



ST HELENS
BOROUGH COUNCIL

Town Hall, St. Helens, Merseyside, WA10 1HP

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Agenda

CHILDREN AND YOUNG PEOPLE SERVICES SCRUTINY COMMITTEE

Date: Monday 25 July 2022

Time: 10.00 am

Venue: Room 10

Membership

Lab 6 Councillors Begum, T Long (Chair), McCormack, Murphy, Osundeko and Sweeney

Grn 1 Councillor Sheldon

LD 1 Councillor Sims

Inds 1 Councillor Greaves

NLWI 1 Councillor Maguire

Co-opted (Voting)	Mr D Thorpe	(Church of England)
	Mr C Williams	(Roman Catholic)
	Miss A Kirman	Parent Governor (Primary)
	Vacancy	Parent Governor (Secondary)
	Vacancy	Parent Governor (Special School)

<u>Item</u>	<u>Title</u>	<u>Page</u>
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- Hilary Brooks, Director of Children and Young People's Services and Ruth du Plessis Director Of Public Health have been invited to attend the meeting.

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6.	<u>Children's Social Care Workforce Development</u>	21
	<ul style="list-style-type: none">• Tracy Ryan Consultant Early Help, has been invited to attend the meeting.	
7.	<u>Performance Monitoring Report Outturn 2022/23</u>	33
	<ul style="list-style-type: none">• Hilary Brooks, Interim Director Children's Services and Ruth du Plessis Director Of Public Health have been invited to attend the meeting.	
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CHILDREN AND YOUNG PEOPLE SERVICES SCRUTINY COMMITTEE

At a meeting of this Committee held on
21 March 2022

(Present) **Councillor T Long (Chair)**
 Councillors Greaves, McDonnell, Mussell, Sims and Sweeney

(Not Present) **Councillors Barton-Ainsworth, A Johnson, Osundeko and Preston**
 Mr Williams (Roman Catholic Church Representative)
 Mr D Thorpe (Church of England Representative)
 Miss A Kirman, (Parent Governor – Primary)

36 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Johnson, Osundeko and Preston and Miss Kirman, Mr Thorpe and Mr Williams.

37 MINUTES

* **Resolved that the minutes of the meeting held on 31 January 2022, be approved and signed.**

38 DECLARATIONS OF INTEREST

No Declarations of interest from Members were made.

39 DECLARATIONS OF PARTY WHIP

No Declarations of party whip were made.

40 NHS ST HELENS CLINICAL COMMISSIONING GROUP (CCG) RESPONSE TO THE CHILDREN'S MENTAL HEALTH AND WELLBEING SPOTLIGHT REVIEWS

A report was submitted by the Assistant Director for Children's Integrated Health (Integrated Commissioning) for NHS St Helens CCG, which updated Members on the CCG's response to the Scrutiny Spotlight Reviews on the mental health and wellbeing of children in the borough.

In December 2021, Members of the Children and Young People Services (CYPS) Scrutiny Committee held a spotlight review to consider children's mental health and wellbeing services in the borough that were commissioned by NHS St Helens Clinical Commissioning Group (CCG). The Review's report and recommendations were agreed at a meeting of the CYPS Scrutiny Committee held on 31 January 2022 and submitted to NHS St Helens CCG following the meeting. The CCG's response to the recommendations was attached to the report at Appendix 1.

NHS St Helens CCG emphasised that Children and Young People's (CYP) mental health needs and provision remained a key priority for commissioning intentions for 2022/2023. In addition, the CCGs children's commissioning team continued to contribute to, and align local place work streams to the CYP Programme priority of Mental Health provision under the NHS Cheshire and Merseyside Integrated Care Board (ICB), which it was anticipated would formally replace the CCG in July 2022. A focus for the ICB and Provider lead

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throughout 2022/23 would continue to be the appropriately resourced provision for CYP who required support from Community Eating Disorder Services across the region. NHS St Helens CCG had also noted that there were currently several workstreams across the wider St Helens Cares system which were considering the issue that easily accessible, up to date information was made readily available to both service users and partners. The CCG felt it important that work to address information needs was not done in isolation but aligned with current system wide thinking and proposals, and so would ensure that the recommendations from the Committee were included. The information currently available through the CCG website Children's services contained information, which was downloadable and printable if required.

Members of the Committee were asked to note that it was agreed that children's mental health and wellbeing services remained on the CYPS work programme, with an update to be provided to the Committee in the next twelve months.

A query was raised with regard to the concerns voiced previously about services having a joined-up approach to look out for early signs of eating disorders in young people to give them the necessary help and prevent them reaching crisis point.

It was confirmed that work was taking place to ensure that services continued to send out information. There was a training offer and also strong links with 0-19 and school nurses and also there were emotional wellbeing drop-in services which are undertaken by school nursing and also the Resilience Teams. The Resilience Teams were liaising with primary care colleagues in terms of highlighting a whole range of possible needs for young people including eating disorders and offering support for young people and their families.

It was questioned what measures were being taken to include parents and families who did not have access to IT equipment or knowledge of how to use it to access information and be directed to help.

It was confirmed that it was difficult to keep information up to date in terms of paper leaflets as the information could change quickly and those leaflets could be out of date very quickly. However, doctors, schools and other agencies were encouraged to share information with their service users to ensure that up to date relevant information was available and accessible.

A query was raised in relation to Wellbeing Champions in schools and if there was an increase in referrals via those Wellbeing Champions.

It was confirmed that there was a mixed response currently. Schools who had the Wellbeing Champions in place and worked with the Resilience Teams were more likely to refer than those who do not have as extensive a system in place. It was acknowledged that there was more work was to be done.

* **Resolved that:**

- (1) the report be noted; and**
- (2) children's mental health services remain on the Scrutiny Work Programme and an update be brought to a future meeting of the Children and Young People's Services Scrutiny Committee.**

CHILDREN AND YOUNG PEOPLE SERVICES SCRUTINY COMMITTEE**41 QUARTER 3 PERFORMANCE REPORT 2021-22**

The Quarter 3 Performance Report was presented by the Assistant Director for Education & Learning and the Assistant Director for Integrated Safeguarding & Quality Assurance.

The Council acknowledged that effective performance management arrangements were critical to supporting decision making during these challenging times and work continued to ensure the development of the Performance Framework and performance management processes across the Council.

The impact of the pandemic in Quarter 3 2020/21 needed to be considered when reviewing the 12-month performance trend in Quarter 3 2021/22. Equally in many areas the impact of the pandemic on performance was yet to be fully realised and understood. However, given the effect of the pandemic on St Helens to date there was the strong likelihood that existing inequalities may be widened, presenting potential risks for future performance in relation to the outcomes the Council is seeking to deliver.

A query was raised with regard to caseload and the fact that this was a major issue in a lot of the issues identified within the report and presentation.

It was confirmed that caseload was an issue, however the numbers were in general average in terms of national statistics. Some of that was due to a blockage in duty in the system where cases were not able to be moved along as quickly as they should have been. There was a plan in hand as to how to move those cases through the system.

Recruitment and retention of staff was an issue, however pay rates were competitive but it was still difficult to recruit permanent staff. It was hoped that with restructuring pay rates across the board, it would start to align to encourage staff to come to St Helens.

It was queried whether a strategy was in place in terms of actions, targets and deadlines to try to address recruitment and retention of staff.

It was confirmed that a neighbouring borough who had similar issues to St Helens in terms of recruitment and retention had been nominated for an award for good practice in this area and it was hoped that a visit to that borough could be made to gain information with a view to seeing if any of the good practice could be adapted for St Helens services.

A query was raised with regard to the drop-in care leavers staying in education, employment and training, and what are the issues with regard to keeping these young people engaged.

It was confirmed that Covid-19 had an impact in terms of some isolating, family isolating and concerns around mixing. Those children were identified however, and were committed to returning in September to education and training. There had also been an increase in Fit Notes being issued by GP's, however this had been challenged by social care representatives where appropriate.

Members expressed concern about the progress regarding Voice of the Child.

It was acknowledged that there had been a decrease in progress, however work was being undertaken to make improvements. An area which was identified as needing work was the understanding by social work teams as to the child's situation, how they have felt

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and their experiences and impact of trauma they have been through and how best to report on this.

Concerns were also raised with regard to the number of teenage pregnancies, and it was queried whether the areas where the mothers were living could be picked up on with a view to directing resources to where it was most prevalent if there was a pattern.

It was confirmed that there was work to be done and that looking at maternity services in terms of collecting data may be an option to explore.

* **Resolved that:**

- (1) **the performance position at Quarter 3 2021/22 for Priority 1 – Ensure children and young people have a positive start in life be noted;**
- (2) **the actions planned by the Children and Young People and Integrated Health and Social Care Directorates to address specific areas for performance in relation to Priority 1 be noted; and**
- (3) **the issue of increasing teenage pregnancies be put forward as a potential item for the 2022/23 to consider.**

42 SUPPORT FOR SCHOOLS

A presentation was provided by the Assistant Director for Education & Learning on the support for schools. The presentation covered the following areas:

- Covid monitoring dashboard – confirmed covid numbers;
- School covid monitoring dashboard – Primary sector;
- School covid monitoring dashboard – Secondary sector;
- Key changes to policy – Covid 19;
- Current and next steps;
- School improvement;
- Ofsted inspections Autumn 2021;
- What is working well, What needs to happen, Impact;
- What next?; and
- Celebrating success.

A query was raised with regard to the improvement offer what work was done specifically to develop staff skills to meet needs of care leavers and help them get the most from their education.

Members were informed that Virtual School had a lot of resources and information fed through this medium which is focussed on looking at looked after children and the reasons they are looked after, their needs and how to develop their ambitions. Those schools also get a Pupil Premium for such children which should be spent on putting in support for each of those children to help meet their needs.

A query was raised with regards to schools setting a balanced budget for 2022/23 and it was agreed that this information would be circulated following the meeting when available.

* **Resolved that the presentation be noted.**

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43 CHILDREN'S SERVICES IMPROVEMENT JOURNEY PROGRESS

A report was submitted by the Lead for Practice Improvement which updated Members on the Children's Services improvements. The Improvement Plan highlighted the following priority areas:

- Key findings;
- Four key priorities;
- Immediate action;
- What's gone well in February;
- What are we worried about; and
- What needs to happen.

Members queried what evidence of actual strategies with targets and timelines was available to measure progress.

It was confirmed that there were multiple layer strategies which were being worked on and implemented, however there were many strands to each of those strategies and a lot of information. This could be provided to Members if needed.

It was emphasised that staff voicing their concerns and issues was important and information on what could be done to support staff would be useful to circulate to Members to give them a better understanding of what needed to change.

* **Resolved that the report be noted.**

44 SCRUTINY WORK PROGRAMME

The CYPS Work Programme was provided to Members. A work programme planning session would be held at the start of the new municipal year.

Access to Dental Appointments was put forward for consideration in the Adult Social Care and Health Scrutiny Committee and it was suggested that a possible joint piece of work could be done with the Children and Young People's Services Scrutiny Committee on that topic.

It was suggested that a piece of work on teenage pregnancy rates be considered for the work programme.

Members also suggested work be considered on commissioning and quality assurance for care and support for children with disabilities be put forward for consideration for the next municipal year.


* **Resolved that:**

- (1) **the report be noted;**
- (2) **consideration be given to include an item on the future work programme regarding Access to Dental Appointments in conjunction with the Adult Social Care and Health Scrutiny Committee;**

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- (3) consideration be given to include an item on the future work programme with regard to teenage pregnancy rates in the borough; and**
- (4) consideration be given to include an item on commissioning and quality assurance for care and support for children with disabilities.**

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 ST HELENS BOROUGH COUNCIL	<h2>Children and Young People Scrutiny Committee</h2> <h3>25 July 2022</h3>
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Report Title	Directors Report
Cabinet Portfolio	Children and Young People Service
Cabinet Member	Councillor Nova Charlton
Exempt Report	No
Reason for Exemption	N/A
Key Decision	No
Public Notice issued	N/A
Wards Affected	All
Report of	Hilary Brooks Director of Children and Young People Services HilaryBrooks@sthelens.gov.uk
Contact Officer	

Ensure children and young people have a positive start in life	X
Promote good health, independence, and care across our communities	X
Create safe and strong communities and neighbourhoods for all	X
Support a strong, thriving, inclusive and well-connected local economy	
Create green and vibrant places that reflect our heritage and culture	
Be a responsible Council	

1. Summary

- 1.1 The Children and Young People Scrutiny committee in St Helens meets quarterly. This report provides the Committee an overview of progress in relation to the CYPS Improvement Journey and new developments.

2. Recommendation for Decision

The Children and Young People's Services Scrutiny Committee is recommended to:

- 1) To note the contents of the report

3. Purpose of this report

- 3.1 The report provides a detailed summary of the improvement journey for Children Services and shows the relevant progress being made relating to four priority areas of the children's improvement plan, in key departmental areas: Children's Social Care, and Integrated Children's Safeguarding and Quality Assurance. It also summarises key developments in Early Help and Education.

4. Background: Ofsted Judgement of 2019 and the Children's Service improvement journey

- 4.1 In 2019 St Helen's Children's Service was judged Inadequate overall by Ofsted. The experiences and progress of children in care and care leavers was deemed Inadequate, and the experiences and progress of children who need help and protection and the impact of leaders on social work practice with children and families were both judged as Requires Improvement. There have subsequently been four monitoring visits, all of these have stated that although there have been some improvements there is a lack of rigour and pace to the progress being made. After the last visit in March 2022, inspectors outlined the following concerns: 'Difficulties recruiting suitably qualified and experienced social workers is having a significant impact on the services that children receive in the duty teams. For too many children, there is unnecessary drift and delay in having their needs promptly assessed and, for a minority, this leaves them in situations of unknown risk.'
- 4.2 A Children's Improvement Board was set up by the previous Director of Children's Services and continues to act as the overarching framework for improvement, monitoring areas where there is evidence of progress, and areas where progress is ongoing and needs added impetus. The board meets 6 weekly. a Children's Improvement Plan has been developed, with four priority areas, detailed below.

Priority 1 – Creating the environment to enable good practice:

Priority 2 – Improve the quality of key aspects of practice

Priority 3 – Leaders and Managers have an accurate understanding of practice to drive improvement

Priority 4 – Develop key areas of the service

Below is a summary of key developments within each priority area, and what still needs to be achieved.

4.3 Priority 1 Creating the environment to enable good practice

4.4 **Leadership and Governance** - There is now greater stability amongst the senior leadership team, with the appointment of a permanent Director of Children's Services on July 1st, and interviews for Assistant Director posts being held on the 19th of July. The Corporate Parenting Board is being strengthened with workshops being held and a widening of membership. In terms of participation & consultation with Children & Young People, the Children We Look After Council has been re-established. Feedback on the 'Lived Experience of the Child' is now informing training.

4.5 **Improvements to ICS** The ICS Liquid logic system is causing some difficulties for workers, therefore we have requested a review of the system. I have requested funding and support via the DFE from North Tyneside as they have the same systems and methodology. If agreed I am hoping this work will start in the autumn and will involve our own in house system analysis, who is working with me on a scoping paper around the issues.

4.6 **Workforce development** - A new social care workforce strategy has been developed with several priorities, including ensuring the workforce is engaged with shaping the improvement journey, has the time and resources to build meaningful and effective relationships with children that lead to effective support and staff feel valued, supported and provided with a wide range of wellbeing support aswell.

4.7 Workforce stability is improving, as of 5th July 2022, there has been little movement for the last two months, in terms of social workers leaving the Council.

4.8 The average caseloads per social worker are decreasing, and there are now only 17 social workers with over 20 CYP in their caseload, 10 less than in May 2022. For newly qualified social workers (ASYE) their caseloads have reduced from 17.3 to 15.5, with 4 having caseloads of over 20. A backlog of cases has been worked through to ensure all children and caseloads are now allocated within the correct teams.

4.9 **Children's social care recruitment** - The service continues to develop work to reduce the number of social care vacancies and use of agency staff. There has been a significant widening of the number of advertising methods and platforms to reach a wider audience, including the use of professional recruitment agencies, job sites and social media. In June a new recruitment campaign was

launched with a dedicated social worker 'Microsite' providing information on our roles and promotional videos from the Chief Executive and staff.

- 4.10 The service advertised 11 Social Workers roles for a 2-week period in June to test the impact of this work. The majority of these posts had been advertised previously without sufficient interest to appoint suitable candidates.
- 4.11 Interest has increased significantly as a result of widening advertising. The St Helens advertisements have received over 12,000 views on social media platforms. The Microsite has had nearly 1000 views. This has led to 96 views of the role details and resulted in 27 applications for various positions. The posts of most interest were in Fostering, Children We Look After and the Youth Justice Service. As of July 5th 2022 5 roles are currently being shortlisted for interviews by managers.
- 4.12 Six roles failed to attract sufficient workers for shortlisting and are currently being readvertised. These are mainly in the Duty and the Assessment teams, but there are also significant pressures in the Youth Offending Teams where there have been roles advertised that have received no applications.
- 4.13 Ongoing work to understand how we might convert interest in the posts into applications is happening. Further improvements are also being identified and addressed within HR systems and processes.

5.0 Priority Two Improve the quality of key aspects of practice:

- 5.1 **Children's Social Care** – Ofsted inspections and monitoring visits have highlighted problems with the quality and effectiveness of assessments and plans for children and families; good quality timely supervision and a lack of permanency planning. There is a strong programme of work in place, including audit and performance meetings to improve practice and resultant outcomes for children and young people, and their families.
- 5.2 **What's working well (data correct as of 4th July 2022)** - There has been an increase in the number of compliments given to all service areas - 35 in Quarter 1 2022/23 as opposed to 15 complaints. The Duty backlog of cases has been cleared. Re-referral rates to CSC have reduced from 26% to 17% over the last 3 months and are now in line with our statistical neighbours. Training on assessments delivered in June has resulted in early signs of improvement.¹ Supervision is now regular practice for most teams. In some teams this is at

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- ¹ Children and families sampled from both prior and post assessment training demonstrate improvement in capturing the key themes from the training. For example all sampled assessments are now showing as being informed by historical context and significant events, there are improvements in the network component of the assessment showing that there are attempts to ensure that the networks are supporting the family and they are part of the safety plan.

100%, however work and audits will be progressed over the next few months to look at the quality of supervision.

- 5.3 Training on care planning was delivered in June and July. Pre-proceedings timeliness has improved, there are at present only 2 families who have been in pre-proceedings for longer than 16 weeks, and for court proceedings, St Helens is now performing in line with or better than other regional LAs.
- 5.4 Permanence is now considered for all children when they come into care, care plans and reviews contain permanency plans; there is evidence that remaining with birth family or with extended family is routinely considered, and an increase in the use of adoption and SGO since 2019 to secure legal permanence for those children who cannot remain with their birth families. It is predicted that 20 children will be adopted this year against 10 last year.
- 5.5 Practice around placements with parents has improved, assessments are more thorough and placements are considered and authorised appropriately. There is evidence the discharge of care orders is being considered for children living with their families. Newly established reunification workers have started work to provide assessments and further develop support to children who may be able to leave care. For PWP in June there were 37 cases and July 34, work is underway to reduce these further.
- 5.6 There is now a panel chaired by the Head of Service who provides monitoring of permanence planning and an associated “tracker” The edge of care service has been further developed and reviewed and now provides effective levels of support for some children that prevents their admission to care.
- 5.7 **What we are worried about (data correct as of 4th July 2022)**
- There has been an increase in the number of referrals to CSC – 112 more children since May.
 - The quality and consistency of practice - assessment timeliness and quality still need to improve at present only 72% are completed within 45 days compared to 86% nationally - there will be a drive on this over next couple of months.
 - There is still a high number of S47 enquiries - 76% - that don't lead to initial child protection conferences (ICPC).
 - Children in Need (CIN) – there is concern that children come into care with insufficient preventative work through Early Help, and Children in Need services.
 - There needs to be a focus on Neglect. It is likely that legacy issues will see more children entering proceedings.
 - Placement breakdowns are still happening and many of these are children in Independent Fostering Agencies (IFAs) or residential provision.

- There is a lack of local authority fostering households, the recruitment and retention of carers needs to improve to remedy this.
- Fostering task group formed to look at recruitment and improvements within the service.

6.0 Priority 3 – Leaders and managers have an accurate understanding of practice to drive improvement

6.1 Ofsted monitoring visit March 2022: Inspectors stated ‘Leaders are now more aware of the weaker areas of social work practice and how these impact negatively on the outcomes for children. They have clearly considered how to address these concerns in the updated self-assessment and the recently revised improvement plan. However, these concerns were raised in the ILACS in September 2019. As a result, this visit demonstrates that there has been a lack of rigour and pace to improve social work practice in the duty teams and, ultimately, reduce risk for children more quickly to improve their lives.’

6.2 Quality Assurance: An updated Quality Assurance Framework is in development and has reached the consultation stage. This will ensure a rigorous framework is applied to examination of the work in children’s social care. The new framework will include: Collaborative Case Reviews (CCR) in line with the new practice model, Signs of Safety. It will involve a number of different methods: thematic audits; dip samples; performance data; observations of practice through various means; feedback from children and families, management QA. It will also include feedback from the local safeguarding partnership, IROs and Child Protection Chairs, and other teams in children’s services.

6.3 The service has continued to maintain an accurate understanding of practice through a range of activities. This has included:

- The re-establishment of a regular performance clinic, the Performance Support meeting which is held monthly with the Safeguarding Unit and all heads of service and managers in CSC and Early Help.
- Reports of dip sampling of supervision(26), planning (29) and visits (27).
- Audits of children - themed cohorts, for example the last 10 children placed into care, or Children we Look After.
- A review of children in care who have experienced changes in social worker.
- The pilot of CCR (April 2022)
- A review of 21 children who go missing regularly including those who are at risk of exploitation.
- A specific review of service areas by an independent social worker.
- Permanence – a review of permanence planning for 32 children was completed June 2022.
- A review of the fostering service has been commissioned to take place in July 2022.
- A revised supervision policy has been finalised - training programme to be rolled out.

- Review requested of the ICS system and how this correlates with Signs of Safety

6.3 What needs to happen:

- Analyse the use of CCR to inform future work.
- Finalise the way in which learning will be shared and implemented in the service as part of the framework.
- Full implementation of the revised quality assurance framework from September 2022. This to include a revised QAF programme and new governance arrangements
- Workshops for all managers to support their involvement in thematic audit and CCR
- Review of impact in March 2023
- An independent social worker is supporting the Children in Need coordinator with a focus on Neglect.

6.4 **Safeguarding Partnership** – The business priorities for the local integrated safeguarding partnership have been set. The review of Early Help findings (see 7.1) have been reported back to the Board. The Structure and sub-groups of the partnership are being reviewed. At present we are conducting one LCSP review. A joint review between Wigan and St Helens has been completed and ratified and an action plan is being progressed.

7.0 Priority 4 - Develop key areas of the service - Early Help and Education

7.1 **Early Help** - The last decade has seen a reduction in Early Help funding resulting in a higher demand for costly acute services. It is important to strengthen prevention services to reduce the demand for statutory services. Reviews of Early Help in St Helens during 2021/22 have shown a mixed picture of effectiveness, highlighting problems such as: LA provision is small compared to demand – demand has increased 6% since 2019, evidenced through referrals to MASH. Teams require modernisation and are expensive to operate. It is difficult to demonstrate impact as there is limited performance information. Early Help is not currently a multi-agency partnership offer, it is limited primarily to the LA and Schools, there is a lack of common understanding of the Early Help offer, and the definition of what it is. More work is required on systems and practice, particularly step down and step up to CSC. Some services are ‘skipping’ Early Help and referring straight into Statutory services. Covid Recovery has limited professional prioritisation of Early Help. There is limited support for Adolescents within Early Help provision.

7.2 Improvements to date:

- Redesign and modernisation of LA Early Help teams.
- Attracted funding for development of Family Hubs – Whole Family Services 0-19 years (see below 7.3)
- Integrating Early Help and Edge of Care provision as appropriate.

- Working to re-engage with Health providers.
- Refresh of Early Help Partnership Strategy and Delivery Plan underway with suggested objectives

Next steps:

- An ambitious LA Strategy needs to be developed to refocus resources and priorities towards Early Help & Edge of Care as part of the Demand Management programme.
 - A trial of the amalgamation of targeted Early Help with CiN to create Family Help provision, as recommended by the McAllister Independent Social Care Review.
 - Partnership Arrangements developed, centred around up to 4 geographical Family Hubs (Sutton, Newton, Central & Parr).
 - A Hub and spoke model developed for existing service provision.
 - A programme of communications and engagement with Partners.
 - Recommended EH Partnership Sub-group as part of the Safeguarding Children's Partnership.
- 7.3 The Government's vision and framework for Family Hubs has been set out in the document: 'The Best Start for Life: A Vision for the 1,001 Critical Days' (March 2021) St Helen's is eligible to be one of the initial 75 local authorities who will set up Family Hubs, with an estimated budget of between £2.91m and £2.99m over three financial years starting in 2022-23. During the next few weeks Local Authorities are required to determine internal governance processes, as well as instigate discussions with local health partners who will be critical to the programme's success, ahead of the sign-up process opening in August.
- 7.4 **Education-** The Government White Paper on schools, published in March 2022 outlines the chosen policy direction - the use of 'academy trusts' to give schools a network of support to aid improvement, a strengthened role for local authorities in challenging schools where necessary and the requirement that by 2030 90% of all pupils should be reaching their attainment targets. This is a huge task, given that at present only 70% of pupils do so.
- 7.5 **A Green Paper - SEND Review-** Right Support, Right Place, Right Time focused on children with special educational needs and disabilities was also published on March 29th 2022. Government is seeking views on proposed changes to the systems relating to SEND provision in England. There is an emphasis on boosting mainstream school provision to allow more pupils with SEND to attend, but also on making sure that needs are identified earlier, and preventative strategies negate the need for more costly specialist provision. Meetings with parents and CVFS groups is ongoing in St Helen's to ensure all stakeholders are encouraged to share their thoughts and ideas on the new proposals. Nationally, 15% of CYP have SEND, in St Helen's this figure is higher at 18%.

- 7.6 **Education performance** – In St Helens, 95% of primary schools are now judged by Ofsted as Good or better than good, which is an excellent achievement.

100% of special schools are Good or better.

47% of secondary schools are Good or better – 2 are awaiting inspection since becoming academies.

Schools judged to be Requires Improvement have had termly reviews and have been provided with a full written report highlighting successes, progress and next steps.

Attendance – Absenteeism, where a child has less than 95% attendance is high, at 22.3% - the England average is 19%. There is a clear focus on this and raising awareness across children social care. This will be our top priority in Education as from September

8.0 Conclusion

- 8.1 The last 10 weeks have been extremely busy, the service has worked incredibly hard to make up for any time lag and ensure we can demonstrate improvement and traction prior to the Ofsted monitoring visit. Whilst it will take some time to really show impact we are heading in the right direction.
- 8.2 The service is more stable, caseloads reducing, children in care figures a month ago were 469 last Friday 465, CPP were 251 now 241, PWP 37 now 34 and pre proceeding are stable at 23.
- 8.3 However, as expressed within this report there is still a long way to go for the service to be RI. Currently, there is a cohort of children in CIN who for many reasons, especially through the time of significant changes of workers, have not had sufficient work undertaken with either them or their families.
- 8.4 Whilst we are exiting children from care, we have also bought into care some large families through real neglect. It may be for a while these figures move upwards whilst we manage this cohort and then reduce as they work through the system. Work is currently underway with support to prevent this, but I am not confident we can prevent all the cases escalating.
- 8.5 As we progress through the summer and into the Autumn, work will continue on the improvement journey. The SEF is currently being updated for the monitoring visit and the children's improvement plan is going to be re written in the next 2 months so it shows impact and is measurable, this will provide us a stronger platform with which to demonstrate impact and show progress. It will also provide the service with the roadmap out of inadequate to a solid RI, which is what we must achieve in the next ILAC Ofsted inspection.

9. Legal Implications

9.1 N/A

10.0 Community Impact Assessment (CIA) Implications

10.1 N/A

11. Social Value

11.1 N/A

12. Sustainability and Environment

12.1 N/A

13. Health and Wellbeing

13.1 N/A

14. Equality and Human Rights

14.1 N/A

15. Customer and Resident

15.1 N/A

16. Asset and Property

16.1 N/A

17. Staffing and Human Resources

17.1 N/A

18. Risks

18.1 N/A

19. Finance

19.1 N/A

20. Policy Framework Implications

20.1 N/A

21. Impact and Opportunities on Localities

21.1 N/A

22. Background Documents

22.1 None

23. Appendices

23.1 None

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Children Social Care Workforce Development

Tracy Ryan – Programme Lead



Need for Change

- Volatile workforce – lots of leavers due to:
 - Pay
 - Caseloads
 - Work life balance
 - Limited Supervision & Support
 - Limited Flexible Working
 - Pandemic

- Vacancy levels rising
- Increasing reliance on high spend on Agency Staff
- Difficult to progress sustainable workforce improvements
- Ofsted and Department for Education require significant improvement

Review for current issues

- Staff Engagement Sessions & Surveys
- Recruitment activity and effectiveness
- HR Diagnostic of efficiency of processes
- Benchmarking data across the NW
 - Vacancy
 - Agency
 - Pay
 - Innovation & Developments

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Initial Findings

- Limited Recruitment / Advertising – only on St Helens Website
- Adverts needed a refresh
- HR processes slow and IT systems in need of modernisation
- Too long to hire – HR Checks
- Exit interview process and associated learning limited
- One of lowest paying LAs in North West
- ‘Grow your own’ / Apprenticeships activity reduced
- Not enough support for ASYE’s
- Limited Induction activity
- Social Worker training offer is good
- Manager / Team support is good

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Annual Staff Survey

Social Worker Health Check



ST HELENS
BOROUGH COUNCIL

A bi-annual health check survey is conducted with all staff in children's social care.

This is what our staff told us...



93%

have a sense
of personal
& professional
fulfilment



91%

feel valued



90%

feel the work they
do is meaningful



88%

are satisfied with
the learning and
development
opportunities offered



82%

felt their manager
responded to
concerns about
their wellbeing



83%

feel supported by
their manager with
their physical and
emotional wellbeing



Actions taken

Workforce Strategy and action plan developed and being implemented from June 2022



Actions Taken

- New pay deal agreed
- Reviewed and modernised Job Descriptions
- Introduction of Assistant Team Manager role
- Simplified, faster HR process for new applicants
- 27 • Supporting Corporate HR improvement programme
- New modern recruitment campaign
 - slogan, microsite and videos, immediate EOI
- Refreshed advertising information
- Increased Advertising Platforms



BE the social worker they NEED.



♥ Keeping a child safe, watching them fulfil their true potential and knowing that you're making a difference to their life. Being able to do that is why I love my job. ♥

Lee Cooper, Social Worker
St Helens Borough Council

socialcarerecruitment.sthelens.gov.uk

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<https://socialcarerecruitment.sthelens.gov.uk/why-join-us/current-vacancies/>

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BE the social worker they NEED.



♥ Making a difference to the lives of children in St Helens Borough is what keeps me motivated. Every day is rewarding, and I would encourage others to join our transformation journey. ♥

Jo Henry
Team Manager, St Helens Borough Council

socialcarerecruitment.sthelens.gov.uk

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BE the social worker they NEED.



♥ Manageable caseloads mean I can spend more time with children and families, supporting them to meet their needs and improving their outcomes. ♥

Lee Cooper
Social Worker
St Helens Borough Council

socialcarerecruitment.sthelens.gov.uk

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Actions Ongoing

- Development of Social Care Academy
 - New apprenticeship scheme
 - Improved support for ASYE
 - Review and enhancement of progression/succession programmes
- 29 • New staff Induction programme
- Skills Audit and needs led training offer
- Enhanced 'rewards' package
- Campaign to convert agency to permanent staff
- International Recruitment from 2023



Staff Engagement

- Culture Champions
- Practitioner forum
- Regular Staff Engagement session
- Leaders 'walk the floor'
- 'You said, we did'
- Improved 'exit interview' system
- Improving the HR data for monitoring and reporting

Early Improvement signs

- Workforce is stable – very limited movement for last 2 months
- Significant increase in 'reach' for advertised posts
12,000 views, 987 viewing the microsite and 96
accessing the Job site in a 2 week period
- Applications have increased - 27 in June
- Increase in shortlisted positions and interviews taking place on 5 roles (multiple positions) within the service
- Staff feedback is positive


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Comments, questions, suggestions

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 <p>ST HELENS BOROUGH COUNCIL</p>	<p style="text-align: center;">Children and Young People Services Scrutiny Committee</p> <p style="text-align: center;">25 July 2022</p>
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Report Title:	Performance Outturn Report 2021-22
Cabinet Portfolio	Children and Young People and Education, Business and Skills
Cabinet Member	Councillor Nova Charlton and Councillor Kate Groucutt
Exempt Report	No
Reason for Exemption	N/A
Key Decision	No
Public Notice issued	N/A
Wards Affected	All
Report of	Rob Huntington Assistant Chief Executive robhuntington@sthelens.gov.uk
Contact Officer	Chris Collinge Performance, Strategy & Information Manager chriscollinge@sthelens.gov.uk

Borough priorities	Ensure children and young people have a positive start in life	X
	Promote good health, independence, and care across our communities	
	Create safe and strong communities and neighbourhoods for all	
	Support a strong, thriving, inclusive and well-connected local economy	
	Create green and vibrant places that reflect our heritage and culture	
	Be a responsible Council	

1. Summary

- 1.1 The Performance Outturn Report 2021-22 (Annex 1) provides an analysis of progress and performance over the year against each of the Council's 6 priorities. The Report reflects performance during the financial year and the impact that the Covid-19 pandemic is having on many of the Council's measures of performance. The Council acknowledges that effective performance management arrangements are critical to supporting decision making during these challenging times.
- 1.2 The report is presented with the caveat that a revised performance framework and targets has been produced and agreed linked to the priorities and outcomes within the 'Our Borough Strategy 2021-30'. The new framework will form the basis for quarterly reporting to Cabinet during 2022-23 and work is ongoing to ensure its effective development.
- 1.3 There are 105 performance indicators where targets have been set reported in the Performance Outturn Report 2021-22. Of these:
- **64%** of indicator targets have been either exceeded, met fully, or met within 95% of target. This compares to 71% of indicators at outturn 2020/21.
 - **36%** of indicator targets were not met. This compares to 29% of indicators at outturn 2020/21.
 - The trend measure indicates over the course of the last 12 months **51%** of indicators showed improvement, **10%** of indicators maintained the same performance and **39%** of indicators showed a downward trajectory. The position is broadly in line with that at outturn 2020/21.
 - **27%** of all indicators where comparison is possible are in the top quartile, compared to 31% at outturn 2020/21, whilst **38%** are in the bottom quartile, compared to 40% at outturn 2020/21.
- 1.4 The 2021/22 performance outturn position above should be viewed within the context of what has continued to be a challenging operational period for the Council. The continued effect of the pandemic, rising demand for services and the requirement to deliver significant budget savings has impacted the Council's ability to meet targets and demonstrate improvements in performance trends in the 12-month period from April 2021 to March 2022. Equally in many areas the impact of the pandemic on performance is yet to be fully realised and understood.

However, given the effect of the pandemic on St Helens to date there is the strong likelihood that existing inequalities may be widened. This presents risks for future performance, particularly in areas such as public health, education and schools and children's services where current performance is already challenging.

2. Recommendations for Decision

Cabinet is recommended to:

- i) Note the performance position at year end 2021-22 for Priority 1 – Ensure children and young people have a positive start in life;
- ii) Note the actions planned by the Children and Young People & Integrated Health and Social Care Directorates to address specific areas for performance improvement in relation to Priority 1; and
- iii) Consider whether there are any potential items for further scrutiny as part of the Committee's work programme based on performance information received.

3. Purpose of this Report

3.1 The Council remains committed to the regular monitoring and reporting of performance information to ensure the delivery of efficient, effective and value for money services that meet the needs and expectations of the customers and communities it serves. The purpose of the report is to present a summary of progress against the priorities and outcomes of the Borough Strategy 2021-2030 through an overview of performance in relation to key indicators.

3.2 The format of the report is split into 2 distinct parts:

- Part 1 of the report is a statistical analysis of the performance position at outturn 2021-22.
- Part 2 of the report is a commentary on performance against delivery of the 6 Borough Strategy priorities and their respective outcomes, summarising outturn performance and action being taken to improve performance where required. Scorecards for each priority area are included to provide further information on individual performance measures.

4. Background /Reasons for the recommendations

4.1 The Performance Outturn Report 2021-22 reflects performance over the financial year and many of the wide-ranging impacts of the Covid-19 pandemic. As a result, it is more critical than ever that the Council has a clear understanding of what it needs to measure and how it is performing to inform effective decision making. The indicators reported are split between Tier 1 and Tier 2:

- **Tier 1** – A set of high-level strategic indicators and targets that constitute the Outcomes Framework of the Borough Strategy 2021-2030.
- **Tier 2** – A set of performance indicators and targets to address key priority areas of performance within Directorates / Departments linked to the business planning process and the Borough Strategy 2021-2030.

4.2 Annual targets were set where possible within the context of national, Northwest, and local authority comparator group data. Equally targets aspire to be challenging but achievable within the context of the available resources. The targets also take account of performance during 2020/21 which was an unprecedented year due to the onset of the Covid-19 pandemic. The

impact of the pandemic on performance within St Helens whether direct or indirect was highlighted within the 2020/21 Performance Outturn Report. Equally in many areas the impact of the pandemic on performance is yet to be fully realised and understood. However, given the effect of the pandemic on St Helens to date there is the strong likelihood that existing inequalities may be widened. This presents risks for future performance, but particularly in areas such as public health, education and schools and children's services where current performance is already challenging.

5. Consideration of Alternatives

5.1 None

6. Conclusions

6.1 The Performance Outturn Report 2021-22 – Priority 1 focus for Children and Young People Services Scrutiny Committee at Annex 1 provides an assessment of the Council's performance for the 2021-22 financial year. The impact of the pandemic continues to pose significant challenges for the Council and St Helens Borough. Robust and appropriate performance management arrangements continue to be critical to support effective decision making and enable the delivery of the Council's desired outcomes across the borough and its communities.

7. Legal Implications

7.1 None

8. Community Impact Assessment (CIA) Implications

8.1 The performance framework supports the community in understanding the progress the Council makes to achieve its priorities. Consideration will be given to presenting this information in a format that is easily understandable and accessible.

9. Social Value

9.1 The indicators include measures relating to the voluntary / community sector, employment, and the local economy.

10. Sustainability and Environment

10.1 The indicators include measures relating to sustainability and the environment.

11. Health and Wellbeing

11.1 The indicators include measures relating to health and wellbeing of the local population.

12. Equality and Human Rights

12.1 None

13. Customers and Residents

13.1 The indicators include measures relating to customers.

14. Asset and Property

14.1 None

15. Staffing and Human Resource

15.1 None

16. Risks

16.1 There is a risk that performance may decline in some areas. Where this occurs action will be taken to address performance issues, these will be outlined in action plans the impact of which will be reported to Cabinet and Overview and Scrutiny.

17. Finance

17.1 The council's performance management framework and processes are critical to ensuring the organisation provides value for money.

18. Policy Framework Implications

18.1 The recommendations within this report are in line with existing council policies. The performance framework links to the priorities and outcomes of the Our Borough Strategy and related key council strategies.

19. Impact and Opportunities on Localities

19.1 There is the opportunity to link aspects of the performance framework to the Localities agenda and report elements of performance at a locality level.

20. Background papers

20.1 N/A

21. Appendices

21.1 **Annex 1** - Performance Outturn Report 2021-22 – Priority 1 Focus for Children and Young People Services Scrutiny Committee

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CYPS
SCRUTINY COMMITTEE
OUTTURN
PERFORMANCE REPORT
2021/22



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1. Our Borough Strategy 2021-30 Priorities

Performance Management in St Helens Borough Council is focused around achieving the 6 strategic priorities outlined in Our Borough Strategy 2021/30.



Priority 1 - Ensure children and young people have a positive start in life

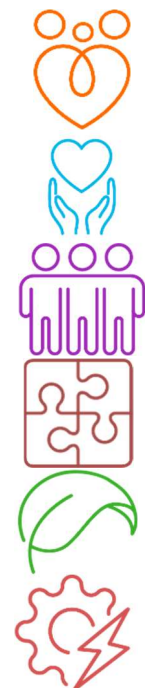
Priority 2 - Promote good health, independence, and care across our communities

Priority 3 - Create safe and strong communities and neighbourhoods for all

Priority 4 - Support a strong, thriving, inclusive, and well-connected local economy

Priority 5 - Create green and vibrant places that reflect our heritage and culture

Priority 6 - Be a responsible council



2. Borough Strategy Priorities and the UN Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030. Making progress towards the global goals by 2030 depends on local action. SDGs fit with Our Borough Strategy Vision and the Council's approach to Reset and Recovery. All 17 Sustainable Development Goals have been mapped against the 'Our Borough Strategy' priorities and outcomes.

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 <p>ENSURE CHILDREN AND YOUNG PEOPLE HAVE A POSITIVE START IN LIFE</p>	     	 <p>SUPPORT A STRONG, THRIVING, INCLUSIVE AND WELL-CONNECTED LOCAL ECONOMY</p>	          
 <p>PROMOTE GOOD HEALTH, INDEPENDENCE AND CARE ACROSS OUR COMMUNITIES</p>	   	 <p>CREATE GREEN AND VIBRANT PLACES THAT REFLECT OUR HERITAGE AND CULTURE</p>	      
 <p>CREATE SAFE AND STRONG COMMUNITIES AND NEIGHBOURHOODS FOR ALL</p>	  	 <p>BE A RESPONSIBLE COUNCIL</p>	       

3. Purpose of the Report

The purpose of the report is to inform and update Elected Members on performance against the 6 priorities of the Our Borough Strategy 2021/30 and respective outcomes as set out above. The report covers the period 2021/22 providing the performance position reported over the course of the period. The reporting format splits the report into 2 distinct parts:

Part 1 of the report is a statistical analysis of the performance position at outturn 2021/22.

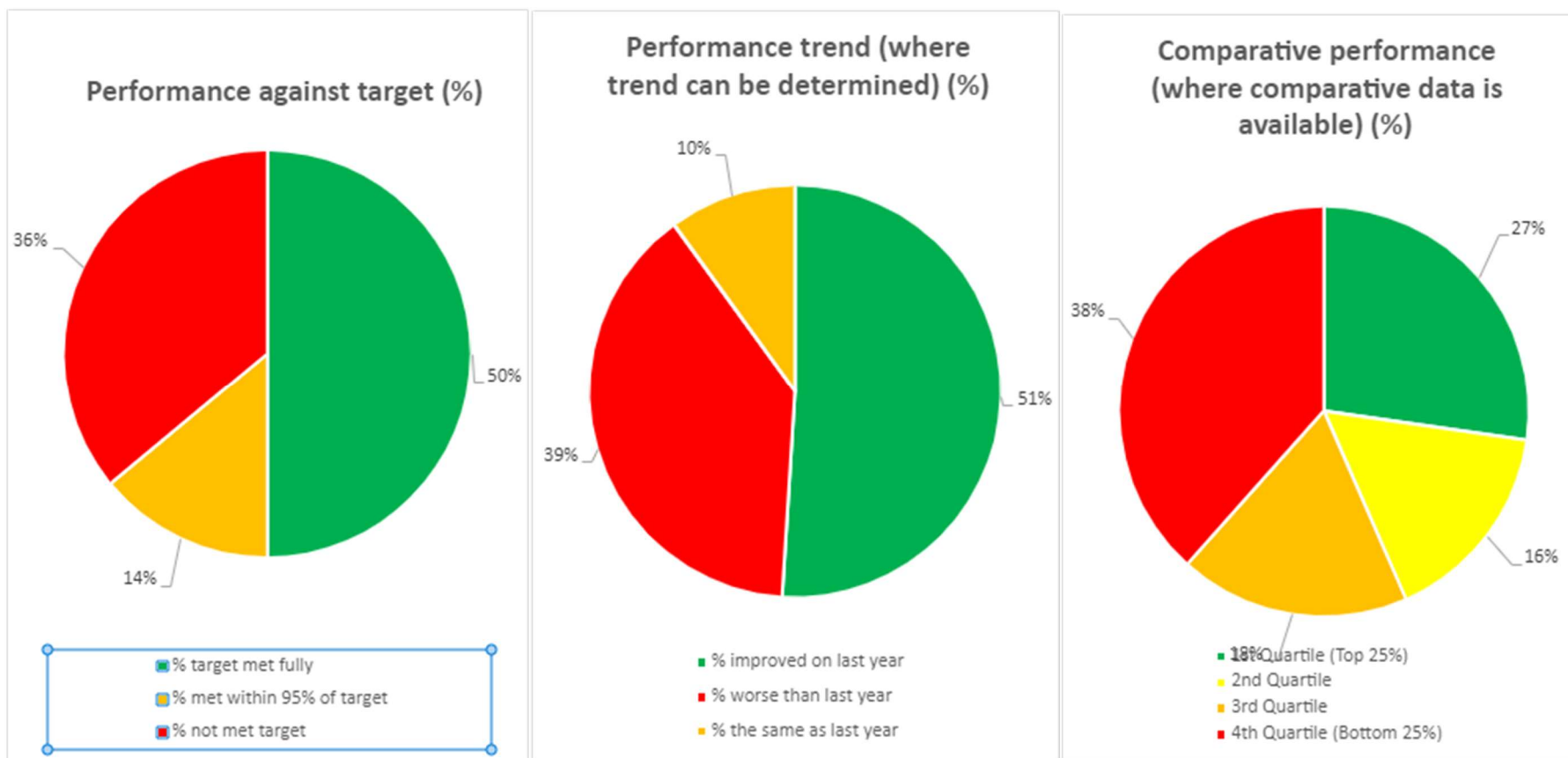
Part 2 of the report is a commentary on performance against delivery of the 6 strategic priorities and their respective outcomes summarising current performance within the quarter and action being taken to improve performance where required.

3. Executive Summary

The charts below provide an overview position of all performance measures across all 6 Borough Strategy priorities as at outturn 2021/22, examining:

- Performance against target.
- Trend - whether performance has improved / worsened since the position 12 months ago.
- Inter Authority performance - how St Helens' performance compares to that of a family group of authorities similar to St Helens

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4. Part 1 - Statistical analysis

To measure performance at outturn 2021/22, the Council is reporting against a total of **105** performance indicators, where targets were set. The indicators reported are split between Tier 1 and Tier 2:

Tier 1 – A set of high-level strategic indicators and targets that constitute the Outcomes Framework of the Borough Strategy 2021-2030.

Tier 2 – A further set of performance indicators and targets to address key priority areas of performance within Directorates / Departments.

In the supporting scorecards for each priority area, this distinction is maintained and both tiers are shown as they are all relevant to an understanding of overall performance.

The outturn report statistical analysis looks at performance under 3 areas:

1. Performance against targets
2. Trend over 12-months
3. Inter-authority comparison

4.1 Performance Against Target

This measure sets out:

- The percentage of indicators by priority where targets have been fully met or exceeded.
- The percentage of indicators by priority that have not fully met target but are within 95% of target.
- The percentage of indicators by priority that have failed to meet the target by more than 5%.

In the supporting scorecards for each priority area, green, amber, and red colours are used to depict indicators in each of the above three bullet point situations.

Priority	Number of Indicators with data	% target fully met	% target met within 95%	% target not met
1. Ensure children and young people have a positive start	36	36% (13)	14% (5)	50% (18)
2. Health, independence, and care	31	48% (15)	19% (6)	32% (10)
3. Safe and strong communities and neighbourhoods	16	63% (10)	0% (0)	37% (6)
4. Strong, thriving, inclusive and well-connected economy	8	88% (7)	0% (0)	40% (1)
5. Green and vibrant places reflecting our heritage and culture	9	78% (7)	22% (2)	0% (0)
6. Responsible Council	5	0% (0)	40% (2)	60% (3)
Total	105	50% (52)	14% (15)	36% (38)

A listing of indicators, which have met or exceeded target, have met within 95% of target, or have failed to meet target by more than 5% are shown within each of the 6 priority scorecards.

4.2 The Performance Trend

This measure compares performance at outturn 2021/22 with performance at outturn 2020/21 by setting out:

- The percentage of indicators where performance compared to last year has improved.
- The percentage of indicators where performance compared to last year has declined.
- The percentage of indicators where performance compared to last year is the same.

In the supporting scorecards for each priority a black arrow pointing up, downwards or sideways is used to depict indicators in each of the above 3 scenarios.

NB. There are a small number of indicators for 2021/22, where performance data in 2020/21 is not available and therefore it is not possible to show a performance trend. Where this is the case N/A appears.

Priority	Number of Indicators with data	% improved on last year	% worse than last year	% the same as last year
1. Ensure children and young people have a positive start	32	40% (13)	43% (14)	17% (5)
2. Health, independence, and care	31	45% (14)	42% (13)	13% (4)
3. Safe and strong communities and neighbourhoods	16	56% (9)	44% (7)	0% (0)
4. Strong, thriving, inclusive and well-connected economy	8	50% (4)	38% (3)	12% (1)
5. Green and vibrant places reflecting our heritage and culture	10	90% (9)	10% (1)	0% (0)
6. Responsible Council	8	50% (4)	37% (3)	13% (1)
Total	105	51% (53)	39% (41)	10% (11)

4.3 Inter Authority Comparison

This measure shows how performance in St Helens compares to the performance of a family group of authorities similar to St Helens. It does this by ranking each authority's performance by quartile. The top performing 25 % are in the first quartile and the bottom 25% in the fourth quartile. Authorities in between are placed in either the 2nd or 3rd quartiles. Comparative national data is only available to be used for **38** indicators.

In the supporting scorecards for each priority, where this measure is used, green indicates that St Helens is in the top best performing quartile, red that it is in the bottom quartile or yellow/amber that St Helens is in either the 2nd or 3rd quartile).

Priority	Number of Indicators with data	% in 1st quartile	% in 2nd quartile	% in 3rd quartile	% in 4th quartile
1. Ensure children and young people have a positive start	22	32% (7)	9% (2)	5% (1)	54% (12)
2. Health, independence, and care	23	30% (7)	17% (4)	30% (7)	22% (5)
3. Safe and strong communities and neighbourhoods	0	0% (0)	0% (0)	0% (0)	0% (0)
4. Strong, thriving, inclusive and well-connected economy	4	25% (1)	50% (2)	0% (0)	25% (1)

Priority	Number of Indicators with data	% in 1st quartile	% in 2nd quartile	% in 3rd quartile	% in 4th quartile
5. Green and vibrant places reflecting our heritage and culture	4	0% (0)	25% (1)	50% (2)	25% (1)
6. Responsible Council	2	0% (0)	0% (0)	0% (0)	100% (2)
Total	55	27% (15)	16% (9)	18% (10)	38% (21)

The latest available picture of inter authority performance largely relates to the 2020/21 financial year.

4.4 Summary and conclusion of statistical analysis

- **64%** of indicator targets have been either exceeded, met fully, or met within 95% of target. This compares to 71% of indicators at outturn 2020/21.
- **36%** of indicator targets were not met. This compares to 29% of indicators at outturn 2020/21.
- The trend measure indicates over the course of the last 12 months **51%** of indicators showed improvement, **10%** of indicators maintained the same performance and **39%** of indicators showed a downward trajectory. The position is broadly in line with that at outturn 2020/21.
- **27%** of all indicators where comparison is possible are in the top quartile, compared to 31% at outturn 2020/21, whilst **38%** are in the bottom quartile, compared to 40% at outturn 2020/21.
- Annual targets were set where possible within the context of national, Northwest, and local authority comparator group data. Equally targets aspire to be challenging but achievable within the context of the available resources. The targets also take account of performance during 2020/21 which was an unprecedented year due to the onset of the Covid-19 pandemic. The impact of the pandemic on performance within St Helens whether direct or indirect was highlighted within the 2020/21 Performance Outturn Report. Equally in many areas the impact of the pandemic on performance is yet to be fully realised and understood. However, given the effect of the pandemic on St Helens to date there is the strong likelihood that existing inequalities may be widened. This presents risks for future performance, but particularly in areas such as public health, education and schools and children's services where current performance is already challenging.

5. Part 2 - Commentary on performance against priority and outcome

Priority 1 - Ensure children and young people have a positive start in life



Outcomes

- Children and young people are safe from harm and the lives of children in care improve
- Children and young people's aspirations, attainment and opportunities are raised
- Children and young people are healthy, resilient, confident, involved and achieve their potential

Overview of Priority Performance

The tables below provide an overview of performance at outturn 2021/22 for the indicators reported

Performance Against Target

Number of Indicators with data	% target fully met	% target met within 95%	% target not met
36	36% (13)	14% (5)	50% (18)

The Performance Trend

Number of Indicators with data	% improved on last year	% worse than last year	% the same as last year
32	40% (13)	43% (14)	17% (5)

Inter Authority Comparison

Number of Indicators with data	% in 1st quartile	% in 2nd quartile	% in 3rd quartile	% in 4th quartile
22	32% (7)	9% (2)	5% (1)	54% (12)

Priority 1 - Ensure children and young people have a positive start in life

Tier 1

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1			Q2	Q3	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
							June	Sept	Dec						
Children and young people are safe from harm and the lives of children in care improve	CYP-01	Percentage of re-referrals into Early Help Services which were within 12 months of a previous early help episode	Quarterly	Lower	19	16	15	17	15	17	-6.25%	↑	N/A		
	CYP-02	The number of early help episodes that have been closed and stepped down to universal services (or as a % of total closures)	Quarterly	Higher	65	68	64	67	73	70	2.94%	↑	N/A		
	CYP-03	The number of early help episodes that have been closed and stepped up to social care services (or as a % of total closures)	Quarterly	Lower	22	19	28	21	18	21	-10.53%	↑	N/A		
	CYP-05	The percentage of early help audits completed that have been graded as good or outstanding	Quarterly	Higher	N/A	50	-	4	10	10	-80%	N/A	N/A		
	CYP-06	Rate of Children subject to a Child Protection Plan per 10,000	Quarterly	Lower	54.3	52.5	57	63.4	58.3	58.3	-11.05%	↑	2nd Quartile		

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1	Q2	Q3	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
							June	Sept	Dec				
51 Children and young people are safe from harm and the lives of children in care improve	CYP-07	Percentage of children subject to Child Protection Plans (CPPs) for a second or subsequent time within two years of last plan ending	Quarterly	Lower	14	14	10	15.1	16.6	13	7.14%	↑	N/A
	CYP-08	Children looked after rate (per 10,000 0–17-year-olds)	Quarterly	Lower	129.6	116.6	129	127	128.2	128.2	-9.95%	↑	4th Quartile
	CYP-09	Percentage of All looked after children who are placed with in house foster carers (including Kinship Carers)	Quarterly	Higher	44.0	47	40	39	39	37	-21.28%	↓	N/A
	CYP-10	Percentage of All looked after children who are placed with Independent Fostering Agencies	Quarterly	Lower	28	25	28	29.5	28	29	-16%	↓	N/A
	CYP-11	Percentage former care leavers aged 19-21 years with whom the LA is in touch	Quarterly	Higher	96	96	100	100	99	98	2.08%	↑	1st Quartile
	CYP-12	Percentage of former care leavers aged 19-21 in suitable accommodation	Quarterly	Higher	94	93	97	93	95	95.3	2.47%	↑	1st Quartile

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1	Q2	Q3	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
							June	Sept	Dec				
	CYP-13	Percentage of former care leavers aged 19-21 years in employment, education or training	Quarterly	Higher	60.3	60	60.6	53	54	54	-10%	↓	1st Quartile
	CYP-14	Percentage of Education, Health and Care (EHC) plans completed within a 20-week period	Quarterly	Higher	92	85	100	100	97.53	86.2	1.41%	↓	1st Quartile
Children and young people's aspirations, attainment and opportunities are raised	CYP-15	Percentage of audits where the voice of the child was graded as good/outstanding	Quarterly	Higher	60	65	54	53	50	50	-23.08%	↓	N/A
	E&S-05	Percentage of young people academic age 16-17 not in education, employment or training and not known combined	Quarterly	Lower	4.4	5.2	5.3	17.35	4.1	4.9	5.77%	↓	1st Quartile
	E&S-06	Percentage of state funded schools judged Good or Outstanding by Ofsted	Annual	Higher	81	84	-	-	-	84	0%	↑	4th Quartile
	PH-01	Hospital admissions as a result of self-harm (10-24 years)	Annual	Lower	1105.4	1200	1105.4	-	-	954.3	20.48%	↑	4th Quartile

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1	Q2	Q3	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
							June	Sept	Dec				
53 achieve their potential	PH-02	Percentage of children in reception year who are overweight or obese	Annual	Lower	28.7	26	-	-	-	28.3	-8.85%	↓	4th Quartile
	PH-03	Percentage of children in Year 6 who are overweight or obese	Annual	Lower	41	40	-	-	-	41	-2.5%	↔	4th Quartile
	PH-04	Under 18 conception rate per 1000 15–17-year-old (single year rate).	Quarterly	Lower	27.8	28	-	29	30.1	30.2	-7.86%	↓	4th Quartile
	SC-01	Number of first-time entrants to the youth justice system who receive their first substantive outcome or court disposal per 100,000 population aged 10-17	Quarterly from Q2	Lower	132	174	N/A	25	63	155	10.92%	↓	1st Quartile
	SC-02	Percentage of children re-offending	Quarterly from Q2	Lower	47.4	43	N/A	46.8	40	40.7	5.35%	↑	4th Quartile

Tier 2

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1 June	Q2 Sept	Q3 Dec	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
Children and young people are safe from harm and the lives of children in care improve	CYP-16	% of Children subject to a Child Protection Plan for a second or subsequent time (ever)	Quarterly	Lower	25.7	21	15	29	28	27.2	-29.52%	↓	4th Quartile
	CYP-17	Percentage of Children in Foster Care who are placed in borough	Quarterly	Higher	54	58	53	53	54	54	-6.9%	↔	N/A
	CYP-18	Percentage of children who have been open to the edge of care service who have not become looked after within 12 months of the services ending	Quarterly	Higher	N/A	90	N/A	73	83	81	-10%	N/A	N/A
	CYP-19	Percentage of looked after children who have a ratified 'primary' permanence plan	Quarterly	Higher	100	95	99.3	100	100	100	5.26%	↔	N/A
	CYP-21	Percentage of children looked after at 31 March with three or more placements during the year.	Quarterly	Lower	8.3	9	5.7	6.8	7.8	9.1	-1.11%	↓	1st Quartile
	CYP-22	Percentage of social work assessments graded good or better through the Audit process.	Quarterly	Higher	N/A	60	54	40	45	45	-25%	N/A	N/A

St Helens Borough Performance Report - Outturn 2021/22

Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1 June	Q2 Sept	Q3 Dec	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
	CYP-23	Average number of cases per children and family social worker	Quarterly	Lower	16.7	18	18.3	17.2	16.4	17.5	2.78%	↓	N/A
5 Children and young people are healthy, resilient, confident, involved and achieve their potential	E&S-18	Percentage of persistent absentee secondary pupils (10% threshold)	Annual	Lower	N/A	10				19.3	-93%	N/A	
	PH-13	Percentage of infants being breast-fed at 6-8 weeks	Quarterly	Higher	28	29	28.9	31.6	30.2	28.9	-0.34%	↑	4th Quartile
	PH-14	Smoking status at time of delivery	Quarterly	Lower	15.7	14	15.7	11.7	13.7	15.7	-13.77%	↔	4th Quartile
	PH-15	Under 18 admissions to hospital for alcohol specific reasons	Quarterly	Lower	72.3	79	78.6	72.3	67.8	81.4	-1.93%	↓	4th Quartile
	PH-16	Percentage of children aged 5 with MMR vaccination (2 doses)	Annual	Higher	87.7	92	-	-	-	87.7	-2.56%	↔	4th Quartile



Outcome	Ref	Performance Indicator	Reporting Frequency	Higher / Lower is better?	20/21 Outturn	21/22 Target	Q1 June	Q2 Sept	Q3 Dec	Outturn 2021/22	% Variance from Target	Trend	Comparative Performance
	PH-17	Percentage of children who received a 2-21/2 year Healthy Child Programme review	Quarterly	Higher	77	84	77	84.6	85.3	90.8	8.1%	↑	3rd Quartile
	PH-18	Percentage of children achieving a good level of development at 2 - 21/2 years	Quarterly	Higher	89.1	94	89.1	88	86.1	82.9	-11.81%	↓	2nd Quartile

Summary of performance against outcome and action for improvement

56 Outcome – Children and young people are safe from harm and the lives of children in care improve

Current Performance

- Early Help performance indicators have shown improvement over the course of 2021/22. Positively, the number of Early Help episodes closed and stepped down have increased. Re-referrals over 12 months into Early Help and the number of Early Help episodes closed and stepped up to statutory services have not met target but have shown improvement compared to the 2020/21 outturns. Most Early Help audits continue to be graded as requiring improvement and the target was not met.
- Two indicators monitoring the rate of children subject to a child protection plan and the percentage of children subject to a child protection plan for a second or subsequent time ever are not meeting target and showing a downwards performance trend. Performance continues to be worse than regional and national averages for both indicators and for the indicator monitoring children subject to repeat plans, performance is bottom quartile for its statistical neighbour group. Positively, the rate of children subject to a child protection plan is now in line with statistical neighbour averages. The indicator monitoring the percentage of children subject to a child protection plan for a second or subsequent time within two years of a plan ending is meeting target and is showing an improving performance trend.

Current Performance

- As at the end of March 2022, there were a total of 473 children looked after by the local authority. This is a rate of 128.2 per 10,000 under 18-year-olds and did not meet the challenging target (116 per 10,000) but is a slight improvement on the 2020/21 outturn (130 per 10,000). Rates remain significantly higher than regional and national averages.
- All looked after children have a plan for permanence following their second looked after child review and placement stability for looked after children, i.e., those having 3 or more placements over 12 months, although narrowly missing the annual target continues to be strong and better than the national average.
- All fostering indicators remain below target at outturn 2021/22. 37% of looked after children live in family placements with in-house foster carers, a reduction on the 43% reported at outturn 2020/21. 29% of looked after children are placed with independent fostering agency carers, a deterioration on performance compared to 2020/21 (28%) and only 54% of children in foster care are placed in Borough, which is the same position as reported at outturn 2020/21.
- Performance against the 3 key outcomes for care leavers is strong, that being care leavers in suitable accommodation, care leavers the local authority is still in touch with, and care leavers in employment education and training. The percentage of care leavers in employment education and training remains below a challenging target, however the recently published 2020/21 national data sees St Helens performance well above regional and national averages and top quartile compared to comparator authorities.
- The percentage of social work assessments graded Good or Outstanding was 45% (position as at December 2021) and the target was not met. A total of 360 cases were audited in 2021/22, with 163 (or 45%) judged to be good or outstanding.
- Average social worker case workloads have met target at year end, although performance has deteriorated compared to 2020/21. Also, the data should be considered cautiously as it is based on the average caseloads across the service but, caseloads for Social Workers in some areas of the service e.g., CWLA, Duty Teams 2 and 4 and Innovate Team all have average caseloads of more than 20. The strategies in place to address this are beginning to have an impact i.e., more applications and greater stability.
- The percentage of children who have been open to the edge of care service who have not become looked after within 12 months of the services ending stands at 81%, which has not met the annual target of 90%.

Action for Improvement

- Ofsted monitoring visits continued throughout the year following the ILACs inspection judgement of Inadequate in 2019. The findings indicate that although significant work has been undertaken to deliver the necessary improvements within some areas, challenges including workforce arrangements and consistency in quality of practice persist which has impeded the pace of improvement. In response the Council undertook a detailed diagnostic led by an independent consultant, which resulted in approval by the Children's Improvement Board and Cabinet in February 2022 of a revised comprehensive Improvement Plan,
- Early help services need to continue to improve, embedding the things we have put in place will support us to drive continuous development and improvement in practice and service delivery and in time will reduce the escalation of concerns to statutory services. Early Help Audits are now completed as part of the quality assurance framework, and a performance data set has been developed and implemented, which the service previously

Current Performance

did not have. Externally commissioned training has been commissioned over the next 12-months. There is a renewed focus on improving the partnership contribution to early intervention and prevention. The Early Help Strategy is currently undergoing revision and the self-assessment of the Early Help Systems Guide is being completed for the DHLUC. Early help and the importance of this in terms of demand management will be a focus of the next children's Improvement board in July 2022.

- Practice is being reviewed in relation to child protection plan indicators to better understand the rationale for the increase. Post Covid it could be argued that there was an expectation that there would be an increase in repeat plans as families living with Domestic Abuse, mental health problems and substance misuse have been tested by the pressures of the pandemic. Audit currently demonstrates that Domestic Abuse is the key factor within this cohort of families. Further analysis of activity will review decision making and determine if threshold application is appropriate or if family problems could be managed less intrusively via more effective early support or child in need plans. Our demand strategy seeks to refocus services to earlier support to avoid statutory and acute costly services.
- We will keep the increase in child protection plans under review to determine whether this is a short-term volatility or could lead to repeat issues that could ultimately impact on the looked after children population. We have a number of children who are delayed in the Court process that we are tracking carefully and there are therefore dependencies between the Court timetable and meeting the target for the reduction in looked after children. There are improvements in the timeliness of pre proceedings work. Training on court skills delivered jointly by legal and CSC for staff and managers is commencing from June onwards. Supported by the Council's legal team we will continue to work collaboratively with the Courts to improve this situation. Recent audit activity across Merseyside has confirmed that our performance compares favourably to the other LAs. Recruitment of an additional post within the legal team will give further capacity to focus on applications for special guardianships and the discharge of care orders.
- A whole system review of the Fostering Service and review of the Sufficiency Strategy will include revised targets for foster care recruitment. A communication and marketing strategy will be developed based on the findings. It will also be necessary to re-visit the wider council offer to support this work so that there are greater numbers of internal foster carers and an increased number of children placed with foster carers within the borough.
- Social Work Assessments and plans require improvement, and this will continue to be an area of practice improvement and we are working closely with managers, teams and individuals to drive up practice improvement. Staff have recently had training on assessments and care planning follows shortly from June onwards. Work is ongoing to drive improvement in the quality of assessments, which includes a focus on managers who sign off assessments and embedding consistency of quality across all components of the assessment framework.
- Workforce pressures resulting in changes of Social Worker and higher caseloads in Social Work Assessment has continued to impact on the quality of practice overall. Stabilisation of the social care workforce is being addressed with a strong focus on recruitment and retention. We are seeing some early signs of improvement in caseload reduction, and this will be monitored closely with a relentless focus on recruitment, support to staff and the increasing demand at the Front door.
- To improve education, employment and training (EET) outcomes for care leavers, all care leavers are tracked by the EET worker in conjunction with their personal advisor and work closely with the DWP to explore additional work opportunities with providers in the borough.

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Outcome - Children and young people's aspirations, attainment and opportunities are raised

Current Performance

- Performance for the completion of Education, Health and Care Plans (EHCPs) to timescale remains positive with 86.2% of all new EHCPs issued within 20 weeks, which met target, although performance was slightly reduced on last year's outturn of 92%. St Helens was ranked 7th nationally for EHCP performance for 2021. The latest verified comparator places St Helens top quartile for its nearest neighbour group. However, it is anticipated that the level of performance will be difficult to sustain in 2022/23 because of increased numbers of requests for assessment and delays in the timeliness of professional advice. The service currently has a backlog of assessments for the first time since 2019 and their completion will impact performance significantly in 2022/23.
- The final outturn position for the percentage of 16 17-year-olds not in Education, Employment or Training or where their status was not known was 4.91%. Data is based on the average of three months (December 2021, January 2022 and February 2022). Whilst performance has dropped slightly compared to the 2020/21 outturn, the challenging economic climate makes a rise in NEET probable. St Helens comparative performance for 2020/21 is very strong, top quartile within the comparator group and better than both national and regional averages. NEET prevention, and engagement and tracking services have been able to provide consistent engagement with young people and families during the pandemic and additional investment into NEET prevention has led to more intensive support targeted to vulnerable groups. Underpinning this positive performance has been effective collaboration across a range of partner agencies within the borough and creative approaches from Career Connect to engage young people.
- The percentage of audits where the Voice of the Child is graded as good or outstanding has not met target at year end. Performance has also deteriorated compared to 2020/21. A total of 169 audits were graded good and 11 as outstanding, out of the 360 cases audited in 2021/22.
- The percentage of state funded schools judged to be good or outstanding by Ofsted in St Helens, has increased to 84%, which has met target.

Action for Improvement

- Work continues to address the decline in performance in the timeliness of Education, Health and Care Plans. The Council has continued to engage the services of an independent consultant and have appointed a Principal Educational Psychologist who will be in post from the 1st of July 2022. Alongside this, the Council is working with Manchester University to identify trainee psychologists to join the service from September and working with Council's marketing team on a recruitment campaign to attract new Educational Psychologists.
- Whilst EET Performance has remained positive, it will be a challenge to maintain this, as restrictions lift and emphasis on face-to-face interaction, less blended learning, and providing work experience opportunities will impact on vocational programmes and traineeships. Evidence of referrals to the NEET prevention officer show the impact of 2 years disruption due to covid on our year 11 cohort, with a significant number without a destination for Autumn 2022. A review of the NEET prevention work is underway to assess improvements in the earlier identification of pupils at risk of NEET in year 10, improved advice and guidance for schools as well as improved information sharing, and partnership working between partners and education providers to flex and adapt to meet the needs of young people in the current context.

- Voice of the Child Audits, learning from audits is shared and the key practice emerging in cases not judged to be good or outstanding is linked to impact and records not consistently demonstrated what actions have been taken in relation to the voice of the child. More consistency is required in relation to the nature of the concerns being discussed with children.

Outcome - Children and young people are healthy, resilient, confident, involved and achieve their potential

Current Performance

- Performance within the outcome remains challenging. The latest nationally published 2020 teenage conception data show rates in St Helens remain very high comparatively. There was a total of 85 conceptions in 2020, a rate of 30.2 per 1000 15-17-year-olds. St Helens has the second highest teenage conception rate and the highest abortion rate for 15–17-year-olds in England.
- Positively, the latest data showing the rate of hospital admissions for self-harm (10–24-year-olds) has met target and is showing an improving trend. However, St Helens rate is still the highest in the North West, second highest nationally and remains bottom quartile for its statistical neighbour group.
- The latest verified national data for the number of under-18 admissions to hospital for alcohol specific reasons, per 100,000 population has met target but is showing a decreasing trend. Data is for the period 2018/19 - 2020/21). At 81.4 per 100,000 aged under 18, St Helens rate is significantly higher than regional (43.6) and national (30.7) rates.
- Data for various public health indicators has not been updated since 2020/21 and 2019/20 for the child obesity data. The latest verified national obesity data shows St Helens had the 4th highest overweight and obese rate in the North West for reception year children and the fifth highest regional rate for children in year 6. Data collection was suspended during the covid-19 pandemic. Data collection for 2021/22 is still ongoing with a deadline for submission of August 2022. Once updated verified data is published a more accurate picture of obesity rates will be available.
- As stated, 2020/21 is the latest verified national data for various public health indicators, including breastfeeding rate at 6-8 weeks, smoking status at time of delivery, MMR vaccination (2 doses) and children receiving a 2-2.5-year Healthy Child Programme review and achieving a good level of development at this age. Performance for these indicators is currently showing as off target based on the latest available data.
- At year end, the total number of first-time entrants (FTE) to the Youth Justice System remained low and better than target although the performance trend is downwards. The continual reduction in FTE is reflected nationally across most youth offending teams given the increased emphasis on prevention and diversion as a means of improving child trajectories and positive life outcomes. Whilst this is excellent performance in relation to our regional and national counterparts, the small local increase seen here is reflective of the nature of the seriousness of the offences being committed.
- Reoffending continues to be Youth Justice's biggest challenge in St Helens. Reoffending rates are based on 2-year-old PNC data. However, performance for the Borough in this area is currently still below target at 40% for the year, which is good.

Action for Improvement

- The Q3-2021/22 data for under 18 conceptions has been updated with 19 conceptions for St Helens in Q3 2020. This means that the annual rolling rate up to March 2020 has increased to 30.1 per 1000, whilst the rate is same as the last quarter, however we have the 2nd highest rolling annual rate in England. For the same period the NW rate decreased to 17.4, whilst the England rate decreased to 13.6. We are in the process of recommencing the multiagency teenage pregnancy prevention strategy group to develop and implement a wide range of actions. Plans are also in place to help prevent unplanned pregnancies by making access to information and free contraception available in a range of community settings.
- In 2020/21, 29% of babies were still being breastfed at 6-8 weeks. The verified Q3-2021/22 result is 32.5%, 3.5% above target, however, this is still below the Regional and National prevalence of 38.8% and 48.5% respectively. The rate has increased by more than 10% since City Health Care Partnership took over the service, and much work has been done to make sure breastfeeding status is recorded accurately and that pregnant women receive the support they need to breastfeed. At the targeted antenatal contact, birth contacts and 6-8-week reviews, Health Visitors discuss the benefits of breast feeding and mothers are offered referral to the infant feeding team for support.
- Young people's hospital admissions for alcohol continue to fall and are projected to be achieving target. However, in St Helens the rate of 81.4 (2018/19 - 2020/21) remains significantly higher than the regional (43.6) and national (30.7) averages. The Young People's Drug and Alcohol Team (YPDAAT) have looked at the data to understand which young people are most at risk, and then carried out preventative work and engagement with them. The team are delivering face to face, group sessions in schools and colleges as they were pre-Covid.
- In Q3 - 2021/22 the proportion of 13% smoking at the time of delivery is lower than the rate at the end of 2020/21 (15.7%); it is improving and is 1.8% better than the target of 14.8%. However, local rates remain above the regional and national averages (11% and 9.6%). In 2020/21, St Helens has the 8th highest rate in England. A smoking in pregnancy pathway is now being adopted across Cheshire & Merseyside which asks about smoking at every contact, monitors carbon monoxide levels and offers an automatic stop smoking support referral for all pregnant smokers. Locally a dedicated stop smoking in pregnancy practitioner has joined the Wellbeing service to work with pregnant smokers identified via midwifery.
- Q3 2021/22 for uptake of the 2-2.5-year check is the latest published regional (82.6%) and national (78.6%) averages indicates that St Helens is performing better at a percentage of 90.8%, and higher than target (84%). However, we may see a reduction in the next quarter due to a shortage of staff, a recruitment drive has been undertaken and new staff employed.
- The 2020/21 St Helens annual outturn for achieving a good level of development at 2-2.5 years (Q4 YTD) was 89.1% which is 5% below target but higher than the latest published regional (82.2%) and national (83.3%) averages. We have seen a decrease in the percentage of children achieving a good level of development at 2 - 2 1/2 years for the last three quarters, this is the same regionally and nationally. We think this could be in part due to the impact of the pandemic and less opportunities for children to access activities outside of the home. There is a continued collaboration with Early Years to develop and implement plans and criteria to ensure appropriate children are referred to the School Readiness programme to maximise a child's opportunity. Workstreams include behaviour pathways, speech & language pathway, improving outcomes for boys and Incredible Years training.
- Operation Inclusion and the implementation of Outcome 22 by Merseyside Police continues to be utilised wherever appropriate within the service as a means of reducing first time entrants (FTEs) and they continue to be very successful as a means of diverting the most vulnerable children away from the formal Criminal Justice System and offer a robust alternative to those children involved in street crime. Additional funding from the VRU and Operation Stonehaven has also supported the YJS to deliver interventions which should further reduce FTE's going forward.


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- The Youth Justice Service continues to deliver a range of interventions in conjunction with partners to further drive down re-offending and going forward there is a plan in place to utilise funding from the VRU to support some new pilot schemes/ interventions in conjunction with the Charity CELLS in local schools and with local police to support those children most at risk of further offending.

For more information about individual performance indicators that support the achievement of these outcomes please see the scorecard.

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 ST HELENS BOROUGH COUNCIL	<h2>Children and Young People Services Scrutiny Committee</h2> <h3>25 July 2022</h3>
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Report Title	Children and Young People Services Scrutiny Committee Work Programme 2022/23
Cabinet Portfolio	Finance and Governance
Cabinet Member	Councillor Martin Bond
Exempt Report	No
Reason for Exemption	N/A
Key Decision	No
Public Notice issued	N/A
Wards Affected	All
Report of	Jan Bakewell Director of Legal & Governance janbakewell@sthelens.gov.uk
Contact Officer	James Morley Senior Scrutiny Officer jamesmorley@sthelens.gov.uk

Borough Priorities	Ensure children and young people have a positive start in life	X
	Promote good health, independence, and care across our communities	
	Create safe and strong communities and neighbourhoods for all	
	Support a strong, thriving, inclusive and well-connected local economy	
	Create green and vibrant places that reflect our heritage and culture	
	Be a responsible Council	X

1. Summary

- 1.1 This report provides information to the Committee about the work programme setting process. Managing the work programme is an important part of an efficient and effective Overview & Scrutiny Function.

2. Recommendation for Decision

The Children and Young People Services Scrutiny Committee is recommended to:

- 1) Agree items for its work programme for the 2022/23 municipal year based on the prioritisation process and topic selection criteria set out in this report. (See appendix 1)**

3. Purpose of this report

- 3.1 To inform the Scrutiny Committee about the work programme setting process to support their decision-making regarding items for the Scrutiny Committee work programme 2022/23.

4. Background / Reason for the recommendations

- 4.1 A comprehensive work programme is fundamental to the effectiveness of the Scrutiny Committees as it enables them to plan and manage their workloads to make best use of the available time and resources, ensure a focus on the Borough's priorities and add the most value to the performance of the Council and outcomes for residents.
- 4.2 Following the Council's all-out Elections in May 2022 a new Committee membership has been established following the Committee's previous meeting on 21 March 2022. With a new membership the opportunity to create a new work programme has been taken and the Committee held a work programming workshop on Wednesday 6 July 2022. At the workshop, members of the Committee discussed possible options for items to be included in the Committee's work programme for the 2022/23 municipal year. Based on the findings of its workshop the Scrutiny Committee should agree items for its work programme to enable planning for agendas of future committee meetings and the establishment of any review work (e.g. task and finish groups).
- 4.3 The Scrutiny Committee is required to review and agree its work programme at every committee meeting. When reviewing the work programme, new items can be added and items that no longer require scrutiny or are not considered to be a priority for action or monitoring can be removed.
- 4.4 When considering whether to add, remove and prioritise items for consideration Members should be mindful of the following:
- Would the Committee be able to add value through its work on the issue?
 - Is the issue linked to a Borough Priority?

- Is the issue a priority/concern for partners, stakeholders and the public?
- Is the issue related to poorly performing services?
- Is there a pattern of budgetary overspends?
- Are there significant levels of public/service user dissatisfaction with the service?
- Has there been media coverage of the issue?
- Is the issue related to new Government guidance?
- Would consideration of the issue be timely?
- Are there sufficient resources (e.g. officer capacity to support a review or provide a report) to effectively consider the issue at this time?
- Would Scrutiny be duplicating work being undertaken elsewhere?
- Is the matter subject to judicial review (sub judice)?

4.5 The Work Programme Prioritisation Aid attached to this report is designed to assist members in considering whether a suggested addition to the work programme is suitable and meets the necessary criteria. If members consider that a suggestion would not be suitable for scrutiny, the Scrutiny Committee could choose to refer the matter elsewhere. If an item is considered to be an important issue but not a priority at this time an item may be added to the end of the work programme to be monitored for further consideration in the future.

5. Consideration of Alternatives

5.1 None

6. Conclusions

6.1 The Scrutiny Committee is requested to discuss its work programme and set priorities for future Committee meetings and agree any review work (i.e. task and finish) to be commenced in the near future or scheduled for a later date.

7. Legal Implications

7.1 N/A

8. Community Impact Assessment (CIA) Implications

8.1 N/A

9. Social Value

9.1 N/A

10. Sustainability and Environment

10.1 N/A

11. Health and Wellbeing

11.1 N/A

12. Equality and Human Rights

12.1 N/A

13. Customer and Resident

13.1 N/A

14. Asset and Property

14.1 N/A

15. Staffing and Human Resources

15.1 N/A

16. Risks

16.1 Failure to effectively manage the work programme could lead to inefficient use of the Committee's time and resources, negatively affecting the Committee's ability to add value and help the Council achieve its priorities. By examining the work programme regularly and following the prioritisation aid as recommended, the Committee should minimize the risk of using time and resources on ineffective items.

17. Finance

17.1 N/A

18. Policy Framework Implications

18.1 N/A

19. Impact and Opportunities on Localities

19.1 N/A

20. Background Documents

20.1 None

21. Appendices

Appendix 1 - Work Programme Prioritisation Aid

Appendix 1

Overview and Scrutiny Work Programme Prioritisation Aid

