

WORCESTERSHIRE
CHILDREN FIRST



WORCESTERSHIRE CHILDREN FIRST BUSINESS PLAN 2020-21 REVIEW

Impact of COVID-19

August | 2020

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1. INTRODUCTION

The Worcestershire Children First (WCF) Business Plan for 2020-21 was approved on 26th March 2020, setting out our ambitions for the first full financial year. Since then, unprecedented changes have affected every one of our lives due to the global pandemic of COVID-19. We have had to be agile and adapt to make sure we respond to the needs of Worcestershire children, young people and their families.

Following Government guidance, on 16th March 2020, Worcestershire County Council (WCC), including WCF, established a corporate emergency planning approach to develop and enable a response to the pandemic. As part of this and in order to meet our statutory duties, WCF implemented the following:

- Incident Planning for education to co-ordinate our response to the coronavirus pandemic and manage its impact on education provision for Worcestershire children and young people. The response includes an Education Incident Group and relative task groups attended by representatives from all education and childcare sectors, WCF and WCC teams, and partners. Their common purpose is to ensure children and young people can continue to access education in a safe and appropriate manner which takes account of their individual and additional needs.
- Social Care and Safeguarding services immediately published a dedicated protocol for the continual delivery of safeguarding statutory duties within the remit of government guidance for frontline workers.

This review provides an update to the WCF Business Plan 2020-21; it details how Education, Early Help, Social Care and Safeguarding services have been revised and prioritised during the pandemic and provides insight into provision as the Government's COVID-19 recovery strategy is implemented.

Our Company wide focus on Workforce and Culture, Inspections and Focus Visits, Leadership and Management (with reference to our Quality Assurance Framework) and Strategic Partnership Working are also included with an update on Finance and Risk Management from the impact of COVID-19.



2. WORKFORCE AND CULTURE

Throughout the WCF response to COVID-19, our workforce has worked intensively, creatively and flexibly, to provide a service to meet the needs of children, young people and families. Staff have felt the support of their operational managers, senior managers and peers and have worked effectively with partners. The experience of operating remotely is allowing us to explore opportunities for new ways of working in the future.

Working from home with remote access to teams, systems and services has been a significant change for the majority of the WCF workforce, introducing new ways of working with children, families and partners. Towards the end of phase 1 of lockdown, WCF undertook a COVID-19 employee health check. The purpose of this was to hear the views and experiences of staff across the WCF workforce¹. Through this survey we heard about the collective experiences of 519 members of staff within the three Directorates. Highlights of the responses are shown below:

Across the Company 95% of staff who completed the survey reported they felt informed by senior and direct managers during the COVID-19 delivery period.

86% of staff felt that they have always been able to access managerial support if needed.

95% of all staff surveyed felt able to access peer support virtually, with 92% confirming that online team meetings had been effective.

In the Social Care and Safeguarding services, 94% of Social Workers felt in most or some cases the combination of the protocol, KIT Calls, Visits and Partnership Working has enabled them to identify risks and needs with the families they are working with.

94% of frontline practitioners felt able to continue a relationship with children they are working with through KIT Calls and Visits, depending on the existing relationship.

Managers and practitioners have made virtual meetings work in the best way possible during the COVID-19 Service Delivery period, with 87% of staff finding multi-agency meetings sufficiently effective.

For the Resources, Education and Early Help Directorates 55% of staff felt online communication with partners had been very effective and 43% quite effective.

Working from home had been possible for 91% of this staff group, with feedback given that as an average in the future 40% of duties could be undertaken at home.

For more information on the Directorate staff surveys, summaries can be found here on [FirstSpace](#).

¹ Please note this survey was undertaken prior to the transfer of Learning & Achievement staff from Babcock Prime on 1st June 2020.



3. INSPECTIONS AND FOCUS VISITS

On the 17th March 2020, all routine inspections of schools, further education, early years and social care were suspended. Nationally, urgent inspections where specific concerns were raised still went ahead and continue to do so. Guidance updated on the 7th July 2020 confirmed that there will be a phased return to Ofsted inspections, starting with an interim period of visits during the autumn term.

For social care the focus will be on the management of statutory duties and safeguarding during and post COVID-19. Ofsted will publish a brief letter that establishes the context of the visits and what leaders agree are their next steps. Visits will start at the end of September 2020, with Ofsted planning to pilot its approach before publishing short operational notes about how the visits will be managed.

More detail for education providers was updated on 12th August 2020. For early years, these interim visits will be scheduled from the beginning of September 2020. The visits are not inspections and will not result in an inspection grade although inspectors can use regulatory or enforcement actions, if appropriate. Providers that are currently judged less than good and that had safeguarding and welfare actions raised at their last inspection, will be prioritised for visits. Providers that received an inadequate (with enforcement) grade at their last inspection will continue to be monitored through Ofsted's usual regulatory activity. An outcome summary will be published. When carrying out an interim visit to a provider, Ofsted will not be checking whether they have met learning and development requirement actions set at the last inspection, recognising the impact of COVID-19. Until 25th September 2020, providers should use 'reasonable endeavours' to meet the requirements of the Early Years Foundation Stage (EYFS). After 25th September 2020, providers must meet the learning and development requirements in full.

When Ofsted resumes its inspection activity, they will begin by inspecting those providers that were judged as inadequate and requires improvement.

For schools, Ofsted will be carrying out a phased return to inspection, starting with an interim period of visits at the end of September 2020, with the intention of resuming full inspections in January 2021. The exact timing is under review. Ofsted will look at how leaders are managing the return to full education for their pupils, including considering 'blended learning' (on-site/remote education) and safeguarding.

For maintained schools and academies, visits will not result in an inspection grade or judgement. Ofsted will publish a brief letter that establishes the context of the visits and what leaders agree are their next steps in resuming pupils' full-time education.

For further education and skills providers, interim visits will also start at the end of September 2020. Ofsted will publish a brief report but no grade. However, progress judgements will be given when monitoring new providers of apprenticeship training.

In March 2020, the Local Area received notification of the Joint Ofsted and Care Quality Commission re-visit for the Special Educational Needs and Disability (SEND) inspection and began preparations with all stakeholders. On Monday 16th March notification was received from Ofsted/CQC that the SEND reinspection would not go ahead and would be deferred to a later date. All local area SEND inspections and re-inspections have been postponed and we have been advised that the Worcestershire local area SEND re-inspection will be prioritised as soon as inspections resume. We may receive notification of a visit in the autumn term. Evidence of progress and improvement continues to be reported to the SEND Improvement Board, and the impact of COVID-19 is recorded.

4. LEADERSHIP AND MANAGEMENT (QUALITY ASSURANCE FRAMEWORK)

Contract monitoring arrangements with WCC have been suspended for the period March – August 2020 meaning that our agreed KPIs (Key Performance Indicators) and the Support Service Agreements (SSAs) for buy-back services are not held to account in the same way. However, our data collections and analysis continue (Appendix 1) in order to inform future planning and ongoing revision to service protocol.

Throughout the fast paced, reactive COVID-19 organisational changes, WCF have ensured a continuing focus on business intelligence to aid understanding of service delivery strengths and potential areas of need. We continue to strive for ‘good’ and ‘outstanding’ in leadership and management and our comprehensive quality assurance framework and its dedicated focus on monitoring data, service user feedback and audit activity has allowed us to judge the effectiveness of our recent change of response.

Governance arrangements have continued virtually during this period including the WCF Quality Assurance Board and the Risk, Governance and Audit Board.

The establishment of the Social Care and Safeguarding COVID-19 KPIs (as shown in Appendix 2) supports the leadership team’s review of service delivery and senior management oversight on a weekly basis. The Social Care and Safeguarding Directorate have a robust and consistent quality assurance framework. Audits have continued and we have actively listened and learnt from the experiences of children, young people and families. Teams have adapted their communication with children, young people and families to take account of their experiences of the COVID-19 protocol and have changed provision where appropriate to do so.

For Education and Early Help, a process for data collection has been in place since March 2020; daily and weekly reporting from schools and early years providers has continued to track openings and pupil attendance. Data is shared with the DfE to comply with national reporting requirements, and a database of local intelligence is maintained. Local data collections enable teams to track and monitor the progress being made by schools and settings, including early years providers, and to support and challenge. The data for the period W/C 30th March – 13th July 2020 can be found in Appendix 2.

WCF are also required to report Worcestershire data to the DfE via a COVID-19 fortnightly survey. This provides evidence that we are performing well against statistical neighbours, regional authorities and the national average for the key areas the DfE is monitoring; contacts and reviews of children’s plans for looked after children, children with a child protection plan and children in need.

On 1 May 2020 some aspects of the law on education, health and care (EHC) needs assessments and plans changed temporarily to give local authorities, health commissioning bodies, education settings and other bodies who contribute to these processes more flexibility in responding to the demands placed on them by COVID-19. Temporary changes have been made to the duty to secure or arrange special educational and health care provision and to most of the timescales for particular processes where it is not reasonably practical, or it is impractical to discharge duties for a reason relating to COVID-19. All other aspects of SEND law remain unchanged. WCF continues to improve its response to the 20-week deadline for EHC plans; the team reported 100% in March, 96% in April, 100% in May and 98% in June 2020. This is continued and sustained improvement.

For pupils with an EHC plan in mainstream and special schools, an individual Risk Assessment has been completed to ensure that arrangements in place are supporting individual pupil need. Risk Assessments will be further reviewed by the education setting and used to support the phased return of their pupils. In Worcestershire this includes over 4000 children and young people.

5. STRATEGIC PARTNERSHIP WORKING

WCF have provided updates on the Children's Services response to COVID-19 to the Council's Overview and Scrutiny Panel in June and July 2020. A link to the full updates can be found below:

- <https://worcestershire.moderngov.co.uk/documents/g3620/Public%20reports%20pack%2016th-Jun-2020%2010.00%20Children%20and%20Families%20Overview%20and%20Scrutiny%20Panel.pdf?T=10>
- <https://worcestershire.moderngov.co.uk/documents/b11539/Additional%20papers%20Item%205%20COVID-19%20Update%2017th-Jul-2020%2010.00%20Children%20and%20Families%20Overview%20and%20S.pdf?T=9>

During this period, strategic partnership working has remained strong and has been vital to service delivery. This has included involvement in the county's emergency response of gold, silver and bronze commands.

The Worcestershire Safeguarding Children Partnership (WSCP) established a COVID-19 executive meeting programme biweekly to monitor the impact on arrangements of COVID-19 plans across the partnership. A risk matrix was created and has been updated throughout.

A dedicated Worcestershire Education Incident Planning Group for COVID-19, with representatives from schools, colleges and early years settings and partnership stakeholders was established by the Director of Education and Early Help in March 2020. This stakeholder group have met up to three times a week to share information and collectively plan for the provision of education to children and young people within the Government's COVID-19 early years, schools and colleges agenda.

The group continue to provide collective expertise in the arrangement of education provision reopening of schools and educational services following DfE guidance and legislative changes and has utilised specialist task groups to respond to address specific areas including; SEND, Alternative Provision and Early Years. The Education Safeguarding Group of the WCSP increased the frequency of meetings during this time to ensure a strategic view of Keeping Children Safe in Education was understood with key messages heard and delivered.

The Director of Education and Early Help attends weekly COVID-19 planning meetings with the DfE to discuss the Worcestershire response and progress, to confirm expectations and to seek support or clarity as revised guidance is published.



6. REVIEW OF SERVICE BUSINESS PLANNING - COVID-19

Social Care and Safeguarding Services Directorate

The initial emergency COVID-19 service delivery protocol for Social Care and Safeguarding Services was launched on 1st April 2020. The principles guiding the Phase 1 protocol were to enable the service to:

- Deliver the required interventions to safeguard children in need of protection, promote the welfare of “Looked After” children and young people and to provide the necessary support to children in need, preventing escalation of risk and need for child protection or care where possible.
- Adapt and respond to the delivery of social care & safeguarding services in the context of minimising the spread of infection within communities and deliver services with adherence to the “community lock down” put in place.
- Manage and minimise risk of infection amongst the workforce in order to act as responsible employers and to maintain a safe level of service for children and families.

The protocol set out what we **stopped doing**, either because we did not have the ability to do the quality of work required or have the staff to make it a priority. We set out what we continued to do because the risk to a child was identified to be “high and imminent” or “priority”.

The Phase 2 protocol was launched on 1st June 2020. The principles for this current phase are to:

- Resume key safeguarding service activities regarding the assessment, planning and decision making for children subject to plans and ensure we have timely and effective assessment and interventions for children identified as in need of support or protection.
- Adapt and respond to the “Recovery and Re-set” agenda of the Government in the context of minimising the spread of infection and protecting the workforce.
- Respond to the views and wishes of staff and managers on how we can effectively deliver services in the medium term and prepare for long term delivery learning from the COVID-19 initial periods.

Social Care and Safeguarding Services are not yet returning to their original way of working but are taking a planned and proportionate approach to meet children’s needs whilst continuing to ensure that staff are appropriately supported. The directorate has been careful to manage the road to recovery in a way that allows WCF to “hold or step back” on the re-opening of services following Government and public health advice. Communication to staff, partners and families has been important to ensure they do not lose confidence in the leadership and managerial grip.

A Phase 3 protocol will be launched in September – December 2020 which will focus on resuming further services, managing the expected increase in demand and piloting new ways of working from COVID-19. Further learning will take place from this to inform Phase 4, the final phase of reset and recovery.

A revised business plan for Social Care and Safeguarding detailing the impact of COVID-19, plans for reset and revision of the service priorities in 2020-21 is set out below:

Social Care and Safeguarding Business Planning COVID-19 Impact

Family Front Door and Partnerships

Project	COVID-19 Impact	Measures
<p>The engagement of partners to deliver early help to families and to ensure that this help is timely</p> <p>(OFSTED)</p>	<p>Audit to identify value of Early Help intervention pre-Social Care referral, on hold due to workload- rescheduled for Qtr. 2.</p> <p>Partnership levels of need training delayed – reschedule post Sept 20 due to COVID-19.</p> <p>Early Help Module in EHM system – this will capture data on Early Help assessments and interventions by partners, development delayed start till LiquidLogic implementation March 20. Now in progress.</p> <p>Schools mechanism for recording their own Early Help work to be clarified with a reporting mechanism in the Worcestershire Safeguarding Children Partnership (WSCP) Quality Assurance Practice & Procedures Group (QAPP).</p> <p>Early Help Review on hold March 20 – to resume Sept 20. WCF project review group identified. Partnership stakeholder to be confirmed July 20.</p>	<p>DATA set to be collated q4 once live.</p> <p>QAP annual reporting.</p> <p>Early Help Review on hold March 20 – to resume Sept 20.</p>
<p>Assessments of need for 16- and 17-year olds who present as homeless, including whether they should come into care of the Local Authority. Young People should be clear about this option.</p> <p>(OFSTED)</p>	<p>Team Manager lead designing and launching YP information on accommodation in Local Authority (LA) Care. Team Manager moved to cover care leavers team due to COVID. Young People’s working group was engaged and gave feedback. So still at design stage.</p> <p>New lead identified May 20 as Team Manager now on long term sick.</p> <p>Audit activity took place in Feb 20 Leaflet development May – June 20 and used in practice in qtr. 3</p>	<p>Q3 audit activity completed.</p> <p>Compliance/Learning audit to be undertaken qtr. 4</p>
<p>Thresholds and Partnerships</p>	<p>LiquidLogic CAP portals to be developed to manage Multi Agency information sharing and decision making. Therefore, the police referrals to level 2/3 needs will now be on hold and built into this new liquid logic transformation.</p> <p>Police development on high risk Domestic Abuse is on hold due to change in police leadership. Terms of reference and protocol required for Multi Agency Safeguarding Hub (MASH) operational group. Existing arrangements remain in place – no impact on High Risk Domestic Abuse cases being progressed.</p> <p>COVID-19 Domestic Abuse audit RE: rise and outcome of contacts and referrals undertaken by Group Manager with police. Reporting to WSCP July 20</p>	<p>Timeliness of decision making on contacts and referrals KPI unavailable due to LiquidLogic development issues.</p> <p>Audit activity completed May 20</p>
<p>GET SAFE – identification and management of children at risk of exploitation.</p>	<p>Get Safe portal live (18th May)</p> <p>One Year on Launch 22nd June 20. New Assessment Tool, Pathway and Professional Guidance launched delayed due to portal being available to all. Went live June 20</p> <p>Multi-agency GET SAFE training was launched in March 20 scheduled 12-month programme delayed until Sept 20 with virtual method incorporated for all partners.</p> <p>GET SAFE problem profile delayed steer from strategic group and multi-agency steering group held virtually</p>	<p>Use of Worcestershire County Council (WCC) GET SAFE web page - June 19/20 = 1,964</p> <p>June 20/21 - TBC</p> <p>Number of risk assessments data by Q3</p> <p>July 20 identified profile to go to partnership group for sign off.</p>
<p>Social work students in practice.</p> <p>(innovation project)</p>	<p>Student placements to start in Sept 20 delayed from May 20 delayed due to COVID-19 so initial pilot group could not be launched.</p>	<p>KPI Student placement 19/20</p> <p>Conversion to Assessed and Supported Year of Employment (ASYE) 20/21</p> <p>Project evaluation report for 6 months - March 21.</p>

Project	COVID-19 Impact	Measures
<p>The quality of intervention with families, where there is a risk that children may be received into care if the right support and guidance is not available. (Edge of Care –Supporting Families First -Ofsted Project)</p>	<p>Supporting Families First Team remained active through COVID-19. The development of Keep in Touch calls and Category A visits, assessing in terms of visiting need and risk as outlined in the COVID-19 Service Delivery Protocol.</p> <p>No impact on the current milestone actions. Q1 evaluation report completed.</p>	<p>Measures at March 20 98 % success of care prevention and 71% families reporting improved outcomes June - Qtr. 2 Sept - Qtr. 3 Dec – End of year Report.</p>
<p>The timely availability of family support when children have a plan to leave care and return home. (Ofsted Project)</p>	<p>Rehabilitation care plans were on hold during lockdown.</p>	<p>Number of children overall who leave care reduced by 50%. Returning to parental care 19/20 = 17 20/21 = 2</p>
<p>Development of Specialist Family Support Service to support children subject to Children in Need and Child Protection plans.</p>	<p>Direct Work by Family Support Workers on hold during lock down. Family Support Workers have been providing support to social workers with community priority visits and completing virtual support sessions with parents. Milestones will be picked up in August/Sept with a Review of the service offer within the phase 3 of our COVID-19 Road to Recovery in preparation for Phase 4, which will include consideration of new ways of working. Business Monthly Indicators (BMI)/Team Data: Caseloads, Referrals, cases waiting to be allocated, cases closed development on hold during Covid19.</p>	<p>Service User Feedback 19/20: 88% of Children feel listened to 76% of Children feel their views and worries are taken seriously 83% of Children feel they were helped This is our base line measure</p>
<p>Quality and Timeliness of Court Work</p>	<p>Development and implementation of the Covid-19 Legal Protocol. Public Law Outline (PLO) Pre-proceedings placed on hold. New Care proceedings were threshold for Removal not met on hold. Care Proceedings Applications progressed were assessment work had been completed. Direct Work and Face to Face Family Time put on hold. Audit completed of COVID-19 Impact on PLO/Court Work completed June 20 Virtual Hybrid Court Hearings held at County Hall (CH) during May/June 20 Liberty Protection Safeguards/(LPS) / Deprivation of Liberty Safeguards (DOLS) training on hold in March – May 20. LPS/DOL's training delivered via zoom June 20 to cohort of 15 staff across the service, including Young Adult's Team. Webinar will be available to all staff during July/August 20. Local Family Justice Board Annual training Event with a focus on Domestic Abuse booked for May 20 on hold.</p>	<p>KPI impact: New PLO: Oct 19 - 24 March 20 – 16 April 20 – 6 May 20 - 5 New Care Proceedings: Oct – 10 March – 6 April - 2 May – 11 (following a review of the Legal Protocol. Audit Outcome- Between end of March – June 20: 19 PLO on hold 19 care applications made (various orders, e.g. Emergency Protection Orders (EPOs), Interim Care Orders (ICOs) 3 Discharge Care Orders (COs) 9 Final Hearing adjourned 2 Hybrid Hearings held at CH</p>

Project	COVID-19 Impact	Measures
Worcestershire Family Safeguarding (Innovation Project)	The timeline for this project has been reviewed with a new 'go live' date of Nov 20. Recruitment on hold Mar – June 20. Recruitment of Practice Manager and Community Mental Health Workers July/August 2020 Other Milestones will be picked up between June – October 20.	Forthcoming KPI's Reduction in care proceedings Reduction in Children Looked After (CLA) Improved school attendance Reduction in repeat police domestic abuse call outs Reduced public law outline Pre-proceedings
Repeat Proceedings and Child Removals (Pause Worcestershire)	The timeline for this project has been reviewed with a new 'go live' date of Sept 20. Data Scoping Exercise complete in June 20 to identify potential participants who have recent repeat care proceedings and removals of children. Recruitment of Pause Practice Lead, Pause Practitioners and Pause Co-ordinator in June 20 Governance arrangements have been established and the first Pause Board will be held in July 20.	Reduction in PLO Pre-proceedings Reduction in care proceedings. Reduction in Children Looked After. Reduction public law outline/pre-proceedings.

Through Care

Project	COVID-19 Impact	Measures
The availability of a dedicated pathway to the provision of mental health services for children in care. (Ofsted Project)	Feb 20 Emotional Health and Wellbeing services information sharing Market Day with. 160 attendees. Feb 20 multi-agency workshop event identified service availability. Work then on hold... New partnership board in development, replacing Joint Area Targeted Inspection (JTAI) group to lead on pathway development and working together relationships. Pathway to be drafted Sep 20. Other milestones now to be undertaken between Sep – Dec 20.	COVID-19 impact survey undertaken by Health and findings of effectiveness of virtual. Targeted audits post pathway implementation on access to and effectiveness of, mental health support.
Provision of Personal Assistants (PAs) for care leavers when they reach the age of 17. (Ofsted Project)	Outreach and Care Leavers service have been engaged (pre-COVID-19) of plan to merge service. Jul- Sep 20 - ASDAN (Award Scheme Development and Accreditation Network) Pathway Plan training being delivered virtually. Sep – Dec 20 piloting merged services under single management. Dec – Mar 21 Change management to be invoked	Keeping in Touch (KIT) calls and visits being prioritised and captured in COVID-19 KPI's. KPI on allocation of PA to children in care/care leavers by their 17th birthday. Service user feedback at Pathway Plan review around effectiveness of PA and timeliness of their allocation. Feedback to be accumulated and analysed in report Dec 20.
The availability of suitable accommodation and timely interventions that ensure that care leavers, including those aged over 18 years, are not placed in bed and breakfast accommodation or become homeless. (Ofsted Project)	Corporate Parenting Board (CPB) Task and Finish group established in order to develop an agreed way of working to prioritise care leavers Jan 20. Limited success in convening during COVID-19, but group will resume Jul 20. Complex care leavers bid was approved for over £200k; with Chief Executive for sign off – Jul 20. Effectiveness of Housing Panels – pick up September 20.	KPI and live data on use of bed and breakfast. KPI care leavers in suitable accommodation.

Project	COVID-19 Impact	Measures
Sufficiency of Placements	<p>Development of a children's home for COVID-19 emergency capacity Jun 20.</p> <p>Recruitment of Supported Board and Lodgings carers on hold during COVID-19 – pick up Sep 20.</p> <p>Staying Put regional comparison underway but not priority; complete – Aug 20.</p> <p>Survey of 17 – 18yrs care leavers who left care in last year to determine if staying put was explored/why not put in place - pick up Sep 20.</p> <p>Recruitment strategy for foster carers in place (see IFA Business Plan) but to be reviewed and enhanced – Sep/Oct 20.</p>	<p>KPI on children looked after with 3 or more placement moves in previous 12 months. (March 20 – 10% in line with SN below Eng. 11%)</p> <p>KPI on children looked after placed 20 miles or more away from home. (March; 15.8% Above Eng. 15% but below SN at 18%)</p> <p>Fostering recruitment.</p> <p>Qtr. 3 (19/20) and Qtr. 4 (18/19)</p>
Review Integrated Service for Looked After Children (ISL) and Emotional Health and Well Being Service development.	<p>Delayed progress.</p> <p>Visioning meetings underway with key partners Aug 20.</p> <p>Wider stakeholder group to be engaged Sep 20.</p> <p>Milestones to be revised to Dec 20 completion with revised service launch Jan 21.</p>	<p>New impact and outcome measures to be developed as part of revised service.</p> <p>Service user feedback Easter 21 on effectiveness and timeliness of intervention.</p>
Independent Fostering Agency (IFA) –Business Plan and Inspection.	<p>Not delayed.</p> <p>Annual Report completed and presented to CPB.</p>	<p>KPI % of looked after children placed with Worcestershire Children First Fostering.</p> <p>Qtr4 March 20;</p> <p>Internal 24% (198)</p> <p>FFC (Friends, Family and Connected people - foster carers, Kinship) 18% (153)</p> <p>Ext 31% (261)</p> <p>Qtr1 20/21 –</p> <p>Internal 25% (208)</p> <p>FFC - 18% (150)</p> <p>Ext – 30% (248)</p>
Organisational Review of Children with Disabilities (CWD) and Special Educational Needs and Disabilities (SEND)	<p>Delayed and re-time lined to commence Jan 21.</p>	<p>To be developed with SEND.</p>
Regional Fostering Developments (Innovation Project)	<p>Regional Commissioning Hub has been developed – fostering and residential provider. Lead local authority is Warwickshire.</p> <p>Development of new portal being led by Birmingham Children's Trust – Jul 20.</p> <p>Pyramid Project regional development continues.</p> <p>West Mercia fostering development – on hold.</p>	<p>Reduction in PLO Pre-proceedings</p> <p>Reduction in care proceedings.</p> <p>Reduction in Children looked after.</p> <p>Reduction public law outline/pre-proceedings.</p>
Safe Centre Regional Secure (Innovation Project)	<p>Delayed.</p> <p>Bid made to DFE Nov 19. Awaiting outcome from DFE.</p>	<p>KPI on number of children in secure accommodation.</p> <p>Data on numbers of children subject to a Secure Order awaiting a placement.</p>

Project	COVID-19 Impact	Measures
<p>Learning from the breakdown of placements for children by the holding of timely disruption meetings. (Ofsted)</p>	<p>Task & Finish group held and developed a process to gather feedback and undertake targeted audits.</p> <p>Piloted our Advanced Social Work Practitioner (ASAP)s leading on undertaking targeted audits and feedback.</p> <p>First set of audits completed – target sample of 20 cases had a targeted audit. A range of feedback was obtained from children and those involved (social worker, carer, supervising social worker).</p> <p>Next steps:</p> <ol style="list-style-type: none"> 1. Review Meeting scheduled 24-06-2020. 2. To undertake another targeted audit bringing in our learning from the first audit in Quarter 2. 3. Share key findings with the service to build into practice. 4. Launch formal process as a future End to End Meeting. <p>Covid-19 Impact:</p> <p>Some initial delay in finalising the initial report however this is now completed, and learning will be taken into the next quarter activity.</p>	<p>Completion on our first targeted audit – case sample of 20 cases.</p> <p>**evidenced in our first Targeted Audit Report</p>
<p>Are we making a difference? Outcome Measures – impact on children’s lives?</p>	<p>There has been no Covid-19 impact on this project. The focus of business/data workforce has been on the LiquidLogic implementation and launch</p> <p>Our outcome measures will be called “Worcestershire Webstar”.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Liquid Logic from 1st July 2020 – this will be for our Supporting Families First (SFF) Team. 2. Wider roll-out to teams from Quarter 3 onwards (October). 	<p>SFF have completed 39 WebStars with children and young people. This is an 82% participation rate for children. SFF have completed 49 WebStars with parents. This equates to a 90% participation rate where at least one parent has completed an Outcome Star in a family.</p> <p>Impact will be fully seen at the end of interventions with final outcome stars. The development in our LiquidLogic system allows us to have initial, mid-point and final outcome.</p> <p>**evidenced in SFF Impact Report</p>

Project	COVID-19 Impact	Measures
<p>Improving the quality and timeliness of plans, effective use of Dispute Resolution Process (DRP)</p>	<p>No impact due to Covid-19. Developed DRP examples to go with our DRP Guidance and Flowchart – available on Practice Standards.</p> <p>Development on new DRP Dashboards. 1 to track currently open DRPs and 1 to give us data on any given period (weekly, monthly, quarterly etc).</p> <p>Written a first annual DRP Report for 2019/2020 to identify themes and trends to focus on.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Quarterly DRP Report will now feature in the QA Report from Q1 2020/2021 onwards. 2. Joint Targeted audit between Through Care and SQA on Drift & Delay cases. 3. DRP Report recommends a similar audit in Locality Services. 	<p>Our Audit Outcomes in Locality Services & Through Care for Plans tell us:</p> <p>Q1&2: (20 audits)</p> <ul style="list-style-type: none"> ■ 15% Good ■ 50% Requires Improvement (RI) ■ 35% Inadequate <p>Q3&4: (61 audits – 67% increase in audits completed)</p> <ul style="list-style-type: none"> ■ 20% Good (increase of 5%) ■ 55% RI (increase of 5%) ■ 25% Inadequate (decrease of 10%) <p>We have seen an increase in audits being completed and an increase in Good and RI outcomes.</p> <p>**Evidenced in Q4 QA Report</p> <p>Our first annual DRP Report tells us:</p> <ul style="list-style-type: none"> ■ Across the year we have seen a 19.6% reduction in formal DRPs completed this year; ■ A higher number of informal DRPs are completed evidencing an increase in DRPs being resolved at an early stage. ■ In the year 2019/2020 we a 34% increase good Practice Acknowledgements – ■ We have seen an increase in DRPs for Locality Services. <p>**evidenced in Annual DRP Report</p>
<p>Understanding service user experience, Child Protection (CP) and Looked After Children (LAC) Processes</p>	<p>The development of our word-based forms started to be used, this has been impacted by us moving to a virtual way of working – the development of the Office 360 Surveys will support us gathering this feedback virtually.</p> <p>questions have been developed and launched in our mid-way's audits for both CLA and CP, these went live with LiquidLogic and we will see this feedback as we move into Q1 of 2020/2021.</p> <p>We developed feedback forms however moving into a virtual way of working we have not used these – this has been impacted by COVID-19.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. New service user questions to be seen in Quarterly reports moving forward (Q1 2020/2021 onwards) to understand experiences for CP and CLA. 2. Develop Office 360 online feedback form following conferences and CLA Reviews – we will undertake a targeted piece of feedback across Quarter 2. 	<p>Our new S/U Feedback questions will be seen in Quarter 1 QA Report and targeted feedback in Quarter 2 QA Report.</p> <p>30 children have given us feedback in targeted feedback, they told us:</p> <ul style="list-style-type: none"> ■ 80% said the get opportunities to speak to your IRO on your own ■ 97% said they understood why they are looked after ■ 87% were clear about the plans made and what is going to happen next ■ 97% said they knew how to contact their Independent Reviewing Officer (IRO) ■ 93.5% said they are you happy with the way reviews are chaired by their IRO

Project	COVID-19 Impact	Measures
Practice Managers – Research in Practice (RiP) (Innovation Project)	<p>Practice Supervisor Development Program (PSDP) Phase 2 – 7 Managers/ASWPs have completed their training.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Requested from PSDP feedback on pre & post training evaluation to support our impact measures and development of managers. 2. PSDP Wave 3 has been announced and we have identified our 3 Positive Outcomes Project (POP) Practice Educators to undertake this course and we will be nominating them – dates September – November 2020 (6 days in total) 3. PSDP Supervising the Supervisor course announced – 2 days (January 2021) – 2 Group Managers will be nominated to attend this 4. Our cohort of 7 managers to finalise their reflective piece & submit these to RIP to get their certification <p>Covid-19 Impact:</p> <p>Wave 3 & Supervising the Supervisor will be delivered through a digital delivery platform.</p>	<p>7 Managers have completed the Core Training Offer.</p> <p>Feedback from RIP:</p> <p>“just to update that the PSDP got off to a great start this week. We were really very impressed with the group who were diligent and engaged throughout and definitely made the most of the time and space to reflect, learn and contribute to some rich discussions. They were such a credit to themselves and Worcestershire, you would have both been proud of them”</p> <p>**evidenced in RIP Feedback</p>

Project	COVID-19 Protocol in place April 20	Measures
<p>We want to make sure that you receive a good quality service, regardless of your individual worker, your team or where you are on your journey through our service.</p> <p>(Ofsted Project)</p>	<p>Visits</p> <p>Children will be visited regularly in line with their plan. These visits will be purposeful, focused and incorporate the voice of the child with clear outcomes and held in a timely manner</p>	<p>Visits</p> <p>Replaced by KIT Contacts and High Risk/Priority Visits</p> <p>Wave 4 16.6.20</p> <p>Reporting higher than DfE averages in contacts in past 2 weeks</p> <p>Child/ren in Need (CiN)</p> <p>WCF: 59.17%</p> <p>Statistical Neighbour Avg: 27.44%</p> <p>National Average: 43.97%</p> <p>CP</p> <p>WCF: 74.91%</p> <p>Statistical Neighbour Avg: 65.52%</p> <p>National Average: 76.38</p> <p>CLA</p> <p>WCF: 79.93%</p> <p>Statistical Neighbour Avg: 52.27%</p> <p>National Average: 68.13%</p>
	<p>Plans</p> <p>Children will have an up to date plan. These plans will be clear and outcome focused.</p>	<p>Plans</p> <p>COVID-19 Plans reviewed</p> <p>CLA</p> <p>WCF: 96.59%</p> <p>Statistical Neighbour Avg: 88.02%</p> <p>National Average: 87.06%</p> <p>CP</p> <p>WCF: 99.14%</p> <p>Statistical Neighbour Avg: 89.37%</p> <p>National Average: 89.14%</p> <p>CIN</p> <p>WCF: 83.97%</p> <p>Statistical Neighbour Avg: 31.98%</p> <p>National Average: 52.03%</p>
		<p>Stat Visits in place usual BMI</p> <p>Looked After</p> <p>March 20: 71%</p> <p>May 20: 33%</p> <p>CP</p> <p>March 20: 78%</p> <p>May 20: 68%</p> <p>CIN</p> <p>March 20: 67%</p> <p>May 20: 46%</p>
		<p>Plans in place usual BMI</p> <p>Looked After</p> <p>March 20: 96%</p> <p>May 20: 95%</p> <p>CP:</p> <p>March 20: 82%</p> <p>May 20: 88%</p> <p>CIN</p> <p>March 20: 95%</p> <p>May 20: 95%</p>

Project	COVID-19 Protocol in place April 20	Measures	
	<p>Service User Feedback</p> <p>Tracked at case closure. Service user feedback is consistently gathered upon the completion of case work to inform our practice and experience of our service.</p>	<p>Service User Feedback</p> <p>19/20 data:</p> <p>Qtr. 1 and 2 - 217 service user feedback comments obtained</p> <p>Raised at leadership as part of this business improvement</p>	<p>Qtr. 3 and 4 - 296 service user feedback comments obtained a 36% increase</p> <p>Qtr. 1 and 2 20/21</p> <p>TBC end of qtr. report</p>
	<p>Chronologies</p> <p>All files will have a chronology of their journey through the service at the end of every assessment</p>	<p>Chronologies</p> <p>Allocated as work-from-home task and targeted work achieve significant increase in performance</p>	<p>Chronologies in Place</p> <p>April: 53%</p> <p>June: 73%</p>
	<p>Audits</p> <p>All Team Managers and Leaders/Group Managers complete monthly audits.</p>	<p>Audits</p> <p>Q1&2: (20 audits)</p> <ul style="list-style-type: none"> ■ 15% Good ■ 50% RI ■ 35% Inadequate 	<p>Q3&4: (61 audits – 67% increase in audits completed)</p> <ul style="list-style-type: none"> ■ 20% Good (increase of 5%) ■ 55% RI (increase of 5%) ■ 25% Inadequate (decrease of 10%) <p>We have seen an increase in audits being completed and an increase in Good and RI outcomes.</p>
	<p>Social Work Assessments</p> <p>Social work assessments will be of a good quality and completed in a timely manner</p>	<p>Social Work Assessments in 45days.</p> <p>COVID-19 has seen a reduction in the number of Social Work Assessments being completed</p>	<p>March 87% (350 assessments)</p> <p>April 88% (250 assessments)</p> <p>May 100% (168 assessments)</p>
	<p>Managers Oversight</p> <p>All children's files will evidence manager oversight.</p>	<p>Managers Oversight</p> <p>COVID-19 KPI no measure – New measure was to be developed</p>	
	<p>Case Summary</p> <p>All children's files will have an up to date case summary on record at 12 weekly intervals.</p>	<p>Case Summary</p> <p>Allocated as work-from-home task and targeted work achieve significant increase in performance</p>	<p>Case Summaries in Place</p> <p>April: 45%</p> <p>June: 79%</p>
	<p>Supervision</p> <p>Children's files will evidence case supervision of their workers</p>	<p>Supervision</p> <p>Held by virtual means</p> <p>Office Location for field work staff</p> <p>Zoom for managers 26.6.20</p> <p>KPI sustained at between 93-100% all areas except residential</p>	

Education and Early Help Directorate

On 20th March 2020, the Government announced that schools and settings would remain open to vulnerable children and children of critical workers, but for all other learners, arrangements would need to be made for them to access education from home. The Department for Education (DfE) also cancelled GCSE and A level examinations for 2020 and Ofqual set out the process for schools and colleges to award grades for young people.

Vulnerable children included those who have a social worker and those children and young people up to the age of 25 with education, health and care (EHC) plans. Those who have a social worker include children who have a Child Protection Plan and those who are looked after by the Local Authority. A child may also be deemed to be vulnerable if they have been assessed as being in need or otherwise meet the definition in section 17 of the Children Act 1989. Additionally, children deemed as being on the edge of requiring social care interventions would also be able to access education provision through identification by the school.

WCF put in place a process that needed to be followed to ensure provision was available for children who need arrangements to be made during the COVID-19 pandemic. This was updated in line with Government guidance and to support the wider, phased reopening process.

School Improvement Advisors continued to work with school leaders to respond to demand and manage capacity across the county, in line with Government guidance to open schools to larger cohorts of pupils. All schools could work within a Hub model which was in place across the county to make optimum use of staff, space and resources. The Hub was based on pyramids of schools, grouped by geographical area.

Our priority for the early years sector during the COVID-19 outbreak was first and foremost to ensure enough childcare for vulnerable children and children of critical workers who could not be looked after at home. WCF has successfully ensured childcare places were available throughout Worcestershire through regular communication with providers. However, ensuring provision is available for children who need care is challenged by the volumes and numbers of settings (over 700 Worcestershire settings).

From 1st June 2020 there was an expectation that children in nursery, Reception, year 1 and year 6 classes would start to return to their provision, in addition to those already identified from vulnerable groups and children of critical workers. In childcare settings, providers could also welcome back all children from this date.

From 1st June 2020, special schools worked towards welcoming back as many children and young people as could be safely catered for in their setting. This was a phased return of more children and young people, without a focus on specific year groups and informed by risk assessments.

From 15th June 2020 there was an expectation that pupils in years 10 and 12 would start to return to their provision, in addition to those already identified from vulnerable groups and children of critical workers. Also, specialist post-16 institutions worked towards a phased return of young people, without a focus on specific year groups or proportion of learners and informed by risk assessments from this date.

For all children and young people with an EHC plan in special education settings, such as special schools, special post-16 institutions and hospital schools, settings encouraged attendance based on the child's up to date risk assessment, and on the ability of the setting to provide for their needs.

Parents and carers would not be penalised if they did not want their child to return at this time, and schools continued to deliver online learning. Guidance has been provided to schools and settings to support transitions; children and young people will experience a number of transitions during the summer and autumn terms. The Government has confirmed that schools are not expected to open during the summer holidays.

The Government expects all pupils to return to school in September 2020 but acknowledges that all children and young people have experienced unprecedented disruption to their education. £1 billion of funding is being made available to support children and young people to catch up. This includes a one-off universal £650 million catch-up premium for the 2020/21 academic year to ensure that all schools have the support they need to help all pupils make up for lost teaching time. Although all children have had their education disrupted by the COVID-19 outbreak,

it is likely that disadvantaged and vulnerable groups will have been hardest hit. Alongside the universal catch-up premium, the Government is launching a £350million National Tutoring programme to provide additional, targeted support for those who need the most help. Guidance will be available to schools to assist in the identification of appropriate support that responds to the needs of children and young people and their experiences

We have a protocol which documents our steps and processes to support access to education during the COVID-19 pandemic and actions we have taken to assist schools in the identification and mitigation of associated risks, based on the information we are collecting.

The highest priority and consideration are the safety and wellbeing of Worcestershire children, young people, families and staff and our response remains in line with the following principles:

- Reduce the risk of infection following PHE/DfE guidance via risk assessments and related actions
- Support a collaborative approach across Worcestershire schools and settings, governors and trust boards, the Council, WCF, DfE, trade unions and other key stakeholders
- Support a sustainable and progressive approach to wider reopening
- Increase the attendance for vulnerable children along with children of critical workers
- Risk assess the re-opening and inclusion for all children and make decisions about phasing, timing and management, based on the outcomes of risk assessments
- Empower an inclusive and therapeutic approach to reintegration, particularly for those children and young people who may find a return to school or setting challenging
- Assess building capacity and spaces and advise on protective measures
- Work with partners to support children and their families, for example health and social care and services, Here2Help

Specialist teams from Health and Safety, HR and Public Health have assessed Risk Assessments returned by schools and documented any concerns. Schools and settings are required to review their own Risk Assessments and advise the Local Authority of any changes in their circumstances. Space and staffing capacity are limiting factors to the numbers of pupils who could be accommodated whilst complying with required protective measures and hygiene requirements. However, teams have worked with schools and providers to enable more children to attend before the end of the academic year. Where solutions for wider reopening cannot be agreed the issues can be managed through the Schools Causing Concern process.

An Outbreak Control Plan which sets out the prevention, response and engagement needed to continue to protect the people of Worcestershire, and COVID-19 Standard Operating Procedures to follow in case of an outbreak have been sent to all schools and settings, and there is a helpline and email address for support.

Education & Early Help Business Planning COVID-19 Impact

Sufficiency and Place Planning

Service area of work	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Forecast education places in early years and mainstream provision	<p>No impact – Work completed. School Capacity Collection (also known as SCAP) was cancelled by DfE but no impact as funding based on 2019 iteration.</p> <p>Received Basic Needs capital allocation - £4.9m for next year – RISK - lower than last 6 years, impact report drafted and shared with Worcestershire County Council (WCC)</p>	<p>Cabinet Board Briefing (CBB) report autumn 2020</p> <p>SCAP to be based on 2019</p>
Development of forecasting for Specialist Education and Post-16 education provision	<p>Early Years SEND and Post-16 forecasting reports delayed due to staff supporting COVID-19 work. Revised timescales to autumn term. This will allow us to meet our statutory duty and business reporting and the delay will have no impact on sufficiency.</p>	<p>Findings and recommendations will be included in report to Cabinet in December 2020 on School Organisation Plan.</p>
Partnership working to open a new Alternative Provision (AP) school in Wyre Forest	<p>Announcement of provider delayed by DfE. Process started again on 15th June 2020 but still restricted. Delay has seen date for opening school revised to September 2022.</p> <p>Impact on sufficiency to be assessed in the autumn term</p>	<p>Work with the DfE and provider recommenced July 2020 for opening new school in September 2022</p>
Plan the strategic capital programme through needs analysis and condition surveys	<p>No impact on planning stage of programme but delays to implementation as construction projects paused. Currently updating programme but do not anticipate any impact on schools for September 2020</p>	<p>Report to DfE on spend</p> <p>CBB report</p>
Plan new schools	<p>Delay to house building and potential volatility of the economy is likely to result in revised housing trajectories. This will be analysed in the autumn term and Members advised if impacts on proposals for new schools.</p> <p>Existing building programme now all restarted following some delays but not anticipating any issues for provision.</p>	<p>Programme paused and in autumn term will review and update.</p>
Develop new and existing provision for SEND pupils	<p>Delay to consult on proposals for Mainstream Autism Bases (MABs) has meant delay in programme development for the Special Provision Fund. This is currently being worked on with SEND colleagues. DfE has confirmed that they would consider slippage to the programme.</p> <p>RISK: The delay to the programme is likely to have an impact on sufficiency of places in MABs but this still to be assessed.</p> <p>Due to COVID-19 pandemic MABs review had to be moved to September 2021. Steering group to produce recommendations has been established and new timeline for completion of the review is being drafted.</p>	<p>MAB programme for Special Provision Fund</p> <p>Individual school consultations for changes to SEND provision.</p>
Academy conversions	<p>Most academy conversions delayed during COVID-19, but sponsored academy work continued. This will see a reduction of income from the academy recharge but also reduction in costs.</p>	<p>Academy tracker.</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
<p>Early Years Strategy development and delivery</p>	<p>RISK: Impact of COVID-19 on Private, Voluntary & Independent (PVI) settings, sufficiency issues and risk of sufficiency reduction post COVID-19. Mitigation – task group providing Business Support & advice. Fortnightly internal meeting chaired by Director including finance, sufficiency analyst and service support along with dedicated task group to Early Years.</p> <p>Early Years Strategy development has been delayed during COVID-19 period. Presented to Children & Young People’s Strategic Partnership (CYPSP) July 2020 and further work planned for autumn term to include partners.</p>	<p>Early Years and Childcare Sufficiency assessment update included report</p> <p>Feedback from sector and parent / carers</p>
<p>School Improvement (SI) Leadership and recruitment</p>	<p>Many schools who were in the process of recruiting, paused upon lockdown. The immediate impact of this was on Head Teacher (HT) recruitment, although all levels of recruitment have been affected.</p> <p>Alternative plans for leadership (extension of current HT term, consideration of external interim or short-term use of deputy) discussed with School Improvement Advisors (SIAs) (maintained schools).</p> <p>Advice developed with Liberata and shared with schools for the recruitment of staff through virtual means (all schools).</p> <p>Active involvement of SIA with maintained schools to encourage and advise school governors to proceed with recruitment or plan for recruitment in the Autumn term.</p> <p>Small School Summit postponed due to COVID-19 restrictions.</p> <p>HTs and new HTs, in particular, may require additional support to develop an effective post COVID-19 recovery plan. Induction session for new HTs September 2020.</p> <p>Recovery Curriculum pack to support schools developed by SI team. Focus for autumn term for all schools SI visits and project boards for at risk schools.</p>	<p>HT & staff vacancies into Autumn term</p> <p>This will be rescheduled for 2020-21 with consideration for virtual meeting also to be explored.</p> <p>Analysis and allocation of time to ensure all maintained schools still receive a minimum of 1 day support a term, even if Ofsted Outstanding.</p>
<p>School Admissions – in year admissions management for all schools</p>	<p>From 1st June 2020 School Admissions took over the co-ordination of in-year applications for all schools in Worcestershire. Every in-year transfer application from that point on is dealt with by the School Admissions Team.</p> <p>Before 1st June co-ordination, the number of in-year applications for Community and Voluntary Controlled Schools reduced in April with 57 applications received, compared to April 2019 where 165 applications were received.</p> <p>At the point that co-ordination began in June, an increase in applications took place as COVID restrictions began to be lifted with 349 applications received.</p> <p>WCC School Appeals, DfE disapplied the legal timeframe for parents to appeal and extended this to 29th May. It prevented appeal hearings from taking place in person, with appeals having to be moved to a virtual format. This resulted in an 11-week delay in the collation of high school appeal numbers, which in turn has led to a delay in the scheduling of those hearings by approximately 6 weeks. This has had a knock-on effect to the Primary/First and Middle School appeals. The disapplication of the timeframe led to a 5 week delay in the collation of appeal numbers, and the impact of this and the High School delays have meant that Primary/First and Middle appeals which would have concluded by the end of the summer term, will be taking place during the summer holidays. Risk is that they may not all be concluded by the start of term in autumn and that children will not have had the opportunity to understand transition and induction arrangements.</p> <p>Regular updates with WCC monitor delivery of appeals and has taken mitigating action as necessary.</p>	<p>Two new members of staff were recruited prior to going live to support the increased volume in work.</p> <p>WCC Appeals Team require additional support with paperwork preparation, clerking and organisation of the hearings. This is being supported by re-focus of WCF Sufficiency Planning staff. Contingency support for presenting appeals has been arranged with via WCF staff if required.</p> <p>Appeals are normally completed by the start of new term, it is likely that appeals will be completed within the first two weeks of the September term.</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Education Strategy – School Involvement at district level	<p>Education & Skills Strategy implementation plan – not presented during COVID-19 period. Education Incident response group agreed to take on lead for Strategy oversight from autumn term.</p> <p>System improvement measure have been COVID-19 focussed however this has galvanised the working partnerships to address key priorities from autumn term.</p> <p>Schools may not have considered in appropriate detail the risks associated with wider opening – in particular regarding Public Health</p> <p>Latest DfE guidance regarding September opening for schools places an increased emphasis on the use of online and remote learning to ensure minimal disruption to learning should local COVID-19 outbreaks occur</p>	<p>Cluster model developed (based on local geography and pyramids) to provide support across areas. Recovery Curriculum pack developed to support schools in their transition from a care focus to a learning focus. This forms the basis of support for school planning ready for September. ALL schools have access to this document.</p> <p>A Risk Assessment (RA) template developed and shared with all schools, with expectation that maintained schools will submit their RA to the LA for review and feedback. Undertaken for both wider opening, and for full opening.</p> <p>SI team developing advice and guidance for all schools in effective online learning, alongside in class teaching.</p>
Governor recruitment, development and Quality Assurance	<p>There is a danger that Governing Board meetings are postponed/GB responsibilities not undertaken as physical meetings are not possible. Guidance issued promoted use of virtual meetings.</p> <p>Governor Continual Professional Development (CPD) events have been postponed due to COVID-19 restrictions</p>	<p>Advice and guidance regarding the responsibilities of the GB in COVID-19 circumstances shared through Governor newsletters as well as Education and Early Help bulletins. Practical advice for virtual meetings also provided through Governor newsletters as well as Education and Early Help bulletins.</p> <p>Online and virtual cpd delivery methods are being explored for 2020-21</p>
Regional schools Commissioner / Diocese	<p>Regular planned meetings with Diocese of Worcester, DfE and Ofsted disrupted by COVID-19 focused meetings. Contact has increased and therefore working relationships enhanced during this time.</p>	<p>Diocese representative on COVID-19 planning meetings.</p> <p>Weekly meetings with DfE, Ofsted in place.</p>
NEW: 2019/20 pupil outcomes	<p>Formal assessments in all Key Stages cancelled for academic year 2019/20. Hence:</p> <ul style="list-style-type: none"> ■ No moderation activities undertaken ■ No nationally agreed protocol for the sharing of assessment data between schools (transition) ■ LA unable to collect and analyse end of Key Stage data 	<p>As a result of liaison with phase group representatives protocol agreed for the transfer of information between school for those children transitioning into another Key Stage.</p> <p>No analysis of 19/20 can be undertaken. Unknown impact until further guidance received.</p> <p>SI team Risk assessments will be based upon SIA's detailed knowledge of the school which has been maintained throughout Lockdown, rather than external examination results</p>
NEW: CPD to support schools	<p>No face to face training has been possible. Schools' improvement plans have been put on hold during Lockdown.</p>	<p>SIAs remained in contact with schools throughout Lockdown.</p> <p>CPD being developed to support schools considering impact of COVID on their development plans, and its delivery will be virtual.</p> <p>Package of training and support being developed that supports the effective spending of schools' catch up funding.</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Local offer	<p>COVID-19 section added to SEND local offer. COVID-19 response team have been updating the website with related FAQ to make sure that families in Worcestershire are well informed about new government changes due to COVID-19.</p> <p>Due to priorities on COVID19 responses, some of the planned activity had to be delayed or paused. Discussions about resource to transfer Local Offer website as BAU has been paused.</p> <p>Local Offer steering group had to cancel meetings, however this is planned to resume in September 2020.</p> <p>Annual report “you said we did” has been drafted. Completion due autumn term.</p> <p>SEND EY referral pathway has been paused during the pandemic due to response duties. Business Lead shared draft 0-5 referral pathway with a LO steering group on 29 July for comments.</p> <p>Due to stakeholders’ low capacity over COVID-19 response approach to update post 16 section on the Local Offer website has been changed. New Post 16 Team Manager is working on 1 to 1 basis with stakeholders to populate relevant sections</p>	<p>Analytics about COVID-19 SEND local offer pages</p> <p>Content on SEND local offer regarding Early Years (EY) and post 16 increases</p>
Embedding inclusive practice in Early Years providers and Schools	<p>Limited progress whilst not all settings operating or open fully. The second Early Years and School Inclusion Forum meeting held 07 July 2020. Agreement made that the focus will be on inclusion indicators at a local area and taking a thematic approach to identify good practice. Terms of Reference created and signed off.</p> <p>EY Integrated checks were not taking place for a period of time. Restarted 1st June as a pilot until September. Pilot virtual integrated 2-year checks with parents/Early Years setting/Health Visitor/Nursery Nurse in Redditch has been delayed in development, but to be completed by mid-July 2020.</p> <p>SEND Strategy progressed slower than planned, planning for coproduction activity to update the existing Strategy September / October.</p>	<p>Data regarding number of pupils with SEND returning to EY settings and schools during summer term</p> <p>Number of EY integrated checks being undertaken through pilot</p> <p>Stakeholder feedback on pilot effectiveness</p> <p>Minutes of school inclusion forum indicates thematic and school-based approach</p>
Continuum of Special Educational Needs and Disabilities (SEND) provision	<p>Prioritisation exercise with SEND Leadership group has been paused due to extremely high volumes on demand to Education services for COVID-19 responses.</p> <p>Due to COVID-19 pandemic Cabinet has approved revised timeline for Medical Education Team (MET) review and engagement with stakeholders will start in September 2020.</p> <p>Due to COVID-19 pandemic MABs review had to be moved to September 2021. Steering group to produce recommendations has been established and new timeline for completion of the review is being drafted.</p>	<p>Minutes from MET, MAB and Exclusions and AP review meetings</p> <p>Cabinet decision regarding MET review timescales</p>
Continuing Health Care (CHC) needs for children and young people with SEND	<p>Not been able to progress due to conflicting priorities relating to COVID-19. This will form a one-page plan and wider discussions with CCG and /NHS delivery partners on addressing the needs of children and young people with CHC needs from 0-25. This area will be picked up during the Autumn Term.</p>	<p>A written agreement across education and Health (incl Adult Social care/ Health) which sets the identification and delivery of services for children and young people with CHC both at school aged level and into adulthood.</p>
Co-production in Education, Health and Care Needs Assessment (EHCNA) process	<p>Review September when educational settings are due to return. If this is delayed, mitigations will be put in place and work with engagement team to put alternative contact in place</p> <p>Working with parent/carers to co-produce the EHCPs pathway has been delayed and therefore means delays to the project’s planned timescales.</p>	<p>Feedback from Children’s Disability Council (CDC)/Families in Partnership (FiP) outcomes training informing changes in EHCNA process</p>
Quality of Education, Health and Care Plans (EHCPs)	<p>Continuing as planned.</p> <p>The first Quality Assurance Cycle has been completed and evaluated by the Quality Assurance Working Group on 17 June 20.</p>	<p>Feedback from CDC/FIP outcomes training will inform QA process</p> <p>Results of first audit of EHCPs undertaken</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Management of High-Level Needs (HLN) funding	<p>Meetings between finance and SEND casework managers have taken place. CAP funding arrangements reviewed, and changes made for current financial year.</p> <p>Concise Business Case being developed for High Level Needs Strategy</p>	HLN management plan first draft written and shared internally during summer break
Review and implement EHCP Annual reviews	As part of the ECHP process review, this work has paused during the COVID-19 pandemic as the new pathways should be co-produced with Parent/Carers. This has caused an impact on the timescales for the project as the necessary engagement work will not be able to start until education settings return in September.	<p>The situation has been monitored on a regular basis as to when we will be able to engage. Plans are in place to look at alternative approaches to engage with parent/carers with the Engagement Manager. These will be drafted during August ready to be deployed if necessary.</p> <p>The original timescales have been set back by 6 months and are now planned for the project to be completed in September 2021</p>
Post 16 Graduated response guidance	<p>Limited progress due to staff availability.</p> <p>Impact had initially resulted in limited progress being made, however first draft now created and to be reviewed with stakeholder and working group by end of July 2020</p>	
Transition	Transition guidance for schools/EY/post 16 written in May	Settings plan effectively for students' return to educational setting
Learner & SEND Support Services	Learning and achievement colleagues joined WCF in June. Group Manager for SEND support recruited – start date being negotiated. Traded targets and deployment of time agreed. Strategic developments agreed e.g. Complex Communication Needs (CCN) team leads to lead Children and Young People's autism strategy sub-group	<p>Teams deliver on traded targets</p> <p>Group Manager in place</p> <p>Written Statement of Action (WSoA) reflects strategic contribution of L&A staff</p>
Strengthen links with Social Care and SEND	<p>CWD Register work paused, timeline adapted.</p> <p>The work is being planned to restart in August 2020.</p> <p>Continued pupils causing concern meetings with Group Managers and Virtual School (VS) HT. CPD with Social Care Team Managers. Attendance at Resource Panel supports the choice of education provision for CLA when there is a change of placement.</p> <p>Priority area solely for SEN in new VS School Improvement Plan. Key intent: To develop communication and working practices with Social Care, SEND teams, Schools, Carers and our Young People, to effect appropriate educational support for vulnerable learners</p> <p>VS staff training 'Graduated Response' and effective support for schools.</p>	<p>Time spent without education provision reduced. Social worker input in Personal Education Plan (PEP) process</p> <p>EHCPs uploaded to CLA's PEP by Dec 2020</p> <p>EHCPs reviews tracked and followed up – Autumn term 2020.</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Educational outcomes for Looked After Children and Previously Looked After Children	<p>Low attendance at school has impacted on attainment and progress for all CLA. There will be gaps in their learning. There has been varied approaches used by schools to engage with their learners.</p> <p>PEP meetings have prompted schools to focus on the needs of their individual CLA and to provide appropriate support to meet these needs.</p> <p>Virtual Personal Education Plan meetings as opposed to on-site.</p> <p>No external assessments for Foundation Stage, KS1 and 2. GCSE outcomes will be based on internal assessments.</p> <p>Schools to complete (July) a narrative focusing on Progress in summer term 2020. These will only focus on remote home learning for the majority of pupils.</p> <p>Keeping in touch contact with priority CLA.</p> <p>CLA with no recorded school or viewed as high priority / critical provided with access to Ed Lounge on-line tuition.</p> <p>Some CLA may be adversely affected with regards to their mental health and well-being due to the lack of contact with their peers and school staff.</p>	<p>COVID-19 attendance dashboard (summer term) Welfare Call attendance tracker Autumn term 2002</p> <p>PEP targets for each CLA</p> <p>100% completion summer term 2020</p> <p>GCSE outcomes August 2020 (validation Nov 2020)</p> <p>April – July 2020</p> <p>Half termly information from schools</p> <p>Weekly engagement tracking.</p> <p>PEP meetings in Autumn term will focus on the mental health and readiness for learning for all CLA.</p>
Exclusions and Alternative Provision Review including the Medical Education Service	<p>Benefit: Initial analysis for exclusions review for AP presented to Worcestershire Association of Secondary Heads (WASH) Covid19 has brought together AP Leads for planning and discussion – will enable working relationships for the future</p> <p>Review is progressing but has been delayed due to capacity of staff focusing on COVID-19 response, a revised timeline is being updated and steering group membership reviewed.</p>	Updated project plan with resource allocated and agreed with stakeholders.
Review and publish Children Missing Education (CME) strategy	To be drafted and published by April 2021	
Attendance and exclusions for Vulnerable Learners	Gypsy Roma Traveller (GRT) – RISK – this is a group of children likely to have greater impact of COVID-19. Need to monitor attendance and proactively support return to school.	<p>Full review of GRT Service to be undertaken – to be completed by April 2021</p> <p>Contact with schools through Personal Education Plan (PEP) meetings. All CLA will have a PEP meeting in the Autumn term.</p> <p>Welfare Call will capture CLA attendance from start Autumn term. Support given to CLA not attending on a regular basis</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
Identification and tracking of Children Missing Education (CME) / Timeliness for suitability of Elective Home Education (EHE)	<p>CME referrals reduced over the COVID period, but all open cases have been supported, contacted on a weekly basis and provided with EdLounge provision where appropriate. There have also been positive outcomes for some CME in being allocated school places for September. CME Officers have also ensured that all CME young people have received their FSM entitlement.</p> <p>Missing Monday meetings continue on a weekly basis in order to ensure that “Hard to Place” young people receive their education provision.</p> <p>CLA missing education tracked. Number of CLA missing education (not on roll) reduced to 7 pupils from 14 at the start of the summer term.</p> <p>EHE triage, assessments and annual contacts are currently being completed within timescales, in a creative new way of working.</p> <p>RISK: Due to COVID-19, there is potential to see an increase in families choosing to EHE. This is not the case at this current time (end of summer term), monitor for September and autumn term.</p>	<p>All CME will be placed in a timelier manner with the new Fair Access Process (FAP), strong links between CME and Admissions, and the Missing Monday meetings.</p> <p>AP review is in process</p> <p>Weekly tracking of CLA CME.</p> <p>Close tracking of EHE families will continue to ensure that timescales are met.</p> <p>Parents are being given very robust and clear information regarding the expectations of parents with regard to EHE, in order for them to make informed decisions.</p> <p>New EHE Policy will be written and published by April 2021.</p>
CLA experience of high-quality Alternative Provision / curriculum	<p>Very limited use of Alternative Provision during COVID-19. (x2 Primary & x2 secondary)</p> <p>Very limited access to alternative curriculum due to lock down restrictions.</p>	<p>Autumn term attendance monitored by Welfare Call. Daily</p> <p>Autumn term attendance monitored by Welfare Call. Half termly</p>

Education Safeguarding

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
To develop the Worcestershire Safeguarding Children Partnership (WSCP) Head Teacher Steering Group (HTSG)	<p>Designated Safeguarding Lead (DSL) network has continued to operate virtually.</p> <p>HTSG group has continued to meet more frequently throughout COVID-19, 2 weekly meetings have enabled education safeguarding phase leads to keep update on any safeguarding concerns that may have arisen during COVID</p> <p>The Education Adviser – Safeguarding has attended QAPP/GET SAFE/ Children’s Safeguarding Practice Review Group (CSPR) during COVID-19 (virtually)</p>	<p>Anecdotal evidence has been shared with HTSG</p> <p>Family Front Door (FFD) data from Social Care & Safeguarding Assistant Director updated at every meeting on data for education level 4 referrals</p> <p>Schools FFD referrals have significantly reduced</p>
To improve the skills and confidence of schools to manage risk/identify harm through workforce training & development including Designated Safeguarding Lead (DSL) Network	<p>Broadening of Education Safeguarding offer has not happened this term, planning for September</p> <p>No school safeguarding self-assessment audits have taken place during COVID-19, a self-assessment has been sent to all schools for DSLs to complete and use outcome to report to full governing body</p> <p>No quality assurance for effective safeguarding audits have taken place due to COVID-19</p> <p>Focussed visits/audits to take place from September to prioritised schools.</p>	<p>Weekly DSL support via skype</p> <p>Anecdotal evidence case studies have been collated from DSLs from 6 districts</p> <p>DSL Champions have coordinated to cover any gaps in DSL provision during COVID-19 via clusters.</p>

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
NEW: Quality Assurance Audit programme for schools; Keeping Children Safe in Education and to ensure schools are compliant with WSCP Child Protection Procedures	No school safeguarding self-assessment audits (SA) have taken place during COVID-19 DSL Champions – no audits WCF WSCP Executive board – a decision not to collate the section 175 this year as the data would not reflect the true data from September 2019 to March 2020	Risk Assessment from WCF - section 3 included safeguarding for school to complete Early Help COVID-19 annex which included HERE TO HELP STARTING WELL The WCF self-assessment tool was emailed to all DSLs September virtual SA in schools Weekly DSL support via skype Anecdotal evidence case studies
Operation Encompass Phase2	Operation Encompass has continued through COVID-19.	Weekly support desk for schools – has identified Operation Encompass issues. Education safeguarding lead working with police contact to resolve.
NEW: To develop a traded arm of the education safeguarding support services to all schools	COVID-19 delayed the launch of the traded arm of education safeguarding support service going live from April to June 2020. Virtual training package and face to face with measures start autumn term.	In September, schools who have signed up to SLA will be able to access additional support services – 175 individual schools signed up to Traded Services (23.07.2020)

Early Help Partnership

Project	COVID-19 Impact (What has / will change?)	Measures (How will we / do we know?)
<p>Engagement with partners to deliver Early Help to families and to ensure this help is timely (Ofsted)</p> <p>Links to FFD Project and Impact – see above</p>	<p>Initially partner agencies redeployed staff therefore limited opportunities to support Early Help being delivered by partners. Additionally, schools were focussing on COVID-19 response. Now agencies are back in original posts, therefore planning for effective support of these agencies to deliver Early Help.</p> <p>Early Help offer for parents has been updated with the Health and Care Trust and education to include COVID-19 related changes and support to help the families they work with.</p> <p>Early help routinely discussed in DSL networks (virtually)</p> <p>Back to School project looking at robustly supporting identified children at an early stage if they are not returning to school, to include schools using their early help offer and linking with ‘See Hear Respond’ project.</p>	<p>New process increases the numbers of Early Help Assessment (EHA) being recorded and submitted.</p> <p>Early Help COVID-19 offer on school websites and GP websites</p> <p>Attendance of harder to engage or vulnerable children in the autumn term.</p>
<p>Troubled Families Programme 2020/21</p>	<p>The MHCLG reviewed their assessment of the mechanism for 2020-21. This has resulted in more upfront funding for attached families and a reduction in the target of Payment by Results (PbR) claims where we need to prove sustained and significant progress (SSP). The level of funding remains the same.</p> <p>As a result of COVID-19 Early Help cases were closed at the end of March, some evidence to show outcomes achievement was impacted.</p> <p>Cases from Social Care, Education, housing and other partners have all reduced during the COVID-19 period. Education attendance data is an issue that MHCLG are yet to finalise, decision on evidence required.</p> <p>The programme is now in its third phase and the target for attachments has been agreed at 318 attachments by the end of June, we are on target to achieve this. We are unable to make claims in June. By September we were predicted to have 180 claims and 395 attachments.</p> <p>Targeted Family Support (TFS) and Early Intervention Family Support (EIFS) have been working differently during COVID-19, this may impact on outcomes ability to claim.</p>	<p>EHAs now aligned with Troubled Families outcomes. Community and WCF partners will send in EHAs into the programme</p> <p>Attachment data from 0-19, MET, SEND, (EHCPs Risk Assessment) Families First, Virtual School and diversionary network will be used to identify families and achieve successful attachments</p> <p>KIT calls may generate evidence – staff are aware of how to record this.</p> <p>Work is being collated to gather information and data from other sources (KIT calls, EHCPs risk assessments etc) before gathering attendance information from education settings</p> <p>Claims for end of Q2/Q3/Q4</p>
<p>Implement and embed the Reducing Parental Conflict (RPC) initiative</p>	<p>Implementation of the programme delayed.</p> <p>New rollout of the programme has been planned for the autumn term, with a webinar and media launch.</p>	<p>Webinar will take place in October</p> <p>Partners will routinely use the RPC tools working with families, which will be recorded on EHAs</p> <p>RPC toolkit will be available from September</p> <p>RPC website updated by September</p>
<p>Participation and Inclusion Team – empowering children, families and young people to participate in decision making</p>	<p>SEND children participation groups are being developed, this work is now starting again and will be active from September.</p> <p>Youth Cabinet has been active through regular Cabinet meetings. There has been limited opportunity for their voice to be heard in council business during the crisis</p>	<p>The opportunities will be implemented from September onwards</p> <p>Specific work is ongoing to work with young people to ensure their voices are heard in virtual meetings. this should be in place by Sept 2020</p>
<p>Early Intervention Family Support (EIFS) delivery plan</p>	<p>EIFS have worked alongside TFS during COVID-19 responding directly to parental contact on portal, working alongside Here2Help, supporting families as part of SEND RA and assisting the rollout of IT devices to children and young people. Wyre Forest delivery is planning to transfer to WCF from October 2020.</p>	<p>Phase three SC&S is planned for return to supporting families from September. EIFS will return to Ed&Early Help management.</p>
<p>Enhance the Early Help Local Offer</p>	<p>Early Help Local Offer website was postponed. To be progressed over the autumn term.</p>	<p>Key changes to be made by Christmas 2020.</p>

7. UPDATE ON 2020-21 PRIORITIES

WCF has a programme of work to transform services. The Resources Directorate hosts the Business and Transformation (B&T) team and the Business Systems team. Their role is to support colleagues to deliver on the Business Plan priorities, some of which have been impacted by the COVID-19 response as tabled below:

Priority	COVID-19 Impact Update
Implementation of Liquidlogic Case Management System – April 2020	The system was successfully implemented in the Spring and is now operational across Social Care. During the COVID-19 response period work is ongoing to develop the functionality further.
Supporting Delivery of the Early Help Strategy 2020-2024 – March 2020 onwards	The Early Help Strategy (Draft) was not circulated for sign off by CYP Partnership as a result of COVID-19 and the Early Help Partnership did not meet through lockdown. Here2Help community response and the Social Care and Safeguarding delivery protocol response has highlighted learning and new ways of working that need to be taken into consideration for future services. The draft strategy requires review to include learning and forward plans.
Troubled Families - throughout 2020/21	<p>Troubled Families is still live, and we are now working on the Delivery Plan for 2020/2021. The Troubled Families outcome plan has also been reviewed, updated and signed off by MHCLG. The outcomes are as follows:</p> <ul style="list-style-type: none"> ■ Staying Safe in the Community: parents or children involved in crime or anti-social behaviour ■ Getting a good education and skills for life: children who have not been attending school regularly ■ Improving children’s life changes: children who need additional support, from the earliest years to adulthood ■ Improving Living Standards: families experiencing or at risk of worklessness, homelessness, or financial difficulties ■ Staying safe in relationships: families affected by domestic abuse ■ Living well, improving physical and mental health and wellbeing: parents and children with a range of health needs <p>A key area for improvement for the final year of the Troubled Families Programme will be development of WCF commissioned services and other partners in completing whole family assessments. Therefore, providing further identification (attachments) of Troubled Families and evidence of sustained and significant progress. This next step will include developing the Early Help assessment to be completed by wider partners to include the Troubled Families Criteria, to promote whole family working.</p> <p>More information is detailed in the Education and Early Help Social Care COVID-19 impact analysis.</p>

Priority	COVID-19 Impact Update
<p>Transfer and Integration of Learning and Achievement Services – June 2020</p>	<p>The transfer of Learning and Achievement services from Babcock Prime is complete and 133 staff TUPE transferred on 1st June 2020. Integration of staff to the company has been seamless. COVID-19 disruptions to renovation plans have caused delay in the provision of additional desk space at County Hall but this has not impacted delivery as all staff are working from home. Plans are in place to complete this work which will take account of our new ways of working including relevant storage solutions for resources as staff will resume direct work with children in September 2020.</p> <p>The teams bring an established record of high-quality services for local schools and settings, including a traded offer. Our services support disadvantaged and vulnerable learners, safeguard children, promote wellbeing and improve schools and settings.</p> <p>A revised staff structure chart can be found in Appendix 3.</p> <p>As part of the transfer, consultancy, teaching, training and support are available across all phases, including early years and childcare providers. Teams manage the promotion and sale of education services to schools and settings, and the coordination of events with nationally renowned keynote speakers. All services are supported by effective marketing to ensure customers and stakeholders access the information they need.</p> <p>WCF now provide support and training to over 1800 early years settings, schools and post-16 providers in Worcestershire and surrounding local authorities. To provide some context, during 2019/2020 over 6000 delegates accessed the training offer.</p> <p>With Learning and Achievement services now within WCF, there is a greater opportunity to secure positive outcomes for children and young people in Worcestershire, creating efficiencies and delivery of a more seamless service to schools and education settings.</p>
<p>Delivery of the Education and Skills Strategy 2019-2024 – live</p>	<p>The Strategy Group has not met because of COVID-19 however the Education Planning Group has agreed to assume role of Strategic Group from autumn term with review for any additional stakeholders.</p>
<p>Special Educational Needs and/or Disabilities (SEND) Improvement Programme</p>	<p>The SEND joint area re-inspection was scheduled for March 2020, but has now been postponed until March 2021, however Worcestershire may receive an Ofsted visit in the autumn term. The SEND Improvement Board and workstream leads continue to meet throughout the COVID-19 period and meetings are attended by the DfE Advisor who remains supportive of our approach and progress.</p>
<p>Family Safeguarding Model</p>	<p>As detailed in the Social Care and Safeguarding Services COVID-19 impact analysis.</p>
<p>Supporting Families First (Edge of Care)</p>	<p>As detailed in the Social Care and Safeguarding Services COVID-19 impact analysis.</p>

8. FINANCE UPDATE

Since the business plan was approved in March 2020, we have completed the transfer of Learning and Achievement Services from Babcock Prime on 1st June and this has increased the WCF contract (part year 10 months) from £114.6m to £119.7m. This excludes the external income from services provided to customers which is estimated to be £0.7m for the remainder of 2020/21.

During COVID-19 it was agreed that any direct expenditure incurred for Children's Services would be charged directly to the COVID-19 budget held by the Council. Expenditure that could not be charged direct, for example additional staffing costs, would be logged as a commitment against the COVID-19 budget and invoiced by WCF at a later date. All costs being incurred are in accordance with the delegated authority from Cabinet on 26 March 2020.

As a result of COVID-19 and as part of the impact for COVID-19 WCF need to plan and manage the resultant demand for support and protective services as society recovers. There has already been an increase on placement budgets in late June 2020 and any increase in referrals from schools from September 2020 onwards will also impact on services. The Company have already started strategic financial planning for next year with the Council. However due to the uncertainty in the funding for local government and the increased costs faced by councils due to COVID-19, the financial position for 2021/22 will be extremely challenging.

9. RISK MANAGEMENT - COVID-19

WCF have a live, COVID-19 risk register, detailing risks and issues with a probability and impact scoring matrix. It spans the three Directorates and includes mitigation which feeds into the WCC COVID-19 Corporate Risk Register as part of the emergency response reporting. The Risk Register is reviewed and scrutinised as part of the Company's governance arrangements through the Risk, Governance and Audit Board and significant risk at the WCF Board.

Examples of the WCF COVID-19 specific risks logged to date are:

- Finance
- Spread of COVID-19
- PPE Availability
- Remote Workings and ICT
- Staff Wellbeing
- Staff Capacity
- Multi-agency Working and Information Sharing
- Interagency Communication
- Availability and Sufficiency of Placements (Education and Social Care) for Key Worker and Vulnerable Children
- Provision of wider Education Services
- Commissioned Providers and Services
- Transfer of Learning & Achievement staff
- Wider Re-Opening of Schools and Early Years Settings
- Education Admissions Appeals (WCC risk, WCF dependency)
- COVID-19 Exit Strategy

10. CONCLUSION

This review provides detail of the business response to COVID-19. The demand for advice, guidance and practical support has been relentless. The response from all teams has been excellent and this has been acknowledged and appreciated by a wide range of partners and stakeholders. The delivery of our services has been well managed and has been a considerable achievement. Partnership working remains strong and effective. Our data and experience of delivery during the pandemic will influence service delivery and demand; we have the intelligence we need to inform our thinking as we plan and continue to improve outcomes for children, young people and their families.

Indicative priorities for future focus include:

- Continuing improvement programmes for services subject to external inspection
 - » Children's Social Care and Safeguarding Services
 - » Special Educational Needs and Disabilities (SEND)
- Working with the partnership to provide timely and effective early help support and management of risk
- Narrowing inequalities
- Early years capacity and school readiness
- Supporting children back to school and supporting schools to develop, adapt and improve post COVID-19
- Supporting Care Leavers with independence and employment
- Working across the partnership with Public Health, Clinical Commissioning Groups, Worcestershire Health and Care Trust and schools to ensure vulnerable children receive emotional health and wellbeing support
- The provision of innovative specialist services to prevent needs and risk escalating to Child Protection and care.



Appendix 1 - WCF Contractual Key Performance Indicators (currently suspended)

KPI	Area	KPI Descriptor
KPI- SC1	Social Care	Proportion of Referrals with a decision within 24 hours
KPI- SC2	Social Care	Proportion of social work assessments completed within 45 days
KPI- SC3	Social Care	Proportion of children subject to a Child Protection Plan with a plan in place
KPI- SC4	Social Care	Proportion of Initial Child Protection Conferences held within 15 days
KPI- SC5	Social Care	Proportion of children who became the subject of a Child Protection Plan for a second or subsequent time
KPI- SC6	Social Care	Proportion of Review Child Protection Conferences held in timescale
KPI- SC7	Social Care	Proportion of children subject to a Child Protection Plan seen within 20 days
KPI- SC8	Social Care	Proportion of Children Looked After Reviews completed within timescales
KPI- SC9	Social Care	Proportion of Children Looked After with an up to date Care / Pathway Plan
KPI- SC10	Social Care	Proportion of Child Looked After visits that were within timescale (30 days / 60 days)
KPI- SC11	Social Care	Proportion of children open for assessment or plan without an allocated worker for 5 days
KPI- SC12	Social Care	Percentage of Care Leavers open to services with an up to date Pathway Plan (age 18-20)
KPI- ED6	Education	Proportion of Education Health and Care Plan decisions made within 16 weeks
KPI-ED7	Education	Proportion of new Education Health and Care Plans issued within 20 weeks
KPI-ED8	Education	Proportion of maintained schools judged as 'good' or 'outstanding' by Ofsted
KPI- EH1	Early Help	Number of successful claims under the "Troubled Families" programme

Appendix 2 - WCF COVID-19 KPIs

Social Care & Safeguarding COVID -19 KPI

Phase 1: 12th April 20 – 31st May 20 – Impact and comparisons

Family Front Door Activity	COVID phase 1	Usual KPI	Narrative
Contact received at FFD weekly average	250	250	After a lower week ending march/first weeks in April contact rose to same averages
Contacts resulting in a Social Work Assessment (SWA)	14% up to 26%	45%	The type of contact has changed with increase in community/family and at a lower level of need. This is now showing signs of increase
Domestic Abuse contacts average per week	100	70	Increase is a comparator with same period 2019/20, very few designed "COVID" by police and rise year on year previously
Domestic Abuse contacts resulting in SWA	13%	25%	Those referred to FFD by police increased at a lower level. High and Low fewer mid-range for triage. Audit undertaken.
New strategy Discussions	181	208	Not a significant decrease indicting CP referrals and protective CP work continued as per protocol

Agency contributions to strategy discussions	COVID phase 1	Usual KPI	Narrative
Police	99%	96%	Comparator with Qtr. 4 2019/20 – shows sustained good engagement of partners. Reduced attendance of children
Health	97%	91%	
Schools	60%	80%	

Monitoring and Reviewing Child Protection & Care Plans	COVID phase 1	Usual KPI	Narrative

Monitoring and Reviewing Child Protection & Care Plans	COVID phase 1	Usual KPI	Narrative
ICPC's held in FFD and Locality	76	130	Reduction in ICPC against same period last year
ICPC held in timescales	99%	61%	Improvement was a target from qtr. 4 2019/20 KPI
Child Protection plans reviewed via core groups (8weeks)	73%		Core Groups replaced Review CP Conferences during phase 1 due to limited direct work/ partner availability
Parental contributions to ICPC by virtual means	99%		Parents have been able to effectively join these mtgs virtually
Looked After Child Reviews completed	174	283	Some Liquid Logic implementation issues have affected timeliness of data inputting which is being addressed so more reviews have taken place.

Keeping in Touch (KIT) through calls and visits	COVID phase 1	Usual KPI	Narrative
KIT calls to Children in Need (15days)	88%		Frequency of calls varied to reflect level of need
KIT Calls to Child Protection (10 days)	87%		Staff feedback is KIT calls have been an effective method of keeping in touch with families and used well to alongside other information to determine risk and need for visits. This "proactive" method of frequent contact is something we will look to develop in BAU. Early DfE national comparison show WCF with high performance against national averages
KIT Calls to Children looked After permanency (30 days)	98%		
KIT Calls to Children Looked After non-permanency (20 days)	93%		
KIT Calls to Care Leavers under 18years	72%		
KIT Calls to Care Leavers over 18years	100%		

Home Visits: Identified using Risk Assessed criteria and not in stator timescales	COVID phase 1	Usual KPI	Narrative
Visits to Children Looked After	345		Children looked after visited less as not in Priority Group if with professional carers. Statutory visits 86% (Feb 2020) drops to 26% April 2020
Visits to Child Protection Children	411		Includes H&I, Priority and latterly children on a CP plan statutory visiting timescale. Statutory visits 98% (Feb 20) drops to 74% April 2020
Visits to Children in Need	264		No statutory timescale but normal KPI 78% drops to 44% April 2020
Visits to Children open to S47 enquiries	192		89% received a visit as part of the CP enquiry those who didn't were unborn

Effective WFH resources	COVID phase 1	Usual KPI	Narrative
Chronologies in place	73%	53%	Comparator figure as at beginning of COVID phase 1 and was part of our business plan for improvement
Case Summaries in place	79%	45%	
New Accommodations into Care	28	36	Only 1 COVID accommodation and reduction reflective of Strengthening Family First going live Jan 2020 and continuing through COVID phase 1
Children Missing from Home/Care	67	Feb/Mar we had 109	A reduction seen in lock down. Average 8 a week until last week in May – Sunny Bank Holiday and community lock down lifts
Welfare Return Interviews completed	29 (43%)	91 (83%)	WRI done virtually in this period and harder to engage YP. Repeat Missing are a target group for direct visits in phase 2

COVID-19 daily snapshot for week commencing 13th July

Data	Last Week Averages	Mon	Tues	Wed	Thrs	Fri
Number of Schools reported to DfE	182	182	185	181	170	148
Number of Schools not reported to DfE	86	86	83	87	98	120
Attending Pupil Total (DfE)	13150	13101	13236	12145	11094	7753
Pupil Proportion (Attending/80,400 - DfE Total)	16.4%	16.3%	16.5%	15.1%	13.8%	9.6%
Critical Worker Children Attending (DfE)	4329	4308	4505	4496	3930	2789
Pupil Proportion (Attending/6000 - Estimate)	72.2%	71.8%	75.1%	74.9%	65.5%	46.5%
Number of Critical Worker Children with an EHCPs Attending (DfE)	n/a	n/a	n/a	n/a	n/a	n/a
Vulnerable Children Attending (DfE)	828	806	806	731	665	483
Pupil Proportion (Attending/WCF listing)	38.9%	37.8%	37.8%	34.3%	31.2%	22.7%
Number of Vulnerable Children with an EHCPs Attending (DfE)	427	378	428	378	392	274
Reception Children Attending (Total Eligible 6295)	2230 (35%)	2310 (37%)	2290 (36%)	1998 (32%)	1655 (26%)	1162 (18%)
Year 1 Children Attending (Total Eligible 6258)	2058 (33%)	2008 (32%)	1946 (31%)	1817 (29%)	1549 (25%)	1108 (18%)
Year 6 Children Attending (Total Eligible 6488)	2551 (39%)	2546 (39%)	2242 (35%)	2003 (31%)	1757 (27%)	994 (15%)
Year 10 Children Attending (Total Eligible 5852)	735 (13%)	623 (11%)	762 (13%)	756 (13%)	605 (10%)	215 (4%)
Year 12 Children Attending (Total Eligible 2050)	274 (13%)	180 (9%)	170 (8%)	194 (9%)	161 (8%)	198 (10%)

Early Years Weekly Data

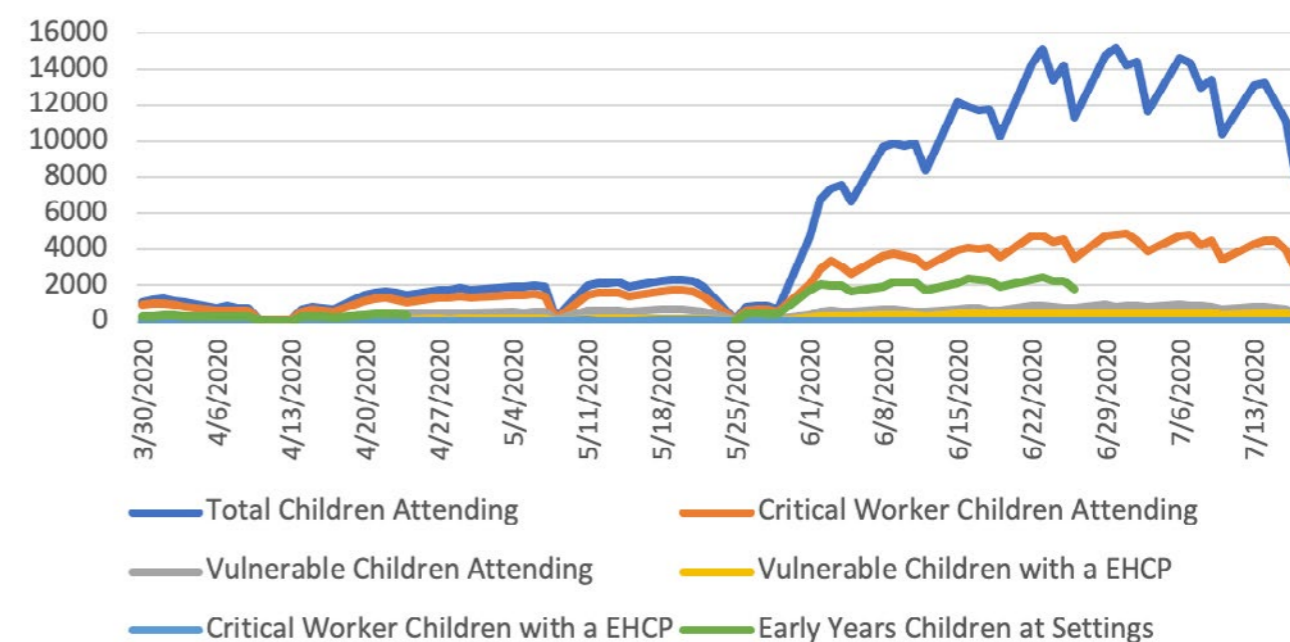
Data	Last Week	w.c. 06.07.2020
Number of Early Years Settings Open	411	412
Number of Early Years Settings Closed	109	108
Percentage Open	79%	79%

Vulnerable Children Weekly Data

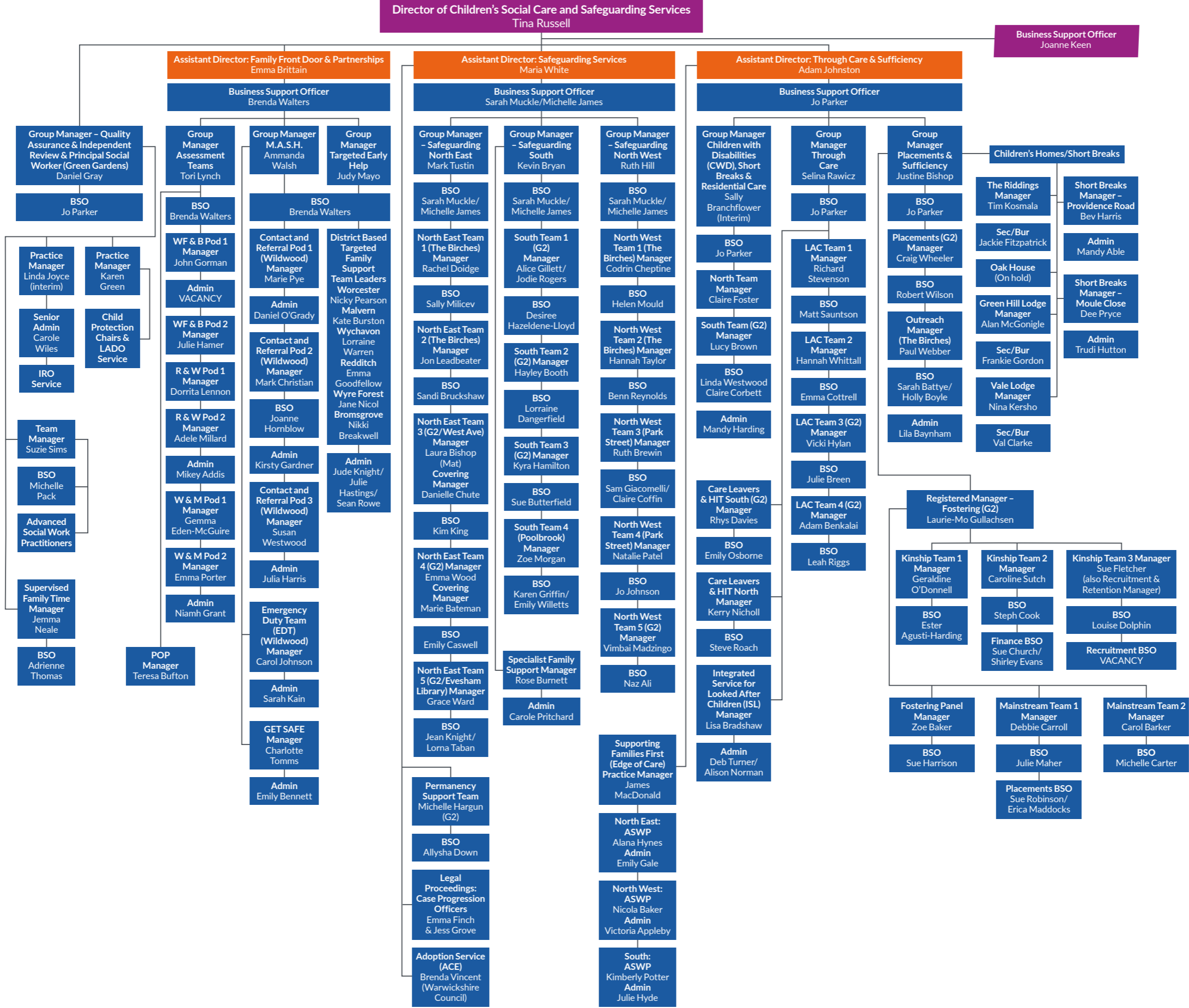
Data	Last Week	w.c. 06.07.2020
Number of CPP Children attending (Identified from ONE)	151	93
Number of CLA Children attending (Identified from ONE)	143	100
Number of CIN Children attending (Identified from ONE)	155	119
Number of Children Open and Known to Social Care attending (Identified from ONE)	136	43

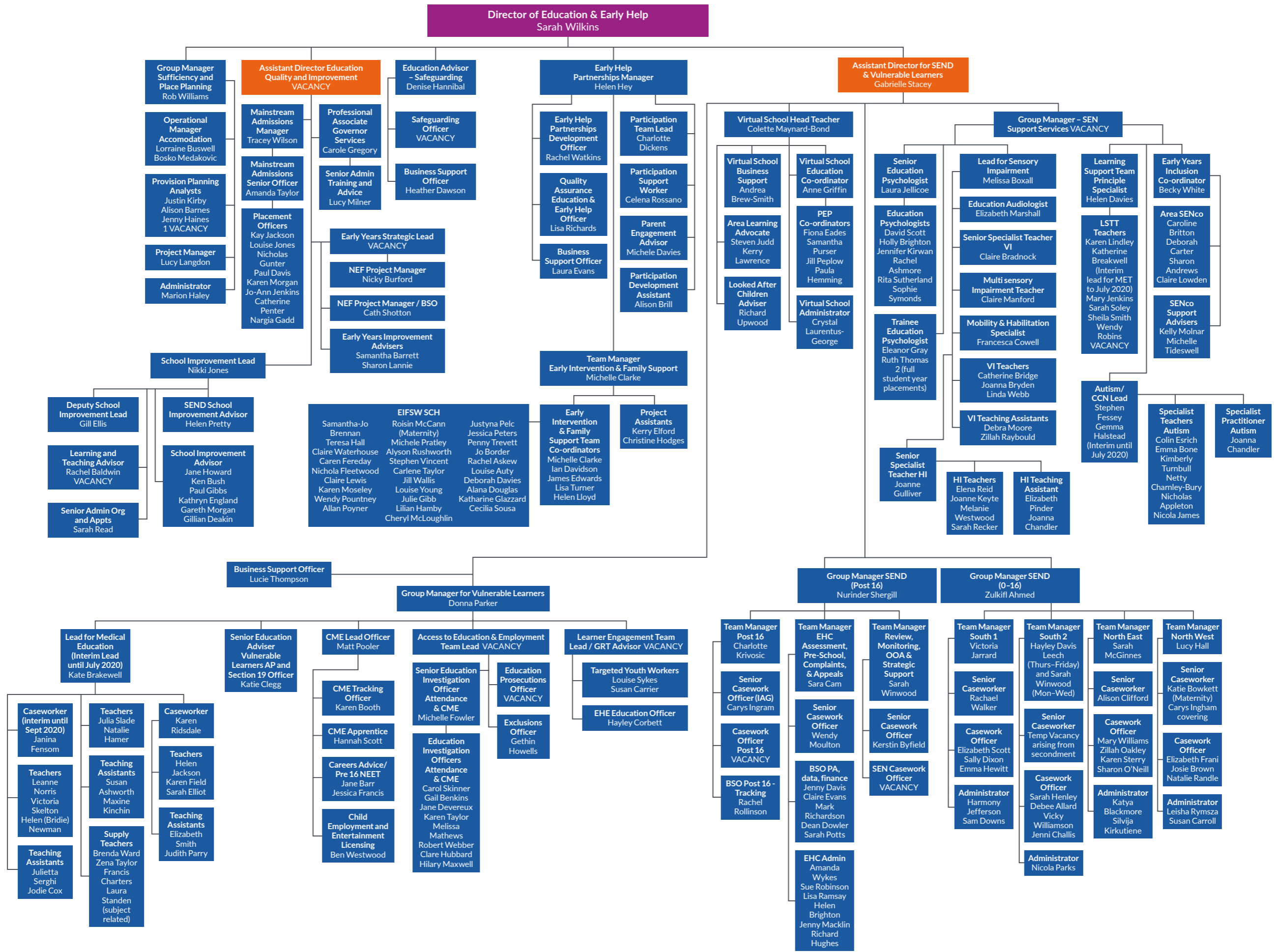
Education and Early Help COVID -19 School Attendance Data

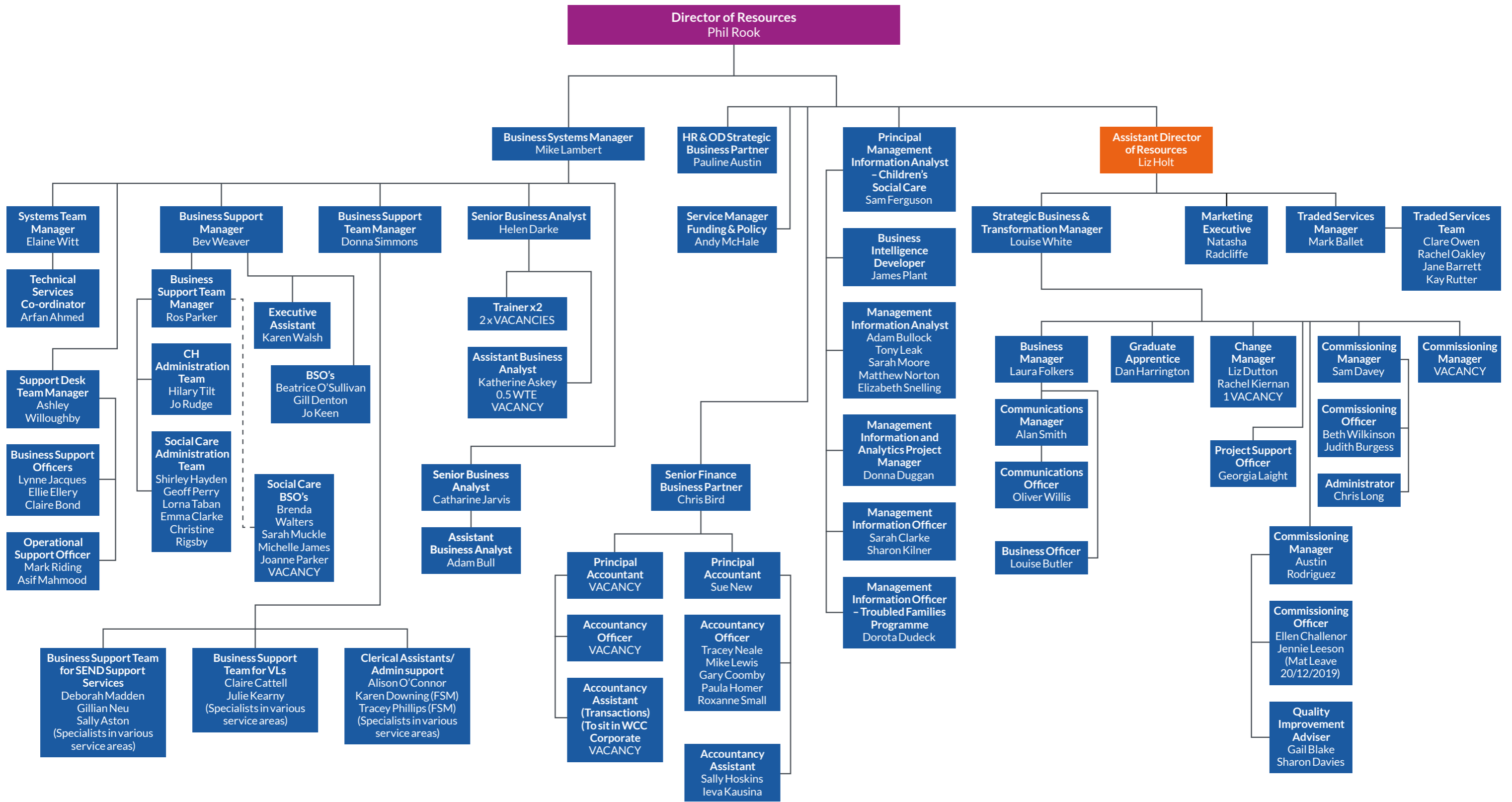
Children Attending a Worcestershire School 30th March - 13th July 2020



Appendix 3 - WCF Named Staff Structure July 2020







Worcestershire Children First

County Hall
Spetchley Road
Worcester
WR5 2NP

Website: www.worcschildrenfirst.org.uk

WORCESTERSHIRE
CHILDREN FIRST

