



Notice of a public meeting of

Children, Education and Communities Policy and Scrutiny Committee- Commissioned Slot

- To:** Councillors Baker, Daubeney (Chair), Fitzpatrick, Heaton, Hollyer, Orrell, Waller and Webb (Vice-Chair)
- Date:** Monday, 20 February 2023
- Time:** 5.30 pm
- Venue:** The George Hudson Board Room – 1st Floor West Offices (F045)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare any disclosable pecuniary interest or other registerable interest they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests.

2. Minutes

(Pages 1 - 8)

To approve and sign the minutes of the meeting held on 20 December 2022.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee. Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **5:00pm on Thursday, 16 February 2023.**

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at www.york.gov.uk/webcasts. During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

4. The Outcomes of the Local Area SEND Inspection Revisit (Pages 9 - 32)

This report provides the members of the scrutiny and policy committee with an overview of the outcomes of the Ofsted/Care Quality Commission Special Educational Needs and/or Disabilities inspection revisit.

5. Ofsted Action Plan, Children in Care and Workforce (Pages 33 - 58)

Members will receive a report on the Ofsted Action Plan, together with an update on children in care and the workforce.

6. Work Plan (Pages 59 - 62)

Members are asked to consider the Committee's work plan for the 2022/23 municipal year.

7. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer

Jane Meller

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For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

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City of York Council

Committee Minutes

Meeting	Children, Education and Communities Policy and Scrutiny Committee
Date	20 December 2022
Present	Councillors Daubeney (Chair), Webb (Vice-Chair), Fitzpatrick, Heaton, Orrell, Hollyer and Daubeney (Chair)
In Attendance	Councillor Waller - Executive Member for Children, Young People and Education Andrew Daly - Chair, York Schools & Academies Board
Officers Present	Martin Kelly - Corporate Director of Children and Education (DCS) Pauline Stuchfield - Director of Customer and Communities Maxine Squire – Assistant Director of Education Richard Hartle – Head of Finance Children, Education & Schools Dan Bodey - School Inclusion Advisor

17. **Declarations of Interest (17:30)**

Members were asked to declare, at this point in the meeting, any personal interests, not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests they may have in respect of business on the agenda.

Cllr Webb declared a personal interest to agenda item 5 (Behaviour and Attendance - Mainstream Primary and Secondary pupils), in that the Chair York Schools & Academies Board, who was presenting the report, was his manager.

Cllr Daubeney declared a personal interest, in relation to items 4 (York Citizens' Theatre Trust Scrutiny Report) and 6 (2022/23 Second Quarter Finance Monitoring Report - Children, Education & Communities) as he was a city council observer on the Board of Trustees for York Citizens Theatre Trust and was a director of Work with York, which procured professional staff within children's services for York.

Cllr Waller declared a personal interest in relation to item 5 as he was a governor at York High School and at Westfield Primary School.

18. Minutes (17:32)

Resolved: That the minutes of the meeting of the committee held on 1 November 2022 be approved and signed as a correct record.

19. Public Participation (17:33)

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

20. York Citizens' Theatre Trust Scrutiny Report (17:34)

Resolved: That the item be deferred to a future meeting.

Reason: To enable a representative of the Theatre Trust to attend.

21. Behaviour and Attendance - Mainstream Primary and Secondary pupils (17:34)

Members considered a report which described the current position around exclusion and attendance across the primary and secondary phase in York and identified key priority areas for current and future support work.

The Assistant Director of Education and Skills, the School Inclusion Advisor and the Chair of York Schools and Academics Board (YSAB) presented the report and noted that attendance numbers were continuing to be difficult to recover following the pandemic but had improved, and permanent exclusion and suspension rates have risen this year. They stated that permanently excluded children cause a reduction in provision for Special Educational Needs students and can cost the Local Authority system £370,000 for the remainder of their life. They provided details of the support the Council and YSAB have provided to reduce the number of exclusions, including a

£150,000 investment in a support centre at York High School and a strategic placement of the Wellbeing in Mind team in the West area of the City, amongst others.

In response to a range of questions from Members, the Officers noted that:

- The support centre worked to reduce exclusions through a positive behaviour system and placed students into small groups with staff to give them the skills and resources to re-enter mainstream education.
- Fewer students had been placed in Danesgate due to increased routines of access to other services and clearer admissions policy, amongst other factors, but this change in the system has not received pushback from other schools. This had allowed them to deliver small group provision and run a curriculum model where students received a more focussed provision.
- There are over 20 alternative private provision providers, including Evolve, Ad Astra and Build Country Classrooms, and they were quality assured. The governance on these provisions was provided by Ofsted.
- The Fair Access Protocol ensured that the Council should find the best solution to the needs of permanently excluded children and decisions on this are made monthly.
- YSAB have invested £100,000 in appointing two Council posts to widen the attendance team, which will help support the Research School and model the early help strategies.
- The Council and YSAB were analysing attendance rates for children who were in receipt of free school meals and were employing the early help model to implement early intervention measures and investigate the causes while investing £105,000 in the School Wellbeing Services until 2026.

Resolved: That the report was noted.

Reason: To ensure that the Committee fully discharges its responsibilities in relation to behaviour and attendance in schools.

22. 2022/23 Second Quarter Finance Monitoring Report - Children, Education & Communities (18:19)

The Committee considered a report that analysed the latest performance for 2022/23 and forecasted the financial outturn position by reference to the services plans and budgets falling under this committee's responsibilities.

The Head of Finance, Children, Education and Schools presented the report and referred Members to Table 1 of the report. It was reported that there was a projected net overspend of £7.8 million which was primarily due to pressures within children's social care but the Officer stated that the third quarter finance report should be a significant improvement from the Council's position in the second quarter, with improvements in children's social care and safety valve work, amongst others.

The Corporate Director of Children and Education, the Assistant Director of Education and the Head of Finance then responded to a number of questions from Members covering the projected overspends, access to schools in York, dental access, accommodation for care leavers, and social worker agency work. It was reported that:

- The provision of home to school transport was one of the areas in which reduction in spending could be made and the Council needed to complete a full assessment of the impact of removing the Tadcaster bus service and they will be starting consultation on this in January 2023 but it will take 5 years to deliver the full savings.
- The Council plans to see savings in children's social care, the packages of care, transport, and safety valve work in the third quarter.
- The number of agency social workers had reduced by 50%.
- The Council works with strategic health partners and foster carers to ensure children in care were receiving dental checks.
- The number of care leavers in suitable accommodation has decreased and this can be attributed to the available suitable accommodation in York but the Council are looking at this issue as a priority.

Resolved: That the report be noted.

Reason: To update the Committee on the latest financial position for 2021/22.

23. Implementation of recommendations from Scrutiny Reviews on School Holiday Food/Community Hubs and Holiday Activities & Food Update (18:41)

The Committee considered a report that provided Members with an update on the implementation of the approved recommendations arising from two scrutiny reviews completed by the Committee and contained an update on the current 3-year Holiday Activities & Food (HAF) programme.

The Director of Customer and Communities presented the report and noted that the cost of living crisis was a priority for the Council so funding has been allocated to the Household Support Fund to provide food vouchers to families with wrap around advice and this funding will continue into 2023/24. She stated that several community organisations have recently been awarded grants from the Council and were focussed on supporting residents with financial inclusion, food poverty, loneliness and isolation, and warm places.

The Director of Customer and Communities and the Assistant Director of Education then responded to a number of questions from Members and reported that:

- Council staff and volunteers are being supported by the Council through various methods, including through the Volunteer Hub.
- The HAF programme supplies additional funding to bring in new providers and support activities.
- The Council are focussing on developing new activities for older teenagers and are in the process of making access to HAF programmes easier.

Resolved: That the content of the report was noted.

Reason: To raise awareness of progress of approved CEC Scrutiny recommendations and the HAF Programme.

24. Family Hubs Transformation Programme (18:57)

The Committee considered a report that provided Members with an update on the Family Hubs Transformation Programme, its funding and workstreams, and what it means for York.

The Corporate Director of Children's Services presented the report and explained that a Family Hub system was a system-wide model of providing family support services, who work with children pre-birth into early adulthood. He noted that York received £997k in funding from the Family Hubs Transformation Fund to undertake transformation work, which must be completed by the end of March 2024 and will help improve access to services, improve connections and put relationships at the heart of family health. He also stated that Family Hubs are also being developed alongside the community and autism hubs, and work streams, such as information strategy and workforce developments, are key for this.

In response to questions from Members, the Corporate Director of Children's Services reported that:

- Family Hubs will provide some of the same services previously offered by Sure Start and Children Centres but they are more inclusive for children of all ages.
- Branding for Family Hubs was important to attract all members of the public.
- Work and communication with other organisations and agencies will be vital in providing the best help for families.
- The Council are looking at their assets to figure out where the Family Hubs would be built to ensure inclusiveness.

He also agreed to provide the Committee with an update on Family Hubs every six months, or earlier if needed.

Resolved:

- i. That the information in the report is noted.
- ii. That the Committee receives bi-annual updates on the development of the Family Hub Model.

Reason: To keep the committee updated and inform the scrutiny work plan.

25. Work Plan (19:19)

It was noted that the Committee was unable to receive the Ofsted Area SEND re-visit report in January 2023 and will receive it at a later date.

The York Citizens' Theatre Trust report was not considered at this meeting and the Chair agreed to receive this report at a later date.

Resolved:

- i. To receive feedback from the Ofsted visit above.
- ii. To receive the York Citizens' Theatre Trust item as described above.

Reason: To ensure that the Committee discharges its statutory duties and covers all items on the Work Plan.

Cllr S. Daubeney, Chair

[The meeting started at 5.30 pm and finished at 7.22 pm].

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Children, Education and Communities Policy & Scrutiny Committee**20 February 2023**

Report of the Assistant Director – Education and Skills

The Outcomes of the Local Area SEND Inspection Revisit**Summary**

1. This report provides the members of the scrutiny and policy committee with an overview of the outcomes of the Ofsted/Care Quality Commission Special Educational Needs and/or Disabilities inspection revisit which took place in November 2022.

Background

2. The Local Area was previously inspected in December 2019. Inspectors identified 4 areas of significant weakness in the local area's implementation of the 2014 Children and Families Act and was required to produce a Written Statement of Action (WSOA).
3. The four areas of weakness identified in 2019 were:
 - (1) Leadership and governance
 - (2) Joint Commissioning
 - (3) Co-production
 - (4) The quality of Education, Health and Care assessment and planning
4. The inspection revisit took place in November 2022 and assessed the impact of the actions taken since the 2019 inspection. The revisit was not a full re inspection and focused on assessing the evidence of the impact of actions taken to improve on the four areas of weakness. Inspectors judged that sufficient progress had been made in all four areas of weakness.
5. Inspectors found that there had been improvements in the governance of special educational needs and/or disabilities (SEND) in the local area. They highlighted the improvements that have been made by health partners since 2019, which has included investment in additional capacity to drive SEND improvement at a strategic level. The

development of the SEND Strategy has been increasingly well informed by the development and use of the integrated data dashboard. However, leaders across education, health and care recognise that there is more work to do and the next step will be to develop the operational plans to underpin the delivery of the SEND Strategy. The local area operational plan will focus on the four priorities of the SEND Strategy, 2021-25 which are:

1. **VOICE:** The voice of children and young people and families is visible in all that we do
 2. **SUFFICIENCY:** Ensure sufficiency of support through joint working across the local area partnership, adopting evidence-based commissioning using the JSNA
 3. **EARLY IDENTIFICATION:** All children and young people identified as having special educational needs have their needs identified early, are supported in the local area and are able to access a range of provision that results in success and achievement
 4. **TRANSITION:** All children and young people are able to experience a smooth transition at key points throughout their education and into adulthood
-
6. This work is being overseen by the SEND Partnership Board. The role of social care in the partnership is being developed as the next phase of the SEND improvement journey.
 7. Since 2019 the local area SEND partnership has developed a co-produced outcomes framework which underpins the Joint Commissioning Strategy. The strategy has been used to commission Early Talk for York and the All About Autism provision which launched in August 2022. The local area SEND partnership now has an effective framework in place to support joint commissioning across the local authority and health.
 8. Significant work to improve co-production with children, young people and families has taken place since 2019. The inspectors found that co-production is now a strength in York. Whilst recognising that there is still work to do, co-production is now core to the values and practice standards across the local area SEND partnership. This is central to the way that the operational delivery of the SEND strategy is being overseen by local authority and health leaders.

9. The quality of Education, Health and Care plans (EHCPs) has improved since 2019. The processes and format of EHCPs has been reviewed and re-designed through co-production with children and young people, parents and carers and professionals across education and health. The improvements have focused on ensuring that the voice of the child is central to the plans. There is more work to do to improve the consistency and quality of EHCPs but inspectors recognised the impact of the improvements that have taken place since the previous inspection.

Next Steps

10. The SEND Partnership Board is developing the local area operational plan which will drive the delivery of the SEND Strategy between 2023 and 2025. This is being co-produced with partners and stakeholders.
11. There is further work to do to improve the timeliness and quality of EHCPs. This includes a focus on the quality of advice from professionals across education, health and social care to improve the overall quality and consistency of EHCPs. Further training from the Council for Disabled Children training is being arranged to take place in April 2023 to improve the quality of advice.
12. Developing and embedding the role of social care within the SEND partnership is a key focus of the post Ofsted improvement plan.

Recommendations

13. The members of scrutiny are asked to note the outcomes of the SEND inspection revisit and the work taking place to embed improvement through the co-production and implementation of the Local Area SEND operational plan.

Reason: To keep the Committee updated.

Contact Details

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Chief Officer responsible for the report:

Martin Kelly
Corporate Director Children's Services and
Education

Report Approved **Date** 23/01/2023

Wards Affected:

All

For further information please contact the author of the report.

Annexes

Annex 1: Ofsted Revisit outcomes letter

Annex 2: SEND Strategy, 2021-25

Abbreviations

SEND – Special Educational Needs and/or Disabilities

EHCP – Education, Health and Care Plan

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16 December 2022

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Corporate Director of Children and Care
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Michelle Carrington, Executive Director Quality and Nursing, York Health and Care Partnership
Maxine Squire, Local Area Nominated Officer, City of York Council

Dear Mr Kelly and Ms Carrington

Joint area SEND revisit in York

Between 14 and 16 November 2022, Ofsted and the Care Quality Commission (CQC) revisited the area of York to decide whether sufficient progress has been made in addressing each of the areas of significant weakness detailed in the inspection report letter published on 28 February 2020.

As a result of the findings of the initial inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, His Majesty's Chief Inspector (HMCI) determined that a written statement of action was required because of significant areas of weakness in the area's practice. HMCI determined that the local authority and the area's clinical commissioning group (CCG) were jointly responsible for submitting the written statement to Ofsted. This was declared fit for purpose on 5 June 2020.

The area has made sufficient progress in addressing all of the significant weaknesses identified at the initial inspection. This letter outlines our findings from the revisit.

The inspection was led by one of His Majesty's Inspectors from Ofsted and a Children's Services Inspector from CQC.

Inspectors spoke with children and young people with special educational needs and/or disabilities (SEND), parents and carers, and local authority and National Health Service (NHS) officers. Inspectors looked at a range of information about the performance of the area in addressing the four significant weaknesses identified at the initial inspection, including the area's improvement plans and self-evaluation.

In reaching their judgements, inspectors took account of the impact of the COVID-19 pandemic on SEND arrangements in the area. Inspectors considered a range of information about the impact of the pandemic and explored how the area's plans and actions had been adapted as a result.

Main findings

- At the initial inspection, inspectors found the following:

A lack of cohesive oversight of, and effective planning for, the implementation of some key aspects of the 2014 reforms, particularly by health partners.

Since 2019, health partners' contribution to the overall delivery of SEND services in the area has improved. The role of the designated clinical officer is much more effective. Capacity has increased through the introduction of an assistant designated clinical officer who plays an important part in quality assurance processes and strategic decision-making.

Governance arrangements in the area have been strengthened. The partnership's strategic direction, captured in the SEND strategy 2021 to 2025, is informed increasingly well by key pieces of information, including the recent inclusion review and joint strategic needs assessment for children and young people from 0 to 16 years old. Similarly, leaders use SEND data increasingly well to evaluate the impact of partners' work and to inform future practice. The training offer across the partnership is significantly stronger than it was in 2019. Professionals from across a range of partners speak positively about the support they have received from leaders.

Leaders recognise that there is more work to do. Operational plans are needed to underpin the strategic direction of the area, and data needs to be used more effectively to better inform strategic decision-making. Social care partners do not contribute fully to the strategic SEND partnership. This impacts on the accuracy and quality of SEND services in the area.

The area has made sufficient progress in addressing this significant weakness.

- At the initial inspection, inspectors found the following:

Joint commissioning of services based on analysis of SEND is not established in accordance with the expectations of the 2014 reforms.

Leaders have developed a joint commissioning strategy which identifies the key areas that benefit from partnership working between professionals, particularly from health. A set of key principles for joint commissioning were in place within a year of the initial SEND inspection. An operating model outlines what effective joint commissioning looks like. This model has been particularly helpful to partners from health when they have commissioned services jointly. An example of joint commissioning impacting positively on the lives of children, young people and their families is 'Early Talk for York' (ETfY). This initiative was in its infancy in 2019. Many children with speech, language and communication needs have now been supported through ETfY. The vast majority of these children, including those who are disadvantaged, have made progress and caught up with their peers. Leaders understand local needs well and have jointly commissioned an autism hub, 'All About Autism'. Although a fairly new initiative, with a small number of children and young people with SEND involved so far, parents and carers are reporting great satisfaction with the provision.

The area has made sufficient progress in addressing this significant weakness

- At the initial inspection, inspectors found the following:

Children, young people and families are not involved consistently in co-producing the education, health and care services they need.

Since 2019, leaders have improved the extent to which SEND services are developed in partnership with children, young people, parents, carers and professionals. Co-production (a way of working where children, families and those who provide the services work together to create a decision or a service that works for them all), known as joint partnership working in the area, is now a strength in York. The partnership's leaders ensure that children, young people, parents and carers are aware of, and take part in, a wide variety of co-production activities. Representatives of the parent carer forum (PCF) acknowledged that co-production in 2019 was, in fact, only consultation. The PCF is fully involved in co-production now.

The outcomes framework is a sound example of co-production. This tool is an easy-to-understand means of measuring children and young people's outcomes. Children, young people, parents, carers and special educational needs and disabilities coordinators were heavily involved in the creation of the new format for education, health and care (EHC) plans. The technical jargon in EHC plans is amended following audits completed by children, young people and their families. Newer plans are co-produced, written in plain English and easier to understand.

The area has made sufficient progress in addressing this significant weakness

- At the initial inspection, inspectors found the following:

The inconsistent quality and contribution of health partners and the poor utilisation of health information in EHC assessment and planning.

The quality of EHC plans has improved since 2019. Professionals, especially those in education and health, speak positively about the change in processes for, and format of, EHC plans. Parents and carers acknowledge that plans are beginning to reflect the needs of their children and young people more accurately.

Now, health is represented on EHC plan panels, strengthening the way in which partners identify and meet the need of children and young people with SEND. Health professionals are positive about the training and support that they have received since 2019. They feel that they are now better equipped to make more meaningful contributions to education, health and care plans.

All reports received from health professionals are checked for quality before they are submitted for inclusion in final EHC plans. Health advice in the more recent EHC plans is much improved. Delays in the receipt of health advice from some key services continue to lead to parents and carers requesting health reports privately to make sure their child's SEND needs are identified and met.

The overall timeliness of EHC plans and the annual review of EHC plans, although better than in 2019, require further improvement. Leaders have started to implement processes to quality assure EHC plans. There is more to do to make sure learning from these audits impacts on the quality of EHC plans and annual reviews.

The area has made sufficient progress in addressing this significant weakness

As the area has made sufficient progress in addressing all the significant weaknesses, the formal quarterly support and challenge visits from the DfE and NHS England will cease.

Yours sincerely

Belita Scott
His Majesty's Inspector

Ofsted	Care Quality Commission
Katrina Gueli Regional Director	Dr Sean O'Kelly BSc MB ChB MSc DCH FRCA Chief Inspector of Hospitals and Interim Chief Inspector of Primary Medical Services
Belita Scott HMI Lead Inspector	David Roberts CQC Inspector



cc: Department for Education
Clinical commissioning group
Director of Public Health for the area
Department of Health
NHS England

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SEND Strategy for children, young people and families in York

September 2021 – September 2025

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Foreword

In York we are ambitious for our children and young people with Special Educational Needs and Disabilities and want them to achieve strong outcomes. We know that we have got a lot to do following our SEND Inspection in 2019. This SEND Strategy builds on the progress that has already been made to date, it sits alongside our Written Statement of Action as we continue to demonstrate that improvements have been achieved, that we become the best that we can and that we can maintain that improvement journey.

We are committed to listening to children, young people and families, that every conversation starts with the child, and that our services are locally delivered and match local need. We will make sure that the decisions we make will be evidence based, and that we can show impact using our co-produced outcomes framework. Through strong partnership working we are all aiming to secure that our children and young people in York succeed and are happy, healthy and safe.

This strategy sets out our key priorities. We are committed to working together with children, young people, their families, and all partners across education, health and care to achieve these so that we make a real difference for children and young people with SEND in York.

Director of People,
City of York Council

York Parent Carer
Forum

Accountable Officer,
Vale of York Clinical
Commissioning
Group

Our Vision

The ambition is to be the best that we can, that York is a City that is inclusive for all, that services are delivered at the right time and from the right places, that all of our children succeed and are happy, healthy and safe.

We continue to address the areas identified during the SEND inspection in 2019.

As we plan for recovery from the pandemic, we know that this has had an impact on children, young people, families and all our partners. Our city will recover but this will take time, and we acknowledge the financial pressures that we currently face. This means that we have to make sure that our finite resources are used to best effect, directed at those who most need support in our local area.

This strategy has been co-produced and has been informed by our joint strategic needs assessment, self evaluation framework and corporate priorities in the council and the Vale of York Clinical Commissioning Group. The introduction of integrated health and care systems and place based, needs-led commissioning brings new opportunities to ensure that children and young people with

SEND are better supported across all their needs.

This strategy sets out our priorities for children and young people with SEND in York, for the next four years. As a partnership, we have identified the following priorities:

1. The voice of children and young people is paramount
2. The right support is in the right place at the right time
3. Children and young people's needs are identified at the earliest opportunity
4. Effective transition is secured so that young people are able to live the best adult lives that they can



Why have we set the priorities that we have?

Young people, parents and carers have told us that the most important outcomes that all children and young people should achieve are:

- I am healthy
- I have a choice and am heard
- I am safe
- I achieve my goals
- I am included
- I can overcome challenges and difficulties on my own or with support
- I am becoming independent

These statements are the basis of our outcomes framework and what we will measure ourselves against. We want to make sure that in order to secure these outcomes that children are listened to, their needs identified, that support is available for them to achieve and are supported to live the best adult lives they can.

Our Joint Strategic Needs Assessment (JSNA) tells us that York has an older population and fewer children than other parts of the country. There are approximately 73,900 people under the age of 25 living in York. This includes 20,000 university students, mostly aged 18-22, who have moved to York to study.

Table 1

0-4 years	5-10 years	11-16 years	17-19 years	20-25 years
9,800	12,950	11,850	12,550	26,750

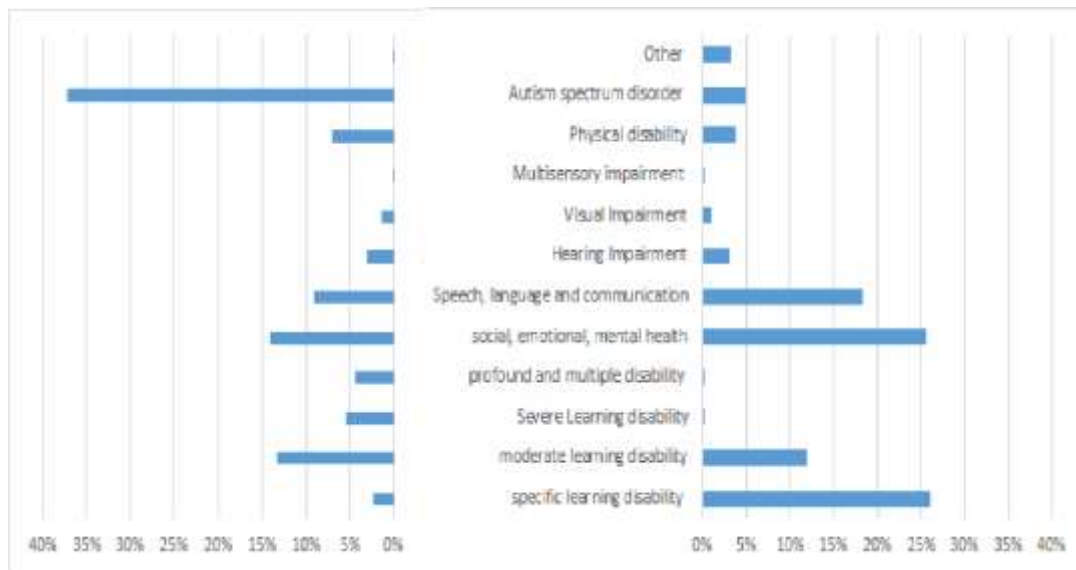
Nationally, the proportion of pupils with a special educational need and disability (January 2019) was 14.9% of the total pupil population. In York, 13% of pupils have SEND (January 2020); 9.6% have SEN-support, and 2.8% have an EHCP.

The graph below shows that a third of all EHCPs in York are for children and young people with a primary need of autism spectrum condition. This is the most common need type for the EHCP cohort. Social emotional and mental health is the second most common reason for an EHCP and, accounts for 14% of all current EHCPs.

The graph below shows that a third of all EHCPs in York are for children and young people with a primary need of autism spectrum condition.

Table 2

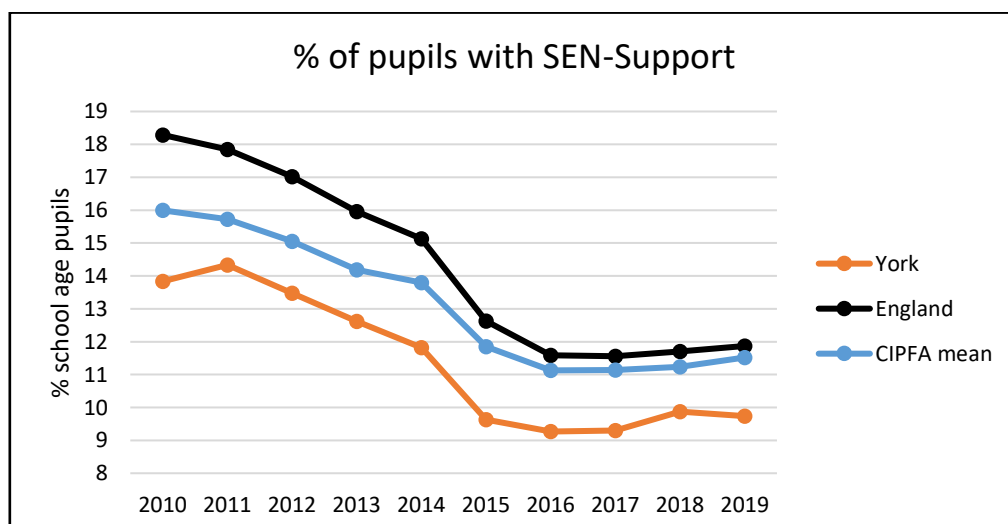
Need type by EHCP (left) and SEN-Support (right) for CYP in In York, January 2020 school census.



In young children, communication and interaction need is most prevalent; nearly half of KSI with SEN-support plans. From age eight cognition and learning need becomes more prevalent; 40% of SEN-support plans for 8-16 year olds. 28% of SEN-support plans for secondary age children are linked to social, emotional, or mental health need, and this rises slightly with age.

There was been a clear and sustained decrease in the proportion of pupils receiving SEN-support plans across the country between 2010 and 2015 this fell by a third across England, with similar reductions for pupils in York and York’s CIPFA neighbour areas. Since 2016, these proportions have stabilised, both in York and nationally. This reflects a national ambition set out on the Ofsted Special Educational Needs and Disability review.

Table 3



It was clear from speaking to parents of children and young people with SEND is that the transition points of moving into primary school, secondary school, and post 16 education were very salient for families. Parents often emphasised these years and experiences without prompting.

How will we hold ourselves to account?

We have a SEND Improvement Board that has representation from parents, and partners from education, health and social care. This board holds us all to account and ensures continuous improvement and progress is achieved. The diagram below sets out how important SEND is, and the accountable reporting structures across the local area.

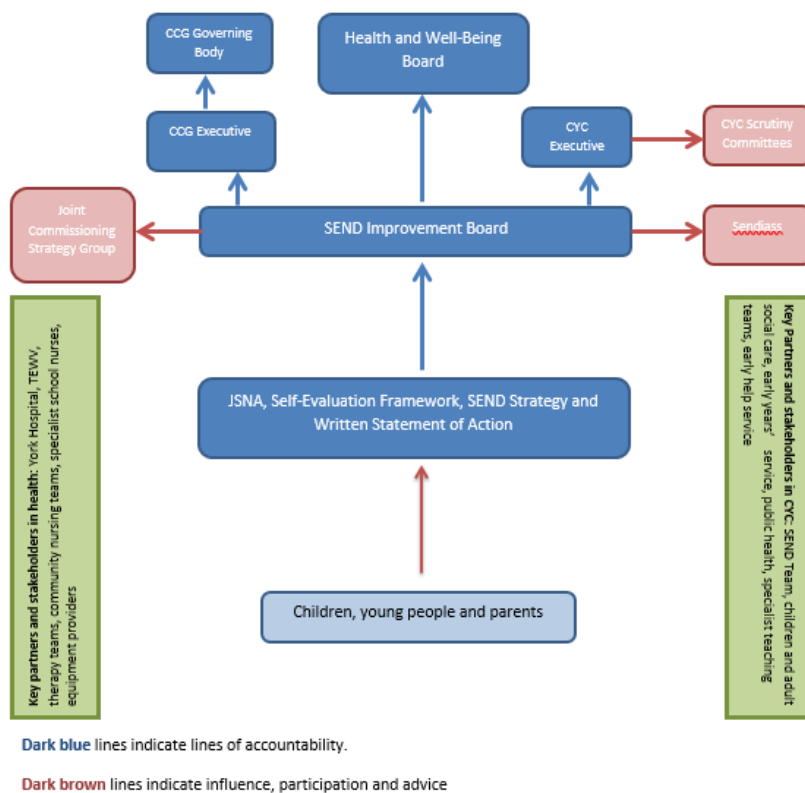


Figure 1

This strategy sets out our ambition to secure

The Local Area was inspected between 9 December – 13 December 2019 by Ofsted and the Care Quality Commission to judge the effectiveness of the area in implementing the reforms as set out in the Children and Families Act 2014. Whilst strengths were identified, the inspectors found significant weaknesses in four areas and therefore required the local area to produce a Written Statement of Action to set out how improvements were to be achieved.

Our written statement of action was judged fit for purpose by Ofsted in May 2020 and this plan continues to drive our improvement journey until we are re inspected.

In March 2020 the country was amidst a global pandemic Covid- 19. This has presented significant challenges for children, families, schools, settings and our organisations. The Parent Carer Forum hosted by York Inspirational Kids has continued to highlight the difficulties from a parental perspective, as has our local SENDIASS service. We continue to hear and learn from these experiences and this has shaped some of our practices going forward.

Since May 2020 the Council and the Vale of York Clinical Commissioning Group have made progress against all of the four areas requiring improvement but we accept that the improvement journey is ongoing and will take time to embed. We are committed to achieving inclusion in our local schools, being ambitious that children get the best start in life and have opportunities to live the best life that they can.

In December 2020 the first of two phases of a Joint Strategic Needs Assessment was completed for children and young people in York. This allowed us to consider local needs led data, and inform the key priorities in this strategy.

The Council established a 'People' Directorate in February 2021 creating an environment which secures working arrangements across children's and adult's services, provides greater opportunities to focus on joint assessment, planning and commissioning and support to achieve successful adulthood.

The current financial context means that both the Council and the CCG must ensure that all of our resources are used to best effect, can demonstrate that they are value for money and deliver good outcomes.

In February 2021 the Council set out an ambition to ensure that local services for SEND in York were sufficient, fit for purpose and reflected local need. An Inclusion review had been underway for a number of years, and by 2021 it was the right time to consult on a range of options that would see jointly commissioned SEND services in York be local shaped for children and young people.

Families had already told us that they want to tell their story once, see that their children progress and succeed, and are supported and prepared for a successful adult life. They have told us that they want to see that their children are included in education, have the same opportunities as others and that local provision fits with the needs of their children.

The strategy also connects with a number of cross cutting themes across the Local Area Partnership and we will assure ourselves that all of our activity also works towards

- Reducing child poverty
- Increasing the health and wellbeing of children and young people
- Ensuring the voice of children and young people is heard
- Creating communities that are safe, resilient and responsive to the diversity within them

How will we know we are making a difference?

York has had a SEND Improvement Board since 2020 to ensure there is improvement achieved against the Written Statement of Action and will monitor progress against this strategy, it has created a strong partnership for governance and accountability from the Council, the CCG, York Parent Carer Forum and SENDIASS.

This Board will also ensure the SEND Strategy is live, that actions are achieved and that we can evidence that continuous improvement is maintained and sustained.

This strategy and the key priorities outlined have been agreed as being the most important things to concentrate on by a range of stakeholders. All are accepting that we must be realistic in what we can do, concentrate on the right things that will make the most difference, and not over promise and under deliver. We will hold ourselves to account, we will use our Outcomes framework to demonstrate impact, and we will achieve together.

In July 2020 the CCG, and CYC held events with families and partners to determine what outcomes we want to measure our success against, they identified that children and young people should be able to indicate the following:

- I am safe
- I can overcome challenges and difficulties on my own or with support
- I achieve my goals
- I have choice and am heard
- I am included
- I am healthy
- I am becoming more independent

Every conversation should start with the child, make sure that children and young people are actively involved in planning and shaping their futures from early years to adulthood. Our way of working as a strong partnership will create better opportunities and demonstrate better outcomes. Working with families at the earliest opportunity through coordinated early identification, assessment and support



Four key priorities for the next four years.

Over the next 4 years our focus will be on 4 key priorities:

1. The voice of children, young people and families is visible in all that we do
2. Ensure sufficiency of support through joint working across the local area partnership, adopting evidence based commissioning using the JSNA
3. All children and young people identified as having special educational needs have their needs identified early, are supported in the local area and are able to access a range of provision that results in success and achievement
4. All children and young people are able to experience a smooth transition at key points throughout their education and into adulthood

Priority One – The voice of children and young people is paramount

Embed a practice model that every conversation starts with the child, that children, young people and families tell us that they have been included, heard and involved, and have only had to tell their story once

- Ensure that all children and young people with SEND are able to access information and communication in ways that promote their ability to be involved and express their views
- Ensure a wider reach of engagement from parents, carers, children and young people in York that reflects the full range of SEND. The York Parent Carer Forum drives forward partnership working with families in York alongside schools, partners, the Local Authority and the Clinical Commissioning Group
- Children and young people tell us that things are improving for them and that our plans to support them are of a good quality, meet their needs and are jointly produced with them.
- All parents, carers, children and young people tell us that they know how to get involved in joint partnership working if they want to.
- Young people tell us how they are working towards achieving their outcomes.
- Widen York Parent Carer representatives and reintroduce young peoples group with a wide representation of need
- Ensure that our young people in York help us to shape and develop our local communities, jointly commission and shape the services.
- Ensure all local strategic partners YSAB, PCF participate in the shaping and delivery of SEND and championing Inclusion.

Priority Two - The right support is in the right place at the right time

- The Inclusion Review 2021 ensures sufficiency for SEND Educational provision in York from 2021 onwards, with a particular focus on the needs of children with a profile of ASC and SLCN. That good graduation and support is evident in mainstream schools and settings, and children feel included in their local areas.
- The Integrated Care System (Humber Coast and Vale) programme will develop key priorities for children and young people in line with the NHS 10 year plan, including SEND. This will explore place based commissioning across education, health and social care in York.

- Development of the neurodevelopmental pathway 0 – 25, and the graduated approach of support available across the partnership pre and post assessment and diagnosis
- Recommissioning the York SENDIAS service by CYC and the CCG, so that families have access to high quality information and advice for their families.
- Implement the key worker programme for children and young people with autism, learning disabilities and complex needs. Key working will facilitate effective planning for improved outcomes and joint plans for children and young people with these profiles of need, ensuring their voices are heard throughout their journey
- Effective use of Section 75 to strengthen joint commissioning arrangements between CCG and CYC
- Young people and families work with us to develop and shape the Preparation for Adulthood model, ensuring sufficiency for post 16 education, being ambitious about employment and community opportunities, reducing loneliness and isolation.
- The Health and Care Alliance in York will set local direction and oversee delivery of Integrated systems for all ages and including SEND
- Improved data sharing at population level between agencies to support service planning and monitoring

Priority Three - Children and young people's needs are identified at the earliest opportunity

- Through the Early Years Strategic Board – there is a specific focus on SEND and areas of disadvantage. In schools and settings that there is a programme of support for SENCO's and leaders to identify needs early, embed graduation and ensure support is delivered in a timely.
- Working with early years partners and settings to identify how best to support children at the earliest opportunity.
- Revision of the graduated response and models of inclusion for schools and settings for children at SEN support
- Revision of the funding model to support children and young people supported at SEN support and with an EHCP
- Implementation of Mental Health Support Teams working in York schools to support emotional well-being and mental health
- Ensuring a strong third sector offer for children and young people with SEND

- Health screening through health visitors' mandated health checks, LAC health checks, effective use of notifications under S23 Children and Families Act, and increased take-up of learning disability health checks at ages 14-25.
- Revision of the neurodevelopmental pathway and associated support for children pre assessment and post diagnosis with ASC, ADHD/other neurodiverse conditions.

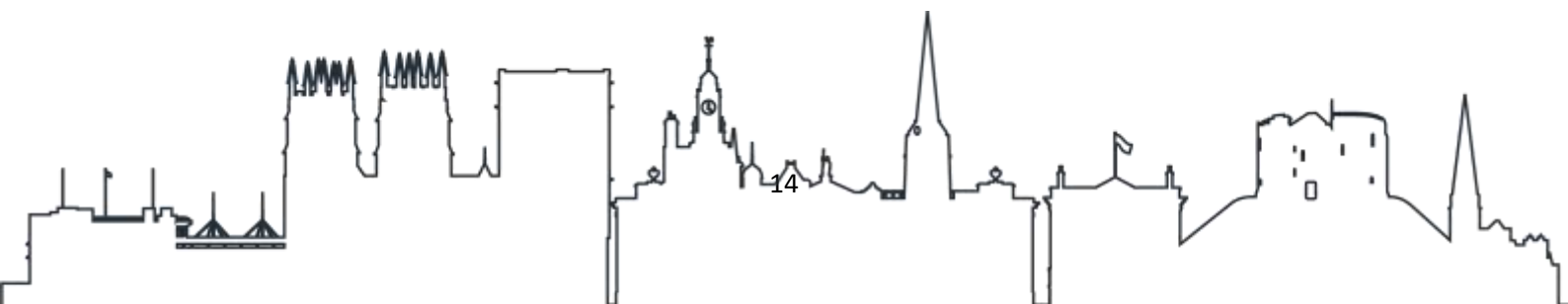
Priority Four - Effective transition is secured so that young people are able to live the best adult lives that they can

- Ensure successful transition planning at all key phases throughout children and young people's education journey
- Ensure successful transition planning is in place between paediatric and adult health providers
- Effective data sharing and forecasting takes place between children and adult services
- Develop an Integrated SEND delivery model, reflecting the age range 0 – 25. The SEND Hub will integrate assessments, pathways and draw on the expertise across the local area
- Development of the local offer that supports preparation for adulthood, secures more opportunities for employment

How will we know we have achieved our vision and ambitions?

- We will review this strategy each year. There will be a set of key performance indicators that we will agree and monitor progress against:
- Through auditing we will embed our practice model, and we will use the information to continue to drive up the quality and consistency of plans for our children and young people.
- Children, young people and families will tell us that their experiences in our local mainstream schools with SEND are positive that they feel included and listened to
- Feedback mechanisms show improvement in satisfaction rates for how we communicate, involvement with strategic planning and quality of our services.
- Reduction in exclusions and increase in the number of children with SEND able to access their local Mainstream School

- Children and young people remain in their schools following key points of transition
- Reduction in the number of placement movements at Y7 and Y10
- Destination data tells us more young people are accessing employment
- Children, young people, families and schools will tell us that the quality of our Education Health and Care Plans are consistently of a high standard, and that the support detailed in them result in success and achievement
- That there is an increase in local services jointly commissioned, shaped by our local communities and that there is improved contract monitoring arrangements in place to secure outcomes achieved
- Following consultation events – there is sufficient SEND Educational provision that meets the needs of the local population
- Place based commissioning is in place through the Integrated Care System
- Publish ‘You Said We Did’, Newsletters and hold regular events to communicate progress
- A revised neurodevelopmental pathway is in place, detailing the integrated offer across all partners working to support children and young people’s emotional health and wellbeing
- Our local integrated data set for SEND will tell us that there is a clear direction of improvement





**Children, Education and Communities Policy
and Scrutiny Committee****20 February 2023**

Report of the Director of Safeguarding, Children's Services

Ofsted Action Plan, Children in Care and Workforce**Summary**

1. The purpose of this paper is to update the Children, Education and Communities Policy and Scrutiny Committee on the Ofsted Action Plan, provide an update on children in care and the workforce.

Recommendations

2. The Committee is asked to note the report.

Reason: To keep the Committee updated on the progress of areas reported on.

Background

3. Children's Social Care was inspected by Ofsted under the Inspection of Local Authority Children Services (ILACS) framework, which was conducted between 7 and 18 March 2022. The overall inspection judgement was that York 'Required improvement to be good'. The Council was required to submit an action plan to Ofsted within 70 days of the publication of their report outlining how the council intends to address each of the areas for improvement and the monitoring arrangements.
4. A draft of the Ofsted Action Plan was shared and considered by the Children, Education and Communities Policy and Scrutiny Committee in June 2022. The final Ofsted Action plan was endorsed by Council Executive on the 28 July 2022. An update to the Children, Education and Communities Policy and Scrutiny Committee was last provided on the 12 October 2022.

Progress of Ofsted Action Plan

5. The initial Ofsted Action Plan following inspection addressed the immediate actions required at that point in time. We have reached a stage where the initial actions have now been completed but we know we need to embed these and go further. To achieve this, we have developed our 'Ambition Plan' (see Appendix 1). The Ambition Plan is a holistic plan which sets out 9 priority areas:
 1. Workforce
 2. Voice of Children, young people and their families
 3. Early Help and Targeted Family Support
 4. Front Door
 5. Children and Young People in Care
 6. Care Leavers
 7. Practice
 8. Performance and Quality Assurance
 9. Leadership and Partnerships
6. Each priority has a number of key improvement actions and sets out how we will achieve these and how we will know we are succeeding.
7. The Ambition Plan is overseen by the Council's Children's Services Assurance and Ambition Board. The Board meets on a quarterly basis and the first update on the progress of the plan is due in March 2023.

Children in Care

8. We currently care for 262 children and young people along with 14 unaccompanied asylum-seeking young people.
9. We have been working hard to ensure robust oversight of children and young people in our care. We ensure that decisions for a child or young person to come into care are scrutinised at the highest level. We review all plans at 4 months and 10 months to track planning.
10. We have developed groups to oversee plans for children. A weekly group, 'Making York Home' reviews all external provision to ensure

plans are right and we work to enable children and young people return to the City wherever possible.

11. We are striving to keep more children in the City, to enable this we are working on our own residential provision. We have 2 children's homes in the city. At the present time, children's homes continue to sit under the commissioning arm of Adult Services. However, there are plans for both homes to transfer back to Children's Services.
12. We will be developing the children's homes into a model which sees residential care as a short-term solution. We know the impact on longer term outcomes for young people in residential care and we believe young people should live with families wherever possible.
13. Young people will be supported by a multi-disciplinary team, therefore it will be a partnership, working together to keep children in the City and promote the best possible outcomes. Both health and Police partners are engaged in conversations about funding of roles within the service. Progression of the model will move at pace once a Registered Manager is in place.
14. We have taken part in the National Safeguarding Review of young people who have disabilities and complex needs who live in specialist residential settings and are in care. This was a request of all Local Authorities following allegations of widespread abuse and neglect in three settings ran by the Hesley Group in Doncaster.
15. The review allowed us to ensure all young people with additional vulnerabilities and complex needs are safeguarded and protected from harm. During this review we found that all young people were living in settings that meet their individual needs. Young people were involved in care planning and their wishes and feelings were heard. If the young person is non-verbal their feelings were ascertained through observation. There were no thematic recommendations identified through the review.

Workforce

16. There is a national crisis in the recruitment and retention of permanent social workers (and a range of other public service roles) which is well reported across multiple national media sources. The impact of this is felt by young people and families who experience multiple changes. York as with other authorities have found it challenging to recruit. However, in the last quarter we have seen a 50% reduction of agency

staff, we have gone from 45 to 22 agency practitioners in this area which is excellent progress.

17. Our senior management team is now permanent, and we only have 2 agency Service Managers in place, 1 of these will leave at the end of February 2023.
18. We do continue to have a number of social work vacancies and recruitment is underway. We have a number of applications from newly qualified social workers, and we have a recruitment event planned.
19. We are invested in our future workforce and participate in a number of programmes that support us to 'grow our own' by supporting learning and establishing relationships and connections at the earliest opportunity with students on a variety of learning programmes. We are part of the Yorkshire Rural and Urban teaching partnership with the University of York which has enabled us to work closely together to ensure we provide good quality placements.
20. Alongside our partnership with the University of York, we are a member of the Yorkshire and Humber Step-up partnership and host 2 step-up to social work students bi-annually. We have worked with Frontline for the last 4 years hosting units of Frontline students to undertake their 2 year social work qualification with us, which includes their NQSW year when we offer them a permanent post.
21. We partnered with the Open University in 2019 to introduce the Social Work Degree Apprenticeship Scheme.
22. Since 2021 we have successfully recruited 32 Newly Qualified Social Workers who were already known to us through the forementioned programmes, and we have continued to invest in them to encourage staff retention through the allocation of mentors and the offer of continuing learning and development opportunities. All NQSW's join the Social Work Academy and are supported and mentored by a member of the advanced practitioner team and complete their ASYE (Assessed and Supported Year in Employment) following the Skills to Care programme; a Skills for Care review of our ASYE offer in 2021 identified our ASYE offer as good.
23. Having a stable workforce is a priority area for the service.

Consultation

24. The Ambition Plan has been agreed by the Assurance and Ambition Board. The progress of the Action plan will continue to be overseen and scrutinised by the Assurance and Ambition Board.

Council Plan

25. The delivery of high-quality children's services will support the aims of the Council Plan which are to improve the quality of life for residents by supporting good health and well-being and by providing a better start for Children and Young People in York.

Implications

26. **Financial** Over recent years there has been investment into children's services. However, there continues to be significant pressure of delivering children's services within budget. The delivery of improvement activity is beginning to ease this pressure, but it is a modest reduction given how far we are into the financial year. However, it is expected to save up to £2m on an on-going basis if maintained into 2023/24.
27. **Human Resources (HR)** None at this stage.
28. **Equalities** The delivery of the Ambition Plan will support the council in its overall duty to promote equality and address the needs of vulnerable or marginalised children, young people and families therefore contributing to the reduction of inequalities across the city faced by children and young people.
29. **Legal** None at this stage.
30. **Crime and Disorder** Delivery of plans will ultimately safeguard children and young people, reduced the number of children exposed to risk and the impact of that exposure.
31. **Information Technology (IT)** None.
32. **Property** None.
33. **Other** None.

Contact Details

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**Chief Officer Responsible for the
report:**

Martin Kelly, Corporate Director of
Children and Education (DCS)

**Report
Approved**



Date 09/02/23

Specialist Implications Officer(s) None

Wards Affected:

All

**For further information please contact the author of the report
Background Papers.**

Annexes

Appendix 1 - Ambition Plan

Abbreviations

ILACS	Inspection of Local Authority Children Services
NQSW	Newly Qualified Social Worker
ASYE	Assessed and Supported Year in Employment



CITY OF YORK AMBITION PLAN

Building a world class service for York children

This plan sets out our initial steps to build a world class service for children in York. The plan will be developed over time and delivery of the plan will take time and sustained commitment. Oversight of this plan will be the responsibility of the Assurance and Ambition Board.

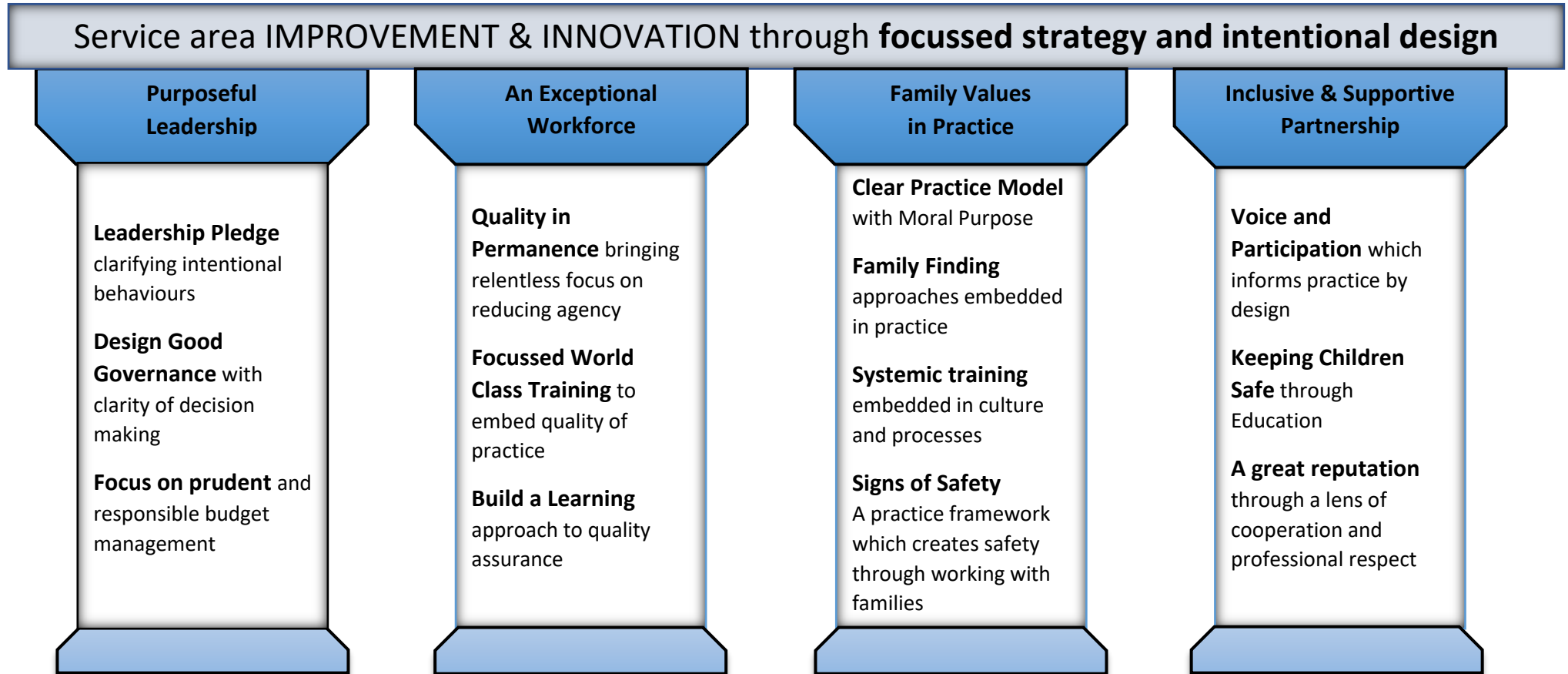
December 2022



Our 4 Strategic Pillars

Delivering our improvement priorities and ambitions for excellence

Our ambition is to build a world class service for children in York will take time and sustained commitment. In focussing on individual improvement and development priorities, including inspection recommendations, we believe this work requires solid foundations which will create the right environment for development to flourish and most importantly to be sustained. Our 4 strategic pillars describe our focussed activity which will establish the right conditions for our more detailed work across all service areas.



Governance and Assurance

The purpose of the Ambition Plan is to drive service improvement and ensure children and young people have services which understand their lived experience and deliver positive outcomes.

The Assurance and Ambition Board meets on a quarterly basis and is chaired by the Chief Operating Officer and attended by Lead Member for Children, Young People and Education. The Assurance and Ambition Board will have oversight of this plan and on a quarterly basis will receive:

- **An updated copy of the plan highlighting progress or issues.**
- **Thematic reports as required providing deeper assurance and insight into workstreams within the plan.**

Alongside the Assurance and Ambition board there are further weekly and monthly oversight of performance and improvement activity driven by the Corporate Director for Children's Services and the Director for Children's Safeguarding.

Further challenge and assurance will take place through the Executive and Children, Education and Communities Policy and Scrutiny Committee.

The City of York Safeguarding Children's Partnership (CYSCP) will be an important forum to deliver the changes needed across multi-agency partners as well as the Youth Justice board. The work required to improve children's services does not sit in isolation and will be closely linked through the CYSCP to improvement activity undertaken by North Yorkshire Police, health, and partners across the city.

Ofsted Action Plan – Continuing to improve

Children’s Services were inspected by Ofsted in March 2022 under the Inspection of Local Authority Children Services (ILACS) framework. The inspection outcome across all domains was that York ‘Required improvement to be good’. An Ofsted Action Plan was submitted to Ofsted in August 2022. The Ofsted Action Plan addressed immediate actions in response to the seven areas identified by Ofsted as requiring action.

As of December 2022, the initial actions following Ofsted are now completed but we know need to go further. To deliver our ambition for system wide improvements a more holistic plan is required. **That is this Ambition Plan.**

The table below summarises initial actions taken against the seven areas requiring action following the ILACS inspection. The next stages for these areas are now being taken forward through this Ambition Plan. So that the thread of improvement activity can be clearly seen any actions and outcomes in the Ambition Plan will reference the Ofsted action. For example, actions or outcomes in this plan relating to ‘The consistency of written records so that they provide an accurate account of decision-making for all children.’ will include the reference **OA1** (Ofsted Action 1).

OA1) The consistency of written records so that they provide an accurate account of decision-making for all children.	<ul style="list-style-type: none"> • Reviewed and relaunched Children's Social Care practice standards for the quality of written records. • Developed and delivered Action Learning Sets that drive purposeful home visiting and recording. • Refreshed our library of good practice to share examples of good quality written records and clear accounts of decision making.
OA2) The quality of assessments to ensure that they consistently inform care planning.	<ul style="list-style-type: none"> • Reviewed and relaunched Children's Social Care practice standards in relation to assessments. • Worked with Service Managers to develop a common understanding as to what constitutes a good, analytical assessment that informs planning. • Reviewed and strengthened the care plan and planning process and how it is driven by assessment. This has been completed with the direct involvement of children and young people.
OA3) The effectiveness of social work supervision in progressing plans for children and addressing practice shortfalls.	<ul style="list-style-type: none"> • A new supervision template has been agreed and practice guidance updated. • Compliance with practice standards for supervision are monitored weekly. The Director of Safeguarding leads a monthly performance support and challenge session with Heads of Service which includes supervision. • Supervision is now included in every audit template including thematic audits.
OA4) The analysis of return home interviews.	<ul style="list-style-type: none"> • The Children who go Missing from Home and Care: Joint protocol between CYC, NYCC and NYP has been updated. • Young people have been suggested raising awareness with young people about the process and that the interview is undertaken by an independent person. • Weekly multi-agency meetings now review children missing from home and oversight of our approach to children missing from home. • Missing from Home and Care is a now thematic item on the QA schedule.
OA5) Responses to children aged 16 and 17 who present as homeless.	<ul style="list-style-type: none"> • Advocacy for 16- and 17-year-olds who present as homeless is provided by the Speak Up Service (Children's Rights and Advocacy).

	<ul style="list-style-type: none"> • The protocol for 16- and 17-year-olds who present as homeless has been updated and reviewed by the Department for Levelling Up Housing and Communities. • Young people have supported the development of a new leaflet and online information to help advise young people of their rights.
<p>OA6) The pace of planning for children in unregistered children's homes.</p>	<ul style="list-style-type: none"> • The Director of Safeguarding has oversight of children and young people in unregistered or unregulated placements. • We have increased our placement finding capacity. • We are reviewing children in unregistered placements in the last two years to identify learning that would have prevented the use of unregistered placements or resolved them in a timelier manner.
<p>OA7) Children's influence and attendance at the corporate parenting board.</p>	<ul style="list-style-type: none"> • We are piloting the role of Corporate Parenting Advisors to improve involvement at the corporate parenting board. • Young people have been directly involved as to how corporate parenting board meetings should work and are involved in setting the agenda. • The council constitution has been updated to commit to children's attendance and influence at the corporate parenting board. • Corporate Parenting Advisors have developed and delivered corporate parenting training to elected members

Priority 1 - Workforce

Strategic lead (Head of QA PSW)

Key Improvement Actions Completed	What difference has it made	Next steps
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Key next actions

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
We will develop our leadership pledge that will clearly set our vision, behaviours and how we work together as a leadership team.	Corporate DCS	<ul style="list-style-type: none"> We will engage in a directorate wide development of a leadership pledge. 	31/03/2023	<ul style="list-style-type: none"> Reduced staff turnover Improved staff well-being (staff surveys and sickness absence) Feedback from practitioners
We will launch an updated Workforce Strategy setting out how we recruit, retain and develop our workforce. This underpins our commitment to an exceptional workforce.	Head of QA	<ul style="list-style-type: none"> Working with the Advanced Practitioners to develop a workforce strategy that sets out a clear plan for how: <ul style="list-style-type: none"> We recruit high quality staff. We retain staff. We develop staff across all levels of our workforce. This includes a clear staged prioritisation of workforce development requirements in the short, medium and long term. Relaunch a more meaningful use of annual Performance Development Reviews for staff. 	31/03/2023	<ul style="list-style-type: none"> Reduced staff turnover Reduced use of agency Staff understanding the workforce strategy / offer.
Develop a direct line of engagement from the Director of Safeguarding and Principle Social Worker to front line practitioners on a regular basis.	Director of Safeguarding	<ul style="list-style-type: none"> Every 6 weeks for each service area to have the opportunity to meet with the Principal Social Worker to explore challenges, opportunities and understand our shared vision. The Director of Safeguarding will have 1:1's with practitioners across the service. 	01/11/2022	<ul style="list-style-type: none"> Reduced staff turnover Improved staff well-being (staff surveys and sickness absence) Improved performance (DQIP)

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
Updated process for staff leaving posts.	Director of Safeguarding Head of QA	<ul style="list-style-type: none"> Introduce a staff leaver conversation with the Director of Safeguarding within one week of giving notice. Develop updated standards for leavers and transferring of active caseloads. 	<ul style="list-style-type: none"> 01/01/2023 31/01/2023 	<ul style="list-style-type: none"> Improved staff retention Reduced staff turnover Feedback from children and families on managing changes in workers.
Hybrid working review	Head of QA	<ul style="list-style-type: none"> Review challenges and opportunities of new hybrid working arrangements. Report to SLT identifying what is working well and recommended actions to improve effectiveness. 	<ul style="list-style-type: none"> 31/03/2023 	<ul style="list-style-type: none"> Report with recommendations completed. Actions from report to be added to this Ambition Plan.

Priority 2 - Voice of children, young people, and families

Strategic lead (Head of Innovation and Children's Champion)

Key Improvement Actions Completed	What difference has it made	Next steps
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Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Develop a sustainable model for care experienced young people to attend and influence the Corporate Parenting Board. (OA7)	Head of Innovation	<ul style="list-style-type: none"> Evaluate the Corporate Parenting Advisor pilot and use learning to develop longer term model. Ensure a clear feedback loop to young people demonstrate the impact of participation. This will mean providing clear 'you said, we did' reports. 	31/12/2022	<ul style="list-style-type: none"> Feedback from children and young people. (OA7) Evidence of involvement of children and young people's involvement in improvement activity. (OA7)
Improve engagement with participation opportunities for children and young people in care. (OA7)	Head of Innovation	<ul style="list-style-type: none"> Refresh the pathway for children and young people to join Show Me That I Matter and I Still Matter. Review the wider routes of participation (UMatter, advocacy etc) so that children have a range of ways their views can be heard. 	31/01/2023	<ul style="list-style-type: none"> Improved participation in Show Me That I Matter and I Still Matter. (OA7) Evidence of involvement of children and young people's involvement in improvement activity. (OA7)
Ensure children and young people's voice is more consistently captured through direct work.	Head of Innovation and PSW	<ul style="list-style-type: none"> Direct work tools and direct work undertaken where appropriate and recorded on files. Update library of direct work tools. Workshops on use of direct work tools. 	31/03/2023	<ul style="list-style-type: none"> Clear library of direct work tools. Learning conversations will evidence an increased use of direct work with children and young people Feedback from IRO's. Deep dive audit into recording.
Commission and develop implementation plan for Mind of My Own	Head of Innovation	<ul style="list-style-type: none"> Develop a robust plan for launching and embedding the use of Mind of My Own. Regular reporting of Mind of My Own usage and feedback through DQIP and Quality Assurance framework. 	01/04/2023	<ul style="list-style-type: none"> Mind of My Own Usage Feedback from children and young people.

Strengthen the response to complaints.	Head of Innovation	<ul style="list-style-type: none"> Improve the management oversight and resolutions of complaints within timeframe. Through the newly formed Quality Assurance group ensure that learning from trends in advocacy and complaints informs our understanding of practice. This should in turn be used to improve practice. 	01/11/2022 Ongoing	<ul style="list-style-type: none"> Improved timeliness of complaints resolution. Feedback from children and young people. Trends from advocacy and complaints reflected within quarterly Quality Assurance reports.
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Priority 3 - Early Help and Targeted Family Support

Strategic lead (Head of MASH)

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Support and challenge partners to play their role in delivering early help.	Head of MASH	<ul style="list-style-type: none"> Review the revised early help strategy and early help assessment with partners. Strengthen support and training for partners to undertake early help with children and young people with emerging needs. Link with Family Hubs transformation to ensure that is driving earlier support for families. 	28/02/2023	<ul style="list-style-type: none"> Increased use of common early help assessments by partners. Feedback from partners.
Reducing Parental Conflict (RPC)	Head of MASH	<ul style="list-style-type: none"> The refresh the Reducing Parental Conflict approach in the city with partners. Develop and launch RPC strategy with the CYSCP. To use the DWP Reducing Parental Conflict grant to ensure practitioners are equipped to identify and address parental conflict. 	31/03/2023	<ul style="list-style-type: none"> All practitioners trained to identify parental conflict Development of strategy and partnership group Feedback from practitioners
Strengthen our Parenting and edge of care Support	Head of MASH	<ul style="list-style-type: none"> Ensure the Immediate Response Team (IRT) are working with the right families Ensure all children and young people who enter care have had timely and intensive intervention via IRT 	31/03/2023	<ul style="list-style-type: none"> Data via tracking of families in IRT and Children's Resource Panel Increased use of FGC in pre-proceedings

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
		<ul style="list-style-type: none"> All families in pre-proceedings are offered a timely Family Group Conference. Consideration of 'No Wrong Door' model in the City. Link with Family Hubs Transformation and graduated response of partners at an early help level. 		<ul style="list-style-type: none"> FGC quarterly report Feedback from families

Priority 4 - Front Door

Strategic lead (Head of MASH)

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
An end-to-end review of processes within the MASH.	Head of MASH	<ul style="list-style-type: none"> To undertake an end-to-end review of processes within the MASH. Launch a refreshed MASH Development Plan. 	15/12/2022	<ul style="list-style-type: none"> Improved timeliness of decision making to Children's Social Care. Quality assurance will evidence good decision making Development of a partnership vision Feedback from partners
Update the MASH scorecard	Head of MASH	<ul style="list-style-type: none"> Through the MASH strategic group review and develop the MASH scorecard. 		<ul style="list-style-type: none"> An updated MASH scorecard launched to give oversight of performance. Further understand what the performance is telling us which will inform service planning

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Ensure consistently good timeliness of decision making for contacts to children's social care.	Head of MASH	<ul style="list-style-type: none"> Daily monitoring in place and tracked monthly through DQIP. Review approaches taken in other areas and revised our local process to ensure we are as streamlined as possible to ensure families receive the right help at the right time. 	18/10/2022	<ul style="list-style-type: none"> Improved timeliness of decision making to Children's Social Care (Target 90%)
Progress recommendations made by DLUHC in relation to 16-17 year olds at risk of or presenting as homeless. (OA5)	Head of MASH	<ul style="list-style-type: none"> Further review the housing protocol and share with teams. Deliver a work plan to deliver the further recommendations made by DLUHC in relation to the housing protocol. 	<ul style="list-style-type: none"> January 2022 March 2023 	<ul style="list-style-type: none"> Planned further review with DLUHC. (OA5) Annual summary of 16-17 year olds presenting as homeless covering (OA5): <ul style="list-style-type: none"> Awareness of rights Use of advocacy Compliance with protocol.
Quality of social care advice to EHCPs	Head of MASH Head of SEND	<ul style="list-style-type: none"> Review of the process for requesting input into EHCPs. Review the training across the service. Development of good practice examples. 	31/01/2023	<ul style="list-style-type: none"> QA shows an increase of in the quality of social care input into EHCPs. Improved timeliness in line with practice standard Identified Designated Social Care Officer Annual training programme

Priority 5 – Children and Young People in Care

Strategic lead (Head of Corporate Parenting)

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
More children and young people live with our own carers in their home city.	Head of Corporate Parenting	<ul style="list-style-type: none"> Review all children and young people who live outside the city in residential and IFAs and identify where a move back to York could be appropriate. Advocacy will be provided where appropriate for children and young people who could move back to ensure their wishes and feelings are independently represented. 	Ongoing via 'Making York Home' Group	<ul style="list-style-type: none"> Increasing the proportion of children and young people living in York. A reduction in out of area placements.
Review and revise our Sufficiency Strategy to ensure we have the 'right accommodation in the right place at the right time' (OA6)	Head of Corporate Parenting	<ul style="list-style-type: none"> To review the current and projected children in care cohort and map to the sufficiency of placements. A new Fostering Recruitment campaign to be developed to improve our fostering capacity. Improve our internal residential placement capacity. 	31/03/2023	<ul style="list-style-type: none"> Maintain placement stability in line with target. Reduction in use of unregistered placements and swifter resolution to registered placements (OA6). Increasing the proportion of children and young people living in York provision.
Improve our Fostering Service.	Head of Corporate Parenting	<ul style="list-style-type: none"> Improvement options paper to be developed for the Fostering Service to explore how we can better support Foster Carers. Deliver the improvement plan set out for the Fostering Service. In response to the U Matter survey create foster carer profiles that are routinely shared with children and young people ahead of planned moves. 	<ul style="list-style-type: none"> 31/12/2022 Deadlines as set out in improvement plan. 31/03/2023 	<ul style="list-style-type: none"> Increased number of fostering enquiries and assessments. Increased number of foster carers. Feedback from carers and fostering panel about support. IRO quality assurance of fostering placements. U Matter feedback from children and young people.

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
Ensure the right children and young people are in care and their plan is progressed in a timely way.	Head of Corporate Parenting	<ul style="list-style-type: none"> All children and young people that enter care will be reviewed by the Children's Resource Panel at 4-months and 10-months. Develop a group that oversees the tracking of all children who are placed with parents, on s20 or with a plan SGOs. Permanence Planning training delivered to all practitioners. 	<ul style="list-style-type: none"> 01/09/2022 10/10/2022 28/02/2023 	<ul style="list-style-type: none"> Reduction of the numbers of children and young people in care 100% of children will have a permanence plan at the 4-month review Progress children with a plan for Special Guardianship A reduction in the number of external residential placements. Feedback from practitioners on the effectiveness of Children's Resource panel
Review pre-placement planning to ensure when children and young people need to enter care they are supported, and their needs are met.	Head of Safeguarding Interventions	<ul style="list-style-type: none"> Audit to understand the pre-placement planning process Review the process for Initial Health Assessments 	31/01/2023	<ul style="list-style-type: none"> All practitioners will understand the pre-placement planning process and importance Improved performance for Initial Health Assessments
To update the co-produced Local Authority Guarantee to children and young people in care.	Head of Corporate Parenting	<ul style="list-style-type: none"> The current Guarantee to Children and Young People in Care is being reviewed with Show Me That I Matter and I Still Matter. Proposed launch of new Guarantee to Children and Young People in Care. 	<ul style="list-style-type: none"> 01/06/2023 31/08/2023 	<ul style="list-style-type: none"> A new guarantee for CYPIC is in place. Feedback from children and young people. Oversight of guarantee through Corporate Parenting Board.
Ensure all our children and young people are supported to understand their Life Story.	Head of Corporate Parenting	<ul style="list-style-type: none"> All children over the age of 11 in care to have a My Care Plan. Develop the My Care Plan for children under the age of 11. 	<ul style="list-style-type: none"> 31/01/2023 31/01/2023 31/06/2023 	<ul style="list-style-type: none"> All children in care having a My Care Plan. Feedback from young people understanding the

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
		<ul style="list-style-type: none"> Commission, deliver and evaluate training on life story work 		<ul style="list-style-type: none"> reasons they are in care and U Matter report. Training delivered on Life Story Work Feedback from practitioners
Strengthen how the Authority celebrates the achievements of children and young people in care.	Head of Corporate Parenting	<ul style="list-style-type: none"> Celebration events planned for care leavers week. Updated guidance for practitioners on celebrating achievements of CYPIC to be co-produced with children and young people in care and launched. 	<ul style="list-style-type: none"> 27/10/2022 28/02/2023 	<ul style="list-style-type: none"> Feedback from children and young people. U Matter survey
Ensure all children and young people in care and their families have time with their families which is of high quality and appropriate to their needs, wishes and feelings.	Advanced Practitioner	<ul style="list-style-type: none"> Task and finish group to refresh York's vision around Family Time. IROs ensure Family Time is appropriately considered in reviews. Training identified and delivered to ensure best practice in relation to Family Time. 	31/03/2023	<ul style="list-style-type: none"> A clear and understood vision around Family Time. Feedback from children and young people.
Improve how changes of workers are managed.	Head of Corporate Parenting	<ul style="list-style-type: none"> To strengthen communication with children and young people where a change of worker takes place. To establish transition meetings between managers to support introductions to new workers. 	31/12/2022	<ul style="list-style-type: none"> Feedback from children and young people. Quality Assurance quarterly reports. Transfer protocol developed
Young people's input into Personal Education Plans (Plans)	Head of Virtual School	<ul style="list-style-type: none"> Following the move to a new ePEP provider (Squiddle) support young people to more fully participate in development of their PEP. 	31/12/2022	<ul style="list-style-type: none"> Feedback from children and young people. PEP Quality Assurance. Increased timeliness of PEP's
Consistent access to Health Passports	Head of Corporate Parenting	<ul style="list-style-type: none"> Work with carers and health partners to ensure young people have a health passport when entering care and that this is regularly updated. 	31/03/2023	<ul style="list-style-type: none"> IROs tracking through each CYPIC review.
Devolved decision making policy		<ul style="list-style-type: none"> Develop a clear devolved decision making document for carers (Residential and Foster 	31/03/2023	<ul style="list-style-type: none"> Devolved decision making policy in place.

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
		care) to ensure there is clarity on what day to day decisions can and should be made by carers.		

Priority 6 – Care Leavers

Strategic lead (Head of Corporate Parenting)

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Refresh our package of support to young people to help them prepare for independence prior to leaving care.	Head of Corporate Parenting Virtual School	<ul style="list-style-type: none"> Ensure all workers and foster carers are using the independence skills booklet with young people. Co-produce an updated user-friendly pathway plan. Develop 'Passport to employment' covering advice and support during school years and beyond and link young people with Specialist Learning and Employment Advisors. 	<ul style="list-style-type: none"> Ongoing 31/03/2023 31/03/2023 	<ul style="list-style-type: none"> Feedback from children and young people. % Care experienced young people in suitable accommodation. % Care experienced young people in employment, education or training.
Review and update the care leaver offer	Head of Corporate Parenting	<ul style="list-style-type: none"> Working with Corporate Parenting Advisors and care experienced young people update the corporate parenting offer. Paper proposing changes to the care leavers offer to DMT. Work with Corporate Parenting Advisors and care experienced young people to develop the communications plan to ensure care experienced young people are aware of and understand the care leaver offer. 	<ul style="list-style-type: none"> 31/11/2022 31/12/2022 31/03/2023 	<ul style="list-style-type: none"> Update care leaver offer in place. UMatter survey shows awareness and understanding of the offer.
Review the care leaver service against the new inspection framework.	Head of Corporate Parenting	<ul style="list-style-type: none"> To review the service for care leavers when the anticipated separate inspection framework is published. Any actions identified as a result of that review would be reflected within updates to this Ambition Plan. 	<ul style="list-style-type: none"> 31/01/2023 	<ul style="list-style-type: none"> Assurance of Care leaver service in line with updated inspection standards.

Priority 7 – Practice

Strategic lead (Head of QA PSW)

Context on improvement area.

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
Practice Model - Development of shared vision and values across the workforce.	Director of Safeguarding	<ul style="list-style-type: none"> Come together with the workforce to develop our shared vision, culture and values. Children's Services workshop planned for November 2022. Commission Signs of Safety and develop implementation plan Develop a clear visual Model of Practice. 	31/12/2022	<ul style="list-style-type: none"> A clear model of practice will be agreed which will be understood by all practitioners. Feedback from children and young people and our quality assurance will tell us we are delivering consistently good practice.
High quality of assessments consistently considers a child's experience and history. Their needs and the risks they are exposed to are consistently identified and responded to in a timely way. (OA2)	Lesley Furnivall	<ul style="list-style-type: none"> The assessment template is being reviewed to support the delivery of assessments that lead to plans which address needs. Further workshops across the service to develop easily accessible practice guidance for practitioners. A timeline for oversight of open assessments will be rolled across the full service. Assessments of SEND children and young people will consistently identify wider support needs. 	01/11/2022	<ul style="list-style-type: none"> Our QA framework will tell us the consistency and quality of assessments. (OA2) Deep dive audit into the quality of assessments
Continue to review practice standards to ensure they clearly set expectations. (OA1) (OA2) (OA3)	Head of QA	<ul style="list-style-type: none"> Version 9 of the Practice Standards have been shared with the service in October 2022. The next update to the practice standards should ensure alignment with the Practice Model development and be embedded in its roll out. 	<ul style="list-style-type: none"> 12/10/2022 01/05/2023 	<ul style="list-style-type: none"> Improved performance as tracked through DQIP. Quality Assurance shows consistently improved practice.

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
All practitioners receive high quality supervision in line with practice standards that drive forward the plan. (OA3)	Head of QA	<ul style="list-style-type: none"> Further review and revise the supervision policy to ensure it is meaningful and effective. Workshops (using tools from Research in Practice) will take place across the service. Develop and embed the consistent use of group supervision (monthly). 	<ul style="list-style-type: none"> 31/11/2022 31/12/2022 31/12/2022 	<ul style="list-style-type: none"> DIP sampling (OA3) Thematic audit on supervision. (OA3) Learning conversations (OA3) Weekly supervision performance data. (OA3)
Ensure consistent analysis of missing from home / care episodes. (OA4)	Head of MASH	<ul style="list-style-type: none"> Develop a quality assurance process to give further oversight and assurance of practice relating to missing from home or care episodes. Review the Terms of Reference for the weekly multi-agency meetings in relation to missing episodes. Following the end-to-end review of missing episodes embed learning to support all practitioners to develop consistent practice in relation to missing episodes. Monthly management oversight of missing from home. Develop the CYSCP Missing Report to further understand themes. 	<ul style="list-style-type: none"> 31/11/2022 31/01/2023 31/03/2022 Ongoing 31/03/2022 	<ul style="list-style-type: none"> Monthly assurance and oversight through DQIP of performance (OA4) Reduction in the number of children who go missing from home and care (OA4) Quality Assurance shows consistently improved practice. (OA4)
Share assessments and reports with families in a timelier way to enable full engagement	Head of QA Head of Safeguarding Interventions	<ul style="list-style-type: none"> A task and finish group to review the IRO escalation process. This is to ensure the escalation process is effective and improving the timeliness of reports. Work with managers to ensure no reviews are cancelled because timely reports are not completed 	31/01/2023 Ongoing	<ul style="list-style-type: none"> Feedback from families A reduction in the need for IRO escalation Increase in timeliness reported through the IRO report
Outcome focused plans for all children and young people and their families	Head of QA	<ul style="list-style-type: none"> Develop a deep dive audit into the quality of plans. 	31/03/2023	<ul style="list-style-type: none"> More in-depth understanding of the quality of plans and next steps developed
Exploitation screening tools should be routinely updated to inform planning and support.	Head of MASH	<ul style="list-style-type: none"> Case work supervision to include use of exploitation screening tools and when these need to be updated to inform plans. Monitoring through DQIP of currency of screening tools across the service. 	31/01/2023	<ul style="list-style-type: none"> Improved frequency of updating exploitation screening tools. Quality assurance demonstrates appropriate

What we want to achieve	Lead	How we will do this	When	How we will know we are succeeding
				use of screening tools and updating of plans.
Social Worker Profiles	Advanced Practitioners	<ul style="list-style-type: none"> With young people update and relaunch the use of social worker profiles. Social worker profiles to be consistently shared with young people. 	15/02/2023	<ul style="list-style-type: none"> Feedback from children and young people.
School attendance for children open to social care	Virtual Head Heads of Service	<ul style="list-style-type: none"> Refresh with education partners the protocol to drive school attendance of children open to a social worker. This will be linked to the expanding remit of the virtual school head. 	31/03/2023	<ul style="list-style-type: none"> Improved school attendance for children open to social care. Reduction/sustained low levels of NEET.

Priority 8 – Performance and Quality Assurance

Strategic lead (Head of QA PSW)

Key Improvement Actions Completed	What difference has it made	Next steps

Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Continue to strengthen and develop the Driving Quality Improvement and Performance approach.	Head of QA Head of Innovation and Children's Champion	<ul style="list-style-type: none"> Bring assurance to DQIP on the use of trackers (updated CYPIC and pre-proceedings tracker). Update the DQIP 'managing up' form to capture key areas of performance. 	<ul style="list-style-type: none"> 31/01/2023 31/01/2023 	<ul style="list-style-type: none"> Improved oversight of performance. Improved performance against key indicators.
We need to further improve how Quality Assurance and learning drives practice development.	Head of QA	<ul style="list-style-type: none"> Develop an overarching QA board with a clear ToR around outcomes. Quarterly reporting draws in all learning to assure us of the quality and impact of practice. 	<ul style="list-style-type: none"> 31/11/2022 31/12/2022 31/12/2022 2023 	<ul style="list-style-type: none"> Quarterly Quality Assurance reports. Arrange a peer Quality Assurance Peer Challenge.

		<ul style="list-style-type: none"> Updated QA and Performance framework to include performance information, feedback from children and young people including analysis of advocacy. Undertake a peer challenge in relation to Quality Assurance in 2023. 		
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Priority 9 – Leadership and Partnerships

Strategic lead (Corporate Director of Children’s Services)

What difference has it made	Next steps

Key next actions

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
Strengthen the pace of change and accountability through the Assurance and Ambition Board.	Corporate Director of Children’s Services	<ul style="list-style-type: none"> Secure a stable and permanent Senior Leadership Team to embed improvement activity. Updated quarterly Quality Assurance and Performance reporting shared with the Assurance and Ambition Board. 	<ul style="list-style-type: none"> 04/12/2022 12/12/2022 	<ul style="list-style-type: none"> Exception reporting accurately tracking improvement activity. Quality Assurance shows consistent and improving practice. Improved performance against the Assurance and Ambition Scorecard.
Revise our Corporate Parenting Strategy.	Head of Corporate Parenting	<ul style="list-style-type: none"> Review and update the Corporate Parenting Strategy 	31/03/2023	An updated Corporate Parenting Strategy is in place and this includes defined outcome measures.
Continue to build effective relationship with the Judiciary that allows the courts to build confidence in our social work practice.	Director of Safeguarding Head of Safeguarding Interventions	<ul style="list-style-type: none"> Ensure engagement with Family Justice Board and seek feedback Further understand performance in relation to timeliness around court proceedings Continued oversight of C2 applications Develop Court Skills training for practitioners. A 12 month training programme will be put in place. 	<ul style="list-style-type: none"> Ongoing 31/01/2023 	<ul style="list-style-type: none"> Feedback from the Family Justice Board Improve timeliness of proceedings where possible Court Skills training developed

Key Improvement Actions	Lead	How we will do this	When	How we will know we are succeeding
				<ul style="list-style-type: none"> Reduction in the number of C2 applications
Leadership that creates the conditions for York's vision for children and young people on a sustainable basis and engages key stakeholders	Corporate Director of Children's Services Director of Safeguarding	<ul style="list-style-type: none"> Work with the management team to deliver an effective workforce plan, management culture and practices for Children's Services reflecting the council's behaviours. Ensuring clear priorities for Children's Services are articulated and shared across the partnership and roles and accountability are clear Take shared responsibility for the effective corporate management and improvement of Children's Services, developing a strong positive local, regional and national presence to represent outcomes for children in York. 	Ongoing	<ul style="list-style-type: none"> Ambition Board Scorecard Assurance against ambition plan Quality Assurance Staff surveys / feedback Feedback from children and young people
Strengthen our financial oversight and budget management.	Corporate Director of Children's Services Director of Safeguarding Heads of Service	<ul style="list-style-type: none"> Ensure financial decisions are led by the needs of children and young people. Strengthen quarterly financial oversight of budgets by Heads of Service with a clear line of accountability through SLT, DMT and wider corporate requirements. Ensure focused work on areas of high cost (use of agency and placement costs) take place as set out in this plan and children remain at the heart of decision making. 	Ongoing	<ul style="list-style-type: none"> Improved financial controls Improved value for money
Review and update York's scheme of delegation.	Corporate Director of Children's Services Director of Safeguarding	<ul style="list-style-type: none"> Review and update York's scheme of delegation. 	28/02/2023	<ul style="list-style-type: none"> New scheme of delegation in place.
		<ul style="list-style-type: none"> 		<ul style="list-style-type: none">

**Children, Education and Communities Policy & Scrutiny Committee
Work Plan 2022/23**

23/06/2022 - Forum	<ol style="list-style-type: none"> 1) Annual outline of aims and objectives for the coming Municipal year by Leader and/or relevant Portfolio Holders, including any significant issues likely to be in the Forward Plan 2) Public health school survey, the findings, and what the PH team are doing to respond – confirmed. 3) Ofsted Report – commissioned slot.
28/06/2022 – Comm. Slot	<p>Children’s Services Ofsted Report Cllr Waller and Jamaila Hussain</p>
21/07/2022 - Committee	<ol style="list-style-type: none"> 1) York Learning annual update report - to include digital inclusion and post Covid recovery 2) Cultural offer – REACH update and York Explore annual report 3) Skills and Employment Board update 4) Staff absence/sickness rates within the Peoples directorate
01/11/22 Committee (reconvened from 12/10/2022)	<ol style="list-style-type: none"> 1) Q1 & Q2 Safety Valve agreement update (Maxine Squire) 2) Financial Monitor Q1 (Richard Hartle) 3) Martin Kelly, Corporate Director of Children and Education & Danielle Johnson, Director Children’s Services Safeguarding - Introduction and Ofsted update 4) Safeguarding Update (Martin Kelly)
09/11/2022 – Comm. Slot (reconvened from 27/09/22)	<p>Joint Scrutiny with HASC. Autism Strategy (Jamaila Hussain) & Healthy Child Service (Sharon Stoltz)</p>
20/12/2022 - Committee	<ol style="list-style-type: none"> 1) Financial Monitor Q2 (Richard Hartle) 2) Behaviour and attendance, invite Chair of Schools Academies Trust (Maxine Squire) 3) Update on Community & Family Hubs & Holiday Food / HAF programme (Pauline Stuchfield) 4) York Citizens’ Theatre Trust, annual review

**Children, Education and Communities Policy & Scrutiny Committee
Work Plan 2022/23**

20/02/2023 – Comm. Slot	1) SEND Ofsted Update 2) Ofsted update – to include Children in Care and Workforce update
07/03/2023 - Committee	1) REACH Update 2) Financial Monitor Q3 3) School Standards – attainment gap (Maxine Squire) 4) YMT new Chief Executive, Vision, progress and performance (Pauline Stuchfield) 5) York Citizens’ Theatre Trust, annual review

Agenda items for consideration

New:

- A report on CDOP (Child Death Overview Panel)
- Request an update from health on the developments of the ICS (Particularly in relation to safeguarding and Place)
- SEND Update following recent Ofsted inspection, awaiting report – 20 February 2023 TBC.

High Priority

- Ofsted Report – response from Officers/progress against Action Plan
- Education Service Performance – school achievement, changes to the attainment gap.
- Achievement of DfE investment targets
- Autism Strategy – Joint Commissioned Slot with HASC, 9 November 2022

Medium Priority

- Budget monitoring 2023/24
- School attendance & safeguarding
- Public Health school survey, 23 June 2022
- Skills and Employment Board update, 21 July 2022
- York Museums’ Trust - vision, progress and performance from incoming Chief Executive (recruitment process ongoing)

**Children, Education and Communities Policy & Scrutiny Committee
Work Plan 2022/23**

- Cultural Offer - REACH update and York Explore annual report, 21 July 2022

Low Priority

- York Citizens’ Theatre Trust, annual review
- York Learning annual update, 21 July 2022
- People’s Directorate staff absence/sickness rates, 21 July 2022

Council Plan priorities relating to Children, Education and Communities
A Better Start for Children and Young People
<ul style="list-style-type: none"> • Strengthen the work of communities, local organisations and agencies so that families become more resilient.
<ul style="list-style-type: none"> • Continue the improvement of children’s social care to provide excellent services for vulnerable young people.
<ul style="list-style-type: none"> • Prioritise improved outcomes for our most disadvantaged children and young people in the city.
<ul style="list-style-type: none"> • Work across sectors to improve apprenticeships and in-work progression.
<ul style="list-style-type: none"> • Work with our partners to identify and tackle issues relating to the rise in mental health problems in the city.
<ul style="list-style-type: none"> • Focus on the importance of the early years and the impact that this stage of life has on a child’s development.
<ul style="list-style-type: none"> • Give every child and young person access a full and rounded arts and cultural offer.
<ul style="list-style-type: none"> • Increase the number of foster carers and adopters
<ul style="list-style-type: none"> • Improve play and sports provision for young people
<ul style="list-style-type: none"> • Develop a York citizenship offer in conjunction with schools in the city
Safe Communities and Culture for All
<ul style="list-style-type: none"> • Develop a cultural and sporting offer
<ul style="list-style-type: none"> • Deliver an inclusive cultural strategy
Good health and Wellbeing
<ul style="list-style-type: none"> • Make open spaces available to all for sports and physical activity

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