

FAMILIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 19 March 2018 at 3.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for absence
2	Minutes of last meeting (Pages 3 - 10) The Committee is asked to approve as a correct record the minutes of the last meeting held on 18 January 2018
3	Update on Healthy Schools Programme (Pages 11 - 12) Report of Director of Public Health
4	Annual Conversation with Head Teachers of Special Schools (Pages 13 - 14) Report of Strategic Director, Care Wellbeing and Learning
5	Recruitment and Retention of Social Workers - Update (Pages 15 - 24) Report of Strategic Director, Care Wellbeing and Learning
6	Permanent Exclusion 14 Point Action Plan (Pages 25 - 38) Report of Strategic Director, Care Wellbeing and Learning
7	Work Programme (Pages 39 - 42) Joint Report of the Chief Executive and Strategic Director, Corporate Services and Governance

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GATESHEAD METROPOLITAN BOROUGH COUNCIL
FAMILIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Thursday, 18 January 2018

PRESENT: Councillor B Oliphant (Chair)
Councillor(s): M Hall, S Craig, L Kirton, E McMaster,
R Mullen, P Craig and Jill Burrell

IN ATTENDANCE: Councillor(s): G Haley

F36 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr McHugh, Cllr McCartney, Cllr Clelland, Cllr Caffrey, Cllr Weatherley and co-opted members Sasha Ban, Maveen Pereira and Cheryl Lain.

F37 MINUTES OF LAST MEETING

The minutes of the meeting held on 30 November 2017 were agreed as a correct record.

F38 CAMHS UPDATE

The Committee received a progress update report on the Children and Young People Local Transformation Plan and the implementation of the new CAMHS model. It was noted that CAMHS is one strand of the overall transformation plan.

It was reported that the listening phase was carried out in terms of what service users want. From that it was clear that children and families using the CAMHS service wanted; easy access, varied venues within the community as well as multi-media access to the service.

Work is underway with the current providers as if it were a new procurement, the service specification is being developed, using understandable language. The single point of access went live for schools only in December as there is a phased approach. The single point of access is operated by call handlers who are supported by clinicians. The next phase will be the single point of access for GP referrals, this will be rolled out in March. From April self-referrals will be made through the single point, this is for children and families. A multi-media access approach will be rolled out thereafter as currently access is through telephone and email only.

A protocol is being developed to offer a pathway for special groups, such as LAC, YOT and young people with substance misuse problems or young people from

families with substance misuse.

It was noted that providers continue to meet once per month. It is hoped that the new model will be more responsive than previously and work is underway to clear the backlog and reduce the waiting list. Initial feedback has been positive, however no formal review or evaluation has yet taken place.

It was questioned what the figures were for the current backlog. It was confirmed that this figure changes week on week, however this information can be provided for the next update, as well as waiting times. It was confirmed that each contact is needs assessed, therefore some people will be seen within a few days, this is clinically led so some people may have to wait. It was acknowledged that waiting times are unacceptable at previous levels. It was noted that for those vulnerable groups of young people there is no guarantee of an early appointment as it depends on need.

It was confirmed that the first evaluation will be carried out after 6 months into the new contract arrangements and it was agreed that after the first year Committee could be updated on progress.

It was explained that the first call handler will take demographic information from the caller and, based on the content of the conversation, either immediately refer or triaged and given appointment. Any urgent need is dealt with as soon as possible. The point was made that the service would not necessarily share information with schools because the information is confidential, however work is ongoing to ensure schools are engaged in the service. It was also confirmed that 43 schools are due to attend training events, this is a joint venture with the CCG and will be mental health and school specific. Committee was advised that since December 50 phone calls have been taken from schools, it is anticipated that this number will increase as during that time the schools were closed over the Christmas period.

The point was made that the backlog remains big and with professionals still under pressure in terms of workload how do they cope. It was noted that that is why the service is trying to be more responsive and robust and get young people into the service early in order to prevent more complex issues escalating. It was acknowledged that the current model means people remain on the waiting list until their mental health deteriorates further, which is something the new model will attempt to avoid.

- RESOLVED -
- (i) That the Committee noted the update report on implementation of the new CAMHS model.
 - (ii) That the Committee supported the Mental Health Governance Structure.
 - (iii) That the Committee agreed to received further updates throughout the phased implementation of the CAMHS transformation programme, including case studies and statistics around backlog and waiting times.

- (iv) That the Committee agreed the refreshed Children and Young People Mental Health, Emotional Wellbeing and Resilience plan and implementation group.

F39 MODERN SLAVERY UPDATE

Committee received a report giving an overview of modern day slavery legislation and how the Council responds.

It was reported that, although modern slavery is not new, there is a lot more awareness locally, regionally and nationally. There is no typical profile of a slave, however they are likely to be vulnerable. The Modern Slavery Act 2015 consolidated offences and penalties and created statutory duties.

There are a number of indicators of Modern Day Slavery; forced / bonded labour, sexual exploitation, criminal exploitation and domestic servitude. It was noted that possible indicators of Modern Day Slavery could include physical appearance, isolation, no personal possessions, unusual travel times and restricted freedom of movement.

In terms of the Modern Slavery Act a number of duties were given to local authorities, to respond when they judge someone to be a victim of modern slavery. It was noted that the key areas local authorities can respond are around; victim identification and support, prevention and disruption of crime, working in partnership and awareness raising. It was acknowledged that this is very much a multi-agency approach. The Strategic Exploitation Group is a sub-group of the Local Safeguarding Children Board (LSCB), Chaired by a Chief Inspector from Northumbria Police, this group approached the operational response to modern slavery and developed an overarching strategy. This group also has oversight of the children's MSET (Missing, Sexually Exploited and Trafficked), to date there have been no child trafficked cases. It was reported that the Strategic Exploitation Group commissioned Hope for Justice to undertake training for front line practitioners in Gateshead, it was noted that it will be re-commissioned for further training.

Committee was advised that the operational response to modern slavery in Gateshead is co-ordinated by the Resilience and Emergency Planning Team. A Concept of Operations has been developed which provides an overview of how the authority will respond to issues in the area and also supports the multi-agency approach to supporting those people who have been subject to modern slavery, trafficking and exploitation. This includes; responding to acute incidents within normal service, co-ordination of pre-planned operations and escalation to an emergency or major incident situation. It was reported that the Concept of Operations document details the single point of contact, the key contacts and communication process and the escalation processes.

It was reported that the Concept of Operations has been in place since October 2016, since that time there has been six planned operations in the area, out of which Gateshead was involved in three; Operation Border, Operation Bridler and last week (Monday 15 January 2018) Operation Caritas. Committee was provided with

information regarding Operation Bridler which took place in June 2017, led by the National Crime Agency (NCA). Four properties in Gateshead were searched, with five victims attending Victim Centres in the area, all victims were female who declined support, there were no children involved. Operation Caritas involved dawn raids on properties in the Inner West area of Gateshead, six arrests were made and there were 12 potential victims who were safeguarded.

It was acknowledged that often the victims of modern slavery do not realise they are victims because their wages are better than at home, however they are often housed in sub-standard accommodation.

Over the course of the six planned operations, 48 adults in total were spoken to, 14 of these were from Gateshead with an overall total of only 5 in Newcastle who identified themselves as victims.

It was reported that work continues with Social Care services to pre-identify children and young people who may be implicated in order for arrangements to be made for those young people.

It was questioned whether perpetrators are still prosecuted if the victims return. It was confirmed that they are still prosecuted and the situation continues to be monitored through police liaison officers.

It was suggested that there should be more emphasis on links with housing as these perpetrators are likely to be renting properties for the victims to be housed. It was confirmed that work is ongoing with the private sector housing team within the Council as it has been found that most of the properties targeted are privately rented. Committee was advised that during operations a number of staff, including those from partner agencies and The Gateshead Housing Company, are on standby to check addresses and to ensure a real picture of the circumstances is gathered across all services. This also allows follow up work to be carried out on any information gathered. It was also noted that the operations are disruption strategies and the Council will continue to look at all disruption options available. During the recent Operation Caritas officers were prepared for the worst, planning for a potential of seven children coming into the Looked After Care system, however this didn't evolve on this occasion.

It was questioned whether houses are declared safe before Council officers enter the buildings. It was confirmed that there is weeks of preparation before Council staff go in, there is also a command and control structure in place with the police.

The Committee gave thanks to all officers involved in the operations.

- RESOLVED -
- (i) That the Committee's comments be noted.
 - (ii) That Committee was satisfied with the progress achieved.

F40

PERFORMANCE IMPROVEMENT UPDATE - CHILDREN PRESENTING AT HOSPITAL AS RESULT OF SELF HARM

Committee received an update report on the number of hospital admissions of children and young people (ages 10 to 24 years) as a result of self-harm.

It was reported that the Child Health Profile published in March 2017 showed that there were 189 admissions to hospital for self-harm in 2015/16. This was a slight increase from 2014/15 which was 179. Gateshead has the second highest rate for hospital admissions due to self-harm in the North East and in terms of statistical neighbours Gateshead has the fifth highest rate.

It was acknowledged that these rates are not per individual but rather per episode of admission. Therefore it is necessary to look at the quality of data because this could be influenced by local variation. It was noted that Public Health England has advised that there are concerns with regards to the quality of the data for this indicator. It was noted that, for example, one person could have 25 episodes which would obviously skew data. It was also noted that how each hospital codes an admission requires further exploration.

In order to address self-harm Newcastle Gateshead CCG provided funding for training in schools for young people's mental health, this was delivered across 13 schools. There has also been the introduction of mental health toolkits in schools. Following this training 85% of staff stated that their knowledge had been improved around the risk factors of self-harm. In addition the LSCB continues to provide level 3 training for people working with children and families.

It was reported that the contract for 0-19 public health services was awarded to Harrogate and District Foundation Trust, delivery of the service will commence on 1 July 2018. It was confirmed that the service will have a dedicated emotional resilience nurse to work with the 11-19 population, this will include families and schools.

Anna Freud workshops will be held for schools and mental health professionals to help them in their support of children and young people with mental health needs.

It was suggested that future updates on self-harm be included in the six monthly performance report with a deep dive in the next six months.

It was questioned as to the transition arrangements into the new 0-19 contract. It was acknowledged that this would not be easy but that the key thing was that the contract was staying in a Foundation Trust and not coming into the Council, there would also still be safeguarding leads from STFT.

It was queried as to the coding that hospitals use and how many of the admissions were failed suicides. It was confirmed that there are 20 plus codes which are very complicated, it was confirmed that the information regarding suicide attempts would not be able to be obtained. Committee was however advised that if there is any doubt around the motivation of a self-harm incident an emergency CYPS meeting is

held and possibly referred through to Safeguarding.

The point was made that this data relates to up to 24 year olds, therefore transition into adult services is important in ensuring appropriate support.

It was questioned what is happening in Newcastle that is not happening in Gateshead as its numbers are lower. It was acknowledged that further analysis is needed into this, it could be that Gateshead may have more admissions per individual. The point was made that an action plan cannot be developed if the data is insufficient, however it was accepted that it is more about understanding and comparing the data better rather than it being insufficient.

It was suggested that all schools should be taking part in the workshops. It was confirmed that the workshops are open to Newcastle schools also, however if there were any spaces all schools would be encouraged to attend.

It was agreed that an addendum on self-harm would be provided with the overall performance report in June.

- RESOLVED -
- (i) That the comments of the Committee ne noted.
 - (ii) That Committee agreed work to be undertaken with Gateshead Council Research and Intelligence team, Newcastle and Gateshead CCG and Newcastle Public Health Team to investigate the self-harm data and potential differences in coding and data collection.
 - (iii) That Committee agreed future updates on hospital admissions as a result of self-harm children and young people (age 10-24 years) should be included as part of the Council Plan – Six Month Assessment of Performance and Delivery 2017/18 report that is submitted to this Committee.

F41 OFSTED - ANNUAL REPORT

Committee received a report outlining the Ofsted Inspection findings for Autumn 2017. It was reported that all maintained schools have improved since previous inspections.

- RESOLVED - That Committee noted the position of schools in relation to Ofsted Inspections.

F42 WORK PROGRAMME

The Committee received the work programme for the municipal year 2017/18, which is a standing item on the agenda.

- RESOLVED -
- (i) That the provisional work programme be noted.
 - (ii) That further reports on the work programme will be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

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TITLE OF REPORT: Update on Healthy Schools Programme

REPORT OF: Alice Wiseman, Director of Public Health

SUMMARY

The purpose of this report is to provide the committee with an update of the work of the Healthy Schools Programme during the 2016/17 academic year.

1. Introduction

1.1 A new approach for the delivery of the Gateshead Healthy Schools programme was developed during 2015/16 and the programme began to operate as a traded service from September 2016. The programme was included in the “Services to Schools & Academies Brochure” that is sent to schools each year and this meant that schools could choose whether or not to buy into the programme.

1.2 The Health in schools programme gives schools access to a co-ordinator who provides the following:

- Promotion of new services and programmes and support for health promotion campaigns
- Provide quality assurance of all aspects of the framework and to participate in termly quality assurance group meetings
- Work with schools, school nurses and other agencies on how to identify those in greater need and interventions to offer those identified.
- Raise awareness by schools of care pathways and available services for children and young people in Gateshead
- Support schools to identify and agree activities to address their specific health and wellbeing needs
- Support schools to access training for staff
- Liaise with wider stakeholders in their offer of health promotion and training to schools

2. Schools engagement in the programme

2.1 Forty one Gateshead schools, plus Bensham Grove Nursery School, actively engaged with the healthy school programme during the 2016/17 academic year. Forty three schools chose not to engage with the programme. The numbers of schools that chose to participate in the programme has decreased from the previous year when the service was fully funded by Gateshead Council. Schools gave a number of reasons for non- participation in the programme including cost, no healthy schools co-ordinator in place in the school, lack of time to devote to the programme, unsupportive senior leadership and pressures from other areas.

2.2 Each of the participating schools was offered up to five visits from the healthy schools co-ordinator during the academic year. This consisted of an initial consultation visit, an action planning visit followed up by three supportive/moderation/quality assurance visits.

2.3 In addition several twilight sessions were offered around a range of health related themes including healthy weight and emotional health and wellbeing. These sessions were also used as an opportunity for healthy schools co-ordinators to consult and network with other colleagues and the healthy schools programme team.

3. Themes identified by schools and awards

3.1 As part of the action planning schools have to identify what their health priority is and why they have chosen this health priority, including the data sources they used to arrive at their decision. They also have to identify what outcomes the school is aiming to achieve.

3.2 The vast majority of schools identified healthy weight as their focus during 2016/17 based on both local and national data for obesity rates. A small number of schools chose to focus on the area of emotional health and wellbeing and in particular anti-bullying. The nature of the programme is such that schools are able to formulate their action plans to cover anything up to two academic years and therefore participating schools can be at different stages on their journey to the achievement of their health related targets.

3.3 Nineteen schools received healthy schools certificates during the 2016/17 academic year.

4. Future provision

4.1 The current healthy schools programme has been provided by Edutainment which is a private company. From 1st September 2018 schools can either choose to purchase the services of Edutainment directly or can sign up to the offer from the Schools Sports Partnership in the services to schools and academies brochure.

5. Recommendations

- The committee is asked to note the content of the report and to provide comments on the information provided.

TITLE OF REPORT: Annual Conversation with Special Schools

REPORT OF: Strategic Director Care, Wellbeing and Learning

EXECUTIVE SUMMARY

This presentation provides information on the provision within Eslington and Furrowfield schools.

Purpose of Report

1. To update the Committee on the provision in two special schools in Gateshead.

Background

2. Attached to this summary is a powerpoint on
 - Context of the school
 - The quality of teaching
 - Challenges
 - Successes and challenges
 - Nurture and support to pupils
3. The Executive Headteacher will make a brief presentation to the Committee, drawing attention to some of the main features of the schools.

Recommendations

4. The Families OSC is asked to:
 - Consider the successes of provision for SEMH pupils in the borough and current challenges to maintain high quality provision.

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TITLE: Children and Families Social Work Recruitment & Retention

REPORT OF: Caroline O'Neill, Strategic Director Care Wellbeing and Learning

Policy context

1. It is well understood that Social Work is a tough and demanding career that requires people who are highly skilled, resilient and intellectually able. Over the years many tragic child deaths have led to Government commissioning reviews and reforming statutory guidance and legislation.
2. In July 2016 the DFE (Department for Education) published its strategy to transform Children's Services due to ongoing concerns that the reforms of the previous years had not improved the quality of work with children and families. '**Putting Children First**' describes fundamental reform using 'three pillars' the DFE identify as significant in the children's social care system as it stands:
 - **People and leadership** – bringing the best into the profession and giving them the right knowledge and skills for the challenging but hugely rewarding work ahead, and developing leaders equipped to nurture practice excellence
 - **Practice and systems** – creating the right environment for excellent practice and innovation to flourish, learning from the very best practice, and learning from when things go wrong
 - **Governance and accountability** – making sure that what is being done is working, and developing innovative new organisational models with the potential to radically improve services.
3. A significant part of the reform thus far has also involved the DFE and the Chief Social Worker for children, Isobel Trowler, publishing Knowledge and Skills Statements (KSS) for Children's Social Workers (to be known as Approved Child and Family Practitioners) and their Team Managers (to be known as Practice Supervisors) and Senior Managers (to be known as Practice Leaders). The holders of these posts will be subject to an accreditation and assessment process delivered through the DFE over the next few years. Local Authorities are expected to ensure that Social Workers working in the 3 tiers described above are ready for the accreditation and assessment process by endorsing their practice.
4. The Government introduced, and currently supports, two fast track training programmes for would be Social Workers. The first, called 'step up to social work', launched in 2010 is a graduate scheme for those switching career. Evaluation of the programme has indicated that it has generated a group of highly capable and committed new entrants to social work

5. The second, is called Frontline, launched in 2014 and is based on the Teach First fast track model. High-flying graduates, typically from Russell Group universities are recruited and trained as Social Workers. An evaluation of Frontline in 2016 found that early indicators were 'most positive'. The first cohort of Frontline graduates through their graduate programme has thus far yielded 4 newly qualified Social Workers working their Assessed Year In Practice (ASYE) in Gateshead with a further 5 due to graduate this year taking up ASYE posts in Gateshead from September 2018.
6. Both of these programmes involve partnership arrangements with interested Local Authorities of which Gateshead is one. The quality of practice delivered by the participants and graduates from both schemes is extremely high.

Background

7. At the OSC meeting held in March 17, the Principal Children & Family Social Worker (PCFSW) presented a report, which outlined the difficulties experienced by teams in recruiting and retaining Social Workers in Gateshead. We knew that most Social Workers remain in the North East and move between the region's Local Authorities so in recruitment terms the available pool is a small one. Due to this Gateshead along with the other regional Local Authorities are always going to be vulnerable to local pressures such as the deleterious effects of negative Ofsted judgements. The recruitment and retention allowance was therefore proposed on the basis of a Local Authority benchmarking exercise, taking into account some known and some future anticipated outcomes in the region.
8. To recap, as at April 2016 sixteen (16) Social Workers left the Council's employment during a very short period of time. A rolling programme of recruitment advertising for both newly qualified and experienced staff was put in place due to the difficulties experienced in attracting sufficient experienced staff. Although the appointment of newly qualified Social Workers is helpful in terms of a longer term strategy to 'grow our own' the limits placed on newly qualified Social Workers prevent a full caseload and the allocation of complex cases. Therefore there is a limit to how many newly qualified Social Workers the services can tolerate without the need for additional capacity.
9. In response, Gateshead Children's Services had to rely on procuring experienced agency staff to maintain safe levels of capacity within its Social Work teams and this remains the case.
10. The report also referenced six outcomes to mitigate the difficulties in retention and recruitment. The first of which included a plan to enhance Social Work salaries across the board and align our recruitment processes to the KSS. The report further noted what efforts would be made to make Gateshead an authority where Social Workers want to work and remain. Cabinet approved the recruitment and retention package for Children & Families Social Work that came into force in May 2017 to be reviewed in May 2018.

Current update on the six outcomes

Outcome 1

11. A **competitive, if not higher salary offer, than our competitors based on new job profiles aligned to the KSS standard (see also appendix 1 and 2)**. Since the implementation of the recruitment and retention allowance in May 2017 Gateshead has achieved a much improved position.
 - (i) In **Referral and Assessment** there have been 10 new starters. 3 of who are newly qualified having graduated from the Frontline programme. 2 are previous agency workers who have chosen to leave their agencies in favour of permanent contracts in Gateshead. 3 have transferred from other posts in the authority. The remaining 2 posts have joined us from other Local Authorities.
12. Referral and Assessment lost 2 Social Workers in the period. 1 chose to work for another regional Authority and 1 newly qualified Social Worker (a Frontline graduate) felt home sick and returned to a Local Authority nearer her home area.
 - (ii) The establishment of the new **Complex Child in Need team** (CCiN/Edge of care team) successfully recruited to 11 posts 4 of whom came from other Local Authorities, (1 of whom chose to come from an outstanding authority as judged by Ofsted), while 3 were previous agency staff who chose to leave their agencies in favour of working for Gateshead, and 4 transferred internally, 3 of which were from Safeguarding and Care Planning (SGCP).
13. There has since been 1 Social Worker leave to take up a post in a regional authority.
 - (iii) In **Safeguarding and Care planning** (SGCP) there have been 7 new starters, 3 of which are newly qualified of whom 2 are graduates from the Frontline programme and 4 came from other Local Authorities.
14. Retention in **SGCP** has proved more difficult with 7 leaving but of those 7, 5 have transferred to other posts within Gateshead.
 - (iv) In the **Looked After Team, Fostering and Adoption** retention and recruitment has not posed the same issues. The workforce within these teams has remained stable; of the leavers quoted within paragraph 8, none were from Looked After Children, Fostering or Adoption teams.
 - (v) Similarly **EDT** successfully recruited to their part time vacancy
15. In summary the recruitment and retention policy has successfully secured Social Workers in permanent posts in Gateshead with a markedly lower level of Social Workers choosing to leave the Council. Of the 12 social Workers that left their posts 5 moved internally, 1 retired, and only 6 left the authority to work elsewhere. In the current regional context this is astounding and is a 62.5% reduction in those leaving the Council.
16. However, the difficulties in retaining experienced Social Workers in SGCP remains a challenge, which creates very significant difficulties for the service. There is no doubt that the establishment of the new Complex Child in Need team had an unintentional

impact on the service but this has nevertheless meant a net retention of permanent Social Workers of zero -having lost 7 Social Workers against their recruitment of 7. Additionally, there are 3 social workers who are currently working their notice, who have been offered posts in the fostering and CWD services in other authorities. The service is currently trying to recruit to the 10 posts in total, and it is perhaps telling that there has been no internal interest from Social Workers transferring into the service.

Service area	New Starters	Leavers	Total number of NQSW in Team
	01/05/17 – present	01/05/17 – present	Current
*R&A	10- (3 of which are NQSWs)	2	5
CCiN	11	1	0
SGGP	7- (3 of which are NQSWs)	7 and 3 pending	5
Fostering	0	1 pending	0
LAC	0	0	1
Adoption	0	1 retired	0
EDT	1	0	0
Total	29 (21 new to the Council)	12 (5 remained in the Council and 6 left the Council)	11

* The net gain of Social Workers within R&A has been as a result of reducing numbers of agency staff. That is to say, not as a result of an overall growth in establishment.

Outcome 2

17. **A recruitment process that is in line with the KSS and selection processes that provides a solid baseline assessment of candidates that can pull through into the employer practice endorsement process.**
18. The Ministers plans for the national accreditation and assessment of Children's Social Workers (NASS) has been the subject of major consultation, which ended in December 2017. Crucially, at this moment in time the accreditation is not a mandatory process. The outcome has resulted in a 3 phase approach to roll out.

Phase one (mid 2018) will involve five local authorities to test the delivery mechanism. Phase two (early 2019) will involve work with a further 12-15 local Authorities to build a working prototype to be rolled out nationally. Both phases will be underpinned by analysis from an independent research partner. Phase 3 (by 2020) will be full roll out involving a four stage approach to assessment:

- **Stage 1:** individual social worker practice endorsement by the employer – in the workplace over a period of time
- **Stage 2:** an online assessment of knowledge
- **Stage 3:** an observed interactive practice simulation in a controlled environment with independent examiners
- **Stage 4:** a written assessment

19. The PCFSW in collaboration with Gateshead's HR service has aligned all the Social Work job profiles to the KSS and assimilated existing staff to the 4 main levels- Newly qualified entry level, Experienced Child and Family Practitioner, Practice Supervisor and Senior Practice Supervisor. Recruitment processes are now more stretching for candidates at each level and focus on those competencies identified for each KSS. Regionally Gateshead is the only Local Authority to have done this and in so doing is at the forefront of aligning retention and recruitment to good practice measures. The continuous professional development (CPD) offer has also been aligned to the KSS and is intended to contribute to enabling Social Workers in achieving accreditation once they are ready to be sponsored through the process.
20. Work is ongoing in achieving an Appraisal and Development system, which supports the above for Social Workers with objectives being more closely aligned to the KSS. Similarly supervision and performance management requires strengthening in line with the KSS and is in hand.

Outcome 3

21. **A clear programme of development that can demonstrably attract Social Workers, both newly qualified and experienced, to Gateshead because they will know their practice will be enhanced and developed within an organisation that is prepared to invest in their future development and achieve accreditation.**
22. A specialist training programme to meet the needs of social workers continues to be developed by Workforce Development. The programme includes mandatory training to ensure workers have the opportunity to keep their skills and knowledge up to date and are as efficient and effective as possible. Further training opportunities help workers to develop new working practices and to continually increase their skill base. The provision of a specific training programme shows that as an organisation we are keen to invest in workers. This supports workers to maintain their resilience, meet their occupational standards and achieve the best outcomes for service users, which in turn will contribute to improved retention rates. All training and development opportunities are clearly linked to the Professional Competency Framework (PCF) and the KSS, enabling social workers to strengthen the skills knowledge and experience to progress to the next level of their career.

Outcome 4

23. **A clear progression structure that invests in preparing the talented to become future Practice Supervisors and Leaders.**
24. The need to provide newly qualified social workers (NQSWs) with the support and guidance they need during their Assessed and Supported Year in Employment (ASYE) has been reviewed. During their first year of NQSWs will now complete their ASYE portfolio, which clearly shows their learning journey from the point of graduation to the end of their first year in practice. The portfolio must show the confidence gained and the development of skills knowledge and experience to deal with increasingly complex cases.
25. Workforce Development is working closely with Skills for Care, DfE and managers across CWL to ensure there is clear guidance on the quality of these portfolios. NQSWs are also required to complete the first part of their Post Qualifying Social Work Award, assessed and accredited through Northumbria University. Workforce Development have commissioned an external facilitator who is a qualified social worker, practice educator and social work lecturer, to run a programme of workshop sessions which cover a range of topics designed to support them in completing their portfolio and ASYE module. On successful completion of both the NQSW will be able to move through the salary point. The development of this process will ensure we nurture and support Gateshead's future social workers and promote Gateshead as an employer of choice.
26. Discussions have been held as to the possibility of the creation of an ASYE Hub, which could be headed up by a Consultant Social Worker. However at this time we are not in a position to fund the creation of a Consultant Social Worker post. Notwithstanding, the creation of the ASYE Internal Moderation Panel will go some way to more effectively manage the needs of the NQSWs and to ensure that the policy and practice guidance for supporting NQSWs is adhered to by managers.
27. The authority has a progression policy for Social Workers who have the necessary skills, knowledge and experience as well as academic evidence to move to the role of experienced social worker. The aim of the progression policy is to ensure that the social workers who can demonstrate a level of ability commensurate with the role of an experienced social worker are able to progress. Upon completion of a demanding and stretching portfolio of evidence all social workers attend an interview with the PCFSW and a Service Manager from the relevant service to establish their suitability for this role.
28. At the present time there is at least a total of 8 Practice Supervisors, Senior Practice Supervisors and/or Service Managers who are over 55 years of age, of which 3 are over 60. There are a further 10 if Social Workers are included. It would be reasonable to assume that most of the 15 aged over 55 are unlikely to continue beyond their 60th birthday and some may wish to retire early. Succession planning particularly at senior management level is becoming a growing priority for Gateshead.
29. The additional levels of practice supervisor and senior practice supervisor will enable those Social Workers who want to remain close to practice to do so. Gateshead is also supporting a second cohort of Gateshead frontline managers to attend the

Firstline leadership programme provided by Frontline, which is partly designed to identify and prepare the senior leaders of the future in Gateshead.

30. The continued partnership with Frontline and 'step up' also plays significantly into Gateshead recruitment and retention policy of growing and retaining our own. Our aim is to have recruited at least 20 Social Workers from the two programmes by 2020.
31. Gateshead is also looking to introduce the Social Work Apprenticeship programme across CWL, this can be funded through the Apprenticeship Levy and again aligns with the aim of developing our own social workers. The DfE have suggested the programme will be available from September 2018, however local Higher Education Institutes (HEIs) still have a lot of work to do in developing and validating the programme. As an authority it will be necessary to identify the funding needed to create social work apprenticeship posts and to identify suitable candidates.

Outcome 5

32. **Caseloads that are manageable and allow for quality Social Work, whereby risks are appropriately assessed, and proportionate responses provided; helping to manage needs “down”, and preventing them from escalating up.**
33. Caseloads continue to be carefully monitored and overseen by managers and leaders at all levels. There is a caseload weighting system in place that seeks to measure activity as well as the numbers of cases held by Social Workers. There are peaks and troughs in numbers and activities. The newly established CCiN team will enable up to 100 CiN cases to be held and worked where previously these would have been held by SGCP. An additional 5 agency staff, (above establishment) have been utilised to manage demand within SGCP and R&A which has meant that demand is currently just within acceptable parameters. Average caseloads across the entire children's Social work workforce currently sit at 17 per worker, although this is a very crude measure of activity and doesn't take into account the experience of individual workers, complexity of case or FTEs.

Outcome 6

34. **A unique selling point that is rooted firmly in Social Work and appeals to the hearts and minds of our existing Social Workers and those who we seek to recruit.**
35. As part of the Council's recruitment and retention policy it has been agreed that children's social work needs to identify a preferred overarching practice model or framework for the delivery of interventions with families. Frontlines framework is Systemic Practice and the same framework is being utilised by the CCiN team. It has therefore been agreed as sensible for this model framework to be rolled out across Social Work and ultimately extended to include staff working within the Early Help services. Frontline delivered two conference workshops in Gateshead to help us understand the principles and see the practice advantages, which further cemented our resolve that this was an appropriate model. Discussions are ongoing with potential providers with the aim of running a short pilot as a proof of concept.

Appendix 1

Job Title	Salary range	R&R allowance	Salary range (Including R&R allowance)
AYSE Child and Family Social Work Practitioner. Appointed on Grade I with a bar point @ top of Grade I (scp 37)	£30,153 - £32,486	None	£30,153 - £32,486
Experienced Child and Family Practitioner Grade J	£32,486 – £35,444	5%	£34,110 - £37,216
EDT Experienced Practitioner Grade K	£35,444 - £38,237	5%	£37,216 - £40,148
Practice Supervisor Grade K+1	£36,379 - £39,177	15%	£41,835 - £45,053
Senior Practice Supervisor Grade L	£38,237 - £41,025	15%	£43,972 - £47,178

Appendix 2

Neighbouring LAs benchmarking for Children's Social Workers

Below is the current salary ranges as at 1 October 2017:

Local Authority	Salary
Durham	£26,556 - £35,093
Hartlepool	£25,951 - £35,444
Middlesbrough	£24,964 - £31,601
Newcastle	£27,394 - £35,093
North Tyneside	£25,951 - £33,437
Stockton	£25,951 - £37,306
Sunderland	£28,485 - £37,306

RECOMMENDATION

Committee is asked to:

1. Continue to champion the work undertaken by the Council's Children's Social Workers.
2. Note the content of this report.
3. Agree to receive regular reports from the Children's Principal Social Worker regarding the progress of work against the six outcomes articulated above.

CONTACT: Steve Day - Service Manager and Principal Social Worker
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TITLE OF REPORT: Briefing – Permanent exclusions

REPORT OF: Caroline O’Neill, Strategic Director - Care, Wellbeing and Learning

Introduction

1. The purpose of this report is to update the Families Overview and Scrutiny committee on the work that has commenced in relation to permanent school exclusions. This follows the report presented to OSC November 2017 which highlighted the increasing and high numbers of children permanently excluded in Gateshead.

Background

2. The consequences of being permanently excluded from school are extremely serious. The 2012 report by the Office of the Children’s Commissioner on illegal exclusions *‘Always someone else’s problem’* states that unless high quality support is put into place for excluded children, their life chances are likely to be substantially affected in both the short and longer term. In the case of ‘illegal’ exclusions children are also less likely to receive the support they need in order to achieve to their abilities. There are also potential safeguarding issues, especially with older children whose parents may think they are in school so there is no adult looking after them. As educators, therefore there is a need following a permanent exclusion, to ensure that the child is given access to high quality appropriate educational provision and support from other services, if needed, to continue with and/or reengage with their education and learning.
3. Schools have the right to permanently exclude a pupil on disciplinary grounds. Pupils can be excluded for one or more fixed term periods (up to a maximum of 45 days in a single school year and if exceeded a pupil is automatically permanently excluded) or permanently. In exceptional cases, usually where further evidence has come to light, a fixed period exclusion may be extended or converted to a permanent exclusion.
4. Gateshead has 10 secondary schools; 7 secondary academies, 2 of which are Roman Catholic, 2 maintained secondary schools and 1 CTC (City Technology College). It also has 1 secondary Pupil Referral Unit and 1 secondary SEMH (social, emotional and mental health) special school.

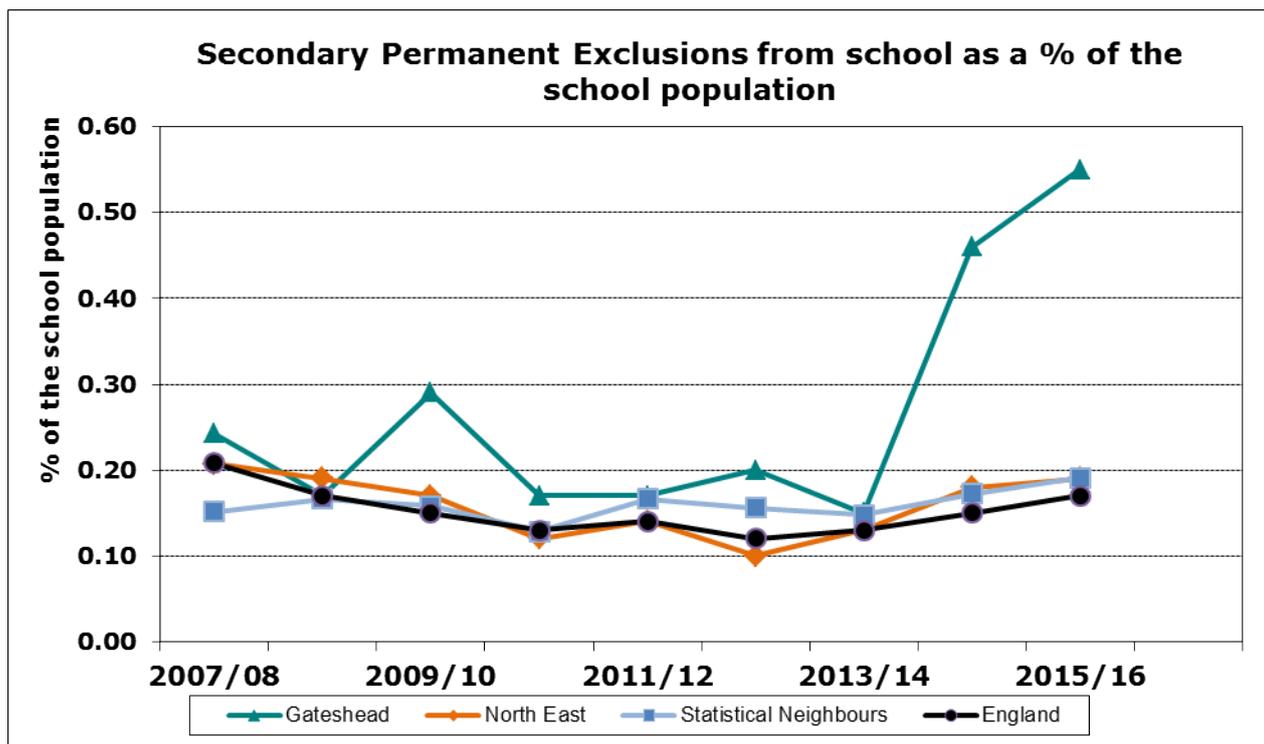
5. The DfE report in their statistical release, July 2017 (Permanent and Fixed Period Exclusions in England 2015 to 2016) that both the number for fixed and for permanent exclusions has increased over the past year (2015/16). Their report states that the rate of permanent exclusions across all state-funded primary, secondary and special schools has increased from 0.07 percent of pupil enrolments to 0.08 percent, which is the equivalent of 8 pupils per 10,000. 7. The report states that 81 percent of permanent exclusions occurred in secondary schools, which increased from 0.15 percent in 2014/15 to 0.17 percent in 2015/16. Interestingly the rate of permanent exclusions stayed the same in primary schools at 0.02 percent and decreased in special schools from 0.09 percent in 2014/15 to 0.08 percent in 2015/16.

6. It is clear that the proportion of children and young people being excluded is increasing nationally. Some reports suggest that permanent exclusion has increased by a third in the last two years.

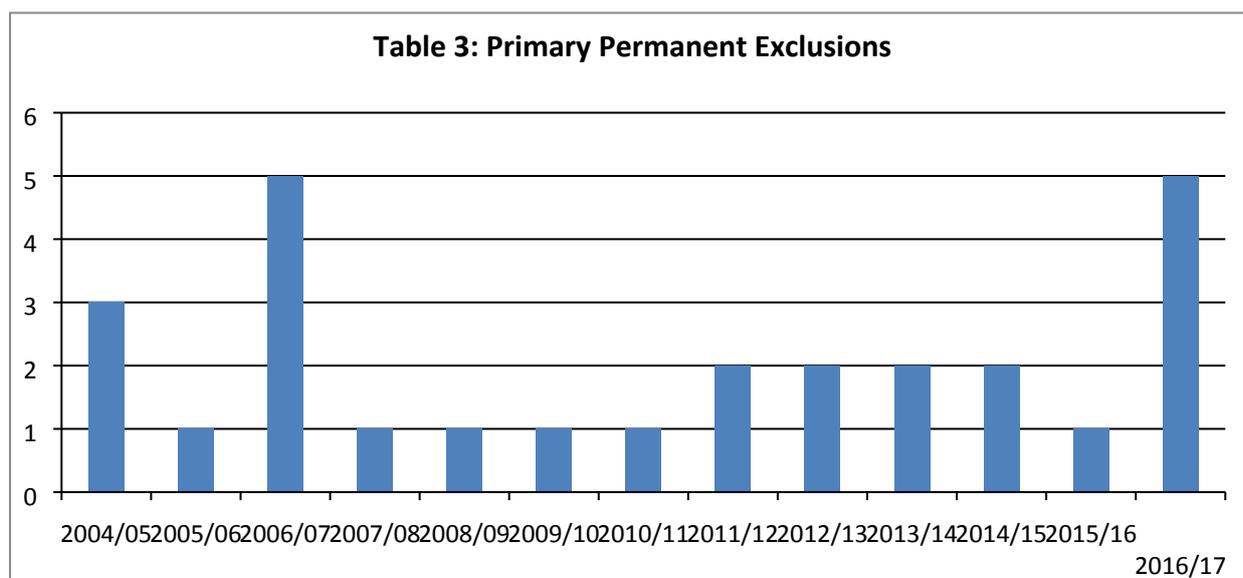
7. Table 1 shows the number of upheld secondary permanent exclusions by school since the 2004/5 academic year and to the end of the 2016/17 academic year. Gateshead excludes a higher rate of secondary aged pupils than its north east neighbours. The rise in secondary permanent exclusions in 2016/17 continues to be considerably higher than other local authorities in the North East and/or our statistical neighbours (Table 2).

	2004 /05	2005 /06	2006 /07	2007 /08	2008 /09	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17
Thorp							3		3	2	3	5	7
Emmanuel							1		3	3	2	3	1
Heworth	3	3	nil	3	1	1	3	0	3	1	5	4	8
Hookergate	Nil	2	2	Nil	1	1	1	N/A	N/A	N/A	N/A	N/A	
Joseph Swan	3	4	4	4	2	4	1	4	3	2	5	12	11
Kingsmeadow	2	Nil	Nil	1	5	1	3	7	4	4	2	7	7
Lord Lawson	1	5	6	3	1	3	1	1	1	2	7	11	9
Ryton	Nil	1	2	1	1	2	3	N/A	N/A	N/A	N/A	N/A	
Cardinal Hume	6	8	6	2	1	4	2	Nil	2	2	3	8	8
St Thomas More	3	1	1	1	2	5	Nil	2	3	2	9	2	4
Thomas Hepburn	10	3	6	11	5	6	6	3	3	3	6	11	14
Whickham	3	2	1	1	Nil	2	6	2	1	2	12	7	8
Furrowfield	Nil												
PRU	1	Nil	Nil	Nil	Nil	Nil	Nil	2	Nil	1			1
Extra District												1	2
Total	31	30	28	27	19	29	26	24	28	24	54	70	80

Table 2



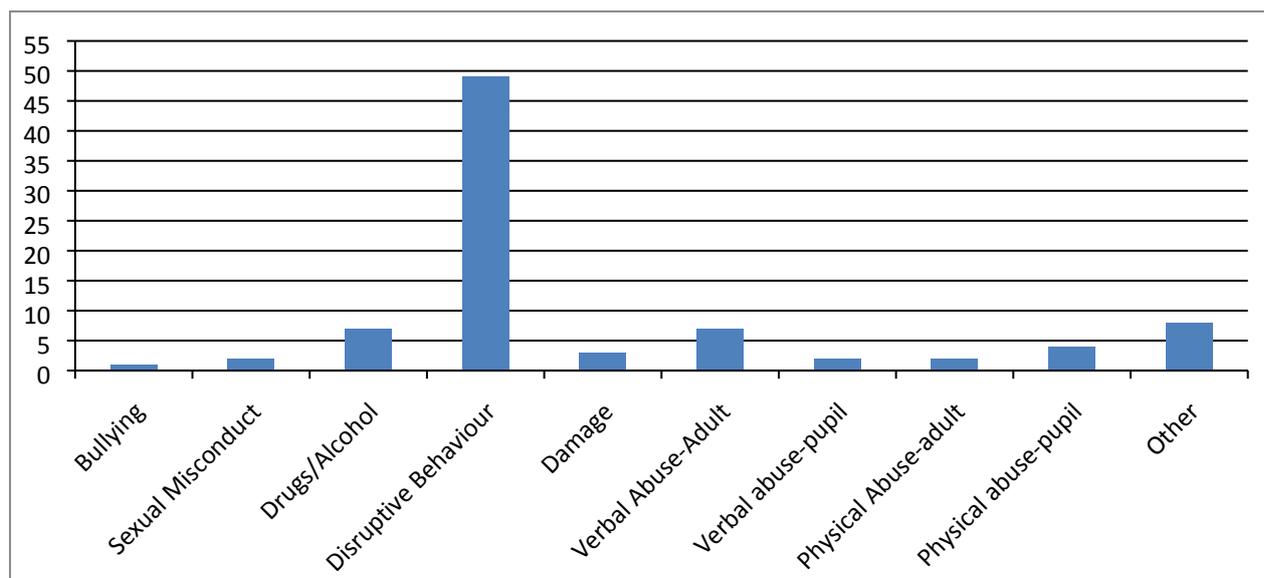
8. Gateshead has 68 primary schools; 47 community schools, 16 Roman Catholic schools, 1 Roman Catholic academy, 2 Church of England Schools, 2 primary academies, 3 infant and 3 junior schools and 1 nursery. It also has one primary special school for pupils with SEMH (social, emotional and mental health) issues. **Table 3** shows a breakdown of upheld primary permanent exclusions since the 2004/5 academic year.



Reasons for permanent exclusions

9. **Table 4** shows a breakdown of permanent exclusions by reason, with 58% of all permanent exclusions for persistent disruptive behaviour. In Gateshead this means that the figure is higher than the national statistics which indicates that persistent disruptive behaviour accounted for 34.6 per cent of all permanent exclusions in 2015/16. The category 'other' included possession of a knife/weapon and/or a failed managed move.

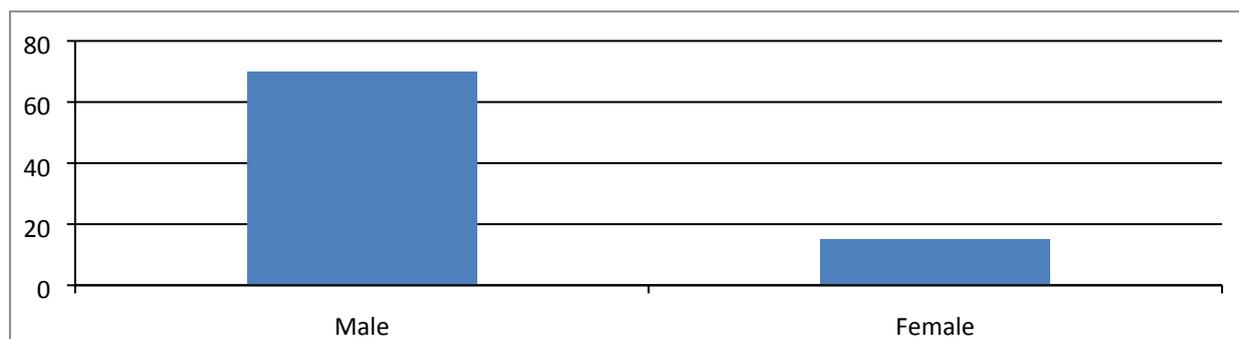
Table 4: Exclusion by reason



Exclusions by characteristics

10. As set out in **Table 5** and in line with national statistics more boys have been permanently excluded than girls; with 70 pupils being male and 15 being female. The national patterns show that boys are three times more likely to be permanently excluded than girls, in Gateshead boys accounted for 82% of all permanent exclusions and girls for 18% of all permanent exclusions.

Table 5: Exclusions by gender



Action Plan

- 11.** Permanent exclusions continue to rise in Gateshead. Although nationally they are also on the increase, they are not rising at the same speed as they are in Gateshead. Following a report to the LSCB in March 2017, a Behaviour Conference was held with primary and secondary Headteachers and representatives from health, social care and Early Help in July 2017 to formulate an action plan (**Appendix 1**).

- 12.** The Permanent Exclusions steering group are taking forward the work in the action plan. Some areas of work have been completed eg estates at Ravensworth Tce and establishing better links between schools and primary care.

- 13.** A further 13 actions are underway including intelligence gathering, development of mental health support and technology for schools, developing the market in relation to alternative provision, transitions, SEN support and sharing of information, provision of early help and potential for further research.

Recommendations

- 14.** OSC are asked to:
 - Receive this report for information and discussion.

Appendix 1

Permanent Exclusions Action Plan 2017-18

Action	Lead	Completion Date	Milestones	Progress	RAG
1. Conduct a multi-agency review on a random sample of vulnerable pupils' to identify where improvements can be made to multi-agency practice, service design and delivery	Melissa Brown	March 2018	<ul style="list-style-type: none"> • Identify sample • Identify group membership • Convene group • Conduct and produce a report on service improvements for consideration at Primary and Secondary FAP panels and GASH and GAPH • Agree improvements • Implement • Evaluate impact • Liaise with LSCB Learning Sub Group • Repeat cycle 	<p>Exploring links btwn PXC and pupils registered under 'neglect'</p> <p>MB to meet with JY to review data and alternative provision/ costs in Ghead, whether we are recruiting those with greatest need – need to map out</p> <p>S Ha to provide MB case study to undertake RCA</p> <p>To also review temp exclusions in relation to LD diagnoses</p>	
2. Examine options to better support development of effective parenting including	Gavin Bradshaw	March 2018	<ul style="list-style-type: none"> • Audit current Parenting support <ul style="list-style-type: none"> - Health - Care 	GB to contact schools via planned	

<p>through the use of social media to communicate expectations/strategies/ information re support to parents especially around “school readiness”</p>			<p>- Education</p> <ul style="list-style-type: none"> • Identify take up and Gaps – Compare with Child at Risk and other information • Explore options to reach HTR individuals and groups • Examine options for using technology more effectively to communicate key messages, strategies etc 	<p>workshops</p> <p>Elearning and self help apps to be developed further</p> <p>To identify geography and numbers for next meeting – to ascertain if we are engaging those with the greatest need</p> <p>MR,SW,GB to meet to review parenting & school readiness across the system Sha to circulate SAIF model for info</p>	
<p>3. Agree and implement “Team Around the School” pilots in the primary, secondary and special sectors</p>	<p>Gavin Bradshaw</p>	<p>June 2018</p>	<ul style="list-style-type: none"> • Identify schools/clusters • Identify composition of teams • Meet with Headteachers to agree arrangements for operation • Trial from September • Evaluate December • Identify lessons learned + and – • If successful, plan extension of the system 	<p>To implement Somerset Model – steering group set up at Wickham school as a pilot & meeting monthly with public health, education, early</p>	

				help and health to progress the model.	
4. Development of a menu of Alternative provision	Julie Young	March 2018	<ul style="list-style-type: none"> • Establish working group • Identify potential cohort • Curriculum offer • Funding/Implications for current funding • Organisational structure and operating costs • Premises-if needed • Seek political approval/support 	Potential providers x4 identified Soft market test framework will be out February and April new tender JY surveying YP views. Will be future proofed whereby schools will link with future providers	
5. Strengthen the links between schools and GP Practices using GP Leads in Child Health	David Jones	April 2018	<ul style="list-style-type: none"> • Provide schools with list of Child Health Leads • Engage schools in discussions planned for 16.11.17 • Establish school to surgery links through CCG 	Good meeting well attended. To identify next steps	
6. Implement the Joint Funded Primary Mental Health Worker proposal for Whickham cluster and evaluate impact for possible extension	Steve Haigh, Lynn Wilson, Catherine Richardson, Julie Young	July 2018	<ul style="list-style-type: none"> • Implement Whickham model from September 2017 • Evaluate • Explore feasibility of extending model including Funding model, structures 	PH can add to the new 0-19 contract commencing July 2018 – or CCG have alternative offer via community nursing Sha now progressing.	

				<p>AFF training will roll out March.</p> <p>School nurses being trained in Mindfulness.</p> <p>To review MH offer in schools by Harrogate NHS</p>	
7. Explore feasibility of KS3 turnaround provision including outreach	JP	April 2018	<ul style="list-style-type: none"> • Establish working group Schools/RTMAT/LA to examine: • Potential cohort • Funding/Implications for current funding • Commissioning arrangements • Curriculum 	<p>January 2018</p> <p>1.A proposal is going to School Forum with a view to providing via a SLA outreach support into secondary schools</p> <p>2.RTMAT has provided secondary schools with an option to buy into KS 3 turnaround provision</p> <p>3.Discussions with Education Plus to set up a KS3 turnaround provision ongoing</p>	

				JY developing the market to deliver	
8. Re-examine the Primary → Secondary Transition process to enable better co-ordination of arrangements and comprehensive information transfer	JP	September 2018	<ul style="list-style-type: none"> • Examine the role of the Primary Behaviour support team for possible involvement in Transition work • Secondary and primary schools to explore possibility of common timetable for transition activities/documentation • Establish arrangements for effective transfer of information incl support arrangements • Establish arrangements for provision/monitoring following transition 	<p>January 2018</p> <p>1. Discussions ongoing within Primary/Secondary Transition Group re common timetable and documentation</p> <p>2. A proposal is going to School Forum with a view to increasing Primary Behaviour Support Staff to allow for increased transition work, support in schools and training</p> <p>3 days set aside in July to look at transitions planning with primary schools</p>	
9. Engage Designated Clinical Officer for SEND to ensure comprehensive health information is provided to support educational processes	David Jones	April 2018	<ul style="list-style-type: none"> • Monitor timescales for EHCP process • As appropriate, identify “high risk” young people and advise CO where issues 		

including production of EHCPs					
10. Examine and redefine arrangements for information sharing [Health, Police and Schools] to ensure schools have comprehensive picture of children's needs and support arrangements operating	LSCB Chair	April 2018	<ul style="list-style-type: none"> • Ensure all organisations understand the need to share and establish permissions/privacy statements to accommodate sharing where necessary • Ensure all organisations have procedures for routine transmission of information to schools 	LW to send to Sir Paul Ennals – done Next meeting April 2018	
11. With Special Schools identify how SEN expertise in Special Schools can be used to support mainstream and upskill mainstream staff to address issues [outreach model]	SHIP Deborah Mason	April 2018	<ul style="list-style-type: none"> • Identify forms of support CPD, advice line etc] that schools require • Agree with Special Schools arrangements for delivering support • Implement • Evaluate 	DM to establish what the offer looks like	
12. Explore the possibility of conducting Action Research into Girls' PEx to identify specific causes and complexities Several recent studies done on this but may be helpful to do one specific to Gateshead.	MB	July 2018	<ul style="list-style-type: none"> • Check feasibility of using trainee social workers/ed psychologists to conduct Action Research within their assessment programme • Produce Project Brief • Assign supervision • Agree participant organisations for access to YP • Conduct research • Examine findings to inform service development 	MB meeting Northumbria Uni may pilot in Ghead. MB to identify list of preferred apps for circulation, also with Edony Wilson and David Jones	
13. Establish closer links	GB/JP	April 2018	<ul style="list-style-type: none"> • Establish arrangements for 	January 2018	

between the work of the Primary Behaviour Support Team and the Early Help Agenda			effective transfer of information incl support arrangements to members of the Early Help Teams	GB/JP have had initial discussions & are moving this forward with the teams	
14. Pilot the use of mental help apps in secondary schools	GASH CCG MB	May 2017	<ul style="list-style-type: none"> • Research mental health apps and identify those suitable for trialling in secondary schools • Identify a secondary school to pilot the mental health apps • Evaluate • Explore the feasibility of using with other secondary schools 	<p>MB – met with NCL uni student developing mental health app. Would have app pilot study and evaluation completed by end of May</p> <p>Schools who are part of the Student Social Workers in Schools Programme (SSWISP) with Northumbria University may want to consider how to use their student social worker to support pupils at risk of permanent exclusion</p> <p>Whickham school</p>	

				using Zoomba	
15. Alternative provision location / building at Ravensworth Tce	SHo	January 2018	• Review estates	Complete	

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TITLE OF REPORT: Annual Work Programme

REPORT OF: Sheena Ramsey, Chief Executive
Mike Barker, Strategic Director, Corporate Services and
Governance

Summary

The report sets out the provisional work programme for Families Overview and Scrutiny Committee for the municipal year 2017/18.

1. The Committee's provisional work programme was endorsed at the meeting held on 6 April 2017 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands. Any changes proposed to the programme will be set out in bold and italics for ease of identification.

Recommendations

3. The Committee is asked to
 - a) Note the provisional programme;
 - b) Note that further reports on the work programme will be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

Contact: Angela Frisby

Extension: 2138

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APPENDIX 1

Draft Families OSC 2017/18	
15 June 17	<ul style="list-style-type: none"> • The Council Plan – Year End Assessment and Performance Delivery 2016-17 • 0-19 Public Health Service Provision – consultation / models • Update- Changing role of LAs in Education • Work Programme
18 July 17 (Additional meeting)	<ul style="list-style-type: none"> • Review – Children on the Edge of Care - Scoping report • CAMHS – Progress Update • Annual Report on Complaints and Representations – Children • Update on FGM / CSE • Work Programme
7 September 17	<ul style="list-style-type: none"> • SEND Inspection Outcomes • Ofsted Inspections/School Data – Progress Update • Monitoring – OSC Review of Oral Health • Work Programme
19 October 17	<ul style="list-style-type: none"> • Review – Children on the Edge of Care - Evidence Gathering • Update - Care Pathway for Foetal Alcohol Spectrum Disorder • Early Help Strategy • Work Programme
1 November 17 (Additional meeting)	<ul style="list-style-type: none"> • Permanent Exclusions and the Pupil Referral Unit
30 November 17	<ul style="list-style-type: none"> • Review – Children on the Edge of Care – Final Report • The Council Plan – Six Monthly Assessment and Performance Delivery • Employment of Children within the Borough- Update • Safeguarding Children - LSCB Annual Report and Plans • Work Programme
18 January 18	<ul style="list-style-type: none"> • Performance Improvement Update – Children Presenting at Hospital as result of Self Harm • Ofsted – Annual Report • CAMHS Update • Modern Slavery Update • Work Programme
1 March 18	<ul style="list-style-type: none"> • Annual Conversation with Head Teachers of Special Schools • Update on Healthy Schools Programme • Recruitment and Retention of Social Workers – Progress Update • Children and Young People’s Commissioning • Permanent Exclusion 14 Point Action Plan • Work Programme
19 April 18 (5.30pm meeting)	<ul style="list-style-type: none"> • Liaison with Gateshead Youth Assembly • Monitoring - OSC Review of Oral Health • Closing the Gap – Annual Report 2016/17 • NEET Care Leavers – Progress Update • LSCB Emerging Priorities • OSC Work Programme Review

Issues to slot in:

- Progress Update –How Adult and Children’s Services are working Together (*deferred to 2018-19 work programme*).
- Best Start in Life – Outcome of Pilot Self- Assessment (*deferred to 2018-19 work programme*).