

Central Bedfordshire  
Council  
Priory House  
Monks Walk  
Chicksands,  
Shefford SG17 5TQ



**please ask for** Rebecca Preen

**direct line** 0300 300 4193

**date** 11 May 2017

## **NOTICE OF MEETING**

### **CHILDREN'S SERVICES OVERVIEW & SCRUTINY COMMITTEE**

Date & Time

**Tuesday, 23 May 2017 10.00 a.m.**

Venue at

**Committee Room 1 - The Council Offices, High Street  
North, Dunstable,**

Richard Carr  
**Chief Executive**

To: All Members of the Council:

The Council AGM at which the membership of the Committee will be confirmed will take place on 18 May 2017.

Co-optees: Mrs Deans (Parent Governor), Mr Court (Parent Governor), Mrs Rowlands (Parent Governor), Mrs Main (Roman Catholic Diocese), and Mr Morton (Church of England Diocese)

***MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS  
MEETING***



## AGENDA

1. **Apologies for Absence**

Apologies for absence and notification of substitute members.

2. **Minutes**

To approve as a correct record the Minutes of the meeting of the Children's Services Overview and Scrutiny Committee held on 14 March 2017 and to note actions taken since that meeting.

3. **Members' Interests**

To receive from Members any declarations of interest and of any political whip in relation to any agenda item.

4. **Chairman's Announcements and Communications**

To receive any announcements from the Chairman and any matters of communication.

5. **Petitions**

To receive petitions from members of the public in accordance with the Public Participation Procedure as set out in Annex 2 of Part A4 of the Constitution.

6. **Questions, Statements or Deputations**

To receive any questions, statements or deputations from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of part A4 of the Constitution.

7. **Call-In**

To consider any decision of the Executive referred to this Committee for review in accordance with Procedure Rule 10.10 of Part D2.

8. **Requested Items**

To consider any items referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

## 9. Executive Members' Updates

To receive a brief verbal update from the Executive Members for:-

- Social Care and Housing
- Education and Skills and
- Health

### Promoting Children's Health

Item	Subject	Page Nos.
10	<b>ELFT and Improved Mental Health Services for Children and Young People</b>	* Presentation to follow

To receive a progress update on performance and to discuss ongoing measures to ensure a consistent referral experience.

### Education & Skills

Item	Subject	Page Nos.
11	<b>Proposed Temporary Expansion of Henlow Church of England Academy</b>	* 13 - 26

To consider the proposed temporary expansion by Henlow Church of England Academy (middle school), Arlesey, to expand by up to 65 school places by September 2017 and up to 70 school places by September 2018.

### Protecting Vulnerable Children

Item	Subject	Page Nos.
12	<b>Early Intervention and Family Resilience</b>	*Presentation to follow

To consider the impact of early intervention and family resilience on reducing the need of later interventions.

### Other or Cross-Cutting

Item	Subject	Page Nos.
13	<b>Children's Services Transformation Programme</b>	* 27 - 38

To assess the direction of travel of the Children's Services Transformation Programme as requested at a previous meeting, providing comments for the Executive.

The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.

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**CENTRAL BEDFORDSHIRE COUNCIL**

At a meeting of the **CHILDREN'S SERVICES OVERVIEW & SCRUTINY COMMITTEE** held in Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 14 March 2017

**PRESENT**

Cllr M A G Versallion (Chairman)  
Cllr Mrs D B Gurney (Vice-Chairman)

Councillors:	J Chatterley P A Duckett Mrs J Freeman P Hollick	Councillors:	A Ryan D Shelvey B Walker
Parental Co-optees:	Mr S Court Mrs G Deans Mrs E Rowlands		
Apologies for Absence:		Mrs D Main Mr D Morton	
	Cllrs	B Saunders	
Substitutes:	Cllrs	D Bowater	
Members in Attendance:	Cllrs R D Berry  Cllr S Dixon  Mrs A L Dodwell  K Ferguson Mrs S A Goodchild Cllr Mrs C Hegley  P Smith	Executive Member for Education and Skills Deputy Executive Member for Social Care and Housing  Executive Member for Social Care and Housing	
Officers in Attendance:	Mrs S Harrison  Ms K Hayward Ms J Piper Mrs R Preen Mrs S Tyler  Mr V Wan	Director of Children's Services  Head Teacher, Sandy Upper School Vulnerability Response Coordinator Scrutiny Policy Adviser Head of Child Poverty and Early Intervention Senior Education Officer (Planning)	

Public: 0

CS/16/72. **Minutes**

**RESOLVED** that the Minutes of the meeting of the Children's Services Overview and Scrutiny Committee held on 17 January 2017 be confirmed and signed by the Chairman as a correct record.

CS/16/73. **Members' Interests**

None.

CS/16/74. **Chairman's Announcements and Communications**

The Chairman raised concerns regarding a recent HMIC (Her Majesty's Inspectorate of Constabulary) report regarding the performance of Bedfordshire police and the impact of those findings on effective partnership working and the support of vulnerable children.

CS/16/75. **Petitions**

None.

CS/16/76. **Questions, Statements or Deputations**

None.

CS/16/77. **Call-In**

None.

CS/16/78. **Requested Items**

None.

CS/16/79. **Executive Members' Updates**

The Executive Member for Social Care confirmed that the outcomes of a recent Looked after Children (LAC) and Care Leaver peer review would be delivered to the committee in due course and that the Children's Services Transformation Plan was progressing well with a report to be provided at a future meeting. The Children's Trust Board had recently been replaced with a leadership board which raised some concerns regarding effective engagement with the police and other partners.

The Executive Member for Education and Skills highlighted the disparity between those schools rated by OFSTED as good and outstanding and that of educational attainment, also confirming that a recently drafted letter had been shared with central government regarding additional funding for education.

The Director for Children's Services provided details of a recent staffing restructure within the directorate which would support improved collaborative



working with partners and a more flexible approach to the service. There had been no loss of staff capacity during the period of restructure as interim support was in place, with interviews for the post of Assistant Director of Transformation scheduled for 3 April 2017. A great deal of interest in the post had been expressed from a very strong field of applicants.

CS/16/80. **Education Outcomes 2016**

The Director for Children's Services delivered a report and presentation which highlighted the need for analysis in order to support improved educational outcomes across the region, any necessary interventions within the home and acknowledging that low attainment in some instances was not attributed to education in isolation.

In light of the presentation and report Members discussed the following in summary:-

- The need for young people to be educationally and vocationally resilient in the event of an economic downturn.
- A need to work with parents and carers in order to identify vulnerable children at an early stage, recognising the link between differing home and school environments and acknowledging that poverty was only one aspect of low educational attainment.
- The value of progress measures and ensuring a targeted approach.
- The impact of structural changes to schools on educational outcomes, ensuring lessons learned were applied in order to appropriately prepare and support pupils for future transition.
- Recognition of the positive impact of strong leadership, quality teaching, school governance, support and training and any barriers to achieving those outcomes.
- The need to liaise with childminders and the early years service in order to support the access of appropriate funding streams and ensure children were school ready.
- The barriers to appropriate special needs assessments and suitable support for parents.
- The need to support vocational students in order to meet the regional skills gap and the needs of employers.
- To determine the role of the Council in challenging individual schools in order to improve outcomes, whilst recognising the need for productive partnership working.
- That the Scrutiny function be effectively and appropriately utilised when assessing reasons behind low attainment and coasting schools.

**RECOMMENDED:-**

- **To explore the impact of additional directorate resource in determining the role of the Council in supporting school improvements and to analyse data in relation to officer capacity at a future meeting.**
- **That appropriate focus be given to technical level qualifications in order to meet employer need and the regional skills gap.**

- **To explore the mechanisms whereby the Committee extend an invitation to schools and cluster chairs, explore successes and good practice and take the role of critical friend in order to support improved educational outcomes.**
- **That clearer milestones and work streams be delivered at a future meeting, including cluster work with a focus on preventing permanent exclusions.**

**CS/16/81. Progress and Attainment 8**

The Head Teacher of Sandy Upper School delivered a presentation which set out changes to the national examination and progress structure within schools, with a focus on achievement and attainment in order to support the best life choices and long term outcomes for pupils. The need for robust leadership was vital in ensuring positive outcomes.

In light of the presentation Members discussed the following in summary:-

- The methodology used in tracking pupil's progress.
- Educational and individual subject requirements.
- The need for the Department of Education to take alternative learning requirements into account and not focus solely on academic modules and outcomes.
- How the Council could add value to the education system locally.

**Recommended:-**

- 1. That the Committee welcomed the new methods in distinguishing pupil's progress and attainment.**
- 2. That the Executive Member share the Committee's view with the Department of Education that the differing needs of students should be met with the appropriate support, including those students embarking on vocational and skills based subjects.**

**CS/16/82. Commissioning of New School Places in Cranfield for September 2018**

The Head of School Planning delivered a report regarding additional school places in Cranfield and confirmed that Ward Members had been consulted and were satisfied with the proposals.

**RECOMMENDED that the Committee support the proposed changes and endorse the report to the Executive.**

**CS/16/83. Early Intervention and Family Resilience**

**This item was deferred to a future meeting.**

**CS/16/84. Work Programme 2016/17 & Executive Forward Plan**

**RECOMMENDED that the Committee Work Programme be agreed subject to the following amendments:-**

- **Pupil Yield - September 2017.**

- **The Role of Technical Skills and Provision within Central Bedfordshire Schools – Date TBC.**
- **Individual and Cluster School Attainment - The role of OSC as Critical Friend - Date TBC**

CS/16/85. **National Working Group CSE Health-Check Review**

The Vulnerability Response Coordinator delivered a report highlighting key areas of focus for the service and noted that recent work with a new provider would deliver a multi agency training approach in order to foster collaborative partnership support to children at risk of and experiencing Child Sexual Exploitation (CSE).

CS/16/86. **Exclusion of Press and Public**

**RESOLVED** to exclude the press and public from the meeting for the following item of business on the grounds that its consideration was likely to involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

CS/16/87. **CSE Health Check Review**

**RECOMMENDED:-**

- **That the Committee support the partnership work being undertaken towards the prevention, identification and disruption of Child Sexual Exploitation in Central Bedfordshire.**
- **That the Sustainable Communities Overview and Scrutiny Committee, responsible for the scrutiny of the Community Safety Partnership and the role of the police in supporting vulnerable children, scrutinise the recent Bedfordshire Police PEEL HMIC report at a future meeting.**

(Note: The meeting commenced at 10.00 a.m. and concluded at 2.25 p.m.)

Chairman .....

Dated .....

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Central Bedfordshire Council

**CHILDREN'S SERVICES OVERVIEW & SCRUTINY COMMITTEE**

Tuesday, 23 May 2017

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**Commissioning new school places in the ward of Arlesey through the temporary expansion of Henlow Church of England Academy**

Report of Cllr Steven Dixon, Executive Member for Education and Skills,  
([steven.dixon@centralbedfordshire.gov.uk](mailto:steven.dixon@centralbedfordshire.gov.uk))

Advising Officers: Sue Harrison, Director of Children's Services,  
([sue.harrison@centralbedfordshire.gov.uk](mailto:sue.harrison@centralbedfordshire.gov.uk))

**This report relates to a key decision**

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**Purpose of this report**

1. This report seeks approval for the proposed temporary expansion by Henlow Church of England Academy (middle school), Arlesey, to expand by up to 65 school places by September 2017 and up to 70 school places by September 2018.

**RECOMMENDATION**

The Committee is asked to:

1. **Recommend the commencement of capital expenditure as set out in Appendix 1, subject to the granting of planning permissions under Part 3 of the Town and Country Planning Act 1990.**

**Overview and Scrutiny Recommendation**

2. Overview and Scrutiny are asked to recommend to the Executive support for the temporary expansion of Henlow Church of England Academy.

### **Council Priorities**

3. The report supports Central Bedfordshire's Five Year Plan 2015-2020 and the specific priority of Improving Education and Skills.

### **Legal Implications**

4. As set out in the Legal Implications section of the report attached as Appendix 1.

### **Financial and Risk Implications**

5. As set out in the Financial Implications section of the report attached as Appendix 1.

### **Equalities Implications**

6. As set out in the Equality Implications section of the report attached as Appendix 1.

### **Conclusion and next Steps**

7. If approved, Henlow Academy will work with the Council to undertake detailed feasibility and design to address the accommodation deficit for the additional new school places commissioned.
8. The school will undertake internal remodelling works to facilitate the commissioned places for September 2017.

### **Appendices**

9. Appendix 1 is attached

**Appendix 1**

**Central Bedfordshire Council**

**EXECUTIVE**

Tuesday, 6 June 2017

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**Commissioning new school places in the ward of Arlesey through the temporary expansion of Henlow Church of England Academy**

Report of Cllr Steven Dixon, Executive Member for Education and Skills,  
([steven.dixon@centralbedfordshire.gov.uk](mailto:steven.dixon@centralbedfordshire.gov.uk))

Advising Officers: Sue Harrison, Director of Children's Services,  
([sue.harrison@centralbedfordshire.gov.uk](mailto:sue.harrison@centralbedfordshire.gov.uk))

**This report relates to a decision that is Key**

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**Purpose of this report**

1. To seek approval for the proposed temporary expansion by Henlow Church of England Academy (middle school), Arlesey, to expand by up to 65 middle school places by September 2017 and up to 70 middle school places by September 2018.
2. The school referred to within the report serves the Ward of Arlesey.

**RECOMMENDATIONS**

The Executive is asked to:

1. **Approve the commencement of capital expenditure as set out in this report, subject to the granting of planning permissions under Part 3 of the Town and Country Planning Act 1990.**

**Overview and Scrutiny Comments/Recommendations**

3. A report was presented to Children's Services Overview and Scrutiny Committee at its meeting on 23 May 2017 and the Committee were asked to indicate their support for the recommendation. The views of the Committee will be reported to Executive at this meeting.

## Pupil place planning for Middle School places in the Ward of Arlesey

4. On 6 December 2016 the Council's Executive were asked to consider the recommendation to determine a temporary programme of up to £2.0m for additional school places as a result of a possible deferred or unsuccessful Free School application.
5. The Council's Executive considered the recommendation and at the time deferred the approval subject to further information. At the time of writing this report the outcome of the Free School applications have not been announced by the Department for Education, though they are expected this Spring. The December report can be viewed as Agenda Item 10 at:-

<http://centralbeds.moderngov.co.uk/ieListDocuments.aspx?CId=577&MId=5134&Ver=4>

6. The report for Executive in December 2016, at the time, was envisaged to provide the temporary programme to enable the Council to have school places available as a contingency for 2018. Following a review of the latest level of school places required it is apparent that additional middle school places are required for September 2017 to meet the growing demographic need in the school planning area.
7. The forecast for the need for additional middle school places across the Samuel Whitbread planning area, which includes 3 school pyramids, is set out below:-

Samuel Whitbread Planning area (ref: SOP 2016)	2016-17	2017-18	2018-19	2019-20	2020-21
Forecast year 5	549	652	614	653	682
Balance of places at YR 5	-49	-152	-114	-153	-182

8. There are 3 middle schools in the school planning area, all of which are Academies (see appendix A). Robert Bloomfield and Etonbury middle schools are part of the BEST Schools Trust and Henlow Academy is a Church of England School. The Council, as the commissioner of school places, has been in discussions with the schools to seek the best plan to address the deficit of school places locally.
9. The Council as a commissioner cannot compel Academies to expand. This differs to Council maintained schools where the Council is the decision maker for proposals to expand maintained schools. The Council can only invite Academies to expand and proposals may still be subject to the Secretary of State's or Regional Schools Commissioners approval and may also require amendments to their funding agreements and other legal documentation.



10. All 3 local academies are judged by Ofsted as either Good or Outstanding. All 3 schools are highly popular with parents and carers and were over subscribed for September 2017. Etonbury Academy was over subscribed with catchment children.
11. Etonbury Academy has already been expanded and will be taking up to 180 children this September, 30 over the published admission number (PAN), which is determined at 180 for 2018. The school has in the past taken over the PAN to accommodate local children and cannot continue this arrangement without significant further investment on site. Robert Bloomfield has a published admission number of 240 and is already the largest middle school locally. Henlow academy has a PAN of 140 and is the smallest middle school in the planning area.
12. The demographic growth in the area has been forecast in the School Organisation Plan and the growth has arisen in and around the Etonbury Academy catchment area. The local school has already expanded significantly since 2011 when the PAN was set at 120 and more recently to the new PAN of 180 for 2018 to meet the basic need in the area.
13. Maintaining and improving educational standards is a key factor when the Council is seeking to commission additional school places. The Council will not normally seek to commission additional places if there is a risk as a consequence of the expansion that the outcome of the children's education at the school is threatened.
14. Whilst the outcome from the DfE of the free school application for an extended secondary school to meet the forecast demand for school places is still uncertain, there is no new middle school site secured through the s106 contributions. The solution to manage the further growth in the demand for school places is therefore through the proposed expansion of Henlow Academy.
15. The governors of Henlow Academy and the head teacher are in principle supportive of the proposed temporary expansion taking the school to a new temporary admission number of 210 by 2018. A letter of support from the school is attached in Appendix B. The additional school places are not envisaged as a permanent change to the schools PAN and is a local agreement with the school to meet the deficit of school places in the short term. Any permanent change to the schools PAN will need further studies to understand the long term accommodation needs of the school and potentially further capital investment. The temporary expansion subsists for 2 academic years, and will result in this level of expansion for those cohorts through the school years until they leave, but will revert thereafter.
16. Every proposal in the New School Places Programme is assessed against the Council's Policy Principles for Pupil Place Planning in Schools. Similar to other local authorities the Council is faced with challenges in continuously expanding schools in the greatest areas of the need. These challenges include school site size, continuous pressure to expand 1

school as the result of housing growth in 1 area, securing new sites and schools managing a continuous change agenda.

17. There are many proposals currently under consideration for what might happen after 2018. There is a proposal under consideration at present for a new extended secondary free school, and the Council is also looking more widely at the challenge of additional school places, and other measures. These will be reported to members and consulted on, as appropriate, when they are formulated.
18. In all instances where new school places are required and proposals are approved the Council is responsible for committing the relevant capital funding to implement required expansions and new build.

### **Design and procurement of the new provision**

19. Working with their appointed education capital consultant and with support from the Council, Henlow Academy has commissioned design studies for the school's temporary expansion. These are referenced to Building Bulletin 103 which provides area guidelines for mainstream schools.
20. The resulting cost estimates have indicated that the project is affordable within the total capital budget established by the Council. The Academy intend with the support of the Council, to directly procure the project. This will follow a procurement exercise which will be undertaken when planning approval has been secured, if the Executive approves the recommendation contained within this report.
21. The governance of the project will be provided through a board that will include Council officers from the School Organisation & Capital Planning Team who will control the release of capital funding aligned with the achievement of key project milestones.

### **Reason/s for decision**

22. The forecast for middle school places in the Samuel Whitbread planning area shows a deficit of school places to meet the basic need in the area. Without the additional places local children will not be able to access a local school.
23. Ward Councillors have been offered briefings on the Council's forecasts of demographic growth and the need to plan for additional school places in the school planning area and have not objected to the proposal.
24. The proposal does not require a formal education consultation process as the increase is a temporary expansion, though there will be a need for a further planning consultation subject to the granting of planning permissions under Part 3 of the Town and Country Planning Act 1990.

This is a local agreement between the Council and the school to meet a basic need for school places in the area.

25. In addition to Section 14 of the Education Act 1996, the Council's Policy principles states the need to provide local schools for local children, the need to create schools that are of sufficient size to be financially and educationally viable and the ability to support the expansion of local popular and successful schools.

### **Council Priorities**

26. The report supports Central Bedfordshire's Five Year Plan 2015- 2020 and the specific priority of Improving Education and Skills.

### **Legal Implications**

27. Section 14 of the Education Act 1996 places a duty on Councils to secure sufficient primary and secondary school places to provide appropriate education for pupils in its area. S14A of the Education Act 1996 imposes a duty to consider representations about the exercise by local authorities of their functions from the parents of qualifying children in relation to the provision of primary and secondary education. Qualifying children include all those of compulsory school age or under.
28. The Education and Inspections Act 2006 gives Councils a strategic role as commissioners, of school places and includes duties to consider parental representation, diversity and choice, duties in relation to high standards and the fulfilment of every child's educational potential and fair access to educational opportunity.
29. The main legislation governing school organisation is found in sections 6A-32 of the Education and Inspections Act 2006, The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.
30. Department for Education Guidance for proposers and decision makers regarding school organisation in maintained schools was published in April 2016 to support the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.
31. This guidance can be viewed at:  
<https://www.gov.uk/government/publications/school-organisation-maintained-schools>

## Financial Implications

32. The New School Places Programme is funded by developer contributions and Basic Need grant income from the Department for Education (DfE) and on current planning assumptions the programme 2016/17 to 2019/20 with gross expenditure of £18.2M (£4.0M net) in 16/17, £25M (net nil) in 2017/18, £17.2M (net nil) in 2018/19 and £15M (£3.4M net) in 2019/20.
33. The DfE have recently announced the allocation of Basic Need grant for 2019/20. The announcement states that the Council will receive a grant of £10.1m to commission additional school places. The grant will be updated against the forecast net contribution in that year which will revise the profile significantly.
34. The additional middle school places at Henlow Academy are expected to receive a total of £649,856 s106 contributions. £269,583 has been received by the Council and an additional £380,272 has been secured through contributions. The total expenditure envisaged in the report is £1.6m of which £1m is expected to be the Council contribution which is contained within the current approved New School Places capital allocation.
35. The Council's rolling five year new school places programme is dynamic with perpetual changes in forecasts of income and expenditure across financial years including those arising from variances in S106 totals and trigger points and in the timing and therefore cost profile of many projects.
36. Given the volatility in forecasts of S106 income the School Organisation and Capital Planning Team meet each quarter with the S106 Monitoring Officer and the outcome of these reviews and the impact on established forecasts within the MTFP will be reported through the Council's capital monitoring report.
37. All new school and expansion projects are briefed to provide buildings that are designed in line with DfE area guidelines for mainstream schools but are subjected to value engineering with resulting final construction costs at or below the national benchmarked average for new school places.
38. The Council will continue to ensure that all opportunities are taken to increase income and to seek alternative funding sources for new build and expansions of existing school buildings.
39. The day to day running costs of school provision is met through revenue funding which is made available to each school as part of the Dedicated Schools Grant (DSG) and is based primarily on the numbers of pupils attending and will increase accordingly in an expanded school.
40. Where necessary and where Schools and Academies are undertaking significant expansion on commission from the Council additional revenue

support for relevant costs can be accessed on application through the DSG funded Growth Fund established by the Schools Forum.

41. Capital expenditure within the New School Places Programme is subject to the Council's Code of Financial Governance. Expenditure to commission feasibility studies and design work required for projects within this rolling programme has been approved by the Executive Member for Education and Skills, in consultation with the Director of Children's Services as required by the Council's Constitution.
42. Henlow Academy is in the school planning area of greatest need and transport is likely to be required for children who meet the transport policy 'Home to School Transport'. The policy states children aged 8 – 16 years old (years 4 –11) who live more than the statutory walking distance of 3 miles by the shortest available walking route, to the nearest school or the designated catchment school. The statutory walking distance may not apply where the route which the pupil would be expected to walk to their nearest or designated catchment school (when accompanied by an appropriate adult) is assessed as unsafe.

### **Equalities Implications**

43. Central Bedfordshire Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

44. This statutory duty includes requirements to:-

- I. Remove or minimise disadvantages suffered by people due to their protected characteristics.
- II. Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
- III. Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

45. The proposed school expansion is not envisaged to have an adverse impact on any of the listed groups below:-

- |      |                     |  |
|------|---------------------|--|
| I.   | Sex                 | N/A  |
| II.  | Gender Reassignment | N/A  |
| III. | Age                 | Middle school aged pupils will have access to sufficient school places |
| IV.  | Disability          | N/A  |
| V.   | Race & Ethnicity    | N/A  |

VI.	Sexual Orientation	N/A
VII.	Religion or Belief (or No Belief)	N/A
VIII.	Pregnancy & Maternity	N/A
IX.	Human Rights	N/A
X.	Other Groups (rural isolation etc)	N/A

## **Risk Management**

46. The proposal set out in this report has been developed and evaluated against the key criteria for decision makers that are outlined in guidance. Likewise the proposal has followed the procedures set out in regulation. This mitigates the risk on the Council of failing to comply with the relevant statutory requirements.

47. The key risks mitigated by the process that has been followed include:

- a. Failure to discharge legal and statutory duties leading to no additional school places in an area of significant demographic growth.
- b. Failure to deliver the Council's strategic priorities.
- c. Reputational risks associated with the non delivery of required school places.
- d. Financial risks, no capital investment from the council and all consequential additional running costs will be borne by the school

48. If approved, the Council and the Governing Body of the school will develop and implement change management plans that will include risk assessment and management criteria to ensure the effective delivery of the objectives set out in the proposal document.

## **Conclusion and next Steps**

49. Subject to the Council's Executive approval, Henlow Academy will temporarily expand to meet the basic need in the local area for September 2017 and September 2018. The expansion is also subject to the granting of planning permission under Part 3 of the Town and Country Planning Act 1990. There will be a further town and country planning public consultation.

## **Appendices**

**Appendix A:** Middle schools in the school planning area of Samuel Whitbread

**Appendix B:** Letter of support from Henlow Academy

**Background Papers**

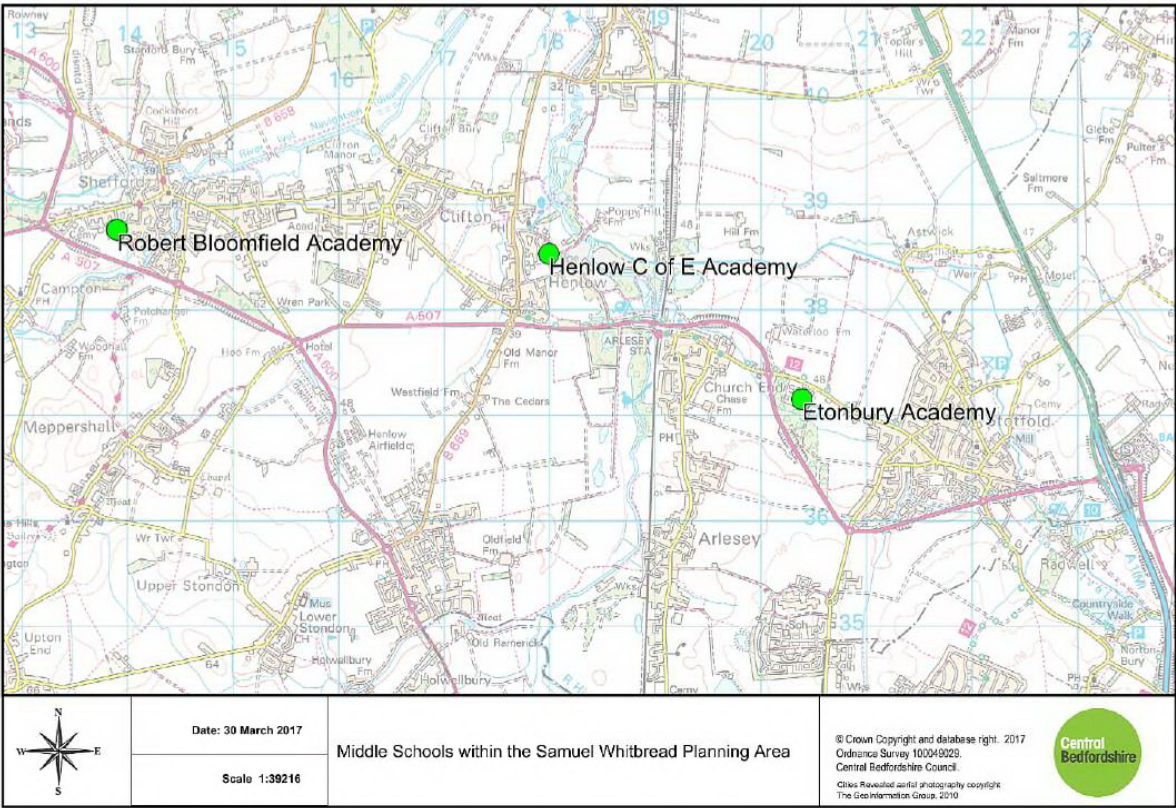
None

Report author(s):

Victor Wan, Head of School Organisation, Admissions and Capital Planning  
(Interim)

Appendix A:

Middle schools in the school planning area of Samuel Whitbread





## Appendix B:

### Letter of support from Henlow Academy



Headteacher: Mrs Caren Earp BA(Hons) PGCE NNEO NPQH  
Church Road, Henlow, Bedfordshire SG16 6AN  
Tel: 01462 813733 | Fax: 01462 817340  
Email: [info@henlowacademy.co.uk](mailto:info@henlowacademy.co.uk)  
Website: [www.henlowacademy.co.uk](http://www.henlowacademy.co.uk)

7 April 2017

Dear Victor

Henlow Church of England Academy is oversubscribed for 2017/18; 158 first choice applications for 140 places. Initial meetings led to an agreement that we would accept a further class but at the request of the local authority we have agreed to take 205 year 5 pupils in September 2017. The following year we will be providing places for a further 210 pupils subject to planning permission and a completed building programme.

As a Church of England school our governing body felt we would like to be in a position to provide school places for families who couldn't be placed if our facilities were developed to make this a viable possibility. Built for a maximum of 560 pupils our school hall currently limits our expansion and therefore we welcome the opportunity to address this issue. Building a new appropriately sized sports' venue will enable the current gym to become our school hall/dining/drama studio in September 2018. A teaching block of 4 classrooms will also be in place at this stage in addition to internal re-modelling in Science/DT which will be required for a projected number of 680 (not taking into account any growth in current cohorts).

Recent local authority modelling of future possibilities for our geographical area and the decision by our governing body to begin discussions regarding extending our age range shows that investment at this stage will ensure that Henlow Academy flourishes as part of a cohesive local offer.

Yours sincerely

A handwritten signature in black ink, appearing to read 'C. Earp'.

**Caren Earp**  
Headteacher



**Central Bedfordshire Council**

**CHILDREN'S SERVICES OVERVIEW & SCRUTINY COMMITTEE**

Tuesday, 23 May 2017

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**Children's Services Transformation Programme**

Report of: Cllr Carole Hegley, Executive Member for Social Care and Housing  
(carole.hegley@centralbedfordshire.gov.uk)

Responsible Director: Sue Harrison, Director of Children's Services,  
(sue.harrison@centralbedfordshire.gov.uk)

**Purpose of this report**

1. To provide an update on the current Children's Transformation Programme including key timelines for proposed implementation
2. To provide Members with an overview of key implications for the broader council directorates in supporting and implementing the changes proposed.

**RECOMMENDATIONS**

The Committee is asked to:

1. Consider the information contained in the Executive report attached as Appendix A
2. Champion the Children's Transformation Programme

**Council Priorities**

3. The Transformation Programme will contribute to all the Councils key priorities:
  - Enhancing Central Bedfordshire
  - Great Resident Services
  - Improving Education and Skills
  - Protecting the Vulnerable; Improving Wellbeing
  - Creating Stronger Communities
  - A more efficient and responsive Council

**Legal Implications.**

4. As set out in the Legal Implications section of the report attached at Appendix A

**Financial and Risk Implications**

5. As set out in the Financial and Risk Implications section of the report attached at Appendix A

**Equalities Implications**

6. As set out in the Equalities Implications section of the report attached at Appendix A

**Conclusion and next Steps**

7. As set out in the Conclusions and Next Steps section of the report attached at Appendix A

**Appendices:-**

**Appendix A:** Executive Report Children's Transformation Programme

**Central Bedfordshire Council**

**Executive**

**04 April 2017**

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**Children's Services Transformation Programme**

Report of Cllr Carole Hegley, Executive Member Social Care, Health and Housing ([carole.hegley@centralbedfordshire.gov.uk](mailto:carole.hegley@centralbedfordshire.gov.uk))

Advising Officer: Sue Harrison, Director of Children's Services  
([sue.harrison@centralbedfordshire.gov.uk](mailto:sue.harrison@centralbedfordshire.gov.uk))

**This report relates to a non Key Decision**

**Purpose of this report**

1. To provide an update on the current Children's Transformation Programme including key timelines for proposed implementation.
2. To provide Members with an overview of key implications for the broader council directorates in supporting and implementing the changes proposed.

**RECOMMENDATIONS:**

**The Executive is asked to:**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. <b>Consider the information contained in the report</b></li><li>2. <b>Champion the Children's Transformation programme</b></li></ol> |
|---|

**Overview and Scrutiny Comments/Recommendations**

An overview of the Transformation Programme was presented to Children's Services Overview and Scrutiny Committee on 15 March 2016. At the request of the Overview and Scrutiny Committee, a further briefing was arranged for members on 8 July 2016.

## **BACKGROUND**

1. Central Bedfordshire is a high performing council and aspires to be 'outstanding' across all areas for services to children.
2. To achieve this goal, the Director of Children's Services (DCS) has launched an ambitious Transformation Programme with a focus on responding to needs earlier in the lives of children and families, reducing demand on statutory specialist services, getting families back to work, improving longer term outcomes and raising standards and aspirations for our children.
3. The Transformation Programme is following an evidence based approach, using data and system analysis to inform the actions required to achieve the programmes vision. A variety of analysis was completed in the first phase of the programme last summer, with the findings and evidence from this demonstrating the need for a more integrated and targeted approach to early intervention in Central Bedfordshire (key findings included in Appendix A).
4. The Transformation Programme is designed to support the Council and partners to help children and families realise their full potential whilst also enabling services to be redesigned and recommissioned in the most effective and efficient way.

## **THE CASE FOR CHANGE**

5. Through detailed analysis, we have found that the key causal factors leading to children's needs escalating come from their parents, particularly parental drug and alcohol misuse, domestic abuse, parental criminality and parental mental ill health.
6. We also recognise that children in Central Bedfordshire are not achieving as well academically as their peers in other similar areas, both at Key Stage 2 and Key Stage 4.
7. Although 89% of our schools are graded as Good or Outstanding by OFSTED, only 29% (186 children) of our disadvantaged children achieved the expected standard in Key Stage 2 in Reading Writing and mathematics last year. This is compared with 57% of all other children in Central Bedfordshire. This performance is in the lower quartile of performance of all Councils nationally (142/150).
8. A similar pattern follows at Key Stage 4 where disadvantaged children under perform compared to their peers by 1.5 grades per GCSE exam. This performance also places Central Bedfordshire in the lower quartile nationally (131/149).
9. Traditionally our services and the skills of our workforce have concentrated on tackling and responding to the issues of children. The findings outlined in

Appendix A demonstrate that a radical re-think of the skill set of our staff, the interventions that we use to support parental behaviour change and deeper integration of adult focused services (such as specialist drug and alcohol services, adult mental health support, housing and police) are critical changes being pursued as part of the programme.

10. We are also rethinking how services can be targeted and delivered with a more local focus to reflect the specific needs that are presented in each area of the Council.
11. Our Transformation Programme cannot be delivered by the council alone. The factors driving demand for our services are the same as those for our partner agencies; these are mainly adult centric.
12. Our ambition is that this becomes a Children's Transformation Programme in its broadest sense – to improve the outcomes for children by changing the whole system; not just Children's Services.
13. We are committed to delivering a family centric 'one family, one worker, one plan' approach. This approach will empower our staff to be professionally curious and innovative with their work with children and families.
14. We embrace a strengths based approach to working with families. We will continue working with families for as long as it takes to overcome the key challenges in their lives and to build their capacity to effect lasting change.

## **SYSTEM GOVERNANCE**

15. We have established the Children's Leadership Board (CLB) to lead this programme and have council and partner agency system leaders working alongside us to re-design our locality model. Appendix B includes the governance structure for the programme.
16. We are working with children and families to test and refine the emerging thinking from the workstreams.
17. We have worked with key partners to develop the plans for the Transformation Programme; there has been positive feedback and great commitment from partners so far.

## **THE TRANSFORMATION PROGRAMME**

18. We will be integrating our current children's services offer into five locality teams from June 2017. This will see the Council's early help and social care teams working differently and more embedded in the localities. The five localities are:
  - Dunstable
  - Houghton Regis
  - Leighton Buzzard
  - West Mid Beds

- Ivel Valley

In addition, the ambition of the programme is to integrate (at the first opportunity) more of the council's broader 'early help' services, including strengthening links with services such as libraries and housing.

19. The model we will implement will have a 'one family, one worker, one plan' approach; with families having a key contact who can provide or coordinate most of their support. Our support will be focused on building family and community resilience and capacity, adopting a strengths-based approach and this includes teams proactively reaching out to develop 3<sup>rd</sup> sector provision and building social capital.
20. Workers in these teams will be trained in the core areas that lead to family breakdown, including domestic abuse and parental mental health with specialist support increasingly based in these locality teams over time.

### **PROTOTYPE MULTI AGENCY LOCALITY MODEL**

21. The Children's Services teams will 'go-live' in all five areas from June 2017. The Dunstable locality will be a multi-agency prototype. In practice this will mean that we will no longer have multiple teams delivering 'parts' of early help across Central Bedfordshire with our teams will be integrated and based in local areas – this could be in council buildings, or in schools, or with the police. Further detail about this model is shown in Appendix C.
22. The prototype model in Dunstable has a specific focus on Domestic Abuse. The demand for support from families affected by Domestic Abuse remains high and we know that Central Bedfordshire has higher levels of repeat offenders than Luton and Bedford.
23. Our prototype Dunstable model work over the summer of 2017 includes two different approaches; a preventative approach and targeted input. The preventative approach will be multi-agency work with schools to develop the offer of Personal Social Health Education (PSHE) focussing on Domestic Abuse. Our targeted approach will be to identify 10-15 families within the local area where there are concerns about the risk of Domestic Abuse. Our multi-agency 'one family, one worker, one plan' strategy will provide intensive support to the children, families and perpetrators.
24. Both the approaches within the prototype model will be thoroughly evaluated to inform how our developing model could be rolled out across other localities and sustained within the Transformation Programme.

### **Reasons for decision**

25. Members of the Executive are asked to fully support the Transformation programme to deliver whole system, whole Council approach to improving outcomes for children and families.



### **Council Priorities**

26. The Transformation Programme will contribute to all the Councils key priorities:
- Enhancing Central Bedfordshire
  - Great Resident Services
  - Improving Education and Skills
  - Protecting the Vulnerable; Improving Wellbeing
  - Creating Stronger Communities
  - A More Efficient and Responsive Council

### **Legal Implications**

27. The Transformation Programme will support the Council to provide its statutory duties relating to safeguarding children.

### **Financial and Risk Implications**

28. The Transformation Programme is the vehicle by which Children's Services efficiencies, as detailed in the medium term Financial Plan will be delivered. Should the plan not be successful, there is a risk that the efficiencies will not be met.
29. The detailed service models that will be needed to fully implement the programme are being costed based on the multi-agency footprints across the Central Bedfordshire Council area.

### **Equalities Implications**

30. An Equality Impact Assessment is being developed with the Corporate Policy Advisor (Equality & Diversity) to consider the impact of the Transformation Programme on all children and families. The EIA will be presented to the CLB.

### **Risk Management**

31. The CLB are leading the implementation of the programme and consider all risks.
32. The demand management approach for services to children and families will be carefully monitored to ensure that we continue to keep children safe.

### **Conclusion and Next Steps**

33. The transformation programme is on track to deliver the integration of our internal Childrens Services early help and social care teams from June 2017. To make the progress necessary to meet the ambitions of the programme, including raising school standards, improving

outcomes for our vulnerable groups and meeting the challenges of our MTFP will require a step change in the make-up and scale of the integrated teams.

34. Securing partner commitment to providing staff and resources is vital to the longer term sustainability of our model. The positive commitment from partner agencies to co-construct the model to date has demonstrated that this is achievable
35. Further updates will be provided to Children's Services Overview and Scrutiny Committee and the Executive about the programme at appropriate key milestones.

## **Appendices**

The following appendices are attached:-

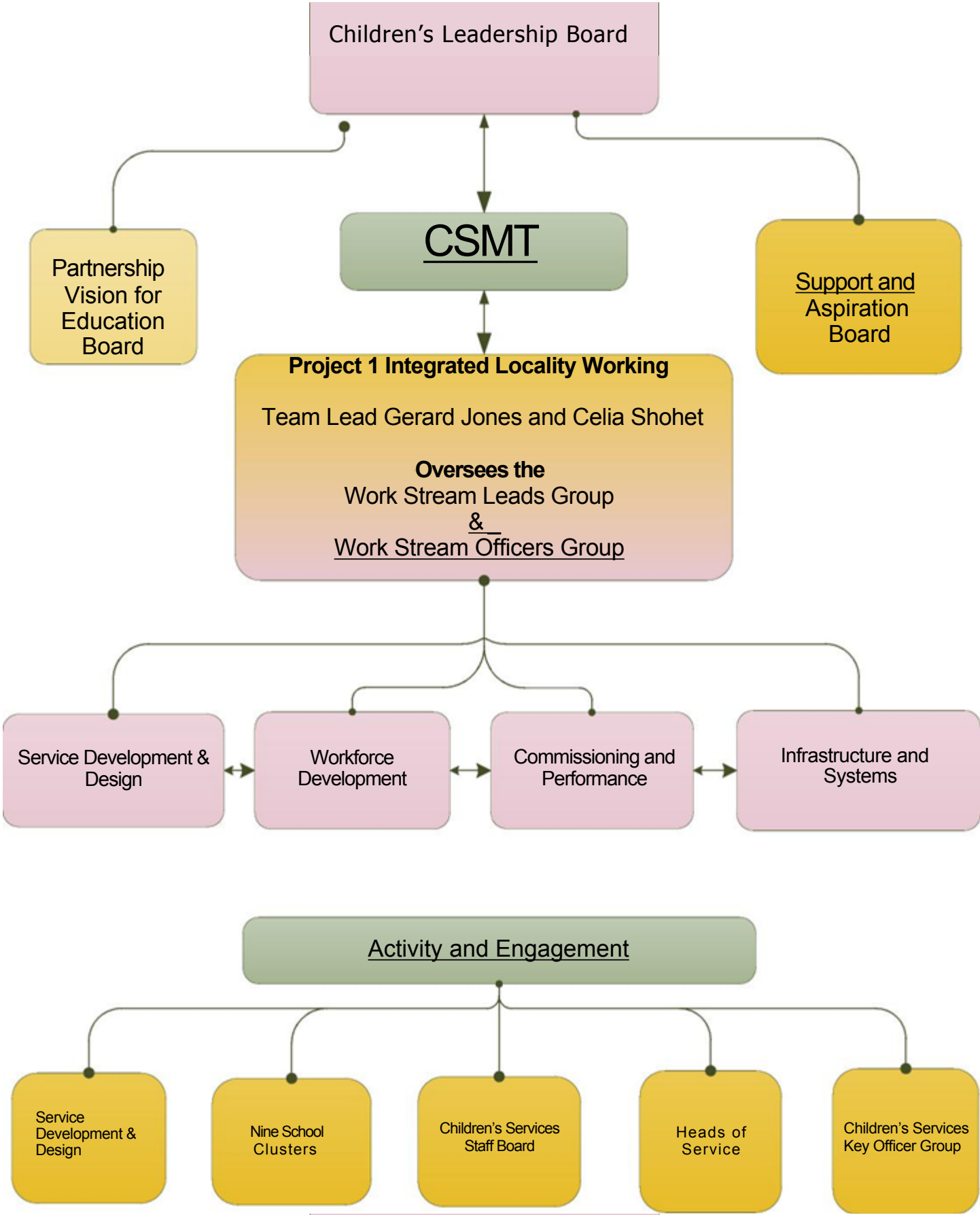
**Appendix A – key findings from initial research/analysis**

**Appendix B – Governance structure for the Transformation Programme**

**Appendix C - Proposed model of Locality based working**

## Appendix A – Key findings from phase 1 of Transformation

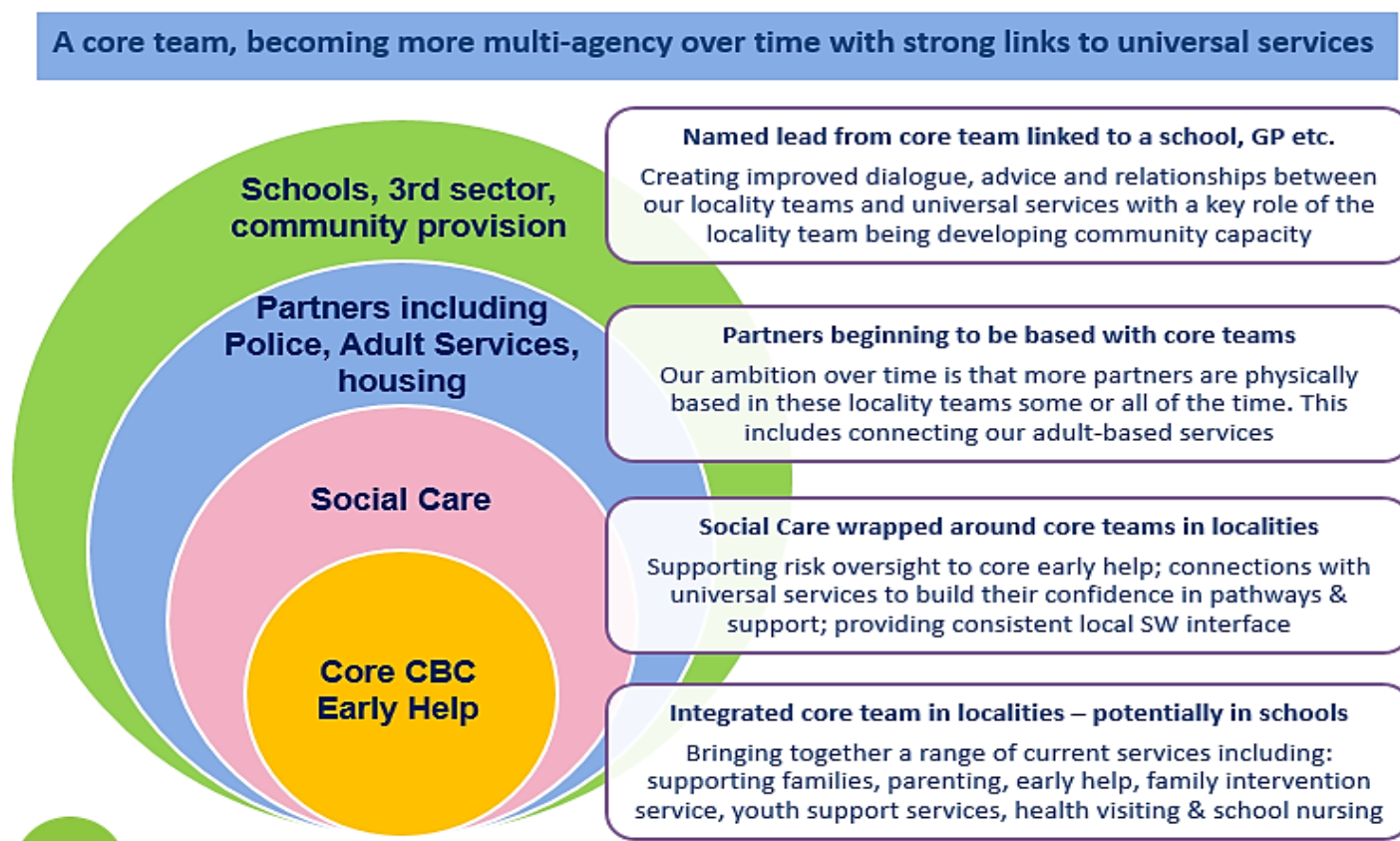
1. The first stage of the Transformation Programme was to fully understand the current demand for services, and the current system wide approach to supporting children and families. Below are some of the key findings from this analysis:
  - a. The Council has consistently reduced demand for Children in Need (12% reduction) and Child Protection (44% reduction) plans over the last 4 years despite an under 18 population growth of 3%
  - b. Reduced the number of Looked After Children (LAC) by 6% despite a 12% national increase and a 5% under 18 population growth (2010-2015)
  - c. Our overall prevention spend across the wider council is still strong but it lacks a common aim and purpose and needs re-focusing
  - d. We are not utilising our spend appropriately on the core issues in families – for example the % of Council budget spent on tackling domestic abuse
  - e. Domestic abuse, criminality, substance misuse and parental engagement are key issues we need to tackle in more targeted ways
  - f. There are key cohorts that are driving demand and we need to target these more – particularly 0-1 and 14+ young people
  - g. Our reviews of 25% of LAC cases demonstrate there are opportunities to prevent children becoming looked after. However, to do so requires deeper integration and targeting of our offer
  - h. A relatively high number of our social work assessments aren't necessary and we need to improve feedback across the system
  - i. Our new Early Help approach is having an impact (as evidenced through our overall demand reductions) but partners are still confused about pathways
  - j. There is evidence this is leading to inappropriate demand, some of which we can tackle
  - k. Our analysis has shown there remains confusion at times about the early help offer in localities and that there can still be multiple services involved around families experiencing some kind of crisis – with families telling us they cannot engage with so many services all at once.



## Appendix C - Proposed model of Locality based working

2. An overview of the proposed locality based model is shown below. This demonstrates the core teams based in localities that will be further complemented by statutory services and partners as the model develops.

### What do we hope our locality teams will look like?



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**Central Bedfordshire Council**

**CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE**

**23 May 2017**

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**Work Programme & Executive Forward Plan**

Advising Officer: Rebecca Preen, Scrutiny Policy Adviser  
[rebecca.preen@centralbedfordshire.gov.uk](mailto:rebecca.preen@centralbedfordshire.gov.uk)

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**Purpose of this report**

The report provides Members with details of the currently drafted Committee work programme and the latest Executive Forward Plan.

**RECOMMENDATIONS**

The Committee is asked to:

1. Consider and approve the work programme attached, subject to any further amendments it may wish to make; and
2. Consider the Executive Forward Plan; and
3. Consider whether it wishes to suggest any further items for the work programme and/or establish any enquiries to assist it in reviewing specific items.

**Overview and Scrutiny Work Programme**

1. During 2016/17 Members have been invited to share their experiences of the overview and scrutiny process and make suggestions to the Overview and Scrutiny Coordination Panel (OSCP) on future ways of working. This feedback was subsequently considered by the OSCP who resolved to encourage the OSCs to apply the following principles for ways of working:-
  - a. activity be led by the OSCs and residents as well as the Executive Forward Plan;
  - b. more policy development activity be undertaken through the exploration of proposals and principles at the earliest opportunity of commencement of strategy development;
  - c. shorter more focused agendas through prioritisation of items that add value and enable outcomes; and
  - d. create more time for Members outside of formal meetings in addition to providing more opportunity to brief Members informally on some topics.
2. In addition, the OSCP agreed that given the current experience with regard quarterly performance and budget reports a trial should be

undertaken whereby these reports will only be received by the Corporate Resources OSC from April onwards. This trial will enable Members to determine whether this approach provides greater focus on these aspects of scrutiny. All Members will be able to request an item to be added to the agenda of any the OSCs on aspects of budget or performance. The Corporate Resources OSC will also be able to refer matters to the relevant OSC for a 'deep-dive' of any topic if there is a particular concern.

3. The Committee is requested to consider the work programme and the indicated outcomes at **appendix 1** and to amend or add to it as necessary.
4. In considering which items should be added to the work programme Members are encouraged to minimise duplication, focus on those items that have been requested by residents and the committee and to focus on those items where Members can add value.
5. The work programme aims to provide a balance of those items on which the Executive would be grateful for a steer in addition to those items that the Overview and Scrutiny Committee (OSC) wishes to proactively scrutinise.

### Overview and Scrutiny Task Forces

6. In addition to consideration of the work programme, Members may also wish to consider how each item will be reviewed, i.e. by the Committee itself (over one or a number of Committee meetings) or by establishing a Member Task Force to review an item in greater depth and report back its findings.

### Executive Forward Plan

7. Listed below are those items relating specifically to this Committee's terms of reference contained in the latest version of the Executive Forward Plan. The full Executive Forward Plan can be viewed on the Council's website at the link at the end of this report.

Item	Indicative Exec Meeting date
Assumptions for Pupil Yield arising from Housing Development and Section 106 Contributions	20 June 2017
Proposed Temporary Expansion of Henlow Church of England Academy	20 June 2017
Commissioning of New Middle School Places in Cranfield by September 2018	1 August 2017
Children with Disabilities Short Breaks and Efficiencies	1 August 2017
Non Key Decisions	Indicative Exec Meeting date
None at present	

### Corporate Implications



8. The work programme of the Overview and Scrutiny Committee will contribute indirectly to all 5 Council priorities. Whilst there are no direct implications arising from this report the implications of proposals will be details in full in each report submitted to the Committee.

### **Conclusion and next Steps**

9. Members are requested to consider and agree the attached work programme, subject to any further amendment/additions they may wish to make and highlight those items within it where they may wish to establish a Task Force to assist the Committee in its work. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.

### **Appendices**

#### **Appendix A: OSC work programme**

#### **Background Papers**

Executive Forward Plan (can be viewed at any time on the Council's website) at the following link:-

<http://centralbeds.moderngov.co.uk/mgListPlans.aspx?RPId=577&RD=0>

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## Appendix 1

### Children's Services OSC Work Programme (2017/18)

Meeting date	Report Title	Outcomes we are seeking to achieve
22 June 2017	Fairer Funding Formula for Schools	To assess the impact of the fairer funding formula for schools.
22 June 2017	Schools performance	To consider challenges schools in the region are facing regarding performance and to receive information relating to improvement measures.
11 July 2017	SEND Vision and strategy	To receive a report on the SEND vision and strategy.
11 July 2017	Homes for Key workers (teachers)	To assess how amending Council policies and priorities in relation to homes for key workers affects children and young people.
11 July 2017	Looked After Children Peer Review – feedback and action plan	To receive information and assess the outcomes of a recent peer review.
11 July 2017	Review of the Children's Disability Provision	To review the proposals outlined in the Children's Disability Service Provision, including disability hubs and provide recommendation to the Executive.
12 September 2017	Information, advice and guidance (careers service)	To assess service delivery and the impact of the careers service for young people including those categorised as NEET.

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