks to other children and young people.</b></p> <p><i>Not all children who experience missing episodes from home are offered a Return interview.</i></p>	<ul style="list-style-type: none"> <li>Establishment of Independent Return Interviews PAN Sussex are due to commence in 2016/17. In the interim capacity in Kite Team is to be extended to provide return interviews</li> <li>Children regularly missing from home/care are subject to effective scrutiny and monitoring and have effective risk management plans in place and links to CSE are made</li> <li>Review of the Brighton &amp; Hove Missing Policy</li> </ul>	Safeguarding & Quality Assurance Team Plan	Senior Leadership Team	All children who go missing from home are risk assessed following a return interview and appropriate action taken

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# Children's Services Ofsted Inspection 2015

	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
7	<p><b>With partners, review the pathways for early help to reduce the high numbers of inappropriate referrals that are made to the MASH.</b></p> <p><i>Not all professionals are clear about the thresholds for contacting the MASH, with high numbers of referrals re-directed to the early help hub.</i></p>	<ul style="list-style-type: none"> <li>• Convene second Early Help Managers Conference in September 2015 to review tasks identified at initial meeting April 2015</li> <li>• Resolve process issues through existing Early Help Hub Pathway Group and Management Information Group</li> <li>• Take proposals to Early Help Partnership Strategy Board in Autumn 2015</li> <li>• Finalise arrangements with the LSCB for a joint Early Help Partnership Conference in November 2015</li> <li>• Report to CYP&amp;S Committee</li> </ul>	<p>Children's Services Directorate Plan</p> <p>Early Help Business Plan</p>	<p>Performance Board</p> <p>Early Help Partnership Strategy Board</p> <p>Stronger Families Stronger Communities Senior Management Team</p>	<p>Fewer better coordinated pathways for early help: complete rationalisation, design and implementation of integrated service pathways coordinated by the Early Help Hub</p> <p>Confirm acceptable baseline for referrals to the MASH re-directed to the Early Help Hub.</p> <p>Agree and achieve improvement targets</p>

# Children's Services Ofsted Inspection 2015

Ofsted recommendation	Actions needed	Which 15/16 business plan(s) are the actions captured in?	Monitoring arrangements	Success criteria
<p>8</p> <p><b>Ensure that frontline managers provide rigorous, reflective and risk-focused supervision to social workers. Establish a supervision audit cycle to oversee frequency and quality.</b></p> <p><i>The quality of supervision and management oversight at team level remain as areas for improvement despite significant investment in specialised training.</i></p> <p><i>Decision-making, supervision and management grip at team level are not consistently rigorous. In too many cases, this is delaying desired improvement.</i></p> <p><i>It is crucial that inconsistencies in management oversight and case supervision are addressed effectively if services for children who need help and protection are to be good.</i></p>	<ul style="list-style-type: none"> <li>Review of the Quality Assurance Framework and suite of performance management data in order to provide robust performance management and oversight</li> <li>A review of the current supervision arrangements in line with the new model of practice way of working</li> <li>Team Managers are expected to observe the individual supervision sessions for their group of Practice Managers</li> <li>Implementation of the social work service redesign</li> </ul>	<p>Safeguarding and Quality Assurance Team Plan</p>	<p>Senior Leadership Team</p>	<p>Auditing activity will confirm reflective and risk focused supervision on a regular basis</p>

# Children's Services Ofsted Inspection 2015

	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
9	<b>Recruit and retain sufficient numbers of foster carers to meet the needs of young people with complex needs.</b>	<ul style="list-style-type: none"> <li>We have commissioned IMPOWER on a payment by results basis to work alongside our Fostering Team to improve our market share of fostering placements.</li> </ul>	Value for Money Action Plan	CS Modernisation Board	Market share improves from 50% and the targets are:  65% = adequate 75% = good 85% = excellent

# Children's Services Ofsted Inspection 2015

	<b>Ofsted recommendation</b>	<b>Actions needed</b>	<b>Which 15/16 business plan(s) are the actions captured in?</b>	<b>Monitoring arrangements</b>	<b>Success criteria</b>
10	<p><b>Ensure that permanence planning is undertaken promptly and that a tracking system is implemented to monitor this.</b></p> <p><i>The authority does not yet have a sufficiently robust system to track and monitor the promptness of permanency planning.</i></p> <p><i>Currently, there is no mechanism for tracking whether permanence plans are in place by the second review</i></p> <p><i>When children become looked after - Not all care plans include specific actions to be taken or clear enough measures of progress.</i></p>	<ul style="list-style-type: none"> <li>From July 2015 the Care Planning Panel chaired by the Assistant Director will also track cases through to permanence</li> <li>Early consultation is offered to CIN Social Workers by the Permanence Planning Lead Practice Manager</li> </ul>	Family & Friends Team Plan	Senior Leadership Team	Drift and delay in permanency planning is minimised

# Children's Services Ofsted Inspection 2015

	Ofsted recommendation	Actions needed	Which 15/16 business plan(s) are the actions captured in?	Monitoring arrangements	Success criteria
11	<p><b>Increase the availability of supported accommodation for care leavers so that young people are promptly allocated supported accommodation that meets their needs.</b></p> <p><i>A small number of care leavers experience a delay in being allocated appropriate supported accommodation.</i></p> <p><i>Placement stability for young people with complex emotional and behavioural needs is not yet good enough</i></p> <p><i>Placement stability is not yet good but is improving.</i></p>	<ul style="list-style-type: none"> <li>Working with the Council Housing Commissioner and other providers to commission a wide range of appropriate supported lodgings placements</li> <li>Careleavers are able to access affordable social housing when they are assessed as ready and able for independent living – use of the Joint Housing Protocol</li> <li>Supported Accommodation Panel to ensure consistent and transparent allocation of supported housing based on assessment of need</li> </ul>	Support Through Care 18-25 Team Plan	Senior Leadership Team	<p>Joint commissioning with Housing provides a greater range of options that are better suited to the needs of careleavers</p> <p>All careleavers requiring supported housing are allocated according to need</p> <p>The use of and time spent in unsuitable accommodation is significantly reduced</p>

In case of query please contact the Children's Services Service Development Officer on 01273 293736 or [Carolyn.bristow@brighton-hove.gov.uk](mailto:Carolyn.bristow@brighton-hove.gov.uk) Early HDate of issue: July 2015



<b>Subject:</b>	<b>Development of a new City Employment &amp; Skills Plan (2015-2020)</b>		
<b>Date of Meeting:</b>	<b>20 July 2015</b>		
<b>Report of:</b>	<b>Executive Director for Children's Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Nick Hibberd</b>	<b>Tel:</b> 293020
	<b>Email:</b>	<b>nick.hibberd@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The report proposes the development of a new City Employment & Skills Plan (CESP) 2015-2020.
- 1.2 The new City Employment & Skills Plan will have a particular focus upon actions which aim to eliminate long term youth unemployment in the city and create new apprenticeship opportunities across the city. The new Plan will focus on new ways of working with the city's business community and partners from the skills sector. A new Employer Skills Task Force is proposed to provide the vital business leadership that will support the development and delivery of the Plan.

**2. RECOMMENDATIONS:**

- 2.1 That the Committee agrees to the development of a new City Employment & Skills Plan (CESP) (2015-2020) for the city.
- 2.2 That the Committee notes the intention to convene an Employer Skills Task Force to provide the business leadership that will support the development and delivery of the plan.

**3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 The City Employment & Skills Plan brings together the aims, objectives and activities of each of the main agencies and employers concerned with creating a healthy labour market in Brighton & Hove. It supports the delivery of both the *Economy & Jobs* and *Children & Young People* priorities of the City Council's Corporate Plan 2015-19.
- 3.2 The last version of the CESP (2011-2014) was written during the recession, which at a local and national level meant business closures, rising unemployment, wage stagnation, stalled developments and those disadvantaged in the labour market being further away from the workplace.

- 3.3 The 2011-2014 CESP identified the need to move an additional 6,000 people into work by 2014 in order to maintain the city's employment rate. However, just creating jobs would not achieve this outcome. Therefore the city needed to set the conditions for job creation and do more to equip local residents to compete for work within the city's labour market.
- 3.4 The City Employment and Skills Steering Group (CESSG) was established to oversee the delivery of the 2011-2014 CESP. This multi-sector partnership included skills and training providers and funders with the authority to influence strategies relating to business support, employment and skills in the city. The group also included a small number of local business representatives with an interest in working collaboratively on skills and business support activities. The Steering Group has now been incorporated into the wider Learning Skills & Employment Partnership. However this Partnership is mainly of 'supply-side' partners. The new Plan will focus on ensuring 'demand side' business community partners and employers are engaged from the outset.

#### Development of a new City Employment & Skills Plan (2015-2020)

- 3.5 A new City Employment & Skills Plan is needed that reflects a significantly different economic, financial and organisational context for delivering employment, business support and skills interventions, since the 2011-2014 CESP was produced. The new Plan will aim to raise the ambition in the city around securing more employment and training opportunities for local residents, particularly young people in the city.
- 3.6 A Project Initiation Document for the proposed new City Employment & Skills Plan is at Appendix A.
- 3.7 The new City Employment & Skills Plan will focus on the key priorities outlined below:
- Establishing an Employer Skills Task Force to provide the vital business leadership to support both the development and delivery of the new Plan
  - Exploring new delivery models for boosting the number of apprenticeship opportunities across the city and the Greater Brighton City Region, with a particular focus upon high quality skilled apprenticeships, for 16-24 year olds.
  - Creating a step change in how the City Council and other public sector bodies creates apprenticeship opportunities as major employers
  - Exploring initiatives which aim to eliminate long-term youth unemployment in the city through new ways of working in partnership with the Department for Work and Pensions (DWP), the Skills Funding Agency, the council and the private sector, and ensuring that the City Council uses its procurement process to maximise employment, work placement and training opportunities; and
  - Supporting those marginalised from the labour market into jobs.



### Employer Skills Task Force

- 3.8 It is proposed that a key feature of the development of the new City Employment & Skills Plan is to establish an Employer Skills Task Force. This task force would provide the vital business leadership to develop and deliver the new Plan. The Employer Skills Task Force would aim to meet four or five times over a 6-9 month period. The task force would be supported by a multi-disciplinary team of officers and would report after 6 months to the Leader of the Council and the city's three Members of Parliament.
- 3.9 The task force would lead the development of an Employers Pledge for employment and skills, putting local employers in the driving seat to achieve greater impact across employment and skills budgets in the city and wider Greater Brighton City Region. The focus of the Employers Task Force would include:
- Reviewing current efforts to provide employment and skills opportunities to local residents, with a particular focus upon young people
  - Reviewing best practice nationally and internationally in terms of employment and skills strategies and boosting the number of youth apprenticeships
  - Encourage solid pledges from the city's employers to deliver more apprenticeship places
  - Explore the feasibility of establishing new models of delivery such as an Apprenticeship Training Company
  - To establish better links with the various regeneration and infrastructure projects commencing across the city to maximise employment and training opportunities
  - To recommend new models of delivery across the city that secure greater engagement of small and micro-employers in apprenticeships
  - To report to the Leaders of the Council and the city's three Members of Parliament within 6 months of the first meeting.
- 3.10 Discussions have begun with the major employers across the city and the wider Greater Brighton City Region with several key employers indicating their commitment to be involved in the Employers Task Force. Over the coming weeks further major employers will be approached and the membership of the task force finalised. The Coast to Capital LEP has agreed to support the Task Force.

### Supporting those furthest from the Labour Market

- 3.11 A key element of the new City Employment & Skills plan will be exploring ways to support those who are marginalised from the labour market. This will focus on a number of areas include mitigating the impact of welfare reform and help those who are affected by welfare changes to get closer to the workplace. This may be achieved through the individuals getting training, an apprenticeship, traineeship, work placement and/or education. This will involve working closely with the Fairness Commission to ensure that the new Plan is aligned with wider initiatives that aim to promote fairness and equality in the labour market. It will explore how those marginalised from the labour market can access employment and better jobs through a number of pathways including pre-employment training, staying in work and In-work progression.

- 3.12 Employment plays a dominant role in determining and resolving inequalities. In Brighton & Hove nearly three times as many people (just under 13,000 people) are on incapacity benefit as are on Jobseekers Allowance (4,500). Worklessness (unemployed and actively or not actively seeking a job) is higher in older people, women, and some ethnic minority groups. In Brighton & Hove, because of competition from higher skills educated migrants to the city, low skilled residents including many young people and single parents, face the biggest challenge.
- 3.13 The new City Employment & Skills Plan will also aim to create a stronger connection between the economic growth agenda and poverty reduction by considering how economic growth can be promoted in a way that enables people to lift themselves out of poverty. This involves strategies that support the creation of higher skilled and better quality jobs. Better jobs are those that offer reasonable pay levels, a degree of job security and the prospect of work progression. The issue of in-work progression is not just about low pay, but also about training, skills utilisation and good management practices.
- 3.14 For example, this could include exploring ways to realise the potential of our growing older population. There may be opportunities for new approaches to continuous training and life-long learning which could create significant opportunities for older people to become critical actors in local economic development – as producers, consumers, investors, volunteers – with broader economic dividends for the city population as a whole.

#### The leadership role of the City Council in delivering apprenticeship opportunities

- 3.15 The review of the City Employment & Skills Plan will provide an opportunity for the City Council to review how it creates opportunities for young people as a major employer. The local authority currently employs 46 apprentices. 48 have completed their apprenticeship programme since November 2012. This includes some individuals who have progressed to advanced levels. 5 care leavers have become apprentices.
- 3.16 There is an opportunity to demonstrate greater civic leadership through developing a more ambitious programme of apprenticeship delivery. It is proposed that the Chief Executive is given the lead responsibility for creating youth employment opportunities across the council to signal the importance that is placed on delivering an increased number of apprenticeships.
- 3.17 Through the review of the Plan, the city council will consider options for how it can play a central role in initiatives which aim to eliminate long term youth unemployment in the city. There are currently approximately 55 young people claiming Job Seekers Allowance in the city that have been unemployed for longer than 12 months. Through the review of the Plan, the business case will be explored to establish new ways that the city council might use its position as a major employer and its procurement processes to secure job placements for 18-24 year olds who have been unemployed for longer than 12 months.

### Delivering apprenticeships across the City

- 3.18 A key element of the development of the new City Employment & Skills Plan will be working with the Employers Task Force and key supply-side partners to explore new models of delivering an increase in the apprenticeship opportunities across the city and wider city region. In particular the review will explore how an increase in high quality skilled apprenticeships might be achieved, particularly for 16-24 year olds.
- 3.19 In the citywide economy, apprenticeship starts have remained static since 2010, with 1,351 starts in 2013/14 compared with 1,698 the year before. Brighton & Hove does not perform to its potential in this area when compared to other cities with unitary authorities and a comparable size population.

Rank	City	Number of apprenticeship starts
1	Sunderland	3,500
2	Coventry	2,940
3	Plymouth	2,830
4	Nottingham	2,810
5	Medway	2,580
6	Brighton & Hove	1,351

Source: Housing of Commons Statistics 2015.

- 3.20 The review of the City Employment & Skills Plan will explore the feasibility and business case for best practice models for supporting the city's many micro-firms and SMEs to offer apprenticeships, such as the Apprenticeship Training Company (ATC) model. Apprenticeship Training Companies deliver a number of functions, including the better sales and marketing of apprenticeship opportunities; signing up new employers; supporting young people through the process working with training providers; and acting as the employer where firms are too small to handle the administrative requirements of taking on an apprenticeship.
- 3.21 The review of the Plan will start by exploring good practice in the city region and elsewhere. A number of similar models already exist both within the City and across the city region, most of which are delivered by the local Further Education (FE) colleges such as the Apprenticeship Training Academy's delivered by City College and joint arrangements offered by Northbrook College. The aim would be to work closely in partnership with all local providers to explore the business case for building upon and complimenting what already exists, rather than produce competing models of delivery. Early discussions have taken place with the City College and some of the city region's FE colleges who have all expressed an interest in exploring the business case for building upon the work that they are already doing in this area.
- 3.22 The Plan will also work closely with local schools through the Learning Skills and Employment Partnership to promote the value of apprenticeships as part of a school recruitment strategy.

### Working across the Greater Brighton City Region

- 3.23 Since the last version of the plan, there have been significant changes to the local strategic context and economic boundaries, particularly with the recognition of the Greater Brighton City Region and creation of the newly formed Greater Brighton Economic Board. In March 2014 a City Deal for the Greater Brighton City Region was agreed with government. It marked the start of a wider long term commitment to investment in the Greater Brighton City Region and brings together partners from across the city region to improve job prospects, earnings, support ambition, drive growth and business, employment and skills opportunities.
- 3.24 The Greater Brighton City Region sits within the Coast to Capital LEP area. Its recently launched Skills Strategy seeks to 'Ensure Skills Provision meets the Needs of the Coast to Capital's Businesses, Focusing on its Priority Sectors.' The strategy has identified its priority sectors and running through them there is a demand for higher-technical and Science, Technology, Engineering and Maths (STEM) skills and stronger leadership and management skills. The Coast to Capital LEP has agreed to be active partners in the review of the Plan and to support the Employers Task Force.
- 3.25 The City Employment & Skills plan will aim to link with employers and providers across the Greater Brighton City Region and wider Coast to Capital LEP area. Where appropriate, actions and initiatives may be delivered at the city region scale. The process to develop the plan will also involve reviewing learning from other city regions' approaches to employment and skills. This will include looking at any opportunities that the current place-based devolution agenda might offer in terms of devolving funding for employment and skills initiatives, and delivering locally controlled solutions to boosting apprenticeships and job opportunities across the city and wider city region. Initial discussions have taken place with partners of the Leaders of the Greater Brighton Economic Board to ensure their involvement and alignment with the review of the Plan. A further discussion will take place at the 14<sup>th</sup> July meeting of the Economic Board.

### Timetable and next steps

- 3.26 It is proposed that the new City Employment & Skills Plan will be developed over the next 9 months. The indicative timetable is set out below:

<b>Milestone</b>	<b>Date</b>
Approval of Project Initiation Document	July 2015
Establish Employer Skills Task Force	Sep 2015
Progress update report to Children Young People & Skills Committee and Economic Development & Culture Committee	Jan 2016
Final draft report to Children Young People & Skills Committee	March 2016
Final report to Full Council	March 2016

- 3.27 A risk log will be established and maintained for the development and delivery of the plan. A summary of high level risks include:

<b>Risk</b>	<b>Mitigation</b>
Failure to engage major employers in the Employer Skills Task Force	Several major employers have indicated their willingness to participate following an initial discussion. Coast to Capital LEP has agreed to participate.
Development of work placements for 18-24 year olds that have been unemployed for six months is not cost neutral to the Council	An options appraisal and business case will be developed for each initiative being considered to ensure that the business case is favourable before any commitment is made.
Initiatives may need to be delivered at a wider geographical scale (such as across the Greater Brighton City Region, or Coast to Capital LEP region) in order to attract government support and funding or EU Structural Funds.	Coast to Capital LEP has agreed to participate in the review of City Employment & Skills Plan. Initial discussions have taken place with partners of the Greater Brighton Economic Board. The development of the new Plan will be aligned with current work taking place exploring devolution proposal for the Greater Brighton City Region
Exploration of new models of delivery may find that new initiative are not financially viable without additional resources	A business case will be developed as part of the exploration of the viability of any new model of delivery. By working with the Coast to Capital LEP and Greater Brighton Economic Board, opportunities to secure Growth Deal or EU Structural Funds funding can be considered.
Engagement of FE colleges, the third sector and other supply side providers will be required in the development and delivery of the plan	Initial discussions have taken place with City College and Northbrook College. Other FE colleges will be invited to engage with the development of the Plan. The Local Skills & Employment Partnership provides an opportunity for wider engagement with providers.

#### **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 The Learning Skills & Employment Partnership will ensure that key supply-side providers, public bodies, third sector partners, and business representatives are engaged and consulted throughout the development of the new plan. It is also proposed that the development of the new Plan will take place alongside the Fairness Commission to ensure that there is alignment with the work of the Fairness Commission.
- 4.2 Establishing an Employer Skills Task Force will ensure that the city's major employers are central to the development of the new City Employment & Skills Plan.

## 5. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 5.1 A budget of £35,000 has been identified for development of the City Employment & Skills Plan and to support the evaluation and appraisal of any new service delivery models arising from the review of the plan. £30,000 will be funded from the City Regeneration Investment Fund reserve and £5,000 from existing revenue budget within the City Regeneration service. The development of the new plan will be project managed by the Economic Development Project Officer within the City Regeneration Service

It is currently anticipated that costs associated to the Employer Skills Task Force will largely be existing officer time.

The financial implications will be updated in future Committee reports.

*Finance Officer Consulted: Steven Bedford*

*Date: 07/07/15*

### Legal Implications:

- 5.2 There are no direct legal implications arising from this report. The final City Employment & Skills Plan will need to consider the legal implications of the actions and initiatives proposed within it before they are presented back to committee for final approval.

*Lawyer Consulted: Oliver Asha*

*Date: 08/07/15*

### Equalities Implications:

- 5.3 The Project Manager will liaise with the Equalities Team at the council to identify any equalities implications concerning the plan or its outcomes. In addition, the BME work being undertaken by the council will be a source of material to inform the development of the plan. An Equalities Impact Assessment will be developed alongside the skills plan.

### Sustainability Implications:

- 5.4 The plan will complement the strategic objectives in the council's Economic Strategy. These include tackling barriers to employment, supporting the low carbon economy and growth of the CDIT sector. In addition, it will link to the work being undertaken by the Greater Brighton Economic Board. The plan will also link to the emerging Coast to Capital ESIF (Economic Structural & Investment Fund) projects. Improving the job prospects of the resident workforce will improve economic sustainability.

#### Crime & Disorder Implications:

- 5.5 Studies have repeatedly linked unemployment to rising crime and the deterioration of health. Labour market policies can play a role in reducing crime rates and reducing unemployment in the city should have a positive impact on reducing levels of crime.

#### Risk and Opportunity Management Implications:

- 5.6 Following project initiation, the LSE Officer Group and Project Manager will undertake a risk mapping exercise to identify the key risks in developing the plan and delivering the action plan. Measures will be put in place to monitor and manage any risks.

#### Public Health Implications:

- 5.7 The Office of National Statistics (ONS) measures national wellbeing and established that economically inactive people have lower levels of wellbeing than those in employment and that even being under-employed is detrimental to wellbeing. The 2015 Public Health report focuses on equalities impacts and the information from this document will help inform strategies to address equalities in the delivery of the plan. The plan will aim to have a positive impact on those residents in the city that are unemployed or under-employed.

#### Corporate / Citywide Implications:

- 5.8 The new plan supports the delivery of both the *Economy & Jobs* and *Children & Young People* priorities of the City Council's Corporate Plan 2015-19.
- 5.9 The plan is being written at a time when Local Authorities are facing significant cuts to their budgets and, at the same time, the implications of welfare reform are becoming known, with growing number of residents being detrimentally financially affected. The interventions in this plan will potentially help reduce the financial burden on the Local Authority.

### **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 No alternative options considered.

### **7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 A new plan is needed that reflects a significantly different economic, financial and organisational context for delivering employment, business support and skills interventions, since the last plan was produced.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Report – Project Initiation Document, City Employment & Skills Plan (2015-2020)





## Project Initiation Document

<b>Project:</b>	City Employment & Skills Plan (2015-2020)
<b>Date:</b>	7 July 2015
<b>Author:</b>	Liz Cadman, Economic Development Project Officer

This document has been approved by:

Name	Title	Date	Version

This document has been distributed to:

Name	Title	Date	Version
Nick Hibberd	Head of City Regeneration	June 15	2
Cheryl Finella	Economic Development Programme Manager	June 15	2

### 1. Business Case

- 1.1 The City Employment & Skills Plan (CESP) brings together the aims, objectives and activities of each of the main agencies concerned with creating a healthy labour market in Brighton & Hove. It supports the delivery of both the *Economy & Jobs* and *Children & Young People* priorities of the City Council's Corporate Plan 2015-19
- 1.2 The last version of the CESP (2011-2014) was written during the recession, which at a local and national level meant business closures, rising unemployment, wage stagnation, stalled developments and those disadvantaged in the labour market being further away from the workplace.
- 1.3 A new plan is needed that reflects a significantly different and much improved economic, financial and organisational context for delivering employment, business support and skills interventions, since the 2011-2014 CESP was produced.
- 1.4 Since the last version of the CESP, there have been significant changes to the local strategic context and economic boundaries, particularly with the recognition of the Greater Brighton City Region and creation of the newly formed Greater Brighton Economic Board.
- 1.5 In March 2014 a City Deal for the Greater Brighton City Region was agreed with government. It marked the start of a wider long term commitment to investment in the Greater Brighton City Region and brings together partners from across the city region to improve job prospects, earnings, support ambition, drive growth and business opportunities.
- 1.6 The economic context has changed significantly in recent years with the introduction of welfare reform among other changes. The plan is being written at a time when Local Authorities are facing significant cuts to their budgets and, at the same time, the implications of welfare reform are becoming known. The impact of the changes to the welfare system are that growing number of residents are being detrimentally financially affected by the changes and moving even further from away from the labour market. This will potentially create an even greater financial burden on the Local Authority as those in receipt of out of work benefits seek support.
- 1.7 A new plan is required that will bring together the current aims, objectives and activities of the main strategic skills partnerships, organisations and agencies in the area into a single, five year plan covering the period 2015-2020 and to evaluate the present-day economic context and its impact locally on employment and skills.

### 2. Background

- 2.1 The first CESP covered the period 2008-2011 and an interim review that was undertaken in 2009. The 2008-2011 CESP identified a need for the city to generate more, high quality jobs so that its human capital assets could be deployed more effectively and its employment rate increased. It set out challenges for the city to create a minimum of 8,000 jobs over the subsequent decade through better co-ordination of employment and skills support activities.

- 2.2 In 2009 a mid-term evaluation of the CESP was undertaken. This found that the four main CESP priorities remained relevant and that the document had specific successes including, the creation of a shared vision for improved partnership working, a support infrastructure that provided a forum for joint action, helped build capacity amongst front-line delivery staff and influenced planning of future activities amongst partners.
- 2.3 The 2011-2014 CESP built upon the previous plan and identified the need to move an additional 6,000 people into work by 2014 just to maintain the city's employment rate. However, just creating jobs would not achieve this outcome. Therefore the city needed to set the conditions for job creation and do more to equip local residents to compete for work within the city's labour market.
- 2.4 The City Employment and Skills Steering Group (CESSG) was a multi-sector partnership among those with the authority to influence strategies relating to business support, employment and skills in the city; it has now been incorporated into the wider Learning Skills & Employment Partnership. The CESSG had oversight of the plan and its partners collaboratively helped deliver its actions, which included:
- Brighton Your Futures Careers and Opportunities Fairs over 2 years (2013/14) with over 2,000 young people attending in total;
  - Brighton & Hove City Council's Apprenticeship Programme has 46 apprenticeships to date;
  - Brighton Employability Advice And Careers Hut (BEACH) is an employability website within the BrightonandHoveJobs.com jobs board website and is targeted at young people looking for work etc. BEACH was developed between the council, BrightonandHoveJobs.com, secondary schools and local employers. It won a prestigious Eurocities award in 2014 in the category for 'Smart Jobs';
  - Brighton & Hove Chamber of Commerce's Living Wage Campaign which is the only private sector led campaign in the UK and now has over 200 companies pledged to pay the living wage;
  - City Skills & Jobs Shop based in Queens Road is a shared space that provides training and employment information to residents and business;
  - Brighton & Hove City Council led on delivery of the Regional Growth Fund which secured £1.79m to provide grants to job creating businesses;
  - Successful lobby for employment space at the Toads Hole Valley greenfield site; and
  - The Green Growth Platform (funded by Higher Education Funding Council for England) to provide support for the Low Carbon Goods & Service Sector (LCGS) with a target to create 250 jobs by 2018.

### 3. Project Scope

3.1 The purpose of the new plan is to provide a refreshed five year city employment and skills plan for the period 2015-2020. It will undertake an assessment of the current challenges relating to employment skills and business support in the city and wider city region. It will seek to deliver the following priorities of the Corporate Plan 2015-19 that relate to employment, jobs skills and business support, to include:

- Working with our Greater Brighton City Region partners to build sustainable growth and investment, increasing economic resilience and generating more higher-paid jobs;
- improving local education attainment and progression routes, local access to skills training so that everyone can benefit from economic prosperity; and
- create future job and business growth through joint investment, accessing new funding via the Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership Growth Deal and EU funding.

3.2 The plan will:

- Identify the main employment and skills challenges based on sound economic analysis;
- Review national regional and local employment & skills related strategic documents and relevant strategies at the Council. For a list of some proposed documents, see Appendix 3;
- Ensure that activities complement wider local, sub-regional, regional, national and European priorities and objectives;
- Review learning from other city regions' approaches to employment and skills;
- Establish strategic employment & skills related priorities designed to lead to economic prosperity for the city; and
- Develop actions which are linked to clear outcomes and timetabled deliverables.

3.3 The current challenges in Brighton & Hove are outlined below, which include:

- Over 13,000 in receipt of Employment Support Allowance (ESA) (6.5% in the city compared with 4.4% in the South East);
- NEET figures still concerning despite falling in the city (4.8%, Apr 15 compared with 6.7%, Apr 14);
- Graduate under-employment makes it harder for less well qualified residents to access entry level jobs;
- Young people and adults considered not ready for employment;
- Number of apprenticeship starts is below statistical neighbours;
- Evidence of pockets of BME unemployment;
- Skills mismatch; and
- Significant levels of college early leaver rates.

3.4 It is envisaged the new plan will identify priorities and will include the following:

- Establishing an Employer Skills Task Force to provide the vital business leadership to support both the development and delivery of the new Plan;
- Exploring new delivery models for boosting the number of apprenticeship opportunities across the city and the Greater Brighton City Region;

- Creating a step change in how the City Council and other public bodies create apprenticeship opportunities as a major employers;
- Eliminating long-term youth unemployment in the city through new ways of working in partnership with DWP, the council and the private sector, and ensuring that the City Council uses its procurement process to maximise employment, work placement and training opportunities; and
- Supporting those marginalised from the labour market into jobs.

3.5 It is proposed that a key feature of the development of the new City Employment & Skills Plan is to establish an Employer Skills Task Force. This task force would provide the vital business leadership to develop and deliver the new Plan. The Employer Skills Task Force would aim to meet four or five times over a 6-9 month period. The task force would be supported by a multi-disciplinary team of officers and would report after 6 months to the Leader of the Council and the city's three Members of Parliament.

3.6 The task force would lead the development of an Employers Pledge for employment and skills, putting local employers in the driving seat to achieve greater impact across employment and skills budgets in the city and wider Greater Brighton City Region. The focus of the Employers Task Force would include:

- Reviewing current efforts to provide employment and skills opportunities to local residents, with a particular focus upon young people;
- Reviewing best practice nationally and internationally in terms of employment and skills strategies and boosting the number of youth apprenticeships;
- Encourage solid pledges from the city's employers to deliver more apprenticeship places;
- Explore the feasibility of establishing new models of delivery such as an Apprenticeship Training Company;
- To establish better links with the various regeneration and infrastructure projects commencing across the city to maximise employment and training opportunities;
- To recommend new models of delivery across the city that secure greater engagement of small and micro-employers in apprenticeships; and
- To report to the Leaders of the Council and the city's three Members of Parliament within 6 months of the first meeting.

3.7 A new plan will build upon the strengths in the last plan and will include a focus on business growth, development and job creation and the benefit to residents. It will aim to link with the work of the Greater Brighton Economic Board. It will seek innovative solutions to challenges such as tackling long-term youth unemployment and maximising the availability of apprenticeships by increasing the number and range. Part of this will be the assessment of the viability of the creation of a Greater Brighton Apprenticeship Training Company, working with partners to build upon and compliment what already exists in terms of delivery in this area. In addition, the business case will be explored to establish new ways that the city council might use its position as a major employer and its procurement processes to secure job placements for 18-24 year olds who have been unemployed for longer than 12 months.

3.8 A key element of this plan is supporting those who are marginalised from the labour market. This will focus on a number of areas such as mitigating the impact of welfare reform and help those who are affected by welfare changes to get closer to

the workplace. This may be achieved through the individuals getting training, an apprenticeship, traineeship, work placement and/or education. It will explore how those marginalised from the labour market can access employment and better jobs through a number of progression pathways including interventions to help those furthest away from the labour market, pre-employment training for skilled residents that are unemployed, in work training and In-work progression.

- 3.9 The outcome of the new city skills plan is the development of a five year action plan of transformative projects and investment opportunities to improve employment and skills in the city. The action plan will provide a direct link to the aspirations in the strategy, provide clear outcomes and timetabled deliverables and demonstrate how the actions proposed will help overcome the challenges and move the city towards its stated ambitions.
- 3.10 The actions may include within the council, for example, to work with procurement to develop a model based on the Local Employment Scheme to implement beyond construction and across the council's procurement processes. It would build on the council's CiTB Skills Academy status and help deliver the skills/apprenticeship agenda.

#### Adopting a Greater Brighton City Region Approach

- 3.11 As part of the new plan consideration will be given to building on working with employers and providers across the Greater Brighton City Region to develop approaches that relate to functional economic areas.
- 3.12 Since the last version of the plan, there have been significant changes to the local strategic context and economic boundaries, particularly with the recognition of the Greater Brighton City Region and creation of the newly formed Greater Brighton Economic Board. In March 2014 a City Deal for the Greater Brighton City Region was agreed with government. It marked the start of a wider long term commitment to investment in the Greater Brighton City Region and brings together partners from across the city region to improve job prospects, earnings, support ambition, drive growth and business opportunities.
- 3.13 The new plan will also be strongly aligned to the new Skills Strategy by the Coast to Capital Local Enterprise Partnership.
- 3.14 In 2011, the Coast to Capital Local Enterprise Partnership (LEP) was created, representing a new economic geography, urban, coastal and rural. Led by the private sector the LEP was tasked with creating a new economic vision for the area in the form of a Strategic Economic Plan; included within it is a Skills Strategy. The purpose of the strategy is to highlight skills issues which inhibit sustainable economic growth and make recommendations to address them.

#### Governance

- 3.15 The Learning Skills & Employment Officer Group will meet on a regular basis and provide input and decision-making to develop the plan. Updates will be provided as required to the Learning, Skills & Employment (LSE) Partnership which will oversee

the development of the plan. The LSE Partnership is a merger of the City Employment & Skills Steering Group and the Learning Partnership. The purpose of bringing together the two groups is to jointly work towards improved transition across all learning pathways, including transitions through to work from learning and a greater alignment between skills development and the needs of employers. The partnership consists of members from the private, public and third sector organisations in business support, learning, skills and employment and will provide strategic direction and governance throughout the development of the plan. Section 5 provides details of the project structure.

#### **4. Data Analysis**

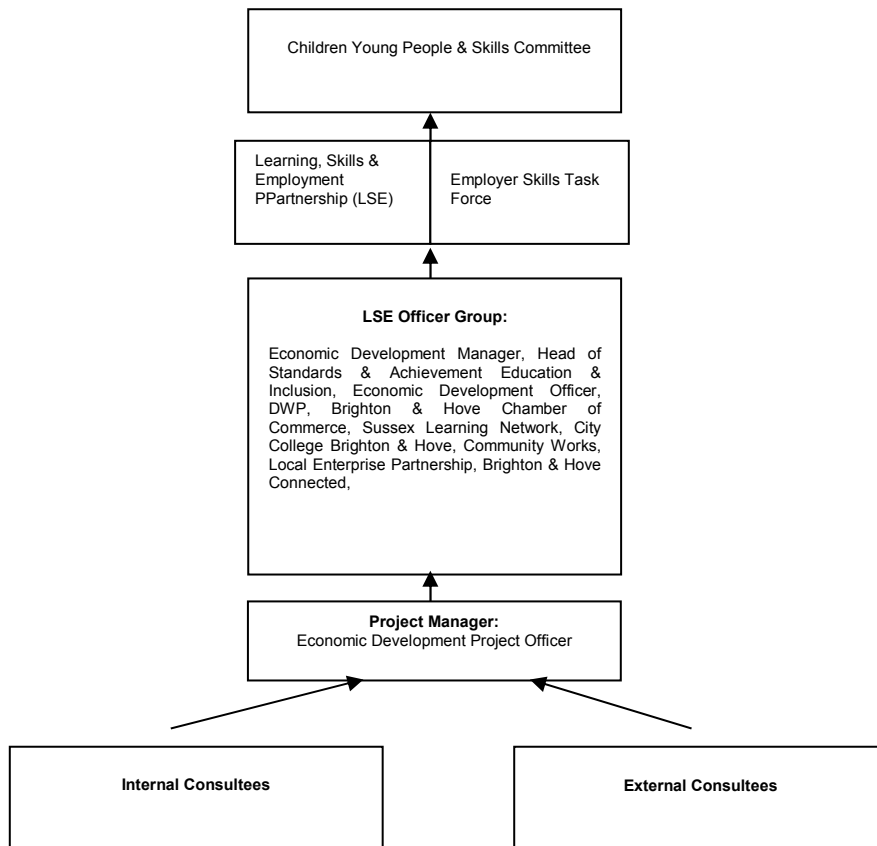
- 4.1 The approach will involve analysis of data to identify the key areas to be revised and incorporated in the plan. Analysis will include the areas outlined below.
- 4.2 **Demography & geography** – Assess the demographic profile of the area, (looking at past and future trends and breakdowns of particular equality strands such as gender, race and disability) and its geography, such as population density and location, and the impact this has on economic performance.
- 4.3 **Labour market** – Assess the local occupational structure, including employment and unemployment rates and earnings. In analysing labour market conditions, with regard to levels of worklessness and the economic and social factors behind these, including travel to work patterns. Worklessness assessments need to develop a detailed understanding (and profiles) of benefit claimants and economically inactive residents of working age and reasons for this economic inactivity to ensure wider economic development planning considers the needs of these groups.
- 4.4 **Skills** – Assess local skills levels, including educational attainment and its impact on employability. Analyse any evidence of skills gaps and explore the extent to which local skills levels match the current and future needs of local business and businesses in neighbouring areas; and where lack of basic skills acts as a significant barrier to work – considering particularly whether these are concentrated by area or group. This should include consideration of the skills needed to meet the demand of future growth sectors.
- 4.5 **Economic and social exclusion** – Identify communities or particular demographic groups that face high levels of deprivation, economic, financial and social exclusion and the key underlying economic and social barriers to economic participation.
- 4.6 **Identify the needs of vulnerable groups** – Such as Black, Ethnic and Minority (BME) groups, people on out of work benefits, people affected by welfare reform changes, children in care (16-25 years), those with disabilities and those with mental health problems etc. Identify ways to better engage these vulnerable groups with existing help and provide a clear pathway to get them into work. Identify employment and skills interventions where there are current gaps in provision.
- 4.7 **Pathways to learning / employment** – the plan will look at the transitions to Further Education and early leaver figures to inform further IAG support.

**4.8 Economic Linkages** – Identify the economic linkages within the area assessed and between it and the wider economy. This should involve analysing employment and skills needs in the Greater Brighton City Region.

The research will also consider recently commissioned work with the city region that will help to inform the plan, e.g. the work commissioned by the Greater Brighton Economic Board on the economic and skills landscape.

**5. Project Structure**

5.1 The project structure will be as follows:



5.2 The LSE Officer Group will meet on a regular basis to guide and oversee the project. It will also be a ‘virtual group’ and will engage remotely to contribute towards the work of the plan, calling meetings as and when required.

5.3 A breakdown of the key responsibilities for each role is attached in Appendix 1.

5.4 It is anticipated that the Learning, Skills & Employment (LSE) Partnership will have ultimate authority and responsibility for the project.

**6. Project Plan**

6.1 The initial high level project plan is attached in Appendix 2.

6.2 The project approval process is outlined below.

Action	Date
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Initial scoping: Cllr Tom Bewick, Pinaki Ghoshal, Nick Hibberd, Simon Newell	June 2015
Second stage scoping Head of Policy (link to Fairness commission), ELT, City Management Board	June/July 2015
Third stage scoping: Pinaki Ghoshal, Nick Hibberd, Simon Newell	July 2015
Fourth scoping: Briefs to lead Member and Opposition spokesperson	July 2015
Stakeholder engagement: LSE Officer Group Coastal West Sussex Skills Partnership Lewes District Council (Regeneration) Steven Allen, Chair, C2C Enterprise Group	September 2015
Commission External Consultants	September 2015
Consultation Stage	October-December 2015
<b>Approval by:</b>	
Final scoping and project initiation paper to Children Young People & Skills Committee Committee	20 July 2015
Draft Report to Children Young People & Skills Committee	January 2016
Final report to Children Young People & Skills Committee	March 2016
Final report to Full Council	By end March 2016

## 7. Risk and Opportunity Management

- 7.1 Following project initiation, the LSE Officer Group and Project Manager will undertake a risk mapping exercise to identify the key risks in developing the plan and delivering the action plan. Measures will be put in place to monitor and manage any risks.

## 8. Communication and Consultation

- 8.1 Public, private and voluntary sector stakeholders across the city will be consulted and involved in the development of the strategy. The Learning, Skills & Employment Partnership will be consulted throughout the development of the new strategy and the overarching lead for the strategy. All City partnership Chairs and Deputies will be invited to attend the consultation event(s). Relevant council officers will be represented at the consultation event including transport, housing, planning and education group. There will also be briefings to Members and ELT.

## **9. Resources**

- 9.1 It is proposed the development of the new Plan will be project managed by the Economic Development Project Officer within the City Council's City Regeneration Service. A budget of £35,000 has been identified from the Economic Development Budget 2015/2016 for development of the City Employment & Skills Plan and to support the evaluation and appraisal of any new service delivery models arising from the review of the plan

## **10. Reporting and Decision Making Arrangements**

- 10.1 Please refer to Section 5 'Project Structure' and Section 6 'Project Plan' of this report.

## **11. Monitoring and Quality Assurance**

- 11.1 Please refer to Section 5 'Project Structure' and Section 6 'Project Plan' of this report. The Project Manager will monitor the overall project but others will assist including the LSE Officer Group will have oversight of the plan.

## **12. Partnership Working Implications**

- 12.1 The CESP will impact on a range of areas currently being overseen by other partnerships such as the Children's Services Partnership and the newly created Learning, Skills & Employment Partnership. Consultation will take place with the various partnerships to ensure that they input into shaping the plan and its actions. An outcome of the plan is partners work collaboratively to deliver the actions identified in the report.
- 12.2 In addition an Employer Skills Task Force is proposed to provide the business leadership in addressing the need for more apprenticeships.

## **13. Contribution to Continuous Improvement**

- 13.1 Unemployment carries social costs. Residents who are unable to find work must frequently rely on benefits for income which has as a direct impact on the council and the services it delivers. Understanding and mitigating the impacts of welfare reform will form a major part of the new City Employment & Skills Plan.

## **14. Equality Implications**

- 14.1 The Project Manager will liaise with the Equalities Team in the council to identify any equalities implications concerning the plan or its outcomes. The recently published public health report which focuses this year on equalities will be a source of material to inform the plan.

## **15. Sustainability Implications**

- 15.1 The plan will complement the strategic objectives in the council's Economic Strategy. These include tackling barriers to employment, supporting the low carbon economy and growth of the CDIT sector. In addition, it will link to the work being conducted by Greater Brighton Economic Board which is working with Grant Thornton to establish proposals to Government for devolution. It is likely that part of this work would include employment and skills. It is expected the report for the Greater Brighton Economic Board will be completed in July 2015. Unemployment is low but we have relatively high proportions claiming work benefits. Improving the job prospects of the resident workforce will improve economic sustainability.
- 15.2 The plan will also link to the emerging Coast to Capital European Structural Investment Fund (ESIF) projects. The council is keen to develop a bid that focuses on linking unemployed people to the job and training opportunities available through recruiting employers locally. In Brighton & Hove the bid will focus on jobs on emerging development sites. The main feature of the bid will be that customised or pre-employment training programmes will be developed in collaboration with the recruiting businesses and the opportunities for apprenticeships will be pursued.
- 15.3 The council is supporting a separate bid led by an external partner focused on trialling different approaches to the delivery of Information Advice and Guidance which due to EU rules would have to be for age 16+.

## **16. Public Health Implications**

- 16.1 The Office of National Statistics (ONS) measures national wellbeing and established that economically inactive people have lower levels of wellbeing than those in employment, and that even being under-employed is detrimental to wellbeing. Those who are unemployed often face multiple disadvantages which need to be overcome before they can take local employment opportunities. For example, some groups that are distanced from the labour market will have physical or mental health related problems. The plan will aim to have a positive impact on those residents in the city that are under-employed or unemployed.

## **17. Crime and disorder Implications**

- 17.1 Studies have repeatedly linked unemployment to rising crime and the deterioration of health. Labour market policies can play a role in reducing crime rates and reducing unemployment in the city should have a positive impact on reducing levels of crime.

Appendix 1

Project Structure: Roles & Responsibilities

<p>Project Manager</p>	<ul style="list-style-type: none"> <li>• Reports to the LSEP Officer Board;</li> <li>• Designs and monitors the project within the parameters set by the LSEP Board;</li> <li>• Produces the higher level project plan;</li> <li>• Oversees commissioning of the project;</li> <li>• Monitors and reports on progress;</li> <li>• Monitors the project’s budget and the efficient allocation of resources;</li> <li>• Oversees the work of the consultants</li> <li>• Delivers the project within the parameters set by the LSEP Board;</li> <li>• Supports communication with stakeholders.</li> </ul>
<p>Learning, Skills &amp; Employment Partnership</p>	<p>Membership to include the following roles:</p> <ul style="list-style-type: none"> <li>• Executive Director of Children’s Services</li> <li>• Head of City Regeneration</li> <li>• Economic Development Programme Manager</li> <li>• Partnerships &amp; External Relations Manager</li> </ul> <p>Membership to include representative(s) from the following organisations / sectors:</p> <ul style="list-style-type: none"> <li>• Schools and Colleges within the city of Brighton &amp; Hove;</li> <li>• The Universities;</li> <li>• Greater Brighton City Region;</li> <li>• Children’s Services;</li> <li>• DWP;</li> <li>• Skills Funding Agency;</li> <li>• Brighton &amp; Hove Chamber of Commerce</li> <li>• Brighton &amp; Hove Economic Partnership</li> <li>• Third Sector;</li> <li>• Business.</li> </ul> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Guides and oversees project;</li> <li>• Provide knowledge and expertise to steer the brief;</li> <li>• Agree to the final plan; and</li> <li>• Dissemination of the final strategy.</li> </ul>

<p>Employer Skills Task Force</p>	<p>Membership to include major employers across the city and city region.</p> <p>Key areas of focus include:</p> <ul style="list-style-type: none"> <li>• Reviewing current efforts to provide employment and skills opportunities to local residents, with a particular focus upon young people</li> <li>• Reviewing best practice nationally and internationally in terms of employment and skills strategies and boosting the number of youth apprenticeships</li> <li>• Encourage solid pledges from the city’s employers to deliver more apprenticeship places</li> <li>• Explore the feasibility of establishing new models of delivery such as an Apprenticeship Training Company</li> <li>• To establish better links with the various regeneration and infrastructure projects commencing across the city to maximising employment and training opportunities</li> <li>• To recommend new models of delivery across the city that secure greater engagement of small and micro-employers in apprenticeships</li> <li>• To report to the Leaders of the Council, and the city’s three Members of Parliament within 6 months of the first meeting.</li> </ul>
<p>Learning, Skills &amp; Employment Officer Group</p>	<p>Membership to include:</p> <p>Chair of the LSEP</p> <p>Deputy Chair of the LSEP</p> <ul style="list-style-type: none"> <li>• Economic Development Programme Manager;</li> <li>• Head of Standards &amp; Achievement Education &amp; Inclusion;</li> <li>• Economic Development Project Officer;</li> <li>• DWP;</li> <li>• Sussex Learning Network;</li> <li>• City College Brighton &amp; Hove;</li> <li>• Community Works;</li> <li>• Local Enterprise Partnership; and</li> <li>• Brighton &amp; Hove Connected,</li> </ul> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Guides and oversees project;</li> <li>• Ensures continued compliance with plan objectives;</li> <li>• Agrees all approaches and implementation plans/project milestones and outputs;</li> <li>• Approves any project changes/deviations;</li> <li>• Forms the selection panel for consultants (x 3 representatives);</li> <li>• Provide knowledge and expertise to steer the brief;</li> <li>• Reviews and comments on drafts;</li> <li>• Contributes to the strategy action plan;</li> <li>• Agree to the final plan; and</li> <li>• Dissemination of the final strategy.</li> </ul>

Appendix 2

High Level Project Plan

	Month
Commission external consultants	1
Review existing relevant documentation within the Council	2
Analysis of labour market and economic datasets (split by geographic areas)	2
Meet key stakeholders and facilitate Action Planning Workshops	3
Define and agree the vision and objectives	3
Produce a narrative and identify and prioritise projects that will deliver the vision and objectives	4
Facilitate a city-wide stakeholder consultation event(s) (include consultation with the private sector, third sector and public sector)	2-4
Complete an Equality and Impact Assessment (at Action Plan Stage)	5
Finalise strategy and action plan	7

**Appendix 3**

**Review of Documentation – Internal**

Corporate Plan
Annual report of the Director of Public Health
Financial Inclusion Strategy
Welfare Reform Programme
Stronger Families/Stronger Communities
Child Poverty Strategy
Children in Care (16-25 years)
Youth Employability Service
Economic Strategy
Sustainable Communities
Tourism Strategy
Housing & Social Inclusion Strategy
City Plan
Seafront Plan

**Review of Documentation – External**

Coast to Capital Local Enterprise Partnership Strategic Economic Plan	Improving the Quality of Further Education & Skills Training
Coast to Capital Local Enterprise Partnership Skills Strategy	The Future of Apprenticeships, Implementation Plan
Greater Brighton City Region City Deal	Careers Guidance & Inspiration in Schools
Published under the 2010 to 2015 Conservative and Liberal Democrat Coalition Government	Skills for Sustainable Growth: Strategy Document
UK Commission for Employment & Skills (UKCES), 2013	UKCES Employer Skills Survey
BIS Research Paper 213	Evaluation of the Apprenticeship Trailblazers: Interim Report
Labour’s Contract with Brighton & Hove	A Council that Works for You
Conservative Manifesto	Conservative Manifesto: 2015

## Appendix 4

### Brighton & Hove City – Our Employment & Skills

Between 2003 and 2013 the total population of the city grew by 28,300 to reach 278,100. The working age population grew by 26,200 in the period 2003 – 2013. 92.5% of all population growth in the 10 years to 2013 was from the working age cohort. The population is projected to grow to 289,900 by 2021.

**The number of new employee jobs rose by 8.1% between 2010 and 2013 (by 9,464 to 126,329).** The percentile increase was even higher in the private sector (10.5%). Insurance, finance, retail, culture, performing arts, digital and IT sectors helped boost job creation. Between 2010 and 2013 our labour market has grown to overtake Croydon as the largest concentration of jobs in the Coast to Capital area.

**Brighton & Hove's employment rate is higher than the national average but lower than the South East rate.** According to the latest NOMIS figures, Brighton & Hove's employment rate is 73.7% compared with 75.1% in December 2004. The national employment rate is 72.1% and the South East rate is 75.7%.

**Brighton & Hove's unemployment rate is broadly in line with the Great Britain average although higher than the South East rate.** For the period January to December 2014, our unemployment rate, that is, the percentage of the working age population who were not able to get a job but who would like to be in full time employment was 6.2 per cent (10,000 people), compared to the Great Britain rate of 6.2 per cent and a South East rate of 4.8 per cent.

**Brighton & Hove's unemployment rate is considerably above the national average in the 16-19 age group.** The latest figures show an unemployment rate of 45% for those aged 16-19 in Brighton & Hove compared with 25.3% in Great Britain. For those aged 20-24 years the rate is 16.5% in Brighton & Hove and 13.6% in Great Britain. Among the 25-34 age group the rate is 5.6% % in Brighton & Hove, 6.0% in Great Britain).

**Overall worklessness, defined as the number of people unemployed (aged 16 or over) plus the number of people 'economically inactive' (aged 16 to 64) decreased by 800 to 50,800 people between 2013 and 2014.** This represents 26% per cent of the working age population in Brighton & Hove, which is lower than the Great Britain rate of worklessness 27.4%, although higher than the rate in the South East (23.5 per cent). Economic inactivity is the larger component of worklessness relative to unemployment.

**There is a considerable variation between ethnic groups in terms of economic activity.** 66% of the White UK/British population and 67% of the BME (Black & Minority Ethnic) are economically active (either in employment or actively seeking employment)<sup>1</sup>. However there are significantly lower levels of economic activity among the Arab population (47%, totalling 794 individuals) and Chinese population (39%, totalling 1,061 individuals). The 2011 Census shows that 20% of Brighton & Hove residents (53,351 people) are from a BME background.

<sup>1</sup> Black & Minority Ethnic Communities in Brighton & Hove: A Snapshot Report, December 2013, Page 100



**We had a slightly lower rate of people claiming key out of work benefits than the national rate but a higher rate than the region.** In November 2014, 9.3 per cent of residents aged 16 to 64 (18,800 people) were claiming key out of work benefits compared to 9.7% per cent in Great Britain and 6.8 per cent in the South East.

Health (18,442 / 14.6%), Education (15,919 / 12.6%) and Retail (14,420 / 11.4%) are the industry sectors employing the most people in the city. 38.6% of people employed in the city work in one of these three sectors.

**We have a large self-employed population.** In 2014 our self-employment rate among 16 to 64 year olds in employment was 13.5% per cent compared to 11.4% per cent in the South East and 10 per cent in Great Britain. Self-employment is highest among those working in construction (55 per cent) and those in professional, scientific and technical activities (36 per cent) according to the 2011 Census.

**We have a large part time working population.** In 2014 well over a third of our working population aged over 16 was working part time (37.8 per cent) compared to 33.5 per cent in both the South East and 32.3 per cent in Great Britain. This rises to more than two in five working women (46 per cent) compared to only one in six working men (16.1 per cent).

**Brighton & Hove residents are well educated compared to the South East and England.** The city has a well-qualified workforce (aged 16-64) with 50% qualified to NVQ Level 4 or above (compared with 39.1% in the South East and 36% in Great Britain). The Greater Brighton & West Sussex Business Survey 2014 shows there is significant evidence of graduate underemployment locally. In the Greater Brighton City Region 55% of local businesses employ graduates (rising to 63% in Brighton & Hove) but 31% say that none of the jobs they are doing require degrees.

**Residents' wage levels are not as high as in the South East but are higher than in Great Britain.** In 2013, the media weekly pre-tax pay for a full time working resident was £543.30 per week, £23.70 a week less than the South East median of £567.00 but £23.30 more than the Great Britain median of £520.80 .

**The median wage of Brighton & Hove residents is higher than the median wage of people working in the city.** In 2013 while the median weekly gross pay of a city resident was £543.30 the median weekly gross pay of an employee working in Brighton & Hove was £42.40 lower at £500.90.

**The number of Young People Not in Employment, Education or Training (NEET) has fallen.** There were 497 or 7.1% in August 2014 compared with 527 or 7.4% in August 2013.



<b>Subject:</b>	<b>Interim report: Progress on the Merging Special Educational Needs and Disabilities (SEND) Review in Children's Services and the Learning Disability (LD) Review in Adult Services</b>		
<b>Date of Meeting:</b>	<b>20<sup>th</sup> July 2015</b>		
<b>Report of:</b>	<b>Pinaki Ghoshal, Executive Director Children's Services</b>		
<b>Contact Officer:</b>	<b>Regan Delf, Assistant</b>		
	<b>Name:</b>	<b>Director (Children's and Adult Services)</b>	<b>Tel: 29-3504</b>
	<b>Email:</b>	<b>Regan.delf@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The Children, Young People & Skills Committee is asked to note the contents of the attached report to the Health & Wellbeing Board as the content crosses the remit of both Committee and Board.

**2. RECOMMENDATIONS:**

- i. That the Committee is asked to note the attached report to the Health & Wellbeing Board and approve the direction of travel
- ii. That the Committee is asked to note that concrete proposals to amalgamate specialist provision for children with SEN and disabilities, including behavioural, emotional and mental health difficulties, will be presented to the Board in October
- iii. That the Committee is asked to approve the setting up of a cross party members' reference group to oversee both reviews during the implementation phase

**3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

Please see attached report to the Health & Wellbeing Board.

**4. COMMUNITY ENGAGEMENT AND CONSULTATION**

Substantial community engagement and consultation has taken place with both reviews and will continue to do so in the implementation phase.

**5. FINANCIAL & OTHER IMPLICATIONS:**

5.1 Financial Implications:

Please see attached report to the Health & Wellbeing Board.

## 5.2 Legal Implications:

The report identifies that as a result of new legislation, particularly the Care Act 2014 there will be much more overlap between the SEND services for children and LD services for adults and much more need for joined up thinking and strategic oversight. As a result of the Supreme Court decision in R (on the application of Cornwall County Council) 2015, there is also going to need to be close working between those two services particularly where a person is provided with accommodation as a result of their difficulties.

The report sets out the consultation process that is being undertaken and this is in accordance with the duties that rest with the Local Authority on consultation.

The report touches on the joint provision of services between the Local Authority and Health Authority, and there may be practical issues in relation to this which need to be picked up within the existing contract documentation and specification.

The Legal Advice provided within the report at section 7 remains an accurate summary of the advice and issues involved.

*Lawyer Consulted: Andrew Pack*

*Date: 10 July 2015*

## 5.3 Equalities Implications

Please see attached report to the Health & Wellbeing Board.

## 5.4 Risk and Opportunity Management Implications:

A risk register has been formulated in relation to the review.

## 5.5 Public Health Implications:

Public Health have been fully involved and made aware of the progress of both reviews.

## Corporate / Citywide Implications:

## **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

6.1 Not applicable

## **7. REASONS FOR REPORT RECOMMENDATIONS**

7.1 Please see attached report to the Health & Wellbeing Board.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Health & Wellbeing Board Report – Interim report: Progress on the Merging Special Educational Needs and Disabilities (SEND) Review in Children's

## Services and the Learning Disability (LD) Review in Adult Services



Health Wellbeing  
Board report 070715

### **Attachments to the Health & Wellbeing Board paper:**

#### 1a. The Executive Summary of the SEND review



Executive Summary  
Final report 3 Feb.doc

#### 1b. The Executive Summary of the Learning Disability Review



BHCC LD Review -  
Executive Summary.c

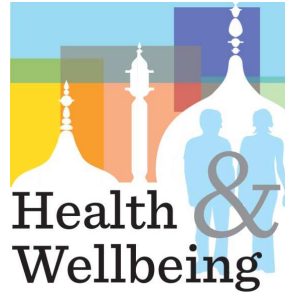
#### 1c. 'A Good, Healthy and Happy Life' – a strategy for Adults with Learning Disabilities in Brighton and Hove



A good happy and  
healthy life 2015-19\_

**Documents in Members' Rooms - None**  
**Background Documents - None**





1. Title of paper:

**Interim report: Progress on the Merging Special Educational Needs and Disabilities (SEND) Review in Children’s Services and the Learning Disability (LD) Review in Adult Services**

(The joint SEND and LD reviews)

1.1 This paper is open to the general public

1.2 Date of Health & Wellbeing Board meeting  
Tuesday 21<sup>st</sup> July 2015

1.3 Author of the Paper and contact details:  
Report of: Pinaki Ghoshal, Executive Director, Children’s Services  
Contact Officer: Regan Delf, Assistant Director (Children’s and Adult Services) Tel: 01273 293504 Email: [regan.delf@brighton-hove.gov.uk](mailto:regan.delf@brighton-hove.gov.uk)

2. **Summary**

2.1 This paper updates the Health & Wellbeing Board on the history and progress of the two reviews in Children’s and Adult Services and sets out the direction of travel going forward.

2.2 On 3 February 2015, the SEND review and its recommendations were presented to a joint meeting of the Health & Wellbeing Board and the Children’s Committee. At the meeting of the Health & Wellbeing Board that followed the joint meeting, the outcome of the Learning Disability Review & “A Good, Happy and Healthy Life” - a strategy for Adults with Learning Disabilities in Brighton & Hove was presented and the direction of travel was approved.

2.3 The Executive Summary of the SEND review, the Learning Disability Review and the Adult Learning Disability Strategy ‘A Good, Happy and Healthy Life’ are attached to this paper.

2.4 Since that time, a decision has been made to merge and synchronise the two reviews, creating a temporary one year Assistant Director post to bring the two reviews together and to oversee the implementation

phase. The new temporary AD began work in the latter part of May 2015.

2.5 As this project spans the work of the Health & Wellbeing Board and the Children's Committee and crosses the work of two directorates, a recommendation of the report is to form a cross party reference group of members. This would enable representatives of both Board and Committee to steer the unified review through the implementation phases.

#### 2.5.1 **Why bring the two reviews together as one?**

Key new legislation has impacted on the work of Children's Services (The Children and Families Act 2014) and the work of Adult Social Care (The Care Act 2014). Both Acts have introduced sweeping reforms and a need for cultural change. Key elements of both Acts overlap, notably:

- i. A increased focus on ensuring that families and service users are at the core of all we do
- ii. An increased focus on transition and preparation for adulthood, with an extension of responsibility in Children's Services for young people with SEND up to 25 years of age if they meet eligibility criteria
- iii. A new focus on identifying and meeting the needs of carers
- iv. A requirement for joint commissioning approaches and closer partnerships with health in particular
- v. Personalisation of approaches
- vi. Empowerment of parents and service users through extended personal budgets and direct payments
- vii. Requirement for much improved independent information, advice and guidance

2.5.2 In addition both Children's and Adult Services spend above the national average on services for SEND and Adults with Learning Disabilities. In the context of diminishing council resources and budgets under constant pressure, both services need to find the means to reduce costs while implementing good quality but more cost effective provision. This requires considerable creativity and a need to listen closely to families and service users as a priority as well as a drive to ensure that value for money is a core principle in all developments.

2.5.3 The two reviews have both made progress in implementing agreed actions and progress reports against recommendations are provided in summary below.



### **3. Decisions, recommendations and any options**

- i. The Board is asked to note this report and approve the direction of travel
- ii. The Board is asked to note that concrete proposals to amalgamate specialist provision for children with SEN and disabilities, including behavioural, emotional and mental health difficulties, will be presented to the Board in October
- iii. The Board is asked to approve the setting up of a cross party members' reference group to oversee both reviews during the implementation phase

### **4. Relevant information**

#### **4.1 SEND Review in Children's Services – progress on recommendations**

##### **4.1.1 Recommendation 1: To improve joint commissioning between Health and Council Services**

- i. A draft of a new joint commissioning strategy for Children's Services has been produced by a partnership working group of officers from Children's Services, Adult Social Care, Public Health and the Clinical Commissioning Group (CCG). Plans are in place for a wide consultation event on the draft strategy in September and following consultation, the draft strategy will be presented for approval at the Health & Wellbeing Board meeting in October.
- ii. There is also a parallel working group producing a broader draft joint commissioning strategy covering all age ranges and the Children's group have been working in collaboration with this group to ensure consistency and a unified approach. The aim is for this draft also to come to the Health & Wellbeing Board meeting in October.

##### **4.1.2 Recommendations 2 and 3: To integrate and re-structure specialist provision for children and young people with special educational needs and disabilities across education, health and care services**

- i. These very wide-reaching proposals have been the subject of much further work and consultation. The aim here following extensive consultation with families and professionals is for an innovative re-organisation of provision with the child and family at the centre.
- ii. A crucial point from the outset is that there is no intention via the SEND review proposals to reduce the number of specialist placements for children with SEN and disabilities

- iii. The savings from this aspect of the review will come from innovative integration of services to provide a holistic response to a child's needs and the needs of his or her family across the waking day. This creates the potential to make substantial savings through greater integration and efficiency, including a substantial re-organisation of the accommodation needed with the aim of releasing some buildings while improving accommodation in others.
- iv. A conference for all stakeholders on 13 March included presentations from three providers of excellent integrated provision from different Local Authorities and provided a platform for innovative thinking in relation to a model in the city.
- v. Detailed and specific proposals for integrated specialist provision for children with all special educational needs and disabilities including those with behavioural, emotional and mental health difficulties will be presented to the Health and Wellbeing Board in the autumn.

#### **4.1.3 Recommendation 4: To improve learning and achievement for children with SEND**

##### **4.1.3.1 SEN support services**

Progress is being made in bringing together the range of SEN support services in the city (for example the Autistic Spectrum Disorder Support Service, the Sensory Needs Service, the Literacy Support Service, the Educational Psychology Service) under one integrated management. The post of Principal Educational Psychologist/Head of Learning Support will be advertised shortly. A new structure will provide a flexible response to the needs of schools and families with an efficient management structure and an emphasis on interventions most valued and with proven effectiveness.

##### **4.1.3.2 Challenge visits to schools re SEND**

In terms of improving the identification of SEND and raising standards, challenge visits from an expert in the field, who is also a National Leader in Education, have begun across our secondary schools and will continue into the autumn term. An experienced adviser will also begin working with identified primary schools in the autumn to provide equivalent challenge and support in this area.

#### **4.1.4 Recommendation 5: Improving the Transition to Adulthood**

Progress here includes the bringing together of the SEND and LD reviews and action plans across Children's and Adult

Services under a temporary Assistant Director spanning both Directorates. The governance of both reviews is being merged.

A transition working group is tackling improvements to be made in preparing young people for adulthood and supporting the extension of the new statutory Education, Health and Care Plans from 0-25 years.

In addition the intention is to offer post 19 education from September 2016 to some young people with learning disabilities in local maintained provision. This will be linked with the FE sector and will provide a vocational pathway for young people with opportunities for supported internships and apprenticeships.

#### **4.1.5 Recommendation 6: Improving the response to the emotional and mental health needs of children and young people**

Children's Services are supporting the CCG in their full system review of children's emotional and mental health services.

The CCG review started in March 2015 with the aim to be complete by September 2015, leading to the local Transformational Plan and a business case outlining any changes required, as part of the commissioning cycle and commissioning intentions for 2016/17.

Meantime however, a rising tide of concern in our secondary schools in particular about the emotional and mental health of pupils has led to a pilot new way of working being established. Pilot secondary schools from September 2015 will have a Primary Mental Health Worker (PMHW) from the Community Child and Adolescent Mental Health Service (CCAMHS) attached to the school for half the week with the aim of increasing the school's skills, confidence and resilience in dealing with lower level emotional and mental health needs. The aim is by collaboration between the PMHW and school pastoral staff to facilitate early intervention and preventative working. This should in turn prevent the substantial delays that can occur in the waiting list system for CAMHS services, reduce anxieties amongst staff, young people and their parents and enable very specialist resources in the tier 3 CAMHS team to be preserved for the most needy young people.

Applications from secondary schools have been received and the pilot will be launched from September 2015. Capacity allowing a further pilot with a primary cluster of schools will begin in January 2016.

## 5. Adult Learning Disability Review and Strategy: progress on recommendations

- 5.1 An Operational Group has been set up to develop and implement a Delivery Plan to deliver on the objectives contained in the new strategy “A Good, Happy & Healthy Life” and achieve the necessary savings identified from the ASC budget. A Terms of Reference has been developed for the Operational Group and is attached.
- 5.2 In order to be effective and ensure that people with learning disabilities, family carers and other stakeholders feel engaged and informed, a clear communication strategy is being developed to support the work of the group (as recommended by the LD Review).
- 5.3 There are four priority workstreams identified:
- Personalisation & Independence workstream
  - Community & Day activities workstream
  - Good Health workstream
  - Respite and & Short-breaks workstream
- 5.4 The **Personalisation and Independence workstream** is focussed on supporting people to move on through accommodation services to achieve more personalised outcomes. Through a better use of resources this work will provide the most opportunity for efficiencies and has the following broad activities:
- Deliver proactive re-assessments and support plans to deliver better outcomes and savings through personalisation
  - Clients will be identified based on individual need linked to strategic priorities, e.g. supporting people to be as independent as possible, supporting people to access local services
  - New procurement process are being developed to commission alternative service options in the most effective and efficient way
- 5.5 The **Community & Day activity** workstream will focus on ensuring that the person’s independence is maximised in community based services through:
- Working with providers to find opportunities to share support and share resources
  - Empower providers to develop new service models using new mechanisms and responsibilities such as e.g. Individual Service Funds and greater involvement in Support Planning.
  - Reduce the resources put in by the Council and increase the control for providers.

- Develop work with accessing employment and learning
- 5.6 The **Good Health** workstream is focussed on reducing health inequalities by ensuring people with learning disabilities can access mainstream health services and receive specialist support when needed. Activities include:
- Improving access to and outcomes from primary care services
  - Improving pathways and access to mental health services
  - Reviewing the Community Learning Disability Team to meet best practice standards and improve capacity prevent and respond to crisis
- 5.7 The **Respite and Short-breaks** workstream aims to review and improve the support that respite services offer to family carers and to people who need short-term support in a crisis, through
- Reviewing services in this area
  - Exploring alternatives service models
  - Support a number of different agendas in terms of crisis support, carers support, transitions and prevention of admission.

## 6. First Priorities for the Merged SEND and LD reviews

- 6.1 As the two reviews merge, plans are already in place to make improvements and find efficiencies through effective shared planning, including budget planning.
- 6.2 First areas for merging action planning across Adult and Children's Services include:
- Pooling resources where this is helpful and creates flexibility across Adult and Children's Services and with Health partners
  - Adopting the same system for an equitable and fair allocation of resources and direct payments
  - Smoothing the transition from Children's to Adult Services by better preparation for adulthood and pathways to supported internships, apprenticeships and longer term employment
  - Combining the Autism strategies and plans across Children's and Adult Services to have one approach for autism across the age range
  - Encouraging inclusive practice in mainstream society and through universal services such that people with SEND and LD do not have to rely on scarce 'specialist services' and can live and thrive within the wider community
  - Looking at options for outsourcing services where these can be provided more cheaply and to a good standard in the community and voluntary sector or the private sector

- Tackling the need for high cost placements where children and adults have very complex needs and challenging behaviour by improving local services including mental health and behavioural support services

## **7. Important considerations and implications**

### 7.1 Legal

#### 7.1.1 Children's

- i. Part 3 of the Children and Families Act 2014, introduces a new, single, system from birth to 25 for all children and young people with SEN and their families. Section 26 of the Act requires local authorities and local CCG's to work in partnership and make arrangements for commissioning special educational provision, healthcare provision and social care provision for children and young people with SEN for whom the Authority is responsible. It does not specify the form which the arrangements should take as this should be agreed locally.
- ii. Local authorities have a statutory duty to keep their arrangements for special educational provision under review pursuant to S27 of the Children and Families Act 2014, which requires the Authority to consult with a defined list of parties, including children and young people with SEN and disabilities and their parents, academies, early years providers, children's centres and Youth Offending Teams. Local Authorities are also under a new duty to have regard to the relevant Joint Strategic Needs Assessment and Health and Wellbeing Strategy when carrying out reviews under this section.
- iii. The proposals will assist in implementing key elements introduced by the 2014 Act including:
  - The introduction of Education, Health and Care Plans (EHCPs) to replace Statements of SEN, to be co-constructed between families and the Local Authority;
  - The extension of the remit for EHCPs from 0-25 years (currently 0-19 years) and the extension of the statutory nature of Plans into all forms of further education, training and apprenticeships;
  - The introduction of 'personalised budgets' to be available to families where children have EHCPs attracting 'top-up' funding (i.e. above the level of delegated funding for SEN normally provided by schools);
  - The requirement to publish a 'local offer' of services and provision available for SEND;
  - New requirement to commission education, health and social care services and provision jointly with Health (CCG, Public Health and NHS England Area Team as appropriate).
- iv. Decision making on further proposals will need to be informed by an appropriate consultation process and equalities impact assessment. The specifics of the required decision making process will be the subject of bespoke legal advice, dependant on the nature of the

proposal.

Lawyer consulted: Natasha Watson      Date: 16/1/2015

#### 7.1.2 Adults

- i. It is a function of the Health and Wellbeing Board to exercise the social services and health functions of the Council in respect of adults with Learning Disabilities and therefore a constitutional requirement for it to approve the strategy and monitor progress in developing and implementing the same. The Delivery Plan resulting from the review of services under the strategy must ensure adherence to the duties under the Care Act 2014 in respect of promoting wellbeing, prevention services and arranging services to meet assessed needs. The Plan should ensure continuing compliance with the Human Rights Act 1998. Any aspects of the ongoing review and final proposed Delivery Plan arising that require Board approval will necessitate further report(s) and recommendations.

Lawyer Consulted: Sandra O'Brien      Date: 25/06/15

### 7.2 Finance

#### 7.2.1 Children's

- i. The recommendations included in this report are currently at a high level. As the review develops further it will be necessary to detail specific and costed proposals that achieve best value and are affordable within the financial constraints operating across all agencies. It will also be necessary to ensure that the proposals are compliant with the relevant funding regulations, particularly where Dedicated Schools Grant (DSG) funding may in future be used to support provision currently being delivered through core council funding.
- ii. The recommendations state that the intention is to retain at least the same number of specialist placements for children with SEN and disabilities but to re-structure and re-organise provision. This approach will safeguard DSG high needs block funding levels whilst, at the same time, delivering greater economies of scale resulting in reduced unit costs. This is critical in achieving identified savings targets in 2015/16 and beyond.

Finance Officer consulted: Steve Williams      Date: 26/06/2015

#### 7.2.2 Adults

- i. Implementation of the strategy is expected to result in improved Value for Money, drive efficiencies, and deliver lower unit costs that compare more favourably in benchmarking with other local authorities. The current social care budget for people with learning disabilities is over £30m. Savings identified in the 2015/16 budget strategy aligned with this review total £2.4 million and plans have been developed to deliver against this. In addition there are significant in year emerging pressures and unachieved savings from previous years where

mitigating actions are being developed but there is a risk to delivery in 2015/16.

Finance Officer consulted: Anne Silley

Date: 26/06/2015

### 7.3 Equalities

- i. Equalities Impact Assessments have been completed in relation to the SEND and LD reviews and action planning and are regularly reviewed.

### 7.4 Health, social care, children's services and public health

- i. These areas are covered within the paper, the central theme of which is improved integration of services across health, social care, children's services and public health

## 8. **Supporting documents and information**

### 1. The Executive Summary of the SEND review



Executive Summary  
Final report 3 Feb.doc

### 2. The Executive Summary of the Learning Disability Review



BHCC LD Review -  
Executive Summary.c

### 3. 'A Good, Healthy and Happy Life' – a strategy for Adults with Learning Disabilities in Brighton and Hove



A good happy and  
healthy life 2015-19\_



# **SEND Review Report Executive Summary**

## **January 2015**

**(SEND – Special educational needs and disabilities, including BESD – behavioural, emotional and social difficulties)**

Report for Joint Meeting of the Children’s Committee and the Health and Wellbeing Board on 3 February 2015



**Brighton and Hove  
Clinical Commissioning Group**

# Executive Summary

## Introduction

On 2 June and 10 June 2014 respectively the Children and Young People's Committee and the Health and Wellbeing Board agreed to a review of Disability and SEN services, including related health services. Adult Social Care has also begun a review of provision for adults with learning difficulties and disabilities. The two reviews are linking improved services for young people with disabilities over the transition to adult services.

While some of this review's recommendations are high level at this stage, taken together they represent an ambitious vision to transform provision for special educational needs and disabilities (SEND) and behavioural, emotional and social difficulties (BESD) in the City. The vision is of fully integrated provision and services across education, health and care and a personalised approach to each child and family.

In addition the aim of the recommendations is to move from the current position of broadly average outcomes for children and young people achieved at above average cost to excellent outcomes within a context of child and family-centred best value streamlined provision.

## Recommendations

### 1. Joint Commissioning

That a new Joint Commissioning Strategy is finalised between the council (Children's Services, Adult Services and Public Health) and the Clinical Commissioning Group (CCG), to cover all provision and services to be secured for children with SEND and BESD.

### 2. Integrated Service Delivery

That in parallel with integrated commissioning of provision and services for SEND and BESD, there should be a commitment to the development of integrated and inclusive service delivery across education, health and care/ disability services with families at the centre and specifically:

2a. **Early Years:** That proposals be developed to integrate provision for children with disabilities in the Early Years by creating inclusive specialist nursery provision within one or more existing mainstream nurseries and re-locating relevant health and care services to the new provision or provisions and brought back to the Board and Committee in the summer of 2015.

2b. **SEND Provision 5 – 19+:** That proposals be developed to integrate provision for children with disabilities and complex, severe and profound special educational needs of school or college age, extending the remit of specialist and mainstream provision to include greater opportunities for inclusion, extended day/respite and residential facilities with relevant health and care services co-located on site and brought back to the Board and Committee in the summer of 2015.

2c. **BESD:** That proposals be developed to integrate existing educational, health and care provision for children and young people with BESD, including mental health needs, to provide extended day and potentially residential facilities with a strong focus on further education and vocational routes and brought back to the Board and Committee in the summer of 2015.

### **3. Support for Families with Disabled Children**

That an extended specialist family support service be developed from within existing services so that professionals will work alongside families to tackle in situ the challenges linked to significant special needs and associated challenging behaviour.

3a. That a clear and transparent set of criteria is published for determining the basis on which families of disabled children receive respite and short break services, plus other disability and care support, and that these criteria are fairly and consistently applied by means of a representative panel.

3b. That the direct payment budget for families of children with disabilities is increased significantly to include the budget for most respite and short break services provided by the council and the community and voluntary sector, such that real choice is extended and services can market themselves directly to eligible families.

3c. That a joint agency policy on direct payments to families across education, disability, care and health services in both Children's and Adult Services is published so that families and young adults can make more holistic choices about provision in all areas of their lives.

### **4. Learning and Achievement for Children with SEND**

That schools and colleges with lower than expected outcomes for children with SEND and wider achievement gaps receive challenge and support visits from expert advisers commissioned by the LA with a view to raising standards and promoting vocational and further education opportunities for young people with SEND and BESD and especially in secondary and post 16 provision.

4a. That the SEN education and learning support services in the city (Educational Psychology Service, Pre-school SEN Service, Behaviour and Inclusive Learning Team, Literacy Support Service, Speech and Language Support Service, Autistic Spectrum Condition Support Service, Sensory Needs Service) are co-located and combine to form one 'communication and support service' with unified professional leadership and management.

4b. That consideration be given to co-locating some relevant health professionals and particularly speech therapists and occupational therapists with the combined service to enrich the integrated support on offer

4c. That the combined new 'communication and support service' promotes partnership working between families and schools by offering support to both as routine, enabling planning across home and school and involving parents as well as school staff in training, support, advice and guidance.

4d. That the combined service works with early years providers, schools and colleges to ensure reliable and consistent identification of SEND, including BESD.

4e. That specifically the support for families with autism is extended to provide more keyworking and expert advice and guidance to parents and young people at all stages of a young person's life as required and in line with the recommendations in the council's ASC Scrutiny Report of April 2014.

4f. That a refreshed, cohesive and well-publicised workforce development offer for mainstream and special schools and associated professionals across all services is developed by the new integrated service offering high quality training, advice, consultation and guidance in all main areas of SEN based around a tiered model of 'universal', 'targeted' and 'specialist input' depending on need and circumstance – that this programme of support

is open to parents as well as professional staff and where appropriate is co-produced with parents and young people.

## **5. Transition to adulthood**

That a reorganisation of SEND service delivery across Children's and Adult Services in partnership with Health Services facilitates transition to 25 years for children and young people through to adulthood, acknowledging both the extended age range for Education, Health and Care Plans to 25 years and also the very real and significant concerns of families about transition to adulthood and adult services.

## **6. Emotional and mental health**

That the Children's Services Directorate works in partnership with the CCG to support the forthcoming Joint Strategic Needs Assessment in the area of emotional and mental health and the forthcoming review by the CCG of emotional and mental health services for children and young people, including young adults, across the city.

6a. That Children's Services acknowledge the serious concerns being raised by schools and families about resources for promoting emotional and mental health by strengthening the support via the Early Help Hub and from the council's community Child and Adolescent Mental Health Service (CAMHS) team to further develop skills and expertise amongst school staff via training, support and guidance.

## **Context**

All local authorities have a statutory responsibility to keep SEND provision under review in order to be able to respond to changes in need amongst the population of children and young people. The last major review of SEND provision in the city was in 2009 and of BESD was in 2011.

The 2013 Joint Strategic Needs Assessment (JSNA) of the health and well-being of the community provides more recent data and has been used as part of the evidence base for the review.

With the introduction of widespread SEND reforms from 1<sup>st</sup> September 2014 in the Children and Families Act and the current financial context for the council, the timing was right to take stock and review once more the direction of travel and the value for money being achieved for the very significant spend in this area.

This review commenced in June 2014 with a wide remit to consider all identification, assessment, services and provision for pupils with SEN and disabilities within the context of new legislation and the need for continuous improvement. This included consideration of related health services, including those supporting mental health. Simultaneously a related review of provision for pupils with behavioural needs, including social, emotional and mental health needs, across the city was initiated. As the two reviews have worked closely together and have reached similar conclusions about key principles underpinning future direction, and given the overlap, the findings and recommendations of both are contained in the attached report.

The work of the review has been overseen throughout by a Governance Board consisting of parents/ carers, young people and senior officers from Children's Services, Adult Services, Public Health and the CCG plus a representative headteacher.

## Scope of the Review

The four areas covered by the scope and remit of the SEND review and the linked BESD review are listed below, with the needs and views of children, young people and families at the heart of each:

- SEND provision, including provision for BESD needs
- Integrated health, care and disability provision for children and families
- Introduction of the SEND reforms (new Children and Families Act 2014)
- Joint commissioning and delivery of services with Health partners

The review has also included further response to the recommendations of the council's Scrutiny Panel in Autistic Spectrum Condition (ASC) from April 2014.

## Vision

Brighton and Hove City Council is committed to ensuring that all our vulnerable children and young people have the very best start in life and the best possible outcomes as they move into adulthood. Our vision is to provide inclusive fully integrated disability, care, health and education services of high quality to children and young people with special educational needs and disabilities, including behavioural, emotional and mental health difficulties. Services will be personalised to each child and family. Families will have as much choice and control over services and provision as possible. Streamlined, well-integrated systems and efficiencies will enable the vision to be achieved within the value for money framework which the council is required to operate.

## Principles

1. To engage parents and young people effectively at all levels of strategic and decision-making forums and to keep families at the heart of all we do.
2. To ensure the best possible outcomes for children and young people with SEND and BESD as children and into adulthood.
3. To promote inclusive fully integrated education, health, care and disability provision of high quality ranging from 0-25 years.
4. To ensure the most effective joint commissioning of services across education, health, care and disability services.
5. To ensure excellent practice in identification and assessment of SEN and disability
6. To deliver high quality provision and services within a value for money context, acknowledging need for on-going efficiencies in council spending.
7. To improve transition arrangements to adulthood and ensure extended assessment and provision from 19 to 25 years.
8. To provide choice for families and facilitate best use of integrated personalised budgets and direct payments.

## Value for Money

Many children with SEND and BESD will have very complex and challenging needs and there is a commitment to ensuring sufficient resource to meet those needs in all areas of their lives.

However there is a critical need to secure best value for money given the high levels of spending in this area and the council's need to operate within new budgetary restraints given reductions in central government funding now and into the future.

The attached finance table to this report shows that just over £21 million from the Dedicated Schools Grant High Needs Block is spent on educating children with SEND and BESD in addition to the £12.5 million of delegated funding from the Schools Block which is distributed to schools according to a formula to meet the needs of children with SEND at a preventative and school-based level.

From the council's General Fund, just over £6.5 million is spent on care and disability services for children with disabilities plus home to school transport.

In addition, over £5.5 million is spent by the CCG on paediatric, therapy and mental health services.

In terms of numbers of children and young people with SEND overall, there are just under 8000 children and young people on school SEN registers (21.7% of pupils), of which 994 have Statements of SEN (now converting to Education, Health and Care Plans). There are 335 children and their families currently supported by the Integrated Children's Disability Service.

National benchmarking data across Local Authorities shows that Brighton and Hove spends more than the national, south east and statistical neighbour averages on additional support for children with High Needs and on SEN support services (see table below). The funding for short breaks for disabled children overall is recorded as just below the national average. However levels of short break funding for children who are recorded as 'looked after' are well above the national average and at the maximum for all authorities.

	Total Schools Budget (before Academy recoupment)	High Needs Budget	Top up funding - maintained providers	Behaviour support services	SEN support services	Short breaks (respite) for 'looked after' disabled children*	Short breaks (respite) for disabled children
ENGLAND - Average (mean)	£4,996	£293	£130	£6	£34	£5	£17
ENGLAND - Average (median)	£4,918	£293	£123	£2	£31	£1	£17
Minimum	£4,445	£154	£64	£0	£14	£0	£7
Maximum	£5,563	£360	£140	£36	£46	£36	£32
Brighton and Hove	£5,100	£332	£130	£5	£40	£38	£14
Statistical Neighbours	£4,897	£263	£111	£10	£29	£8	£19
South East	£4,859	£296	£123	£8	£30	£8	£16

(Data extracted from Government Section 251 Local Authority Benchmarking)

Higher than average funding for children with SEND is not matched currently by higher than average outcomes educationally, or through to adult life.

The review is seeking to improve provision and outcomes for children and young people, while also making savings by:

- Providing an alternative to expensive out of city education and care placements via integrated education, health and care provision in the city
- Reducing management costs by integrating and streamlining provision and services
- Introducing efficient and flexible financial arrangements by enhancing the pooling of budgets across education, care and health services and by increasing options for direct payments for parents and carers
- Saving on transport costs by providing specialist inclusive provision for education, health and care needs that is locally based



## Research

The review has taken account of a wide range of national and local policy and good practice guidance plus relevant information, research and data.

In addition, a range of visits to and contact with other in other local authorities has taken place in the maintained, independent and non-maintained sectors and including health and care provision.

Close links have been maintained throughout with schools and with partner agencies in health, including mental health, at both commissioner and provider level.

## Consultation

An extensive consultation process has taken place at all stages of the review so far. This has included an online survey for all stakeholders, including parents and young people. There have also been many consultation meetings and events with a wide range of stakeholders including families and professionals in the council, with schools and school governors, within health and with the Community and Voluntary Sector (CVS).

The following are messages that have come through strongly from the consultation process from parents, young people and professionals.

## Key Findings from the Review

### 1. Joint commissioning

'Different professionals and services are not very holistic. Many only see the area they are working with, overlooking other issues that children may have because they cannot understand their significance' (parent)

'We have to tell the same story over and over again many times sometimes in a big meeting where it can be intimidating - I think that it has become accepted by professionals that parents cry a lot and it shouldn't be the norm' (parent)

The law now requires joint commissioning:

*'Local Authorities and clinical commissioning groups (CCGs) must make joint commissioning arrangements for education, health and care for children with SEN or disabilities (S 33, SEN Code of practice, referring to section 26 of the Children and Families Act 2014)'*

Strategic capacity and oversight will need to be found well into the future from services across the council, including Public Health, health partners in the CCG and parent and young person representatives to meet the new legislative requirements for children with SEND. A new Children's Strategy in development between the council and the CCG needs to include a joint commissioning strategy for children and young adults with SEND to make a positive and significant difference to the commissioning of quality flexible and responsive integrated services from 0-25 years.

While the CVS services commissioned by the council and the CCG make a very valuable contribution to meeting SEND, BESD and mental health needs, there is a need for better integration of their work with the work of council and health services, for clearer outcomes measures aligned to council and health sector priorities and for more strategic procurement of contracts. This includes a refreshed policy on re-tendering where contracts are long-standing and where there is a need to test whether best value continues to be obtained. Given there are several contracts with the CVS across the SEND and mental health areas,

arrangements that enable contractual dealings with a lead contractor, coordinating the work of other contractors, can be more efficient and should be explored. Additionally CVS respite and short break services should be available in most instances for parents to purchase when they are eligible for direct payments.

## Integration of education, health and care support

'Currently services are pushing us from pillar to post, not considering the effects on us as parents or our child' (parent)

'Why not locate key services with members of different teams in offices actually sitting next to each other – this increases the likelihood of us getting it right for families as a team around them' (professional)

While much provision across education, care, disability and health is of high quality, impact is still diluted by elements of fragmentation and 'silo delivery' of services across providers, teams and agencies. As a consequence there are unnecessarily high costs associated with duplication and unnecessary levels of management. It is the view of the review that better and more responsive services could be commissioned at a significantly reduced cost.

Opportunities to create a flexible and responsive workforce are currently limited by the way services are separately led and managed in many areas.

Parents rightly feel that services are not as well aligned as they could be and require a great deal from parents in terms of re-telling their children's life histories repeatedly to different professionals and making the connections themselves across professional groups to bridge communication gaps and support joint planning.

There is a strong desire to be inclusive in Brighton and Hove schools. There is recognition that children and young people with BESD achieve better outcomes when educated in their local mainstream schools, but schools report that behavioural difficulties are the greatest challenge they face in terms of inclusion and particularly because the successful management of behaviour is essential to achieving high academic standards for all.

On-site BESD provision run by schools has been successful in retaining a significant number of children and young people with BESD in mainstream who might previously been excluded. Further investment from schools in this area is needed to ensure all young people can access in-school support at times of difficulty when they cannot manage full integration into mainstream classes.

School staff believe in early intervention but there is a perception of high thresholds for access to those services that support children with BESD which can militate against preventative working. Similarly, schools feel that cases can be closed by agencies when needs are still on-going and when school staff continue to need support.

There remains a need for flexible, responsive and effective off-site provision which caters for a range of age groups and needs, and collaborates in an integrated way with support agencies.

## Support for families of children with disabilities and complex needs

'I am so scared that she will really hurt herself or us and the only time anything will improve is if something serious happens' (parent)

'Direct Payments allow us to spend time with our other daughter and enables our daughter with additional needs to pursue leisure activities with the support she needs in a more



independent and age appropriate way. The outcome of this provision is improved social and emotional resilience which enables our daughter to lead a more ordinary life' (parent)

Where children have complex needs, including challenging behaviour, there is a need for improved access to bespoke support, including more intensive expert professional support at home and in the community, to manage behaviours that can cause family breakdown over time. This is particularly the case for families facing challenging behaviours that can arise as a consequence of ASC.

Further action is needed to empower parents via personal budgets and direct payments to buy services that meet their children's needs. Parents need real options to purchase services offering support and respite run by the council and the CVS or to use the money elsewhere. Direct payments across SEN, disability and health need much greater coordination to allow parents to purchase holistic support across their child's life as needed.

### **Learning and achievement: SEN support services for children with SEND and BESD**

'I worry enormously about my son's education in the future – the difference between him and his peers is becoming more apparent. He has a one to one helper but he is often put with children who are disruptive – in other words his assistant is used to help his teacher as much as him' (parent)

'I think the support provided is fantastic. We have never had a problem with any of the service provided by our teacher of the deaf, our speech and language service or our family support worker'(parent)

'We want to work together as a cohesive group, as a learning community, to join up our expertise to offer schools the best service.' (teacher from the learning support services)

Identification of SEND and BESD in the city needs to be more robust and consistent. Identification of SEND (which includes BESD) is, and has been over recent years, rather higher than the national figure at 21.7% (January 2014 census) where the national average is 17.9%. However there is a very wide range of practice across schools even taking into account associated socio-economic factors. The range of identification of SEN across the city's schools is from 4.5% to 75%, raising some issues for further exploration at individual school and school cluster levels.

The educational achievement of children and young people with SEND continues to be a source of concern in the secondary and post 16 sectors particularly. The high levels of funding for SEND are not being sufficiently effective at improving outcomes and life chances into adulthood. While at the end of primary school, children with SEND in Brighton and Hove taking national tests do better overall than the national average for children with SEND, outcomes are still much lower than for all children and gaps in achievement are too wide. At the end of secondary school, achievement in the city is currently lower than the national average and young people with SEND have poorer further education and vocational outcomes than all children. Additionally gaps in achievement between those with and without SEND at the end of secondary school are wider in the city than nationally. There is a very serious need to address the issue of achievement gaps and secondary and post 16 outcomes for our young people with SEND by raising ambition and improving skills across all schools and learning support services.

SEN learning support services, while often of high quality individually, are currently too fragmented in their structure and management and can lack sufficiently robust focus on improving overall learning and achievement outcomes for children with SEN and disabilities. Opportunities for creating a flexible and responsive workforce to meet the widest range of needs can be lost as a consequence. Additionally there is a need for the learning support

services to work with schools in addressing issues of reliable and consistent identification of SEND.

Specialist professional support, advice, guidance and training at all stages of a child's life should be equally available to families and schools. Families feel that sometimes schools have access to support from specialist services that excludes them. This is clearly unhelpful as planning to meet a child's needs will be most effective when crossing home and school. It is essential that families should be fully included in all developments and planning to meet the needs of their children.

There is some way to go before parents are treated fully as partners in plans to meet their children's needs and they are not always fully included in advice, guidance, training and planning between professionals in relation to their children.

Services for children with ASC need to increase further their responsiveness to families, as well as to schools and to offer bespoke support and guidance to families when they encounter the inevitable challenges associated with this developmental disorder.

Families of children with autism are particularly concerned that there is an improved integration of support across school and home. It is often the case that children and young people with ASC may appear to be coping at school but are very stressed by the demands made on them, leaving families to cope with high levels of anxiety, distress and sometimes challenging behaviour at home.

Practitioners feel that successful inclusive practice is dependent on the expertise and resilience of the staff in schools and thus an investment in the systematic and comprehensive development of the school workforce is needed.

## Transition to adulthood

'How frightening it is to move from child to adult services' (young person)

'Whilst we are continually dealing with each of the problems that come along, we also have real concerns about the our child's future - in terms of her managing as an adult - if she will be able to be independent - and where she will get support in the future?' (parent)

New requirements to support children with complex SEND from 0-25 years need to be embraced fully by council services and by partners to overcome problems associated with multiple different threshold points for services at 16+, 18+, 19+.

Gains made by children and young people with SEND often do not translate into successful experiences in adult life, and thus there is a need to restructure the way services are planned across Children's and Adult Services to ensure a more successful and streamlined transition to adulthood.

There is a need to develop more options for education from 16-25 years to acknowledge the extended age range in the new legislation.

This is an area of great anxiety for families and this needs to be acknowledged and addressed as a priority.

## Emotional health and wellbeing

'My son suffers from behavioural difficulties and we have virtually no help with this - we have no idea who we could ask and it has quite a profound effect on our lives and family' (parent)

'more training and support is needed for support and teaching staff to help children with emotional and mental health needs, including those relating to Autistic Spectrum Condition' (school)

There is a widespread perception amongst children and young people, families and professionals that mental health services are not sufficient or sufficiently responsive to current levels of need and have not kept pace with the lives of our young people today. Services need to be more responsive to the dangers of internet use and the impact of social media and cyber bullying on self-esteem or the connection with the worrying rise in self-harm. Services need to increase the speed and manner of response to the changing world of social media, acknowledging the issues but also using new forms of e-communication in offering services (e.g. online counselling) that young people find easier.

Mental health services for young people need to operate out of hours to be responsive to crises as in adult services. Young people at serious risk are vulnerable because services are not currently as available as they need to be outside of normal working hours.

## Conclusion

The SEND review, including a review of behavioural needs in the city, has focussed recommendations around:

- Empowering parents, children and young people by putting them at the heart of provision and increasing direct payments
- Integrating provision from 0-25 years across agencies to improve the holistic service to children and young adults while reducing management and unit costs
- Increasing the support to parents and families to manage more challenging and complex needs
- Improving partnership and joint commissioning between agencies

The review seeks endorsement for the recommendations. In relation to those proposing integrated provision and services, a radical re-organisation is required to meet the vision here and to realise the savings.

## Timeline

All recommendations, except those to be brought back in the summer term 2015, are for immediate implementation and should be in place by September 2015.

Those recommendations where it has been indicated that they require a second stage to draw up more detailed proposals would have the following timetable, subject to feasibility:

- Detailed proposals to Children's Committee and Health and Wellbeing Boards in the summer term 2015
- Consultation on more detailed proposals in the autumn term 2015
- Implementation from September 2016

## Appendix: Summary budget breakdown of spend of SEND provision and services

<b>Provision Includes:</b>	<b>Current Services:</b>	<b>Costs</b>
Education – Special schools <i>DSG High Needs Block</i> <i>Downs View includes post 16 funding from EFA</i>	Cedar Centre Downs View School Downs Park School Hillside School Patcham House School Homewood College	£1,216,726 £2,889,734 £1,744,629 £1,588,919 £ 809,779 £1,241,321 <b>£9,491,108</b>
Alternative provision <i>DSG High Needs Block</i>	Connected Hub Pupil Referral Unit	£ 476,000 £ 977,000 <b>£1,453,000</b>
Mainstream schools delegated funding including 'top up' <i>DSG High Needs Block</i>		<b>£1,400,000</b>
Special facilities <i>DSG High Needs Block</i>	Carden Hove Park Longhill Swan Centre Bevendean West Blatchington (included in Downs Park above)	£240,950 £195,000 £280,000 £242,840 £126,000 £215,408 <b>£1,300,198</b>
Support services <i>Mainly DSG High Needs Block ,some General Fund</i>	Behaviour and Inclusive Learning team Speech & Language Service (incl ICAN) Autistic Spectrum Condition Support Service (included in Downs Park above) Literacy Support Service Sensory Needs Service Educational Psychology Service Preschool SEN Service	£198,000 £333,840 £150,000 £308,000 £526,720 £912,000 £729,360 <b>£3,157,920</b>
Home to School SEN Transport Costs <i>General Fund</i>		<b>£1,900,000</b>
Extended Day Provision Pre-School / Breakfast Club Options After School Clubs <i>General Fund</i>	Brighton and Hove Inclusion Project Crossroads Cherish Extratime/YMCA Extratime Carers Grant	£ 11,507 £ 26,707 £ 41,000 £ 183,513 £ 57,582 <b>£ 320,309</b>
Residential – Full-Time and Respite Options <i>General Fund</i>	Drove Road Tudor House Barnardos Link Plus Barnardos Carers Agency temporary respite placements Outreach Service	£1,049,260 £ 584,370 £ 315,452 £ 28,809 £ 46,500 £ 205,740 <b>£2,230,131</b>
Agency Placements <i>General Fund</i> Agency placements <i>DSG High Needs Block</i>	Social care Education	<b>£1,592,700</b> <b>£3,525,590</b>
Emotional health and wellbeing <i>General Fund</i>	Community CAMHS team	<b>£315,000</b>
Social Work <i>General Fund</i>	Disability Social Work Team Keyworking Transitions team	£ 920,360 £ 90,560 £ 64,000 <b>£1,074,920</b>
Direct Payments <i>General Fund</i>		<b>£534,500</b>
SEN & Youth Employability Service <i>General Fund and DSG High Needs Block</i>		<b>£985,000</b>

Early Years Additional Support <i>DSG High Needs Block</i>	Inclusion and sensory needs support	<b>£285,520</b>
Parent support ( <i>DSG</i> ) and the disability register Compass card ( <i>General Fund</i> )	Amaze: Core contract: Additionally funded:	<b>£177,000</b> <b>£85,788</b>

<b>Additional Budgets</b> <i>All General Fund</i>			
Out of School Childcare	£ 15,000	Preventative Payments	£61,400
Individual Budgets	£ 15,200	Young Carers	£18,146
Adaptations	£ 80,200		
		<b>Total</b>	<b>£189,946</b>

### Relevant health services commissioned by the CCG

Therapy and health services	Specialist disability nursing Speech and Language therapy Physiotherapy Occupational therapy Audiology Paediatricians	£ 336,000 £1,002,000 £196,000 £ 298,000 £ 251,000 £ 816,000 <b>£2,899,000</b>
Mental health services	Tier 3 CAMHS Commissioned from the community and voluntary sector	£2,500,000 £287,667 <b>£2,787,667</b>



# Brighton and Hove Council

## Learning Disability Review October 2014

### Executive summary

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## Executive Summary

The severe financial pressures facing Adult Social Care, now and in the future, combined with growing complexity of needs and rising expectations are testing commissioners and providers alike to transform the sector into one fit for the 21st century.

In August 2014 Brighton and Hove Council Adult Social Care and the Clinical Commissioning Group, as part of the Health and Wellbeing Board commissioned an independent review of Learning Disability Services. The review was commissioned to consider:

- the impact of demographic trends and patterns on the future service provision
- how services are currently commissioned
- the configuration of services to meet current and future needs of the people with complex needs

The objectives identified were:

- Consider national policy and requirements in relation to the commissioning and provision of Learning Disability Services.
- Identify current expenditure in relation to Learning Disability provision and how this may be affected by future demands and changes in policy.
- Whether commissioning plans meet current best practice standards and whether services offer the best outcomes in community settings
- Formulate an action plan to support Brighton and Hove to meet the future commissioning intent.

The Review looked at range of information, met a number of different people and covered a number of areas.

### **Policy context:**

The implementation of the Care Act will require the Council to take on new functions, including the legal requirement of people to have a personal budget and ensure that people have access to a range of services that prevent their care needs from becoming more serious.

From a national perspective, there are specific, ongoing financial pressures associated with services for people with a learning disability. The proportion of ASC expenditure directed to learning disability services continues to rise at the same time as needing to improve planning from childhood and improve the safety and quality of care.

### **Needs Assessment:**

Brighton and Hove has seen an increase in the demand for all services and the JSNA (2011) estimated that there would be a 12% increase in the numbers of people with a severe or moderate disability by 2030.

### **Political context:**

The Council, made up of three parties with no one majority and political decision making under a committee system, where there is no overall control, has impacted on the delivery of service change. There has been a lack of decision making about the future of Learning disability services, with the Council having a paternalistic approach to people with a learning disability and feels that people need to be kept safe.



### **Strategic vision and direction:**

A number of people felt that communication, consultation and decision making was particularly weak and, in the past there had been no clear strategic plan or overarching commissioning intention. There needs to be a move toward committed leaders, with a will to drive through change, combined with a sensitive and robust approach to change management, which will then, enable positive change to happen in Brighton and Hove.

### **Commissioning:**

Brighton and Hove clearly have a talented and well-resourced commissioning team able to lead changes to learning disability services, but it has apparently been difficult driving through the personalisation agenda and change in service development and design with the in-house providers. There needs to be a shift in culture and every opportunity taken for people to see personal budgets as a real alternative to traditional services. The commissioning intention needs to reflect this, to enable providers, both in house and private, to develop the market to meet current and future need.

### **Budget and budget management:**

Brighton and Hove Council is facing savings of £6m per year for Adult Social Care over the next three years and there is agreement, at all levels of the organisation, that unit costs for people using Learning Disability services are more expensive than comparator councils (see CIPFA data).

The pressures facing Learning Disability services are not seen to be as great as other service areas and as a result there appeared to be a complacent view to budget management, with managers not taking responsibility for meeting efficiency savings and seemingly taking a very simplistic view that each service should meet the same level of savings. This includes those services which are providing value for money, promote independence, social inclusion and are seen by people who use them as important.

### **Current market position:**

Many of the current learning disability services are shaped by the fact that Brighton and Hove Council directly provide services. A significant proportion of the overall budget, 22.5% (2014/15) is spent on these services. There is a strong and skilled independent sector who feel that they are not able to compete with the in-house services on a level playing field and the council protect their own services at the cost of developing the market to meet current and future need.

### **People who use services:**

The message from people who use services was very clear and simple. They want to be able to live independently, use public transport and have the opportunity to work. They want access to services that will support them to achieve this. *"It makes me feel very proud to come here on my own on the bus". I learnt to do this with a travel buddy, we need more of them*".

### **Family carers:**

The most compelling message from the family carers was that they need someone to make a decision about the future. Even a message they don't want to hear is better than no message at all.

### **Current service provision:**

The city has a skilled workforce committed to working with people who have a learning disability. In-house services however appeared to be protected from changes made in other service area by the Council and have not universally embraced the vision of a person led approach.

There are a range of service providers in the city, both in-house, provided by the council and commercial/third sector providers and a marked difference in the costs of these services, the in-house services are comparatively higher than the other providers.

Some services seem to lack ambition for service users, being service led rather than person centered, with relatively low number of people using Direct Payments or having personalised budgets or the use of telecare. Others have clearly developed a strong offer for service users e.g. Employment Team.

## **Recommendations:**

The review has highlighted a number of areas for consideration:

### **1. Vision:**

- To develop an agreed clear vision that is rooted in peoples' aspirations and priorities which stresses the promotion of independence, personalisation and social inclusion. This would include developing cross-party consensus and a commitment to transforming learning disability services.
- Once agreed, elected members and senior leaders should embrace and communicate a vision of Learning Disability Services and ensure that this vision is understood by everyone.
- Leaders at all levels communicate the vision at every opportunity, and make it real in the way they behave.
- That councilors remain actively engaged in setting high expectations and tracking progress.

### **2. Commissioning:**

- Increase the synergy between Micro and Macro commissioning and ensure that services are led by the strategic commissioning team rather than the Learning disability team, being able to Micro commission through use of the in house providers.

#### **2.1 Macro commissioning:**

- An overarching strategic plan which sets out the vision and future direction of the learning disabilities service, is agreed, has sign up and is driven through regardless of obstacles that get in the way.
- Costs:
  - Continue the work on reviewing the cost of local services, and ensuring that they are cost effective, meet the assessed needs and are best value. To also take a whole system approaches i.e. the transport review and the impact of any outcomes and direct current resources to service that promote independence & social inclusion and are seen by people who use services see as important.
  - Commissioners to commission services with the whole budget and ensure that financial and other benchmarking is systematic across all services.
  - In partnership with all providers use the opportunity of efficiency savings to redesign and change the market.
- Commissioners are explicit about the outcomes they want services to achieve for people, and track these systematically.
- Develop a clear understanding of the local workforce, its size, shape, mobility and skill sets.
- As part of the integration with the NHS, review the whole commissioning system, including respective roles and responsibilities.
- Building the role of other council commissioned and provided services, such as leisure and transport, in helping people live full lives.

## **2.2 Micro Commissioning (assessment and support planning):**

- **The relationship between macro and micro commissioners to be clearer, to ensure that macro commissioners are made fully aware of any trends or issues.**
- The introduction of personal budgets and direct payments should be seen as the first option for everyone regardless of the complexity of need.
- Support to people is based on identified need rather than best fit in existing services.
- Develop genuine person-centered planning, which is based on an ethos of citizenship and inclusion, and leads to tailored co-designed approaches.
- People are supported to access a range of networks, relationships and activities, to maximise independence, health, well-being and community connections.

## **3. Engagement and communication:**

- Develop a clear engagement and communication strategy.
- Staff are positively encouraged to reflect on what they do, and to make suggestions about innovations and improvements.
- Actively engage people who use services and carers in the co design, development, commissioning, delivery and review of local support
- Be clear with people who use services and their family carers what decisions they can and cannot influence.
- People who use services and carers are informed at the outset of proposed changes to services; this would include the rationale, decision making process and timescales.
- There should be regular progress reports and communication about any decisions made.
- Through the involvement process, ensure council staff and partners understand and own the transformation agenda.

## **4. Providers:**

- In-house provider managers to be responsible and accountable at all levels for spend and ensuring that they keep within budget and make efficiency savings where agreed.

## **Conclusion:**

Brighton and Hove has a workforce which is talented, skilled and committed. The challenge is to make sure that this talent and skill is maximised and directed to serving as many people as possible, at the same time as promoting the individual's independence and meeting changing need. A clear well-articulated vision, strong leadership at all levels throughout the organisation and working with the energy, commitment and professional skills of staff will bring about innovative and new ways of meeting individuals' needs.



**A good, happy and healthy life** is our plan for adults with learning disabilities in Brighton & Hove, 2015-2019. More details are in *A good, happy and healthy life: the delivery plan*

# A good, happy and healthy life

Our plan for adults with learning disabilities in Brighton & Hove, 2015-2019



“Staff respect my son and understand his needs, which means he can make progress and have fun. Knowing he is happy and safe means I can do the same!”



“Being independent means enjoying your life, going out to work, going out on your own”

## For more information contact:

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June 2015

**NHS**

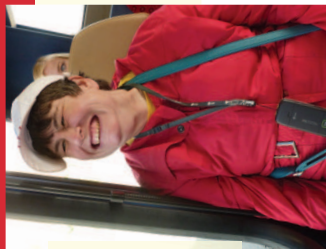
**Brighton and Hove  
Clinical Commissioning Group**

# A good, happy and healthy life

Our plan for adults with learning disabilities in Brighton & Hove

## Being my own person

- 1. I have a place I can call home
- 2. I can work and learn
- 3. I can get out and about and travel



- 4. I can try new things and go to new places

- 5. I get good information and advice

## Feeling a part of things

- 1. I can see my friends and family when I want
- 2. I can choose to have a relationship
- 3. I feel part of my community
- 4. I can use all the services in my City
- 5. I am involved in decisions that affect me



## My choices, my decisions

- 1. I am able to make decisions
- 2. I feel listened to and treated with respect
- 3. I am in control of my money



- 4. I can plan for my future

- 5. I can choose how I am supported

## Healthy and happy

- 1. I know how to make healthy choices



- 2. I can be fit and active

- 3. I can have fun

- 4. I get good health care

- 5. I can get good mental health care if I need it

## How will we make this happen?

- Equal access to housing that meets people's needs
- Access to technology and equipment that promotes independence
- Access to employment opportunities
- Access to learning opportunities
- Opportunities for independent travel
- Access to good information and advice
- Support for people with social care needs to be as independent as possible
- Support for vulnerable people to feel safe

- Support people to live locally
- Involve families in decision making
- Good support to family carers
- Opportunities for making and keeping friendships
- Support and advice for people with relationships and parenting
- Promote equal access to all services
- Work in partnership to improve community safety
- Include the views of people with learning disabilities in decision-making at every level

- All services understand the Mental Capacity Act
- Respect people's right to privacy and confidentiality
- Put people at the centre of assessments & support plans
- Make sure social care services provide good quality and reliable support
- Make sure all social care services are good value
- Make sure there are fair and open processes for allocating resources
- Offer a Personal Budget to all people with social care needs
- Plan with people as their health and social care needs change

- Provide good information to support people to understand their health needs & make informed choices
- Promote equal access to leisure services and community activities
- Equal access to all health and mental health services
- Support equal access to healthcare with specialist learning disability support where needed
- Training to support staff & families to understand and respond to health and mental health needs
- Ensure services respond to people's changing health needs

## How will we know it is working?

- People tell us they are happy with their living situation
- More people have their own tenancy
- More people are in voluntary work and employment
- People have opportunities to learn new skills
- People can access community services
- People have opportunities to try new things
- People tell us they can get good information and advice
- People tell us they feel safe
- People feel confident reporting concerns

- Fewer people live in out of area services
- People and family carers tell us they are involved and satisfied with services
- People tell us they have the friends and relationships they want
- Evidence that people are involved in community based activities
- The needs of people with learning disabilities are included in all plans and strategies that affect their lives
- There are a range of ways for people with learning disabilities and family carers to affect decision-making
- Increased uptake of carers assessments

- All health and social care services comply with the Mental Capacity Act
- 100% of health and social care services have accessible complaints processes
- 100% of social care services complete annual service user surveys
- 100% of people with social care needs have a Personal Budget
- There is a plan for transition for all young people with social care needs from age 16
- People can access independent advocacy when they need it
- People tell us they have control over their daily life
- 100% of Support Plans clearly involve people
- 100% of social care services involve people in recruitment

- Data shows that people are accessing disease prevention, health screening, and health promotion
- More people take part in physical activity
- Every eligible person with a learning disability can have an annual health check
- More people are a healthy weight
- People report high levels of health, well-being and quality of life
- People report they are engaged in activities they enjoy
- Evidence of reasonable adjustments in health and mental health services
- 100% of learning disability social care providers are signed up to the Health Charter