

Thurrock: A place of opportunity, enterprise and excellence, where
individuals, communities and businesses flourish

Children's Services Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **15 July 2014**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL.

Membership:

Councillors Val Morris-Cook (Chair), James Halden (Vice-Chair), Charles Curtis,
Tunde Ojetola, Martin Kerin and Maggie O'Keeffe-Ray

Patricia Wilson, Roman Catholic Church Representative
Reverend Darren Barlow, Church of England Representative

Substitutes:

Councillors Mark Coxshall, Sue MacPherson, Jan Baker, Oliver Gerrish, Sue Gray
and Yash Gupta

Agenda

Open to Public and Press

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2 Minutes	5 - 14
To approve as a correct record the minutes of Children's Services Overview and Scrutiny Committee meeting held on 18 March 2014.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	

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Queries regarding this Agenda or notification of apologies:

Please contact Stephanie Cox, Senior Democratic Services Officer by sending an email to direct.democracy@thurrock.gov.uk

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest at a meeting?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspirations and attainment so that local residents can take advantage of job opportunities in the local area
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Provide the infrastructure to promote and sustain growth and prosperity
- Support local businesses and develop the skilled workforce they will require
- Work with communities to regenerate Thurrock’s physical environment

3. Build pride, responsibility and respect to create safer communities

- Create safer welcoming communities who value diversity and respect cultural heritage
- Involve communities in shaping where they live and their quality of life
- Reduce crime, anti-social behaviour and safeguard the vulnerable

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being
- Empower communities to take responsibility for their own health and wellbeing

5. Protect and promote our clean and green environment

- Enhance access to Thurrock’s river frontage, cultural assets and leisure opportunities
- Promote Thurrock’s natural environment and biodiversity
- Ensure Thurrock’s streets and parks and open spaces are clean and well maintained

MINUTES of the meeting of Children's Services Overview and Scrutiny Committee held on 18 March 2014 at 7:00pm

- Present:** Councillors Charles Curtis (Chair), Cathy Kent, Tunde Ojetola, Joy Redsell (substitute for Andrew Roast), Sue Shinnick.
- Rev D Barlow – Church of England Representative (left at 8:05pm)
- Apologies:** Councillor Andrew Roast
Mrs P. Wilson – Roman Catholic Church Representative
- In attendance:** P. KIELTY – Participation Officer
C. LITTLETON – Director of Children's Services
M. PETERS – Strategic Lead, School Improvement, Learning and Skills (left after item 5)
J. READ – Acting Service Manager, Youth Offending Service (left after item 6)
J. WAUD – Strategic Lead, YOS, Adolescent Services, Troubled Families (left after item 6)
Saania Ali – Youth Cabinet Representative
M. JAMEISON – Youth Cabinet Representative
S. YOUNG – Senior Democratic Services Officer
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The Chair informed those present that the meeting was being recorded and that the recording would be made available on the Council's website.

44. MINUTES

The Minutes of the Children's Services Overview and Scrutiny Committee held on 28 January 2013 were approved as a correct record.

45. URGENT ITEMS

There were no urgent items.

46. DECLARATIONS OF INTEREST

a) Interests

Councillor Kent declared a non-pecuniary interest in the business of the meeting by virtue that she had children attending St Thomas Primary School, Hathaway Academy, and Palmer's

Sixth Form College. She was also a Parent Governor at Grays Convent School.

Councillor Shinnick declared a non-pecuniary interest in the business of the meeting by virtue that she had a grandchild attending Belmont Castle Academy.

Reverend Darren Barlow declared a non-pecuniary interest in the general business of the meeting by virtue that he had children attending St Thomas Primary School, Grays Convent and Palmer's College. He was also a trustee and corporation member at Palmer's College

Councillor Ojetola declared a non-pecuniary interest in relation to the general business of the meeting as he had children attending the Gateway Academy, Belmont Castle Academy and was a Governor at Palmer's College and Gateway Academy. A further non-pecuniary interest was declared in relation to item 8 Alternative Delivery Model for Grangewaters Outdoor Education Centre, as he was a local authority representative for Impulse Leisure.

Councillor Redsell declared a non-pecuniary interest in the business of the meeting as she had a grandchild at Deneholm Primary School and in relation to Item 6, the Youth Offending Service Function and Performance, as she had been involved with the work of the team.

Councillor Curtis declared a non-pecuniary interest in the general business of the meeting by virtue that he had grandchildren attending Bulphan School and was a Governor at the Ockendon Academy. He also declared a non-pecuniary interest in relation to Item 8, Alternative Delivery Model – Grangewaters Outdoor Education Centre, as he had frequent involvement with the centre which was based in his ward.

b) Whipping

No interests were declared.

47. EDUCATION COMMISSION ACTION PLAN

Officers introduced the report which provided an update on the Thurrock Education Commission and set out the action plan.

Councillor Ojetola requested an update in relation to the recent Ofsted inspection. The Director of Children's Services provided an update, and made the following key points:

- That the Education Commission report had been commissioned in order to drive forward improvements and accelerate progress of Thurrock schools, this had been in response to the historic issue that Thurrock Primary Schools were in the bottom three of schools nationally in terms of the number of schools that were 'good' or 'outstanding.'
- It was reported that over the past 4 years significant improvements had been achieved. The number of primary schools that were 'good' or 'outstanding' in Thurrock had risen from 33% in 2010 to 60% currently.
- It was recognised that more needed to be done to ensure that more Thurrock Primary Schools achieved 'good' or 'outstanding' in order to reach the national figure of 78%.
- That secondary schools presented a different picture, as 88% of Thurrock secondary schools were 'good' or 'outstanding.'
- That Ofsted selected a number of authorities to inspect who were on the pathway to achieve 'good' or 'outstanding' status, and that the inspections are conducted at very little notice.
- That Ofsted are interested in building positive relationships with the local authority.
- Members were informed that Ofsted inspected 7 Thurrock Schools and it was expected that the results would be publicly available in 2 weeks time.
- That Ofsted in addition conducted a telephone survey with a further 9 schools, to ask 4 questions regarding local authority support.
- It was clarified to Members that the recent inspection was not a full inspection of the local authority school improvement function.

Members further questioned whether the Education Commission was flexible enough to be able to respond to any of the action points that were raised from the Ofsted inspection, to which officers confirmed that they were confident that the Commission would be able to respond as required. Officers further noted that the flexibility of the action plan and the ability of the Commission to respond to inspections would be highlighted in the next update report that would be brought back to the Committee.

A Member sought reassurance that the financial support to introduce any recommendations made by Ofsted was available, to which officers confirmed that £1 million had been earmarked for the Education Commission and that this would be stewarded by the Thurrock Education Alliance.

A Member wanted to see the number of primary schools in Thurrock that were 'good' or 'outstanding' to rise much higher than 60%, as she felt that children needed to be equipped with the skills and knowledge to enter and succeed at secondary school.

The Committee were informed that the recent Ofsted inspection was a “themed inspection” and that a telephone survey was conducted with a variety of different types of schools that were good or better. This included academies, grant maintained schools, Church of England and Roman Catholic schools.

A Member sought assurances that schools that were not moving towards academies would not be left behind in terms of support and funding opportunities. Officers stated that schools which were not academies would not lose out, and that they received support from the local authority.

The Committee felt that the significant difference between schools and academies was that academies had more resources and greater opportunities to access external funding. Members were concerned that this led to inequities. Officers observed that when academies were a new feature, schools which crossed over to academies were rewarded generously. However, they felt that this was now not the case although academies did historically have greater access to external funding.

Members asked for an update on the outcome of the recent Ofsted inspection before the Council entered the pre-election period. Officers confirmed that an update would be provided by a briefing note once the results had been released into the public domain and the letter of summary had been received from Ofsted.

The Committee were keen to receive regular updates on the Education Commission Action Plan and progress, to which officers recommended that a report should be brought back to the Committee every 6 months.

A Member remarked that a lot was expected of Governing Bodies and asked whether schools could work in partnership to assist one another. Officers explained that a governors support service existed and that this was one of the recommendations from the Education Commission. It was reported that governors received training to help them manage the expectations of their role, and that governors had an important role to play.

The Director of Children’s Services assured the Committee that there was no lack of ambition from school governors and that this had been demonstrated at a recent governors’ conference. It was observed that Thurrock had a unique community of different types of schools who were all keen to work together.

RESOLVED:

That the Committee note the contents of the report.

48. YOUTH OFFENDING SERVICE FUNCTION AND PERFORMANCE

Officers introduced the report, which provided an update on the Youth Offending Service.

A Member felt that that the Youth Offending Team should raise the profile of their good work and inform other Members of their achievements more often. She felt that there were some Elected Members who did not know about the excellent work of the Youth Offending Team and that the team should work with Youth Cabinet and others to highlight their achievements.

A Member asked whether the successful applicant for the Child and Adolescent Mental Health Services (CAMHS) post had successfully taken up their new role yet, and it was confirmed that the person had started their employment.

Officers were asked to clarify whether it was good that Thurrock was a low spending authority, to which it was confirmed that it was a positive because Thurrock was low spending but delivered high results.

Members made reference to the perception that there was a large movement of people who transferred to Thurrock from London Boroughs which increased pressure to the service. Officers remarked that this issue had been identified for a number of years and that the demographic was changing in Thurrock and therefore the service was required to adapt to address this problem and mitigate risk.

Officers further reported that work was being undertaken to address this issue and that a Senior Youth Offending Service officer had been appointed who worked alongside education establishments and the Police.

The Committee were advised that it was a problem when London Boroughs moved troubled young people to Thurrock without first notifying the Council or the Police; however a lot of intelligence was gathered by the Youth Offending Service who proactively mitigated the risk for Thurrock and informed Essex Police of any new cases. The Committee praised the good work of the team.

A Member raised concerns regarding the common perception amongst residents that Anti Social Behaviour had increased in some neighbourhoods. Officers reported that there had only been 3 offences last year and that Thurrock was maintaining performance to ensure a low level of crime.

Members asked for clarification as to why there was a dramatic cost difference between remand beds for over 15 year olds and under 15

year olds. Officers explained that the difference was because under 15 year olds were remanded to secure training centres, which had a higher ratio of staff to young people, whereas over 15 year olds were remanded to a young offenders institution.

The Committee were advised that progress was being made regarding office provision for the service.

A Youth Cabinet Representative asked how young offenders were affected by the consequences of their actions and how this impacted on their education. Officers explained that every young person commits an offence for a different reason; however there were a number of interventions in place in order to reduce the risk of reoffending, which included behaviour management, restorative justice conferences and that it was of utmost importance that young offenders continued in their education as this dramatically reduced the risk of reoffending.

RESOLVED:

That the Committee note the contents of the report.

49. YOUTH CABINET ACTIVITY AND IMPACT 2013/14

Officers introduced the report which outlined the activity that had been undertaken by Youth Cabinet and the impact that this had on young people in Thurrock, both as members of Youth Cabinet and those in the wider community.

The Youth Cabinet representatives highlighted some of the key pieces of work that had been undertaken, which included the 'Make Your Mark' ballot and the 'No Regrets' course which took place at Grangewaters Outdoor Education Centre.

The Committee welcomed the report and the engagement that had been undertaken with young people in Thurrock. Members were particularly impressed with a Youth Cabinet member's achievements, which had been recognised at the Civic Awards.

A Member asked for clarification regarding the funding that Youth Cabinet required for the forthcoming year. The Committee were informed that the Youth Cabinet budget was £4,000 per annum and that this was included within the planned budget for the year 2014/15.

A Member felt that Youth Cabinet should raise their profile further, and advised that school visits should be conducted in order to inform others of their work and get more young people involved. A Member was particularly keen for Youth Cabinet to undertake more scheduled debates with Councillors.

Members asked for clarity as to what support Youth Cabinet requested from the Committee. The Committee recognised that there was already an appointed Youth Voice Champion, Councillor Roast, who linked in with the activities of Youth Cabinet. This was in addition to Councillor C. Curtis who worked with Youth Cabinet in his position of Chair of the Children's Services Overview and Scrutiny Committee.

Officers clarified that they sought a Member from the Committee to attend Youth Cabinet as and when requested and to work alongside the Chair and Vice-Chair of Youth Cabinet. The Committee were in agreement that the Councillor Roast and Councillor C. Curtis would both continue to work alongside and support Youth Cabinet, and to provide feedback to Members when required.

RESOLVED:

That the Committee:

- 1. Recommend that funding for Youth Cabinet continues in order to enable a youth voice and influence.**
- 2. Agree to support the work of Youth Cabinet.**

50. ALTERNATIVE DELIVERY MODEL – GRANGEWATERS OUTDOOR EDUCATION CENTRE

The Chair invited Reverend Barlow to speak prior to leaving the meeting for another commitment. Reverend Barlow felt that Grangewaters was an important part of the community but recognised that the Council did not have sufficient funds in order to help Grangewaters reach its full potential. Following visits to the site, he felt that the recommendations were sensible and that the options for a semi-independent organisation needed to be explored.

Reverend D. Barlow left the meeting at 8.05pm.

Officers introduced the report which provided an update on the results of the consultation on an alternative delivery model for Grangewaters Outdoor Education Centre, prior to a report being submitted to Cabinet. It was stated that the centre could not be resourced at weekends and that the proposals to create a semi-independent organisation would be advantageous. It was recommended that a charitable trust be included in the list of potential options and also a model that was similar to the Impulse Leisure Centre model where the local authority could retain a degree of control.

A Member felt that lessons could be learned if the model similar to Impulse Leisure was agreed.

The Committee were in agreement that any proceeds generated from Grangewaters should be invested back into the Centre to undertake the required improvements.

Members also raised the following key points:

- That Grangewaters should become semi-independent in order to access external funds and grant schemes.
- That to become a viable concern Grangewaters needed to generate an income stream in order invest the money back into the centre, and thereby become less reliant on funds from the local authority.
- A Member was concerned regarding the Capital Structure and wanted to see further details regarding this.
- That Grangewaters needed to operate as a business otherwise it could not be sustained.
- Members were concerned with the centre becoming a charity, as it was felt that this would be an expensive option, instead it was felt that the council should retain a degree of control and influence.

A Youth Cabinet representative praised the work of the staff from her recent experience of undertaking the Duke of Edinburgh course and first aid training at the centre. Officers were pleased to receive good feedback and assured the Committee that the investment could be used to install new shower and toilet block facilities.

A Member felt that the Grangewaters options proposal was not yet ready to be referred to Cabinet and requested that a further update be brought back to the Committee following the pre-election period once further explorations had been made.

RESOLVED:

That the Committee:

- 1. Agree that the option to manage and operate Grangewaters through an existing local charitable organisation be included for consideration alongside the option to create a new Charitable Incorporated Organisation.**
- 2. Agree that the aspects highlighted in paragraph 3.10 be agreed to be included in the recommendations to Cabinet subject to full consideration of legal, HR and procurement and property implications.**
- 3. Agree that upon completion of the further explorations, the recommendations made by the working group be presented to Cabinet.**

51. CHILDCARE SUFFICIENCY

Officers introduced the report which provided an update on the results of the analysis of early education and childcare sufficiency in the Borough and detailed the priorities for future development. Officers stated that further targets were expected to be announced, following the Children and Families Bill.

A Member asked how the work was being linked into schools and how the team worked to resolve parking issues outside already busy school premises when expanding child care places. In response officers stated:

- That the service worked closely alongside schools, GP services and all aspects of the community to identify and support disadvantaged two year olds. A marketing campaign to increase take up of the vulnerable places had been commended nationally.
- Officers recognised that there was an ongoing issue with relation to parking and traffic congestion around school grounds. Members were assured that parking provision was taken into account when identifying suitable places to expand places, but that this in itself was a challenge as the local authority was required to generate 1000 additional places by September 2014 in order to meet its target.

A Member informed the Committee that she had worked with a local school in order to develop a drop off zone for parents. The Committee and officers recognised that parking and traffic congestion was a problem for schools across the Borough.

RESOLVED:

That the Committee:

- 1. Note the findings of the report and the challenges that are faced.**
- 2. Note the significant increases in early education places for two year olds.**
- 3. Agree to this information being used as part of the pupil place planning process.**

52. WORK PROGRAMME

Officers noted that a number of briefing notes had been circulated to the Committee prior to the meeting and that 3 items had been included on the work programme for the next municipal year. Following

discussions at the meeting it was further agreed that the following items be included on the work programme:

- A briefing note on the latest Ofsted inspection results to be circulated before the Council entered the pre-election period.
- To receive an update on the progress of other educational bodies, such as Thurrock Admissions Forum and Standing Advisory Council for Religious Education (SACRE), by briefing note.
- An update on Grangewaters Alternative Delivery Model, upon completion of further explorations.
- To receive regular updates on the progress of the Education Commission.

The Committee thanked the Youth Cabinet representatives for their involvement and contributions, and were pleased that other members of Youth Cabinet would continue their participation in the Committee going forward.

RESOLVED:

That the Committee note and agree the work programme subject to the above amendments.

The meeting finished at 8.37pm.

Approved as a true and correct record.

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Stephanie Young, telephone (01375) 652831
or alternatively e-mail syoung@thurrock.gov.uk**

15 July 2014		ITEM: 5
Children's Services Overview and Scrutiny		
Budget Update and Savings Proposals		
Wards and communities affected: All	Key Decision: No	
Report of: Councillor John Kent, Leader and Portfolio for Education Councillor Bukky Okunade, Portfolio for Children's Social Care		
Accountable Head of Service: Karen Wheeler, Head of Strategy and Communications; Sean Clark, Head of Corporate Finance; Nicky Pace, Head of Care and Targeted Outcomes		
Accountable Director: Graham Farrant, Chief Executive; Carmel Littleton, Director of Children's Services		
This report is public		

Executive Summary

As a result of significant reductions in the money received from the Government and other pressures on services the Council will have to make £37.7m of savings over the three years between 2015/16-2017/18.

Cabinet received two reports in July 2014 (2013/14 Draft Outturn and MTFs Update; Shaping the Council 2015/16 and Beyond), setting out unprecedented reductions in funding requiring a change in the way the Council approaches addressing the budget gap and in considering the future shape of the organisation going forward.

This report sets out the overall context and principles upon which the MTFs is based and therefore the backdrop to developing savings proposals to address the budget gap.

A number of savings proposals were agreed by Cabinet for further development and public consultation. This committee is asked to consider the savings proposals for Children's Services and comment on them as part of the consultation process and to inform further development and decision making.

1. Recommendation(s)

- 1.1 **That Members consider and comment on the savings proposals within Children's Services listed in Appendix 1, Section 1 and detailed in Appendix 2**

2. Introduction and Background

- 2.1 As a result of significant reductions in the money received from the Government and other pressures on services the Council will have to make a further £37.7m of savings over the three years between 2015/16-2017/18. This is on top of the significant savings already made.
- 2.2 The Council has faced unprecedented financial pressures over the last four years. Over this period, the Council has exercised sound financial management within all services with the following headlines previously reported:
- Savings of £50m have been identified over the last four years;
 - The audit of the financial statements has confirmed that the Council, despite further in-year pressures, has contained expenditure within budget for the three financial years 2010/11 through to 2012/13;
 - The General Fund balance has been increased from £2.1 as at 31 March 2010 and maintained at £8.0m;
 - The Council has, for the last two audited years, received an unqualified Value for Money opinion;
 - The draft outturn for 2013/14, as reported to Cabinet in July, shows for the fourth consecutive year the Council has contained the financial pressures and delivered within the budget constraints.
- 2.3 The Leadership Group has been working over recent months to refresh the Medium Term Financial Strategy (MTFS) through reviewing the 2013/14 outturn and reflecting the latest information and forecasts within services. These have:
- Highlighted some 2014/15 pressures – Cabinet have endorsed the management actions being taken including for 2015/16 and beyond;
 - Identified the need to change the approach for budgeting and accounting for transformation and procurement savings; and
 - Led to a revised MTFS budget deficit for the period 2014/15 through to 2017/18 of £37.7m.
- 2.4 Specific pressures for 2015/16 and beyond, in addition to the overall reduction in Government grant, are set out in the body of this report. In addition Thurrock has and will continue to experience significant demographic changes. The Census 2011 showed that the population increased to 157,705, up 14,000 (10%) since 2001, and is projected to rise from 159,500 in 2012 to 176,500 in 2022. This is a 10.6% increase and is significantly higher than forecast for England (7.2%) and the Eastern region (8.6%).
- 2.5 This report sets out the overall context and principles upon which the MTFS is based and therefore the backdrop to developing savings proposals to address the budget gap.
- 2.6 A number of savings proposals were agreed by Cabinet for further development and public consultation. This committee is asked to consider the

savings proposals for Children’s Services and comment on them as part of the consultation process and to inform further development and decision making.

3. Issues, Options and Analysis of Options

Medium Term Financial Strategy 2015/16 – 2017/18

3.1 The Council agreed a MTFFS at their meeting on 26 February 2014 based on the following key assumptions:

- i. That further grant reductions in central government support would reduce year on year throughout the life of the MTFFS in line with government fiscal announcements;
- ii. That there would be annual increases in the amount that the Council would receive through business rate growth and New Homes Bonus;
- iii. That there would be a 1.99% annual increase in council tax along with an increase of 400 properties per annum;
- iv. That there would be a 1% pay award for all staff with the exception of senior management as well as incremental progression where staff are not at the top of their grade;
- v. That inflation would be limited to the Serco and Waste Disposal contracts as well as a provision for utilities;
- vi. That the Council would start to fix its temporary debt from the end of 2014/15, phased over the life of the MTFFS;
- vii. That growth for services, including for demographic demand, be set at a minimal level; and
- viii. That savings agreed at the budget Council meeting on 27 February 2013 over the two year period be delivered.

3.2 Based on these assumptions, the reported budget deficits were as follows:

2015/16	2016/17	2017/18	Total
£m	£m	£m	£m
15.8	11.7	9.4	36.9

3.3 Since the Council meeting, the following changes to the MTFFS have been made and so set the basis for future savings:

- Ongoing costs of New Ways of Working – With the level of savings to be achieved over the medium term and the changes that the Council will go through, it is the Head of Corporate Finance’s opinion that the approach should not be to budget for these centrally, but to recognise any related costs as a central expense that enables service transformation and to identify savings within the services (including central services such as legal and finance). The financial logic of transferring the responsibility to reduce cost to the services is to reduce the possibility of double counting and ensure that the ownership of savings requirements is clearer.
- NNDR Appeals – there are a number of appeals currently lodged with the Valuation Office by local businesses that, if successful, could be backdated as

far back as 2005. In the past these would have been met by the government but, despite the fact that the main proportion of this falls into the period before business rate retention, any impact is now shared between the government and the Council. This line reflects the Collection Fund Deficit treatment but there will be an ongoing adverse impact on business rate income that is factored into the MTFs elsewhere; and

- Purfleet – as land is drawn down for the development there will be a net loss to the Council in terms of income offset by maintenance etc. no longer required. Once complete, the development will realise additional income through Council Tax, Business Rates and the New Homes Bonus.

	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
27 February 2014 Council Meeting	-	15.8	11.7	9.4	36.9
2014/15 Service Budget Changes	(0.2)				(0.2)
Ongoing Costs of New Ways of Working		0.5			0.5
NNDR Appeals		2.0	(1.0)	(1.0)	-
Purfleet			0.2	0.3	0.5
Revised Budget Deficits	(0.2)	18.3	10.9	8.7	37.7

3.4 The savings required to meet these deficits will be challenging and the Council does not have excess reserves to be able to fall back on should there be slippage in their delivery. As such, the approach is to bring forward £3.5m of the savings requirements that will serve three purposes:

- It will provide a cushion should some of the savings not be achieved fully in 2015/16;
- It will help manage any adverse outcomes on the assumptions made; and
- It will provide an opportunity to make a contribution into the Budget Management Reserve to provide further resilience to the Council's financial position.

	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Revised Budget Deficits	(0.2)	18.3	10.9	8.7	37.7
Adjustment	-	3.5	-	(3.5)	-
Adjusted Budget Deficit	(0.2)	21.8	10.9	5.2	37.7

3.5 The proposals to bridge these budget deficits are included in a report later on this agenda within the context of the Council's Vision and Priorities.

Other Assumptions Excluded from MTFs Totals

3.6 The main assumptions that have led to the totals above have been set out in this and previous reports. However, the following assumptions **have not** been included within these totals:

- i. The Care Act 2014 will increase the costs to the Council considerably through the new legal responsibilities that fall on the Council from April 2015 and the funding reforms / Dilnot changes from April 2016 (both the cap on individual contributions but mainly through the change to the capital threshold). A full report on these will be going to the Health and Well-Being Board and DB. The government has stated that these costs will be fully reimbursed but there remains a risk that this will not happen in which case a further report will need to come back to Cabinet on how these costs will be met;
- ii. There may be development surpluses through Gloriana Ltd – these have not been included at this time as there is a degree of uncertainty;
- iii. Limited provision for an increase in the demand for services has been included – careful monitoring of the impact of regeneration, welfare reform and general demographic pressures will be required, especially in Adults', Children's, Planning and Transportation, Environmental and Housing Services.
- iv. There will undoubtedly be a cost of severance from savings proposals and the Voluntary Redundancy scheme. A separate budget has not been set aside for this and so the first approach will be for the services to contain the costs within their services with any excess being met from the Budget Management Reserve.

Savings proposals 2014/15 – 2017/18

- 3.7 In recent months Directors Board has been considering how to reshape services given the forecast financial position. This has been particularly challenging due to the scale of savings already achieved and the continuing growth of pressures on services, mainly due to the demographic changes as set out above. As part of this process during January and February all staff were invited to put forward their suggestions. Over 400 were received and have been considered by Directors Board, directorate management teams and at the executive boards, feeding into the proposals put forward to Members as part of this report.
- 3.8 Directorates have been able to identify both efficiency savings and more significant or innovative ideas as to where reductions in budgets can be made. Where possible alternative service delivery options have been considered to prevent considerable reductions in the level of service. Inevitably though there are some proposals where significant services would reduce or stop.
- 3.9 Initial savings ideas involving changes to services were shared with Cabinet members as part of Strategy Week in June 2014 in order to provide a policy steer. Cabinet agreed a number of the proposals in July 2014 for further development and public consultation including consideration by the relevant Overview and Scrutiny committees. These include some ideas that are particularly challenging, innovative and financially significant.

- 3.10 Appendix 1, Section 1 sets out the savings proposals for Children’s Services.
- 3.11 Appendix 1, Section 2 has been included for information only, as these have already been endorsed by Cabinet on 2 July 2014.
- 3.12 Appendix 2a, 2b and 2c sets out the initial business cases for the savings proposals subject to consultation.
- 3.13 This committee is asked to consider the savings proposals for Children’s Services in Appendix 1 Section 1, and comment on them as part of the consultation process and to inform further development and decision making.

Remaining Budget Gap

- 3.14 Despite the efficiencies and management action already agreed and proposals put forward, which total £26.6m across all services, this leaves an £11.1m shortfall against the budget gap in the MTFs of £37.7m over the three financial years. This assumes that all proposals are implemented. As set out above the Council does not have sufficient reserves to meet this gap or to replace any proposals that may not be agreed, fail to be implemented or if there is slippage in their delivery. Additional savings proposals will need to be developed particularly to address the £5.3m gap for 2015/16 (the net effect of 2014/15 and 2015/16 as below). Directors Board will develop these during July for consideration at a budget focused additional Cabinet meeting in August. This meeting will also focus on the cumulative impact of the reduction in budget and implementation of all the proposals on service delivery including our ability to meet statutory duties and the implications for staff.

- 3.15 These are summarised as follows:

	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
Adjusted Budget Deficit	(0.2)	21.8	10.9	5.2	37.7
Appendix 2 Savings (2014/15 savings already accounted for)	(0.1)	(9.3)	(4.4)	(2.8)	(16.6)
Appendix 3 Savings	(0.4)	(6.5)	(2.5)	(0.6)	(10.0)
Remaining Projected Deficits	(0.7)	6.0	4.0	1.8	11.1

4. Reasons for Recommendation

- 4.1 The Council has a legal obligation to set a balanced budget. The reduction in funding to the Council is unprecedented at a time when demand on services is growing, requiring a fundamental change in the way the Council approaches addressing the budget gap and in considering the future shape of the Council going forward. Members are asked to consider the specific savings proposals proposed for Children’s Services as part of the consultation process to inform further development and decision making.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 During Strategy Week, Directors Board, the Leader and Cabinet have been consulted on the key elements feeding into this report. Senior managers throughout the council have also been involved in identifying potential savings options and all staff have been widely consulted for additional ideas, which have also been considered.
- 5.2 Specific savings proposals will require detailed business cases and, where appropriate, be subject to public consultation including:
- Overview and Scrutiny committees to consider the proposals in July
 - Public consultation during the summer as required
 - Cross party Member and partner working group to consider all proposals
 - Budget focused additional Cabinet meeting in August covering specific issues including community hubs
 - Partner and supplier consultation on specific proposals as required
 - Consultation with staff including trade unions from July and August
- 5.3 The outcomes of the consultation will feed into the final proposals put forward for decision making at the earliest opportunity in September and October 2014 followed by implementation.
- 5.4 The consultation will be supported by a comprehensive communication plan for external engagement during the consultation and decision making process.
- 5.5 Internal consultation with staff on specific proposals particularly where there is a restructure will be in line with HR policy and guidelines.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The proposals set out in this report have wide ranging implications for the Council, the way it works and the services it provides. Some of these will improve the way the Council does business and the service provided to residents by making them more targeted and efficient, however the cumulative impact of such a significant reduction in budget and the implementation of savings proposals will change service delivery levels, our ability to meet statutory requirements and therefore impact on the community and staff. The potential impact of the savings proposals on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.
- 6.2 The Council has commenced a voluntary redundancy process with staff. The outcomes from the process and full impact of the savings proposals on staff will be known over the next few months feeding into the implementation of management actions and decision making for savings proposals.

6.3 The changes and impact for each proposal in Appendix 1 is set out in the detailed business cases attached to this report including where policies and performance may change as a result. The impact on the community is covered under section 7.3 below.

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Head of Corporate Finance

The financial implications are set out in the body of this report and appendices.

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. This must also include a consideration of the risk in achieving that budget and so robust monitoring of accepted proposals will be essential throughout the coming years.

7.2 Legal

Implications verified by: **Fiona Taylor**
Head of Legal and Democratic Services

There are no specific legal implications as a result of this report, however, any implications of specific savings proposals are set out in individual business cases to inform consultation and final decision making.

The Council's Section 151 Officer has a statutory requirement to set a balanced budget.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

Each savings proposal with changes to the service requiring public consultation has a detailed business case setting out how the saving will be achieved including the level of service reduction and mitigating actions. As part of developing the business case a comprehensive Community and Equality Impact Assessment (CEIA) will be completed, informed by the public consultation. An assessment of the cumulative impact from all the CEIAs will be completed by the Community Development and Equalities team to inform final decision making on the savings to be made for 2015/16.

It is recognised that there is likely to be a cumulative impact on the voluntary and community sector due to proposals to both reduce core grants and specific grants currently provided by services across the Council. A full assessment will be completed in consultation with the CVS to determine the implications for the sector and impact on the wider community.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Other significant implications are identified in each business case to inform the consultation process and final decision making.

8. Background papers used in preparing the report

- Budget savings proposals working papers
- Cabinet reports, July 2014: 2013/14 Draft Outturn and MTFS Update; Shaping the Council 2015/16 and Beyond

9. Appendices to the report

- Appendix 1: Children's Services savings proposals for 2014/15 – 2017/18
- Appendix 2: Business cases

Report Authors:

Sean Clark, Head of Corporate Finance, Chief Executive's Office
Karen Wheeler, Head of Strategy & Communications, Chief Executive's Delivery Unit
Carmel Littleton, Director of Children's Services

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Shaping the Council 2015-16 and beyond: Savings Business Case

Business Case Title	School Effectiveness		
Revision No:		Date: 19 May 2014	
Lead Director	Carmel Littleton		
Lead HOS	Mike Peters		
Critical friend/Exec Bd			
Business Case Author	(if different to HOS)		

Section 1: Summary

Savings Proposal

Commission school effectiveness in partnership with schools, making use of the resources in schools and strengthen role of schools and secure system responsibility across schools. It allows the LA to redirect resources whilst at the same time achieving more rapid school improvement

Strategic rationale

Achieving the goal of every school being good or outstanding by end of 2016

Approximate Cost Savings

The total budget for school effectiveness for 2014/15 is £636K. It is proposed that the savings for 2015/16 will be £250k with a similar additional saving of £250k in 2016/17. (Total £500k)

Timescales

Activity	Timescale
Build school improvement partnership – Thurrock Excellence Network	Summer 14 to Spring 15
Develop data base of school improvement and effectiveness needs	Summer 2014
Develop LA wide school CPD programme for academic year 2014/15	Summer 2014
Develop school support/intervention programme which will be led by schools and making increasing use of the resources of teaching schools alliances and effective schools in Thurrock	From Spring 2015

Risks /Consequences	
Changing school curriculum and qualifications Teacher recruitment Possibiity of failure to secure a partnership that includes all schools, academies, free schools and academy chains that operate in the borough	
Mitigation	
Developing LA strategy and vision that every school buys into Developing a curriculum for children in Thurrock Council Focus on teacher recruitment particularly newly qualified teachers and programmes that give schools more control over recruitment e.g. Schools Direct. engagement with national bodies such as the National College Promote education in Thurrock e.g. Education awards Securing partnerships with other bodies including businesses to sponsor school effectiveness activity, where appropriate	

Section 2: Finance, savings and costs

Financial summary

General Fund budget 2014-15

	Staff £000s	Premises / Transport £000s	Supplies/ Services £000s	Direct Payments £000s	Third Party Payments £000s	Total Expenditure Gross £000s	Income £000s	Net Expenditure £000s
2014/15	60	0.2	86		490	636		636

Staff Related savings

Current number of posts (FTE and headcount)	1
Number of posts to be deleted (FTE and headcount)	0
Amount of salary saving (inc on-costs)	0

Non- Staff Related savings

Premises and buildings (inc utilities)	3
Transport	2
Supplies and services	35
Other (please specify)	

Third Party Related savings/income

Commissioning/contracts	£250,000 in 2015/16 (savings from reduced use and schools payment from Improvement consultancy) with a further £250,000 from 2016/17 making a total of £500,000 over the period (78%)
Charges to the HRA/DSG/PHG <i>(NB can be negative)</i>	
Increase fees & charges	
Grants/additional funding streams	
Other (please specify)	

Benefits – non financial

Costs & Resources to deliver the savings

Direct costs	Use of resource allocated to the Thurrock Education Commission to drive the savings and promote school to school support
Redundancy costs	
Accommodation costs	
Procurement and/or Legal costs	
Other HR costs	

Other (please specify)

Section 3: Impact/Consequences of proposal – not covered in financial section

Impact on Corporate Priorities/objectives/ performance targets/standards

Give details regarding any/all that are relevant – Risk/mitigation is next section

Priority 1. Create a great place for learning and opportunity	Increasing ownership among schools for system wide school improvement and educational achievement
Priority 2. Encourage and promote job creation and economic prosperity	
Priority 3. Build pride, responsibility and respect to create safer communities	
Priority 4. Improve health and well-being	
Priority 5. Protect and promote our clean and green environment	
Well-run organisation - financial & governance; staff; customers	

Impacts on partners

Schools will become more involved in system wide improvement and will make greater use of their own resources to effect change

Impacts on customers / community and equality/diversity implications

None identified

Has an EqlA been undertaken?

YES Date:02/07/2014

Other impacts/implications

Section 4: Risks and Mitigation

Delivery risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to deliver	2	4	8	Work with schools to develop the Thurrock Excellence Network

Service risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to deliver	2	4	8	Increasing charges to schools for services or not providing a school effectiveness service at all

For information on the ratings criteria guide, please see <\\Thurdata01\data\THURROCK\EXCHANGE\ROM>

	4	8	12	16
Likelihood	3	6	9	12
	2	4	6	8
	1	2	3	4
				Impact

Section 5: Assumptions, Dependencies & Exclusions

Timeframes Assumptions/ Dependencies/Exclusions	Assumption that savings are agreed by Autumn 2014 to ensure implementation within required timescales
Benefits Assumptions/ Dependencies/Exclusions	
Costs Assumptions/ Dependencies/Exclusions	

Section 6: Stakeholder Engagement Requirements

		Approximate timelines
Staff/Unions	X	Summer /autumn 2014
Portfolio Holders/Members	X	Summer/autumn 2014. Consideration with portfolio holder outlining risks regarding engagement with schools Check against Education Commission action plan
Partners	X	Consultation with schools
Residents/Public		
Other – please specify	<input type="checkbox"/>	

Section 7: Any other comments to support savings proposals

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Shaping the Council 2015-16 and beyond: Savings Business Case

Business Case Title	Reduce and Realign Youth Provision & Related Services Across Thurrock through internal re-organisation, income generation and developing the services as a mutual/outsourced service		
Revision No:	2	Date:	2nd July 2014
Lead Director	Carmel Littleton		
Lead HOS	Mike Peters		
Critical friend/Exec Bd			
Business Case Author	Michele Lucas Learning & Skills Manager		

Section 1: Summary

Savings Proposal

Transforming Learning & Skills Services by internal re-organisation and developing the service in a mutual/outsourced service that can attract other forms of funding for its delivery.

A reduction in the cost to the Local Authority of providing young people's careers information advice & guidance by reducing activity or where possible to identify and generate external sources of income to support the delivery of a range of activities supporting young peoples aspirations across Thurrock.

A reduction in some youth related activities moving towards a street based offer and a reduced number of dedicated youth buildings.

To reorganise the participation and community engagement service, reducing some activities by realigning services across the directorate.

Strategic rationale

To be able to secure service delivery for young people at a time when such services will be under extreme pressure but ensuring that Thurrock can maximise investment from other partners to promote skills and employment for young people up to the age of 25.

To ensure resources are targeted to front line services for those most in need of support.

Approximate Cost Savings

15/16 Savings £265,000 plus income generation of £185,000. Total Cost saving £450,000

16/17 Savings £111,000 plus income generation of £119,000. Total Cost saving £230,000

17/18 Savings £109,000 plus income generation of £123,000. Total Cost saving £232,000

Timescales

Activity

Timescale

Income Generation Commences

Sept 2014

Staff consultation – phase one 15/16

Sept 14 - November 2014

Staff at risk – phase one 15/16

December 2014

Revised Structure in place

February 2015

Income Generation Secured

Ongoing

Staff consultation – phase two 16/17

Sept 15 – November 2015

Staff at risk – phase two 16/17

December 2015

Revised Structure in place

February 2016

Review of buildings commences

September 2014

Decisions on closure

February 2015

Closures complete

February 2016

Risks /Consequences

There will be a reduction in some front line activities.

Mitigation

There are greater opportunities to generate income to support the aspirations of Thurrock's young people and by utilising this alongside the need to generate substantial savings the impact on front lines services will be reduced.

Section 2: Finance, savings and costs

Financial summary

General Fund budget 2014-15

	Staff £000s	Premises / Transport £000s	Supplies/ Services £000s	Direct Payments £000s	Third Party Payments £000s	Total Expenditure Gross £000s	Income £000s	Net Expenditure £000s
2014/15	1570	0	80	0	126	1776	80	1696

Staff Related savings

Current number of posts (FTE and headcount)	33
Number of posts to be deleted (FTE and headcount)	7.5 (2014-2018)
Amount of salary saving (inc on-costs)	tbc

Non- Staff Related savings

Premises and buildings (inc utilities)	£109k
Transport	0
Supplies and services	£93k
Other (please specify)	0

Third Party Related savings/income

Commissioning/contracts	0
Charges to the HRA/DSG/PHG (NB can be negative)	0
Increase fees & charges	0
Grants/additional funding streams	£427k (income to be generated from external funding sources – 2014-2018)
Other (please specify)	0

Benefits – non financial

Resources targeted to front line support for Young People across Thurrock to ensure they can engage with and benefit from the regeneration opportunities locally.

Costs & Resources to deliver the savings

Direct costs	0
Redundancy costs	To be confirmed
Accommodation costs	0
Procurement and/or Legal costs	0
Other HR costs	0
Other (please specify)	0

Section 3: Impact/Consequences of proposal – not covered in financial section

Impact on Corporate Priorities/objectives/ performance targets/standards

Give details regarding any/all that are relevant – Risk/mitigation is next section

Priority 1. Create a great place for learning and opportunity	To ensure young people can access impartial information advice and guidance relating to careers and other youth activities.
Priority 2. Encourage and promote job creation and economic prosperity	To sustain the work undertaken with local employers to generate opportunities for Thurrock residents.
Priority 3. Build pride, responsibility and respect to create safer communities	
Priority 4. Improve health and well-being	
Priority 5. Protect and promote our clean and green environment	
Well-run organisation - financial & governance; staff; customers	Resources are targeted to where they will have maximum impact.

Impacts on partners

None

Impacts on customers / community and equality/diversity implications

There will be a reduction in some youth related activities across Thurrock however front line work will be focussed on local delivery with links to existing community groups.

Has an EqIA been undertaken?

YES Date: 2nd July 2014

Other impacts/implications

None identified

Section 4: Risks and Mitigation

Delivery risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
<i>Failure to deliver savings</i>	2	4	8	Close management of processes and timescales

Service risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
<i>Failure to deliver savings</i>	2	4	8	Increased focus on income generation for services

For information on the ratings criteria guide, please see <\\Thurdata01\data\THURROCK\EXCHANGE\ROM>

		4	8	12	16
		3	6	9	12
		2	4	6	8
		1	2	3	4
Likelihood					
					Impact

Section 5: Assumptions, Dependencies & Exclusions

Timeframes Assumptions/ Dependencies/Exclusions	Agreement is given prior to September 2014
Benefits Assumptions/ Dependencies/Exclusions	Funding contracts are realised
Costs Assumptions/ Dependencies/Exclusions	That staffing reductions are completed prior to the start of each financial year
Other/ General Assumptions/ Dependencies/Exclusions	None

Section 6: Stakeholder Engagement Requirements

		Approximate timelines
Staff/Unions	x	September 2014 to November 2014 September 2015 to November 2015
Portfolio Holders/Members	x	Summer/Autumn 2014
Partners	x	September 2014 to November 2014 September 2015 to November 2015
Residents/Public	x	September 2014 to November 2014 September 2015 to November 2015
Other – please specify	<input type="checkbox"/>	

Section 7: Any other comments to support savings proposals

None

Shaping the Council 2015-16 and beyond: Savings Business Case

Business Case Title	Reduction in cost of Community Library Provision		
Revision No:		Date:	3rd July 2014
Lead Director	Carmel Littleton		
Lead HOS	Janet Clark, strategic lead, ORLU		
Critical friend/Exec Bd			
Business Case Author	Janet Clark		

Section 1: Summary

Savings Proposal

Reduction in cost of Community Library provision through consideration of reduced hours and reduction in the number of libraries across the Authority.

Strategic rationale

An analysis on the library usage, footfall and location of libraries will be undertaken to inform decisions

Approximate Cost Savings

£200K 2015/16 & £200K 2016/17

Timescales

Activity	Timescale
Staff and Public consultations	Sept 14 – November 14
Staff at risk	December 14
Closure of libraries	April 2015

Risks /Consequences

Possibility of public complaints, locally and nationally.

Reduction of static library service points will require a detailed strategic plan and review of its services taking into account local needs. Failure to do this could be in breach of the council's statutory duties.

Residents with reduced mobility unable to access library services in their area without mitigating actions

Possible reduction of study and computer access for children and students particularly affecting the areas that have low education attainment rates without mitigating actions

Residents with no online access and limited budgets may be unable to source alternative access resulting in digital inequality unless mitigating actions are taken

Planned increase in residential development may result in an increased library demand.

Possible reduction of access to stories, songs and rhymes which improves language skills essential for the development of literacy for the under fives, in preparation for school.

Withdrawal of building may impact on the development of a community hub in that area.

Plans will need to be drawn up to effectively maintain possible empty buildings until they can be disposed of. This includes security and continued payment of rates and essential services.

Mitigation

Reduced funding necessitates prioritisation of resources.

Increased on line provision and more use of appropriate technology

Review of usage to determine where footfall is highest

Equality impact assessment to be undertaken to ensure possible impacts are minimised

Section 2: Finance, savings and costs

Financial summary

General Fund budget 2014-15

	Staff £000s	Premises / Transport £000s	Supplies/ Services £000s	Direct Payments £000s	Third Party Payments £000s	Total Expenditure Gross £000s	Income £000s	Net Expenditure £000s
2014/15	1,026	221	227	0	129	1603	119	1484

Staff Related savings

Current number of posts (FTE and headcount)	21.38 (45 members of staff)
Number of posts to be deleted (FTE and headcount)	Estimate 10 staff subject to consultation
Amount of salary saving (inc on-costs)	270 Estimate subject to consultation

Non- Staff Related savings

Premises and buildings (inc utilities)	130 Estimate subject to consultation
Transport	0
Supplies and services	0
Other (please specify)	0

Third Party Related savings/income

Commissioning/contracts	0
Charges to the HRA/DSG/PHG (NB can be negative)	0
Increase fees & charges	0
Grants/additional funding streams	0
Other (please specify)	0

Benefits – non financial

Remaining resources put to best use

Costs & Resources to deliver the savings

Direct costs	Subject to consultation
Redundancy costs	Subject to consultation
Accommodation costs	Subject to consultation
Procurement and/or Legal costs	Subject to consultation
Other HR costs	Subject to consultation
Other (please specify)	Subject to consultation

Section 3: Impact/Consequences of proposal – not covered in financial section

Impact on Corporate Priorities/objectives/ performance targets/standards

Give details regarding any/all that are relevant – Risk/mitigation is next section

Priority 1. Create a great place for learning and opportunity	Possible reduced access to wide range of learning materials both hardcopy and digital – impacting most on the families with reduced income/access to current technology. Potential loss of a “safe quiet place” to study without mitigating actions
Priority 2. Encourage and promote job creation and economic prosperity	Possible reduced access to wide range of materials both hardcopy and digital to improve job prospects – impacting most on the families with reduced income/access to current technology. Minimising opportunities to find and apply for jobs on line.
Priority 3. Build pride, responsibility and respect to create safer communities	Potential loss of established, safe and neutral community space. Libraries in isolated areas currently provide a safe venue for vulnerable children and adults especially during school holidays and early evenings.
Priority 4. Improve health and well-being	Potential reduced access to Health information, impacting on the families with the most need. Health inequality. All impacting on the preventative effect that libraries currently have on health and well being.
Priority 5. Protect and promote our clean and green environment	
Well-run organisation - financial & governance; staff; customers	Libraries remain one of the only physical points of contact with the council for all members of the community, but particularly the most vulnerable.

Impacts on partners

Loss of community venue for agencies/council departments/voluntary sector to contact local residents with provision of information for library staff to promote.

Council and voluntary agencies who need to consult with residents and explain services first hand currently use libraries as a local point of contact for free. These agencies may incur additional costs by the need to hire other premises.

Impacts on customers / community and equality/diversity implications

No local library service, residents may need to travel to obtain their reading materials, computer access and information. Potentially greatest impact on residents with low income and poor mobility.

Potential for increased social isolation for vulnerable residents with loss of this community space.

Books and other resources to promote equality issues are available. i.e. books in other

languages, gender issues and resources supporting customers with disabilities etc. The ability to access relevant materials helps to ensure that barriers to active citizenship are removed. Residents already disengaged from society will find it harder to access materials if required to travel outside their own community.

Has an EqlA been undertaken?

YES

Date: 2nd July 2014

Other impacts/implications

Section 4: Risks and Mitigation

Delivery risks				
Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to deliver high quality library service will impact on achievement and aspiration	1	3	3	Close management and monitoring

Service risks				
Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Failure to provide adequate library provision could result in declining reputation of the Council	3	3	9	Divert resources to areas of need and demand and use of technology

For information on the ratings criteria guide, please see <\\Thurdata01\data\THURROCK\EXCHANGE\ROM>

Likelihood	4	8	12	16
	3	6	9	12
	2	4	6	8
	1	2	3	4
	Impact			

Section 5: Assumptions, Dependencies & Exclusions

Timeframes Assumptions/ Dependencies/Exclusions	Re-structure completed and in place by the end of the financial year 2014/15 Assumes sign off by Cabinet July 2014
Benefits Assumptions/ Dependencies/Exclusions	
Costs Assumptions/ Dependencies/Exclusions	Assumed savings realised by 2015-16 financial year
Other/ General Assumptions/ Dependencies/Exclusions	

Section 6: Stakeholder Engagement Requirements

		Approximate timelines
Staff/Unions	<input checked="" type="checkbox"/>	Sept 14 – November 14
Portfolio Holders/Members	<input checked="" type="checkbox"/>	July 14 – November 14
Partners	<input checked="" type="checkbox"/>	Sept 14 – November 14
Residents/Public	<input checked="" type="checkbox"/>	Sept 14 – November 14
Other – please specify	<input type="checkbox"/>	

Section 7: Any other comments to support savings proposals

15 July 2014	ITEM: 6
Children’s Services Overview and Scrutiny Committee	
Education Commission Update	
Wards and communities affected: All	Key Decision: Key
Report of: Carmel Littleton, Director of Children’s Services and Mike Peters, Interim Strategic Leader School Improvement, Learning and Skills	
Accountable Head of Service: Michael Peters – Interim Strategic Leader School Improvement, Learning and Skills	
Accountable Director: Carmel Littleton – Director of Children’s Services	
This report is public	

Executive Summary

This report outlines the developments of the work regarding the Education Commission and provides an update to the associated action plan.

1. Recommendation(s)

- 1.1 That the Children’s Overview and Scrutiny Committee note the progress and achievements of Thurrock schools and partners (see 2.2).**
- 1.2 That the Committee comment on the content of the report and action plan and suggest developments that it would wish to be taken forward to further the Education Commission Recommendations.**

2. Introduction and Background

- 2.1 The Education Commission was commissioned by the council and established in 2013. It was an independent commission led by Christine Gilbert, formerly Her Majesty’s Chief Inspector at Ofsted. The Commission reported in the autumn 2013, making six core recommendations. Following consultation with schools, governors and others the Council has fully adopted the recommendations and is taking forward each of the recommendations
- 2.2 There has been much progress since then:
 - **Headteachers and governing bodies support the recommendations and are optimistic about local authority leadership.**

- **Data on school achievement continues to be a strength** and is the basis of effective school led school improvement.
- **Governance is strengthening and continues to grow due to its current level of priority.** Training for governors on key areas of pupil achievement, safeguarding and financial management is effective.
- **The focus on recruitment of high quality senior leadership** in schools is effective and through delivering the Commission recommendations will be strengthened further.
- **Supporting school sustained school improvement through Progress Boards and detailed accountability meetings with specific school leaders and governors is effective** in challenging schools more effectively to improve achievement.
- **Self initiated and brokered school to school support is showing impact in terms of improving quality of leadership, teaching and learning and pupil progress.**
- **Acknowledged support for schools requiring improvement and schools in categories through clarity of provision and commissioning Thurrock Improvement Consultants for these schools** as part of the school improvement strategy. This has demonstrated impact and this approach is now ready to develop further through being commissioned by schools.
- **The proportion of good and outstanding secondary schools is among the best in class and the number of good primary schools is increasing.** Schools requiring improvement have shown promising progress and a strong desire to achieve good or better at the earliest opportunity.
- **The partnerships with maintained schools, academy chains, free standing academies and free schools are productive and positive** and are developing into a system wide approach for school driven school improvement.
- **There is an active *Services to Schools* offer available on line which is being developed further** through the use of an independent survey and setting out the provision for LA. Brokered services deliver the statutory and core responsibilities.
- **The work to support conversion to academy status is highly effective** resulting in strengthened partnership for educational improvement with recent examples showing impact in terms of improvement. These importantly include investments by the Council and academy sponsor partners to significantly improve the quality of education provision, for example at the newly formed Pioneer Academy (formerly Manor Primary School), Purfleet Academy and Quarry Hill Academy.

- **There is effective delivery of services supporting schools** such as admissions with high percentages of children being allocated first choice schools in a timely way and effective provision of music education.
- **Schools have a strong sense of partnership and are sharing information on progress and attainment of their pupils to enable Thurrock to set and achieve ambitious targets for children and young people** from early years through to the age of 19 and beyond.
- **The recruitment of new teachers has been successful in an increasingly challenging environment** and the strategy being developed by key groups of Heads. The 0 to 11 Education Strategy Group, the 11 – 19 Education Strategy Group and the work of the emerging Thurrock Excellence Network will lead to higher profile and innovative approaches recruitment and retention. These include building on the already successful induction programme for new teachers and the work of the three teaching school alliances in Thurrock.
- **There is significant engagement by schools in developing the vision and principles for Education in Thurrock** which is being focussed on schools and early years settings partnerships for improvement with support and challenge by the Thurrock Excellence Network. The vision and strategy will include a range of entitlements and responsibilities for children and young people as well as clear targets for achievement across the system.
- **The conference for schools**, planned by the Shadow Thurrock Excellence Network will take place in late June and **will include best practice in school to school improvement and the vision for education developing entitlements for children**. The draft Ambition, Achievement and Aspiration Strategy is being launched along with the joint Teaching Schools Alliances and LA CPD programme and towards a new school improvement strategy.
- **Major initiatives are in train that will raise the profile and celebrate practice in Thurrock**. These include the **Cultural Entitlement** in partnership with the Royal Opera House. Schools are engaging with this enthusiastically and will lead to a step change in aspirations for children and young people, demonstrating the wide range of nationally and internationally recognised cultural opportunities in Thurrock. The first **Teaching Awards** will be held in the autumn celebrating the very best educational practice in Thurrock.

2.3 The developments are strongly supported and driven strongly by the Thurrock Education Alliance which met as planned in March and will do so again in early July. The Shadow Thurrock Excellence Network is developing and leading on implementation of recommendations. Its focus has so far been on

CPD and ensuring that the school led system for school improvement is well established.

- 2.4 The reminder of key roles and relationships of bodies established through adopting the recommendations of the Education Commission are set out below.

Thurrock Education Alliance (TEA)

- 2.5 At the March meeting of Overview and Scrutiny the purpose and membership of the Thurrock Education Alliance was proposed. Scrutiny also agreed that the Alliance would undertake the role to accelerate and sustain transformation in education and that this would be achieved by:

- Defining and refining the need for change;
- Producing and advocating a compelling and actionable vision for the future of education in Thurrock;
- Facilitating widespread engagement and interaction between those involved or interested in education in Thurrock, not just those working in schools but parents and partners in the arts and creative partnerships, in business and higher education;
- Overseeing and providing governance for the delivery of the Education Commission report action plan and commissioning the outcomes it wishes to secure;
- Sharing challenges and breakthroughs and to generating new ideas, plans and commission outcomes;
- Holding the Thurrock Excellence Network Group, (of educational professionals), to account. The Excellence Network Group will hold professional operational responsibility for delivery of the recommendations and ensuring that detailed commissioning is provided.

- 2.6 The Thurrock Education Alliance is set to meet once a term. The Alliance had its first meeting in March and considered Cabinet decisions on the Education Commission, the role of the Alliance and the proposed Thurrock Excellence Network and the outcomes included in the Ambition, Achievement and Aspiration Strategy.

Thurrock Excellence Network (TEN)

- 2.7 The Education Commission proposed the establishment of the Thurrock Excellence Network (TEN). This is an operational body of professional colleagues accountable to the overall Education Alliance and tasked with delivering the recommendations. This body has been established in shadow form starting with meetings with the three Teaching School Alliances in Thurrock. Teaching School Alliance designation is a national award and those with this award have specific responsibilities for system wide school improvement and teacher development. The Excellence Network must encompass all schools in Thurrock and be driven by meeting the needs of every school to secure an Ofsted judgement of good or outstanding and

remaining so. The purpose of Thurrock Excellence Network is to produce actionable outcomes in regard to moving school improvement to being school to school improvement. TEN is developing and currently meets in 'shadow' form. The Shadow TEN group is considered as the executive engine and will assume the delivery aspect of this role.

2.8 TEN will deal with issues relating to numerous identified priority areas such as:

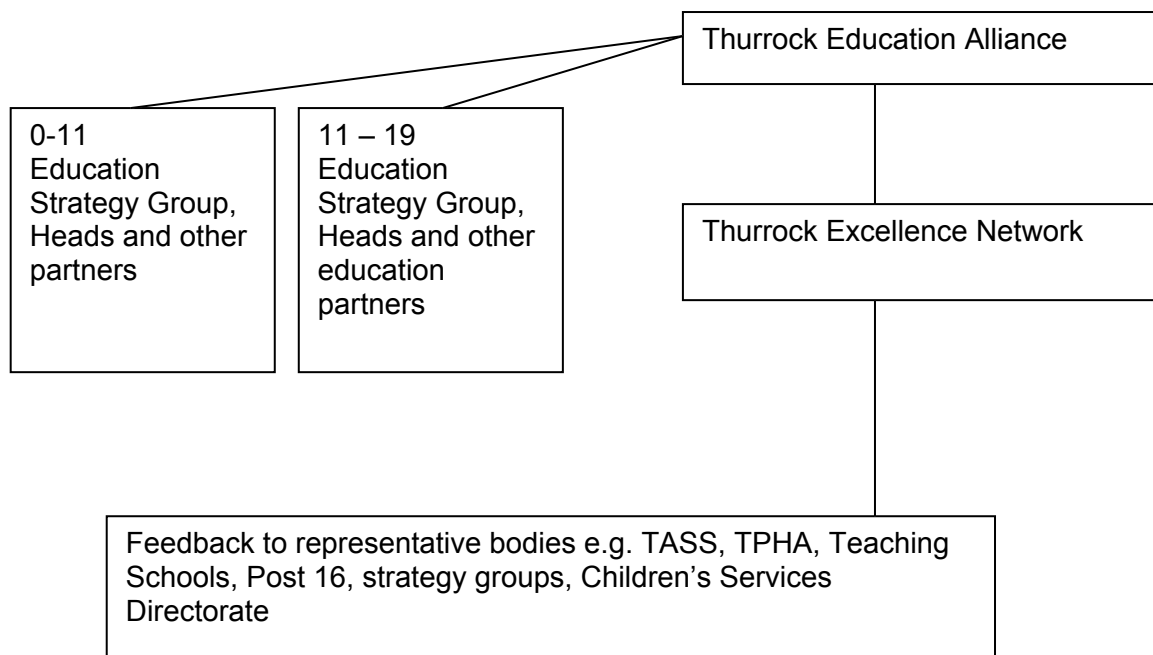
- Recruitment and retention
- CPD
- School to school support
- Monitoring school performance to identify and set out priorities for action
- Knowing the strengths and areas for development in schools and arranging programmes for improvement
- Delivering on the overall strategic aims of the 0-11 and 11-19 Strategy Groups
- Supporting the delivery of the Teaching Schools requirement to deliver the 'Big 6' priorities which are:
 1. Play a greater role in training new entrants to the profession
 2. Lead peer-to-peer professional and leadership development
 3. Identify and develop leadership potential
 4. Provide support for other schools
 5. Designate and broker specialist leaders of education (SLEs)
 6. Research and development

Structure of the Alliance, Network and Strategy Groups

2.9 There are two principal headteacher led groups that are structured to ensure that the most up to date priorities are considered and sufficiently acted upon. The strategy groups are the 0-11 Early Years and Primary Strategy Group and the 11-19 Strategy Group.

2.10 The recommendations provided by these strategy groups arise from half termly meetings with colleagues from related provisions. Information is gathered from a wide area and various other groups and meetings to ensure that the most important priorities are considered. These groups are playing a major role in formulating the Ambition, Achievement and Aspiration Strategy for Thurrock which will be considered by the Education Alliance

2.11 The Alliance will discuss and agree upon the actions to undertake in regard to these recommendations. This information is then shared with the Thurrock Excellence Network whose priority is to agree the commissioning and delivery of appropriate services to address these actions. The Thurrock Education Alliance holds the Thurrock Excellence Network to account.



3. Issues, Options and Analysis of Options

- 3.1 Thurrock Council commissioned the independent review. The work was completed and reported in October 2013. Cabinet's options were to decide to adopt the recommendations in full or part or not at all. In adopting recommendations Cabinet will need to consider how it supports implementation and the role that Council plays in supporting achievement and aspiration of young people in the borough.

4. Reasons for Recommendation

- 4.1 Overview and Scrutiny is requested to comments on the contents of the report and to suggest to The Thurrock Education Alliance areas that might be the subject of more detailed further work.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Education Commission recommendations were agreed following consultation with Schools, Governors, and Children's Overview and Scrutiny and others. They were adopted formally by cabinet and the Council.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 This report relates to the council priority to improve the education and skills of local people.

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Interim Finance Manager

The Council has committed £1,000,000 of reserves to support the work of the Education Commission.

The desired outcomes and overall budget will be agreed by the Thurrock Education Alliance. The Director of Children's Services is the accountable Director.

Resources to deliver educational improvement are held by:

- The schools', academies' and free schools' budgets
- The designated Teaching Schools in Thurrock to deliver their key priorities for new entrants to the profession, leading peer-to-peer professional development, developing leadership potential, providing support for other schools, organising specialist leaders of education and research
- School improvement budget for staff, consultants for schools and early years settings causing concern, training and development
- Support for Governance in schools
- Educational provision for children with high needs including special education needs, inclusion and pupil support and the Virtual School for Looked After Children

The intention of the Commission is to use the resource allocated to address the recommendations to support development which is then sustained by schools and academies and is a LA resource for school improvement.

7.2 Legal

Implications verified by: **Lucinda Bell**
Education Solicitor

This report is for comment and noting only. The Committee is being asked to comment on the action plan, the contents of which are designed to ensure that the Authority discharges various general and specific legal duties relating to the provision of education of its resident pupils.

7.3 **Diversity and Equality**

Implications verified by: **Teresa Evans**
Equalities and Cohesion Officer

The Education Commission was established to raise standards of achievement and aspiration in Thurrock. Delivery of its recommendations will impact upon the achievement of all groups in the borough.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None

9. **Appendices to the report**

- Appendix 1: Thurrock Education Commission – Action Plan (June 2014)

Report Author:

Mike Peters

Interim Strategic Leader School Improvement, Learning and Skills
Children's Services

APPENDIX 1

THURROCK EDUCATION COMMISSION – ACTION PLAN

Recommendation 1:

Build a compelling case for change and a powerful vision for education across the community in Thurrock that increases pride in what is being achieved and ambition for achieving even more.

Action	Intended outcome	Who	Progress to date	When	RAG
Produce a draft vision and ambition through an Achievement and Aspiration Strategy which sets out achievements, performance improvement priorities, goals and ambitions.	Single document that all key parties agree and sign up to	Children's Services, Schools Key partners	The Commission Recommendations have been agreed. Headteachers have been engaged in agreeing the recommendations and thinking about the vision. A conference to develop and agree the vision has been organised for Heads and senior staff on 26 February. Over half the schools will be represented.	Feb to March 2014	Green
			Draft achievement, ambition and aspiration strategy for consultation during autumn term.	April 2014	Green
			Consult with Council members and staff, businesses and governors and other education partners.	April to July 2014	Amber
Establish the Thurrock Education Alliance	Creating a powerful cross Thurrock alliance committed to a world class education system for Thurrock	Members Schools Colleges Businesses/Employers Cultural partners	Agreement to establish the Alliance, agreement to support the recommendations financially over three years.	From March 2014	Green
			Cabinet Report due 11 th March.	March 2014	Green
Establish Thurrock Excellence Network	Schools and LA partnership that leads school improvement to achieve every school	Maintained number of denominational schools, church schools, academies, free schools,	Discuss at School Improvement team meetings and SILS meetings.	Late 2013/Early 2014	Green
			Meetings with the three teaching schools alliances in	From January	Green

	being good or better by 2016	Teaching Schools, Teachers' representatives	Thurrock to develop role and purpose. Considering name – Thurrock Excellence Network. To be configured following the establishment of TEA. Membership of Shadow TEN established.	2014 As above March 2014	Green Green
Establish Thurrock Excellence Network Shadow	Establishment of school led School Improvement function for Thurrock	Teaching Schools	Regular meetings with the 3 teaching school alliances, broaden executive network to cover all schools, establish an executive group. Provide collation of published data on performance to enable prior guidance for support Networks. Publicise the role of teaching schools in school improvement and Heads Briefings, Bulletins and Conferences.	Ongoing From March 2014 From March 2014	Green Amber Green
Communication programme	Ensure that schools, colleges, educational partners, council staff are fully engaged with education priorities	Corporate communications Children's services staff Schools Colleges FE/HE Teachers reps Sector specialists	Activities to date delivered or planned: <ul style="list-style-type: none"> • Headteachers Briefing • Governors Briefing & conference • Vision conference • Leader and Director of Children Services visits to schools • TU meetings • Accountability meetings 	From January 2014	Amber

Recommendation 2:

Redefine the role of the local authority, agree with partners what change means in practice and make sure services are provided efficiently.

Action	Intended outcome	Who	Progress to date	When	RAG
Set out the core education functions of the Thurrock local authority	Clarity of role in one document that is updated annually	Thurrock Children's Services	All departments looking at statutory vs commissioned functions.	Ongoing	Green
			Transformation conferences.	Ongoing	Green
			Setting these core education functions out for schools during Heads briefings.	April 2014	Green
Work with primary heads (through TPHAs) and secondary heads (through TASS) to establish the supporting functions that are wanted by schools and how the core and supporting functions are monitored	Clarity of the services that are wanted by schools and the quality of provision	Thurrock Council Directorates providing services for schools Thurrock Primary Heads Association Thurrock Association of Secondary Heads	Teaching School Alliances establish expertise and identify gaps.	Spring 2013	Green
			Initial work developing from Thurrock Services for Schools 2013/14 to understand service quality.	April 2014	Green
			Establishing independent service quality review from September 2014 through TEA.	September 2014	Green
Produce Annual Report on services provided by the Council to the Thurrock Education Alliance	Widespread understanding of the quality of education core and support	Thurrock Council	Monitoring of quality assurance by TEA and production of the annual report.	September 2014	Green
			Continue with current provision of training.	Ongoing	Green

	service provision in Thurrock		Provide commissioned support and bespoke training. Identify what needs there are that services must be in place for. Commission services to fill in the needs that have been identified.	September 2014 Ongoing September 2014	Green Green Green
Consult with Members, schools, academies, free schools, education partners, businesses/employers	Clear understanding of the role of the LA in terms of its core and supporting functions across partnerships in Thurrock	Thurrock Council	TPHA, TASS and TTSA's have discussed the opportunities already provided. TPHA and TASS have conducted a presentation on school to school support to the Schools Forum. Meetings which have discussed these issues: School Improvement team meetings, SILS meetings, 0-11, 11-19, Post 16, Overview and Scrutiny, Schools Forum and Cabinet meetings.	2013 End of Spring 2014	Green Green

Note: The following sets out the range of statutory responsibilities for education of the local authority:

- The drive for high educational standards for all children and young people, paying particular attention to the most disadvantaged groups.
- Listening to parents, carers, children and young people.
- Working with head teachers, school governors and academy sponsors and principals, local authorities should promote educational excellence for all children and young people and be ambitious in tackling underperformance.
- Taking rapid and decisive action in relation to poorly performing schools, including using their intervention powers with regard to maintained schools and considering alternative structural and operational solutions.
- Developing robust school improvement strategies.
- Supporting effective school to school collaboration and providing local leadership for tackling issues needing attention which cut across more than one school, such as poor performance in a particular subject area across a cluster of schools.
- Supporting maintained schools in delivering an appropriate National Curriculum and early years providers in meeting the requirements of the Early Years Foundation Stage (as outlined in the EYFS Statutory Framework).
- Establishing and maintaining the schools forum and maintaining a scheme for financing maintained schools and provide financial information.

- Undertaking specified responsibilities in relation to staffing and governance of maintained schools.
- Running School Admissions and School Admissions Appeal Codes and ensure appropriate information is provided to parents.
- Ensuring provision for suitable home to school transport arrangements.
- Actively promoting a diverse supply of strong schools.
- Promoting high quality early years provision.
- Securing access for young people to sufficient educational and recreational leisure-time activities and facilities for the improvement of their well-being and personal and social development.
- Promoting children's and young people's participation in public decision- making so they can influence local commissioners.
- Promoting participation in education or training of young people, including by securing provision for young people aged 16-19 (or 25 for those with learning difficulties/disabilities).
- Securing assessment, and meeting the needs of children with special educational needs and disabilities.
- Ensuring the educational needs of Looked After Children are met.

Recommendation 3:

Grow the role of schools themselves as the leaders in supporting other schools to improve.

Action	Intended outcome	Who	Progress to date	When	RAG
Publish the current school improvement strategy	Clarity across the system of what is currently in place	Thurrock Council	The school improvement strategy is produced and consulted upon.	March 2014	Amber
Establish the Thurrock Excellence Network	Schools led partnership to improve quality of educational provision, teaching and learning, progress and achievement of pupils from EYFS to Key Stage 5 (age	Thurrock Council Teaching Schools Alliances Primary Heads Secondary Heads Governors Teachers representatives	Meetings with Teaching School alliances to understand their roles in the development of a school led initial teacher, peer to peer professional and leadership development; leadership development, Provide support for other schools; designation and broker specialist leaders of education (SLEs); and research and development. Exploring their role in Thurrock Excellence Network.	January 2014	Green
			Work with the National College to access funding to	Ongoing	Green

	19+)		<p>provide support across targeted schools and 2 other local authorities.</p> <p>Publish and share development programme for spring 2014 and summer 2014.</p> <p>Engage with all schools to develop the network.</p> <p>Launch conference and work.</p> <p>Develop programme for 2014/2015 academic year (establishing priorities for LA wide development – e.g. assessment for learning and effective pupil feedback, English and Mathematics and Good to Great schools.</p>	<p>January 2014</p> <p>Feb/March 2014</p> <p>July 2014</p> <p>June 2014</p>	<p>Green</p> <p>Amber</p> <p>Green</p> <p>Green</p>
Development & implementation of the new partnership School Improvement Strategy for Thurrock	Thurrock school improvement functions become incorporated into the new schools led with LA service	Thurrock Education Alliance Thurrock Excellence Network	<p>Draft strategy developed with Shadow TEN</p> <p>Strategy consulted.</p> <p>Strategy implemented.</p>	<p>Summer 2014</p> <p>Early Autumn 2014</p> <p>From late autumn 2014</p>	<p>Green</p> <p>Green</p> <p>Green</p>
Commission projects and initiatives to improve standards in schools	Improving educational outcomes for children and young people and increase the proportion of schools that are good or better	Thurrock Excellence Network with accountability to the Thurrock Education Alliance	<p>Cultural entitlement for children and young people developed and pathfinder schools have been identified to take the work forward.</p> <p>Other projects to be developed including assessment for Learning and Good to Great schools to address priorities. (Possible areas to be highlighted at June Heads Conference)</p>	<p>From summer 2014</p> <p>From Summer 2014</p>	<p>Green</p> <p>Green</p>

Recommendation 4:

Recruit and retain the best teachers and leaders by establishing greater pride in Thurrock.

Action	Intended outcome	Who	Progress to date	When	RAG
Publish the recruitment strategy for Thurrock	Recruitment of good quality teachers and leaders for schools in Thurrock	Thurrock School Improvement Service	Existing Strategy updated.	Feb 2014	Green
			Publish new strategy focussing on school to school support (appointment of Head or approach to enable Heads to drive the strategy required).	September 2014	GreenAmber
Develop & implement new strategy which includes school based initial teacher training, CPD into leadership and incentives to teach in Thurrock e.g. housing, culture and enjoyment, a place to live and raise a family, access to London	Development of new teachers locally Training of new teachers in Thurrock schools	Thurrock School Improvement	Investigate partners in the development of SCITT.	Ongoing	Amber
			Linked with key university partners to provide training and support.	Ongoing	Green
	Development of initiatives and incentives to attract good teachers to Thurrock	Thurrock Excellence Network	School based initial teaching programme in place – School Direct.	Ongoing	Green
			Establish NQT pool.	Ongoing	Green
			Promote Thurrock through selected university recruitment fairs.	Ongoing	Green
			Explored options with local recruitment agencies.	Ongoing	Green
			Work across teams to better understand recruitment opportunities.	Ongoing	Amber
			Implementation of new strategy.	From September 2014	Green

Promote the roles of Teaching Schools throughout the borough	Understanding the roles of teaching school alliances and the national strategy for school improvement	Thurrock Excellence Network	Commission the three teaching school alliances to carry out initial teacher training work together.	From Feb 2014	Green
Develop an arts based teacher training programme based on the cultural entitlement for children in Thurrock	Thurrock is seen as a place on innovation and excitement for teaching	Thurrock Excellence Network Royal Opera House Bridge Organisation	Cultural entitlement being established.	From Sept 2014	Green
			Programmes are currently run at the Royal Opera House (ROH).	Ongoing	Green
			Promoting the Royal Bridge and Opera House by using the venue in transition from the Culver Centre closing.	Ongoing	Green
			The Music Services relocating to the ROH.	July 2014	Green
			Programme of work developed between music services and the School Improvement team. Development of the Thurrock Music Education Hub.	Ongoing	Green
Better understand Thurrock's diverse culture and celebrate this.	Ongoing	Green			

Recommendation 5:

Use governors as key agents of support for improvement both within their own schools and across the school system in Thurrock.

Action	Intended outcome	Who	Progress to date	When	RAG
Ensure that there are resources for governor development across Thurrock	Governance is recognised as priority and essential for effective schools Governance rated good or better in every school by 2016	Thurrock Governance Service Thurrock School Improvement	The governance service is in place, schools are supported through training, briefings, bulletins and an annual conference.	Ongoing	Green
			Targeted support through Interim Executive Boards and Progress Boards.	Ongoing	Green
			Services provided for academies and free schools as well as maintained schools.	Ongoing	Green
			Working with local academy MATs to develop trust-wide good practice in governance.	Ongoing	Green
			Standards for good governance produced in Thurrock.	Ongoing	Green
			Maintain and develop Governor Briefings and Bulletins to update Governors on changing requirements.	Ongoing	Green
			Support the development of the Thurrock Association of Governors to provide governing body to governing body support to complement the work of Progress Boards. (Commissioning a service to enable TAG capacity.	On going	Green

			Prioritise Governor Body work in Council budget strategy for 2015/16 and future years.	On going	Green
Support for Chairs and vice chairs	Governance rated good or better in every school by 2016	Thurrock Governance Service Thurrock School Improvement Service Thurrock Performance & Quality Team	Advice on changes nationally and locally produced on a regular basis including short updates of key educational issues, as well as clear data that enables the governing body to benchmark its school locally against London and the national context .	From April 2014	Green
			Governance advice and 1:1 support given on all leadership matters.	Ongoing	Green
			Deliverance of targeted services for new chairs and vice chairs – training, meetings agendas, clerking etc.	Ongoing	Green
School Reviews	Commissioned reviews of schools are published by Governors, open to the public, especially parents	Thurrock Governance Service National Leader of Governance	3 reviews written and 1 commissioned for a school inspected as requires improvement.	From April 2015	Amber
Annual Reports	Each school, academy and free school publishes an annual report	School Governing Bodies Academy Trusts Academy chains	Consultation with schools and their governance.	From Sept 2014 for first publications from April 2015	Amber

Recommendation 6:

Recognise and celebrate education and achievements in Thurrock

Action	Intended outcome	Who	Progress to date	When	RAG
Establishing a communications plan for the Education Commission recommendations	Raise the profile of Thurrock	Thurrock Council with schools, academies, businesses and cultural organisations	Activities to date delivered or planned: <ul style="list-style-type: none"> • Draft communications programme developed • Headteachers Briefing • Governors Briefing & conference • Vision conference • Leader and Director of Children Services visits to schools • Staff conference • TU meetings • Accountability meetings • Consultation timeline 	From late 2013	Amber
			Establish the communications plan.	July 2014	Amber
Publish achievements of individual schools	Make establishments and the community aware of the achievements of Thurrock people	Thurrock Council, headteachers, schools, academies, foundations and organisations	Actions delivered regularly: <ul style="list-style-type: none"> • Features about schools on the Thurrock website and in local press • Regular (weekly) press update at DMT • Letters of congratulations sent by Director of Children's Services and Members • Targeted media coverage highlighted by headteachers • Ofsted awards celebration event • Jack Petchy award • Healthy schools • Arts and Sports marks 	Ongoing	Green

Create a website and social media presence of good practice in education			Create a new plain English 'How education is changing' website. Website up and running.	2014 From September 2014	Amber Green
Publish case studies & hold an annual showcase of Thurrock excellence and innovation		Thurrock Council	Publication of case studies and creation of an annual showcase of Thurrock excellence and innovation. To run with services to schools expo and council publications.	Spring 2015	Green
Establish and maintain the Thurrock annual awards		Thurrock Council	Thurrock Annual Awards 2014 to be held.	November 2014	Green
Establish the Thurrock alumni club		Thurrock Council	Discussions currently underway. Establishment of the Thurrock alumni club.	Ongoing From Sept 2014	Green Green
Publicise landmark events for children and young people e.g. Music events, the cultural entitlement, apprenticeships		Thurrock Council	Music and apprenticeship events publicised.	Ongoing	Green

15 July 2014	ITEM: 7
Children’s Services Overview & Scrutiny Committee	
Troubled Families Programme	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Teresa Goulding, Service Manager, Troubled Families Co-ordinator	
Accountable Head of Service: Nicky Pace, Interim Head of Care & Targeted Outcomes	
Accountable Director: Carmel Littleton, Director of Children’s Services	
This report is Public	

Executive Summary

To give an overview and update of the Troubled Families Programme.

1. Recommendation(s)

1.1 That Children’s Services Overview and Scrutiny Committee note the contents of the report.

2. Introduction and Background

- 2.1 Thurrock Council, alongside 151 other authorities has signed up to the Troubled Families Agenda. The aim of the Troubled Families programme is to change the lives of families who have many problems and indeed cause many problems in their local area; these are families who, despite the best efforts of many of us over the years, in government, in local authorities, in the police, and others, have not been changed.
- 2.2 These families are characterised by there being no adult in the family working, children not being in school and family members being involved in crime and anti-social behaviour.
- 2.3 These families almost always have other often long-standing problems which can lead to their children repeating the cycle of disadvantage. One estimate shows that in over a third of the identified troubled families, there are child protection problems. Another estimate suggests that over half of all children who are permanently excluded from school in England come from these families, as do one-in-five young offenders.

- 2.4 Other problems such as domestic violence, relationship breakdown, mental and physical health problems and isolation make it incredibly hard for families to start unravelling their problems.
- 2.5 The cost of these families to the public purse is very significant – approximately £9 billion a year, the vast majority spent on reacting to their problems. Most importantly, most of the money being spent is not providing lasting results and changing lives.
- 2.6 This waste of human potential is not sustainable and therefore the Government has committed to a renewed drive to deal with troubled families. As part of the Troubled Families programme, it has put in resources to incentivise and encourage local authorities and their partners to grasp the nettle; to develop new ways of working with families, which focus on lasting change, recognising that these approaches are likely to incur extra costs but that they will result in a shift in the way we work with these families in the future – reducing costs and improving outcomes.
- 2.7 The results-based funding scheme provides an important financial incentive to get to grips with and deal with troubled families. However, the ambition here is greater. Through this programme we want to learn not only about changing the trajectory for families but also to change the way services are delivered to them. The payments by results claims for Thurrock are improving every time as we move through the programme.
- 2.8 Initially all authorities were provided with figures on the indicative numbers of troubled families in their area. This figure represents the number of families that we are being asked to target and turn around.
- 2.9 For Thurrock this was 360 within the three year period, if broken down this means 120 families in year one, 180 in year two and 60 in year three. This is to enable the team to ensure tracking is completed and that the very last claim for this 3 year's cohort payment by results will be May 2015, it is also representative of the reduction of funding. This government have extended the initial 3 year programme by 2 years; funding arrangements have not been confirmed as yet although payment by results will be a big part with initial attachment fees reducing.
- 2.10 The Troubled Families team are within the Early Offer of Help level of service and a Programme Manager will be based within the Multi Agency Safeguarding Hub, this will enable us to identify the correct families at an early stage, and therefore prevent further locally authority intervention. Troubled Families have a very direct and honest approach with both professionals and families, ensuring that targets are kept to and our resources are productive.

Structure and Staffing

- 2.11 The Troubles Families' team consists of one Service Manager, 3 Programme Managers, 1 family support worker and admin support. We are currently recruiting for a Parenting Outreach Worker to connect with schools and an apprentice. All staff are on time specific contracts or secondments so as not to add extra cost to the authority if there are any changes around Troubled Families.
- 2.12 The design of the local programme was very much along the strategic plan for early help to children and families and the Troubled Families team work by supporting the Lead Professional for each family. That is the Social Worker in the most serious cases but will more often be pastoral care members of staff from schools. In this way, the programme is an extension of existing work on early help and a pilot to our ambitions for the future.
- 2.13 Thurrock Council has also match funded Troubled Families, not in terms of direct money, but in resources including all services and staff supporting Troubled Families. One example of this is the Lead Professional role which is specific to services and their staff across the council

Funding

- 2.14 Thurrock Council have received £605,000 start up and running costs from the government for 250 families so far that currently meet the payment-by-results criteria over the two year period, there is a further £225,000 for the Troubled Families Co-ordinator post for the 3 years. To date we have claimed just under £100,000 in payment by results claims with the next claim window closing August 2014.
- 2.15 Funding has enabled access to the Family Intervention programme which will have up to 30 cases at one time that are troubled families. Another example is the work we have undertaken with the voluntary sector to commission a consortium of voluntary services that gives priority to any of the troubled families; this will include services such as, MIND, Open door and Young People's Services. We have also linked with a number of local charities that offer white goods and furniture to the families at no cost to the authority or the family
- 2.16 Thurrock Troubled Families are not as prescriptive as other authorities by using one particular intervention for all families. The team look for innovative ways of working with the families on an individual basis to meet their specific needs. Existing high performing services such as the Family Intervention Programme and Coram for parenting are still used but cases are individually assessed on the family needs and Troubled Families put in place whatever is needed to improve some of the very basic measures that families cannot get support for elsewhere. The team are also currently using the Payment by Result monies to support Social Care cases; Social Workers can apply for small amounts of money for basic items and/or small commissioned pieces of

work for their families. This has shown that when some of the underlying home issues are resolved very quickly the family benefits and it helps them to move on and reduces cost to the local authority.

- 2.17 We have also trained two volunteers (who were originally known to Troubled Families and have now completed the programme) to help engage families and this is proving to work really well as families can see the real benefit of the programme from a service users perspective, this is one area of work that we want to expand and continue using.
- 2.18 Troubled Families have also recently received self referrals which we have not experienced before and this highlights the success of the programme and the good feedback from families already working with us.

Good News / Case Studies

- 2.19 **Good News** – Troubled Families Family Support Worker involvement with a family has led to providing support in general household chores and organisation. The Family Support worker provided a 30 day plan which the family have taken on board and used daily. Previous concerns over the untidiness of the property internally and externally have now minimised and some unsightly items have been removed from the exterior of the property, thus reducing the possibility of anti social behaviour reports.
- 2.20 Some of these concerns were originally highlighted by the Housing department regarding new improvements scheme soon to take place in the area by Thurrock Council.
- 2.21 The Troubled Families programme has worked to support the parents to become more self sufficient and taking control of their own responsibilities. This is evident as the parents are dealing with issues, benefits claims and engaging with the Reed Family Programme (funded by the European Social Fund). The Troubled Families office was receiving daily calls from this family, this has now reduced greatly and instead we hear what they have been proactive in doing. Two members of the family have engaged in numeracy and literacy sessions offered by Troubled Families.
- 2.22 Troubled Families and Catch-22 have supported the older son with work and employability support and engagement in positive activities programmes, currently and for the future, the Duke of Edinburgh Award and options to participate in international programmes.
- 2.23 **Case Study** - Mr A and his daughter are on the Troubled Families Programme meeting national criteria by receiving out of work benefits and 15% unauthorised school attendance and meeting local criteria for substance misuse, child protection and looked after child (Care Order).
- 2.24 Although there is a Care Order in place Mr A does hold shared parental responsibility with the local authority.

- 2.25 There were issues around school attendance, unemployment and disorganised household and this includes rubbish/unwanted items in the garden. The Troubled Families programme were able to identify with Mr A that he needed support in developing his organisational skills and motivation in keeping the home environment clean and safe to enable his daughter to develop emotionally, physically and socially appropriately to her full capacity. Troubled Families provided a Family Support Worker who worked with Mr A on a weekly basis and managed to obtain a grant offered for items such as containers and cleaning materials to assist Mr A in achieving a more organised household.
- 2.26 Mr A and the Family Support Worker are working well together. School attendance has improved from 69% (9.78 unauthorised) to 94% (4.26 unauthorised).
- 2.27 Mr A and his daughter have accepted invitations to Troubled Families activities and took part in the recent Christmas celebrations and reports his daughter enjoyed the event. Mr A appears less frustrated/angry with services working with him and more eager to make changes with support offered. Mr A has made an application for council accommodation with assistance from the family support worker and is now on the bidding system. Mr A is currently in private accommodation. Mr A has now secured full-time employment

3. Issues, Options and Analysis of Options

- 3.1 The Troubled Families team are currently working with services and schools to ensure that data is correct and we are now excepting nominations to the programme, this has helped with meeting our target and ensures the right families are getting the full support.
- 3.2 The process for this slightly changed as we are now also accepting nominations from services directly to see if families that are of concern meet the Troubled Families criteria, which gives us a much better process in indentifying the correct families.
- 3.3 Thurrock has previously sought clarification from the Troubled Families Team, which are part of the Department for Communities and Local Government, regarding transfers from other areas and transfers out of Thurrock. This is to clarify if there is also a transfer of funds if those families moving areas are on the Troubled Families Programme. As yet we have had no clarification.

4. Reasons for Recommendation

- 4.1 For an information update.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 N/A

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 Although not a statutory agency, the success of Troubled Families will impact on the work and resources of other services and agencies and potentially significantly improve the quality of life for families and neighbourhoods.

7. Implications

7.1 Financial

Implications verified by: Kay Goodacre, Interim Finance Manager
Telephone and email: 01375 652466
kgoodacre@thurrock.gov.uk

The immediate financial implications of the programme are included in the main body of the report.

However, the programme has potential to bring about significant long term savings to the Council, by breaking the cycle of demand from troubled families who have major calls on many areas of council resources.

7.2 Legal

Implications verified by: Christine Ifediora, Senior Solicitor
Telephone and email: 01375 652041
cifediora@thurrock.gov.uk

At present there are no legal implications arising from this report.

7.3 Diversity and Equality

Implications verified by: Teresa Evans Equality and Cohesion Officer
Telephone and email: tevens@thurrock.gov.uk

This is an update report that refers to the council's Troubled Families support service and the provision provided for those families affected by domestic violence, relationship breakdown, mental and physical health problems and isolation. The Children's Services directorate maintains data on service users to date and notes no specific equality and diversity implications arising from this information.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Financial Framework for the Troubled Families Programme's payment-by-results scheme for local authorities.
- Troubled Families criteria and nomination details, finance details sent from DCLG.

9. Appendices to the report

- None

Report Author:

Teresa Goulding

Troubled Families Co-ordinator

Children's Care & Targeted Outcomes

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WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 8

Conservative	Independent	Labour	UKIP	Co-opted
Cllr Halden (Vice-Chair)		Cllr Morris-Cook (Chair)	Cllr O'Keeffe-Ray	1. Mrs P Wilson (Roman Catholic Church Representative)
Cllr Ojetola		Cllr Kerin		
		Cllr Curtis		
Substitutes	Substitutes	Substitutes	Substitutes	
Cllr Coxshall		Cllr Gerrish	Cllr J Baker	3. To be nominated (Parent Governor Representative)
Cllr MacPherson		Cllr Gupta		
		Cllr Gray		

Meeting Dates: 15 July 2014, 7 October 2014, 11 November 2014, 6 January 2015, 10 February 2015, 10 March 2015.

Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)	Expected Completion Date / Meeting
Budget Update and Proposals				Sean Clark / Carmel Littleton	Officer	15 July 2014
Education Commission Update				Mike Peters / Carmel Littleton	Member	15 July 2014
Troubled Families Initiative	Assessment of the success of the programme so far	To ensure the programme is on track and making a real difference to the lives of families in Thurrock.	Dissemination of good practice from the programme	Nicky Pace / Teresa Goulding	Officer	15 July 2014
MASH intervention update	Update on the project to date			Nicky Pace/ Chris Wade / Marisa de Jager		Briefing Note
Budget Update and Proposals				Sean Clark / Carmel Littleton	Officer	7 October 2014
School Results/School Performance	An update on results at KS1, KS2, KS4 and post 16	To determine the progress of Thurrock schools and academies	Updated information and scrutiny of outcomes of	Carmel Littleton	Officer	7 October 2014

Updated: 24 June 2014

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Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)	Expected Completion Date / Meeting
			national assessments and relative performance of schools			
Children's Social Care – Statutory Complaints Annual Report				Rhodri Rowlands	Officer	7 October 2014
Report of the next SCIE review	To ensure that any lessons are learned from a case examined under the Social Care in Excellence Framework	To ensure that these lessons are understood across Thurrock and shape future provision	Agree recommendations around dissemination of learning and practice	Nicky Pace / Alan Cotgrove	Officer	7 October 2014
Budget Update and Proposals				Sean Clark / Carmel Littleton	Officer	11 November 2014
Budget Update and Proposals				Sean Clark / Carmel Littleton	Officer	6 January 2015
Pupil Place Planning				Janet Clark / Carmel Littleton	Member	6 January 2015
Budget Update and Proposals				Sean Clark / Carmel Littleton	Officer	10 February 2015
School Capital Programme	A review of educational capital building works	Scrutiny will want to be advised of successfully completed projects, progress and other relevant updates	For noting and scrutiny of value for money	Janet Clark	Officer	Briefing Note TBC
Grangewaters Alternative Delivery Models	To consider options prior to presenting to Cabinet	To ensure all options have been fully explored	Agreement on recommendations to go to Cabinet	Sue Green	Officer	TBC
Annual report of the LSCB	An account of the activity and effectiveness of the	To ensure that the LSCB is effectively discharging its	Understanding of the effectiveness of the LSCB in	Alan Cotgrove		TBC

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Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)	Expected Completion Date / Meeting
	Local Safeguarding Children Board over the past year	duties by contributing council scrutiny to the process	undertaking its safeguarding responsibilities			
Youth Cabinet Report				Sue Green / Youth Cabinet		TBC
YOS annual report	An account of the activity and effectiveness of the Youth Offending Service over the past year	Members need to be satisfied that the Youth Offending Service is effective and making a positive difference to the lives of those referred to it	An analysis of the effectiveness of measures to reduce youth offending	James Waud	Officer	TBC
Local Government Ombudsman – Report on an investigation into complaint numbers 12 012 268 and 12 005 756 against Thurrock Council	To consider learning. Referred from Cabinet in March 2014.			Rhodri Rowlands	Officer	TBC

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