



HILLINGDON
LONDON



Children, Young People and Learning Policy Overview Committee

Date: WEDNESDAY, 11
JANUARY 2017

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

Councillors on the Committee

Jane Palmer, Chairman
Nick Denys (Vice-Chairman)
Jem Duducu
Dominic Gilham
Becky Haggar
Allan Kauffman
John Oswell
Jagjit Singh
Jan Sweeting

Other Voting Representative

Anthony Little, Roman Catholic Diocesan.

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Terms of Reference

A central role of a Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including people from a wide range of external organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. They therefore perform an important role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate.

This Committee undertakes the policy overview role in relation to the following matters:

- Education Services and statutory education authority functions
- School performance and attainment
- School Transport
- Relationships with Local Academies / Free Schools
- Pre-School & Early Years Services
- Youth Services & Careers Services
- Juvenile justice & probation services
- Adult Learning
- Education and learning partnerships
- Music & The Arts
- Social care services for children, young persons and children with special needs
- Adoption and Fostering
- Family Services

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters coming before the meeting
- 3 Matters notified in advance or urgent
- 4 To confirm that items of business marked Part 1 will be considered in public and that the items marked Part 2 will be considered in private
- 5 To agree the minutes of the meeting held on 23 November 2016 1 - 8
- 6 Major Review - Witness Session 2 9 - 28
- 7 Budget Proposals Report 29 - 42
- 8 Cabinet Forward Plan 43 - 46
- 9 Work Programme 47 - 50



Minutes

**CHILDREN, YOUNG PEOPLE AND LEARNING
 POLICY OVERVIEW COMMITTEE**

23 November 2016

**Meeting held at Committee Room 5 - Civic Centre,
 High Street, Uxbridge UB8 1UW**

	<p>Committee Members Present: Councillors Jane Palmer (Chairman), Judith Cooper, Nick Denys (Vice-Chairman), Jem Duducu, Dominic Gilham, Becky Haggar, John Oswell, Jagjit Singh, Jan Sweeting (Labour Lead) and Tony Little</p> <p>Also Present: Councillor David Simmonds CBE (Deputy Leader of the Council & Cabinet Member for Education & Children's Services)</p> <p>LBH Officers Present: Laurie Baker (Interim Head of School Improvement/Education Quality & Strategy), Kate Boulter (Democratic Services Officer), Nikki Cruickshank (Assistant Director of Children's Safeguarding and Service Improvement), Dan Kennedy (Head of Business Performance, Policy & Standards), Peter Malewicz (Group Finance Manager), Tom Murphy (Head of Early Intervention Services), Laura Palmer (Team Manager, Admissions) and Ana Popovici (Assistant Director Children's Social Care)</p>
<p>34.</p>	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>RESOLVED: To note that apologies were received from Councillor Alan Kauffman, who was substituted by Councillor Judith Cooper.</p>
<p>35.</p>	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THE MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
<p>36.</p>	<p>MATTERS NOTIFIED IN ADVANCE OR URGENT (<i>Agenda Item 3</i>)</p> <p>None.</p>
<p>37.</p>	<p>TO CONFIRM THAT ITEMS OF BUSINESS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items were Part I and would be heard in public.</p>
<p>38.</p>	<p>TO AGREE THE MINUTES OF THE MEETINGS HELD ON 28 SEPTEMBER 2016 AND 19 OCTOBER 2016 (<i>Agenda Item 5</i>)</p> <p>RESOLVED: That (1) the minutes of the meeting held on 28 September 2016 be confirmed as a correct record of the meeting;</p>

	<p>(2) the minutes of the meeting held on 19 October 2016 be confirmed as a correct record, subject to minute 29 being amended to reflect the strength of the Committee's dissatisfaction with the CAMHS report provided, which the Committee felt did not adequately convey the current position in the service, or provide sufficient details and assurance of actions being taken to improve the service.</p>
<p>39.</p>	<p>CHILD SEXUAL EXPLOITATION - UPDATE REPORT (NIKKI CRUICKSHANK) <i>(Agenda Item 6)</i></p> <p>The Committee received a report which provided an update of the progress made in the implementation of the Child Sexual Exploitation (CSE) Strategy.</p> <p>It was reported that:</p> <ul style="list-style-type: none"> • There had been two external audits and one internal audit in the past year, which had resulted in positive outcomes and recommendations which were being addressed. This included the implementation of an Information Sharing Protocol between partner agencies. • Attendance at Multi-Agency Planning (MAP) and Multi Agency Sexual Exploitation (MASE) meetings, which had not been consistent, had improved since the internal audit highlighted poor attendance as a risk. • Awareness of CSE was increasing and this had resulted in a higher number of complex cases being reported and investigated. There was a good referral network including cross-border. Hillingdon used a peer on peer system and analysed data to help identify areas for concern, such as missing young people. Anonymised examples of the use of data would be brought to a future meeting. <p>The following points were made by Members during discussion:</p> <ul style="list-style-type: none"> • Members welcomed the update report and the good work being done to prevent and detect CSE. • Members wished to gain a better understanding of what was happening 'on the ground' and requested that future reports include information on how the Council was delivering against the service improvement plan. This should include quantitative indicators to show how improvement was measured. • The report provided the number of professionals involved but did not give figures for number of children, which would be useful to have. <p>RESOLVED: That (1) the report be noted;</p> <p>(2) a further report be provided within six months, to include figures and case studies to demonstrate delivery of the service improvement plan.</p>
<p>40.</p>	<p>UPDATE REPORT - PROGRESS ON IMPLEMENTATION OF PREVIOUS REVIEW: 'THE EFFECTIVENESS OF EARLY HELP TO PROMOTE POSITIVE OUTCOMES FOR FAMILIES' <i>(Agenda Item 7)</i></p> <p>The Committee received a progress report on the development and implementation of Early Intervention and Prevention Services following the Major Review of the Effectiveness of Early Help to Promote Positive Outcomes for Families. The report provided an assessment of progress in relation to:</p> <ul style="list-style-type: none"> • The development of Early Intervention and Prevention Services

- The development, performance and service delivery impact of the respective service areas within the service whole
- Progress in response to the recommendations arising from the major review
- The development of a wider partnership approach to the provision of early help to residents.

It was reported that:

- The strategic document, which was being developed further with partners, set out the vision, purpose and principles which underpinned service delivery and improvement.
- The plan brought together a number of services with different requirements. It was essential for each partner to agree the agenda and direction of travel.
- In Hillingdon, partners were embracing the early help approach and taking responsibility for dealing with issues rather than referring on.
- One of the challenges was to ensure consistency in approach across the multi-partner service.
- The volume of work taking place to improve service delivery was illustrated in the report with case studies to demonstrate impact.
- It was noted that staff recruitment and retention was largely good, with some gaps.

Members welcomed the report and made the following requests for further information in the next report:

- A scorecard was mentioned but not provided.
- The inclusion of timescales for development of areas would be useful.
- The performance web was over-complex and would benefit from simplification to focus on key points.
- The report focused more on intervention and it would be useful to have more information on prevention.
- Members found some of the data difficult to interpret and would have liked to see comparison data from before the reorganisation. It was acknowledged that the reorganisation of services meant that previous performance data from different sources was not easily available in a form that enabled meaningful comparisons to be made.

RESOLVED: That (1) the report be noted;

(2) further update reports provide performance data (including comparison data where available) and take into consideration the comments made by the Committee (above).

41. **MAJOR REVIEW - WITNESS SESSION 1** (*Agenda Item 8*)

MAJOR REVIEW - WITNESS SESSION 1 (*Agenda Item 7*)

Witness 1 - Councillor David Simmonds, Cabinet Member for Education and Children's Services

The Committee welcomed Councillor Simmonds to the meeting, to provide the Local Authority's viewpoint on the relationship with academies and free schools.

The following points were made by Councillor Simmonds during his presentation and in response to questions from members of the Committee:

- Since the Major Review Scoping Report had been presented to the Committee in October 2016, the Government had withdrawn the requirement for all schools to convert to academies. The Department for Education continued to encourage schools to convert, although it was now not compulsory.
- Hillingdon was the second London Borough to have an academy school and since then the vast majority of secondary schools in the Borough had become academies. The Borough had a history of secondary schools being independent in reviewing and managing their own affairs.
- The Academies Act of 2010 enabled publicly-funded schools to become academies. This had the purpose of enabling high standards to flourish. Good or outstanding schools were permitted to convert of their choice. Poor schools were required to convert with a partner through a sponsorship arrangement.
- In Hillingdon, schools had generally tended to provide the same level of performance whether they had converted or not. This could be attributed to the Borough's long tradition of twinning schools to help each other.
- The Multi-Academy Trusts (MATs) in Hillingdon were all 'homegrown' and there were none of the big national MAT chains operating in the Borough.
- The local authority retained responsibility for admissions, safeguarding and special educational needs and disability (SEND) at schools that converted to academies. The local authority had a duty to ensure children had a school place, and Hillingdon had a large school place expansion programme to accommodate the growing population. The Council remained the champion of children with SEND and was responsible for arranging access and transport. The Council also retained responsibility for education welfare, when children were excluded or did not attend.
- The Council was the legal employer of staff in maintain schools although governors decided who to appoint.
- It was a very complicated picture with a range of relationships.
- Until 2011 the local authority received a school standards fund and were responsible for improvement in schools. After 2011 this money went directly to schools which significantly affected the way the Council discharged its responsibilities for quality in schools. Head teachers were responsible for quality of education but usually called on the council if things went wrong.
- The Regional Schools Commissioner (RSC) was the responsible authority for academy performance and for managing failing academies. If an academy was failing, the RSC would identify a local sponsor to take over, although in practice the local authority would need to ensure school places for the children were available, as the LA was responsible for ensuring children have access to education.
- The LA could push the RSC to intervene if it had concerns about a school but cannot force any action.
- The LA could be a MAT. In Hillingdon, informal conversations with head teachers had found some heads would favour this, but not a majority. Hillingdon was not planning to push in that direction.
- There was a planned reduction in funding for local authority statutory education functions from September 2017, but there were no plans to amend the statutory functions that councils were required to meet. Arrangements to accommodate this would need to be in place by April 2017 unless the government changed its position significantly before then. The education budget had not been agreed yet and operational guidance was awaited. It was a bit of a mess.
- Council officers had strong relationships with schools and continued to support good education despite the uncertainty and the fall in financial resources.
- Councillor Simmonds' vision was for Hillingdon to be at or above the national

average on all performance measures, have a high percentage of children with access to good or outstanding schools leading to successful access to higher education. The Council's role was to be an advocate for children, challenging schools.

- Councillor Simmonds met regularly with head teachers individually or collectively. The executive boards, such as the Schools Strategic Partnership Board (SSPB), challenged its members' performance.
- There was a need to ensure people were informed as consumers. Often parents did not want to take their children out of a school even if it was underperforming.
- Hillingdon had high numbers of children with SENDA, of which a relatively high number attended independent schools, although some of these were within the Borough. The Council was very good at supporting disabled children in schools.
- After the government announced academisation would be compulsory, schools awaited further details of the mandatory conversion. Following the more recent announcement that conversion was no longer compulsory, schools seemed to have adopted a 'wait and see' approach.
- The SSPB provided a sounding board and conduit. It encouraged schools to work together rather than compete, and find solutions to issues before they became a problem.

The Committee thanks Councillor Simmonds for attending the meeting and informing their major review.

Witness 2 - Laurie Baker, Head of School Improvement/Education Quality and Strategy

The Committee welcomed Laurie Baker to the meeting.

The following points were made by Ms Baker during her presentation and in response to questions from members of the Committee:

- The Committee had received with their agenda for the meeting some data showing performance in maintained and academy schools by key stages. This showed that KS2 was strong in maintained, and KS1 was better in academies.
- The data did not show comparison with other London Boroughs, however it was confirmed that Hillingdon had improved its ranking against other London Boroughs.
- The expected outcomes for children with SENDA and Looked After Children (LAC) was protected through legislation. The provision and intended outcomes for these groups of children was the same no matter what type of school they attended.
- There was a clear statutory requirement for schools to admit LAC within 10 days following a referral. Ideally the placement was agreed in advance so that the child could start at the new school on day 1. Most schools were very cooperative.

Witness 3 - Peter Malewicz - Finance Manager, Children and Young People

- Free schools were fully funded by the Department for Education. The school could be approved even if the land had not been fully identified.
- Hillingdon spent approximately £160million on primary school expansion, however and the grant it received was nowhere near this, leaving a shortfall in capital funding, the cost of which fell on the local council taxpayer.
- Pupil place planning is a statutory responsibility so the local authority had to identify schools where children could be placed.
- Free schools had a different model.
- With respect to revenue, the Council received a Dedicated School Grant (DSG) for

early years, schools and high needs. This funding was received in funding blocks but was not ringfenced between them, although the DSG was ringfenced in its entirety.

- The LA was responsible for signing off the DSG budget and in simple terms could only be used to fund educational outcomes of children. The LA had and would retain a number of statutory responsibilities but it was not that clear where funding for these services sat as the way in which educational support services were funded was complex and varied. For example, the work of the SENDA team was funded from the base budget and not the DSG, whereas the Admissions Team were funded from the DSG. The cost of Home to School Transport for SENDA children was met from the base budget, whereas the Educational Psychologists Service was funded from both DSG and base budget.
- For early years funding, the LA had to create a formula to distribute resources to any provider which could include childminders, Private, Voluntary and Independent (PVI) Nursery providers, academies and maintained schools.
- High needs children were funded in all schools, no matter what the status of the school. Furthermore, a number of independent special schools, such as Field Heath used the Council's model for their funding.
- All schools could access the Council's support where funds were centrally retained from the DSG. The Procurement Service for Schools for example was used by academies more than maintained schools.
- If all schools converted to academy status, the Council would still retain the responsibility for determining the Individual Schools Budget and funding model but all funding would be recouped by the Education Funding Agency and paid to the schools directly by them. However, the Council would still be responsible for funding Early Years and High Needs.
- The academisation of schools changed little unless statute also changed, and there were no indications that this would happen in the foreseeable future.
- The Council could not force a school to expand but could ask the RSC to intervene. Generally schools had been cooperative and aware of the pressure on school places.
- The Government had recently changed the rules on funding of faith schools and removed the cap on faith-based admissions.

Witness 4 - Laura Palmer, School Placement and Admissions Team Manager

- All schools had to use the LA for admissions which presented a few challenges around academies which could set their own admissions criteria. There was a Fair Access Protocol which was chaired by academy heads. Hillingdon's Admissions Team held open days to help parents understand they could apply to send their children to any school. The LA retained responsibility for managing school admissions appeals.
- The proposal to increase selective schools could impact on the LA in terms of place planning, finding places for siblings, the impact on local parents and equal distribution of school places.
- There were instances where a child moving into an area found difficulty securing a school place particularly if they had challenging behaviour or ESOL needs. The Admissions Team was visiting schools to encourage them to be more flexible. The number of children in this category was rising.

Witness 5 - Jackie Wright, Head of Disability Services

It was noted that Jackie Wright was unable to attend the meeting and had sent her

	<p>apologies.</p> <p>RESOLVED: That (1) the witness sessions be noted and recorded for collating into the Major Review Draft Report;</p> <p>(2) the Regional Schools Commissioner be invited to attend one of the witness sessions;</p> <p>(3) the Chairman and Labour Lead liaise with officers to agree further arrangements for the major review including devising a questionnaire for head teachers.</p>
42.	<p>CABINET FORWARD PLAN (<i>Agenda Item 9</i>)</p> <p>RESOLVED: That the Forward Plan be noted.</p>
43.	<p>WORK PROGRAMME - REVIEW THE WORK PROGRAMME FOR THE COMING YEAR (<i>Agenda Item 10</i>)</p> <p>The Committee considered its Work Programme for the remainder of the 2016/17 Municipal year.</p> <p>RESOLVED: That (1) the work programme be noted;</p> <p>(2) a report on Schools Academic Selection be added to the work programme;</p> <p>(3) a further update report on the Early Intervention Service be added for consideration within six months.</p>
	<p>The meeting, which commenced at Time Not Specified, closed at 9.02 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Kate Boulter on 01895 556454. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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MAJOR REVIEW - WITNESS SESSION 2

Contact officer: Kate Boulter
Telephone: 01895 556454

REASON FOR ITEM

The Committee has agreed the major review topic "Major review of the local authority's current and future relationship with academies and free schools" and planned three witness sessions.

The first witness session took place on 23 November 2016, and a summary of the matters discussed can be found in the minutes of that meeting. This meeting, on 11 January 2017, will include the second witness session. The third witness session is planned for 14 February 2017.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to consider the evidence given by witnesses.

INFORMATION

For the second witness session, executive committees were invited to nominate a representative to attend the POC to give the views of members.

The following six executive committees were invited:

- Primary Forum Executive
- Hillingdon Association of Secondary Head Teachers Executive
- Schools Forum
- Schools' Strategic Partnership Board
- Governor Executive Committee
- Representative of the Regional Schools Commissioner

The following witnesses have confirmed they will be attending:

- Representing the Primary Forum Executive: **Manjit Bringan** (Chair) and **Veronica Shepherd**
- Representing the Schools Forum: **Jim Edgecombe** (Chair)
- Representing the Schools' Strategic Partnership Board: **Andrew Wilcock**
- Representing the Governor Executive Committee: **Jo Palmer** (Chair) and **Graham Wells**

The Regional Schools Commissioner is unable to send a representative to the meeting but has indicated a willingness to help.

The Hillingdon Association of Secondary Head Teachers Executive has not yet confirmed whether a representative will be attending the meeting.

Each committee was asked to provide their current terms of reference. Those received are provided in the appendices to this report.

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Schools forum powers and responsibilities 2015 to 2016

A summary of the powers and responsibilities of schools forums.

Function	Local authority	Schools forum	DfE role
Formula change (including redistributions)	Proposes and decides	Must be consulted [voting restrictions apply - see schools forum structure document] and informs the governing bodies of all consultations	Checks for compliance with regulations
Contracts (where the LA is entering a contract to be funded from the schools budget)	Proposes at least one month prior to invitation to tender, the terms of any proposed contract	Gives a view and informs the governing bodies of all consultations	None
Financial issues relating to: <ul style="list-style-type: none"> arrangements for pupils with special educational needs, in particular the places to be commissioned by the LA and schools and 	Consults annually	Gives a view and informs the governing bodies of all consultations	None

Function	Local authority	Schools forum	DfE role
<p>the arrangements for paying top-up funding;</p> <ul style="list-style-type: none"> • arrangements for use of pupil referral units and the education of children otherwise than at school, in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding; • arrangements for early years provision; • administration arrangements for the allocation of central government grants 			
Minimum funding guarantee (MFG)	Proposes any exclusions from MFG for application to DfE	Gives a view	Approval
<p>De-delegation for mainstream schools for:</p> <ul style="list-style-type: none"> • contingencies • administration of free school meals • insurance • licences/subscriptions • staff costs – supply cover • support for minority ethnic pupils/underachieving groups • behaviour support services • library and museum services 	Proposes	Primary and secondary school member representatives will decide for their phase. Middle schools are treated according to their deemed status	Will adjudicate where schools forum does not agree LA proposal

Function	Local authority	Schools forum	DfE role
<p>Central spend on and the criteria for allocating funding from:</p> <ul style="list-style-type: none"> • growth fund (to meet requirements for basic need including pre-opening and diseconomy of scale costs) • falling rolls fund for surplus places in good or outstanding schools where a population bulge is expected in 2-3 years 	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
<p>Central spend on:</p> <ul style="list-style-type: none"> • equal pay back-pay • places in independent schools for non-SEN pupils • early years expenditure 	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
<p>Central spend on:</p> <ul style="list-style-type: none"> • admissions • servicing of schools forum 	Proposes up to the value committed in 2014-15	Decides for each line	Adjudicates where schools forum does not agree LA proposal
<p>Central spend on:</p> <ul style="list-style-type: none"> • capital expenditure funded from revenue • contribution to combined budgets • schools budget centrally funded termination of employment costs 	Proposes up to the value committed in 2014-15 and where expenditure has already been committed.	Decides for each line	Adjudicates where schools forum does not agree LA proposal

Function	Local authority	Schools forum	DfE role
<ul style="list-style-type: none"> schools budget funded prudential borrowing costs special education needs transport costs 			
Central spend on: <ul style="list-style-type: none"> licences negotiated centrally by the Secretary of State children and young people with high needs 	Decides	None, but good practice to inform forum	None
Carry forward a deficit on central expenditure to the next year to be funded from the schools budget	Proposes	Decides	Adjudicates where schools forum does not agree LA proposal
Scheme of financial management changes	Proposes and consults the governing body and Head of every school	Approves (schools members only)	Adjudicates where schools forum does not agree LA proposal
Membership: length of office of members	Decides	None (but good practice would suggest that they gave a view)	None
Voting procedures	None	Determine voting procedures	None
Chair of schools forum	Facilitates	Elects (<i>may not be an elected member of the Council or officer</i>)	None

Schools' Strategic Partnership Board

Reconstituted June 2015

Agreed Terms of Reference

Rationale

A strong and positive relationship between a local authority and all schools within the borough is central to the success of the borough, and the shared ambition to provide the highest quality of education and opportunity for all young people from Hillingdon.

Within the context of an increasingly diverse and autonomous school system the borough is committed to developing and supporting the most effective models of school-led support and challenge, alongside its central role as strategic champion of educational excellence. The borough has a clear role and responsibility to work with partners to secure the highest standards of education, to tackle underperformance swiftly and effectively and to promote school to school collaboration.

The development of the Hillingdon Schools' Strategic Partnership Board (SSPB) is key to the development, leadership and quality-assurance of school improvement strategy and direction across the borough. This leadership group is strategically aligned with a range of partners in order to best represent the needs and vision of school leaders and professionals across the borough and to take the driving role in shaping and securing school improvement in Hillingdon. As national and local requirements regarding school and education development evolve, it is anticipated that the SSPB will broaden and extend its focus.

Principles

The principles that underpin our vision for school improvement and which are upheld by SSPB are:

- That school improvement systems are most effective when they are based on partnership and collaboration and that school leaders and the local authority will work in equal partnership
- That local solutions, supported by national best practice, are often best placed to drive improvement
- That challenge and support mechanisms across the borough should be transparent, clearly understood by all and open to interrogation to ensure the greatest impact on outcomes and opportunities for our young people
- That the council, as a strategic champion for securing the highest standards of education for all young people within the borough of Hillingdon, will provide appropriate drive and leadership; challenging, intervening and brokering where necessary to address concerns around underperformance.

Membership

- a) The SSPB will consist of appropriate representation to reflect all phases and settings of education across the borough. In order to offer representation in line with borough diversity, the following broad settings must be represented on SSPB membership:
 - All primary/infant schools
 - All secondary schools
 - Teaching Schools alliances
 - The Special School sector
 - Alternative provision/PRU settings
- b) The SSPB will include appropriate senior school improvement officers from the borough
- c) The SSPB will include Governor representation
- d) The SSPB will include representation from the LLE/NLE network
- e) The SSPB may invite temporary representation from other leaders as deemed necessary to undertake its duties
- f) The SSPB will appoint Co-Chairs and a clerk whose appointments will be re-elected on an annual basis
- g) The SSPB will operate via a co-chairing arrangement between local authority and school leaders
- h) SSPB membership will be reviewed on an annual basis.

Quorum

- a) The quorum will be 8 members, one of whom must include a borough representative and one of whom must be current Co-Chair
- b) The quorum shall vote only if the majority of members present are current borough headteachers
- c) The clerk of the meeting is not required to vote.

Meetings

- a) The SSPB will meet once per term (3 x per year) as a minimum
- b) Additional/extraordinary meetings may be held as required at the discretion of the SSPB
- c) SSPB meetings will be scheduled at least two weeks prior to Schools' Forum meetings
- d) Papers for SSPB meetings will be prepared by the SSPB clerk and, wherever possible, will be shared by email with SSPB members 7 days before each SSPB meeting. Papers will include the following:
 - Notice in writing of meeting date, time and venue
 - Copy of agenda
 - Draft minutes of previous meeting
 - Papers relevant to meeting
- e) Minutes will be taken for each SSPB meeting

- f) Following approval by Chair, minutes will be distributed to SSPB members within 14 days of each meeting
- g) Minutes will be shared with Schools' Forum as a standing item.

Responsibilities

- To take the lead in proposing, developing and supporting the school improvement strategy for the borough, ensuring that the model fully represents the interests of all stakeholders and that all schools can access appropriate and high-quality models of support and challenge to secure improvement
- To use borough-wide intelligence and data to shape priorities for school improvement
- To monitor the impact of models of support by challenging rates of improvement and use of council and delegated/other resources where necessary
- To actively promote and support collaboration and innovation between schools and providers, leading to rapid improvement in outcomes and borough cohesion
- To support the self-evaluation of school improvement services across the borough
- To regularly update associated executive committees and partners inc Schools' Forum
- To make recommendations to Schools' Forum regarding strategy and/or finance as appropriate.

Current Membership

- Helen Andrews (St Swithun Wells Catholic Primary School)
- Laurie Baker (Hillingdon Council)
- Ann Bowen-Breslin (Hillingdon Primary School)
- Manjit Bringan (Whitehall Infant School)
- Chris Cole (Cowley St Laurence CofE Primary School, Laurel Lane Primary School, St Matthew's CofE Primary School)
- Rani Dady (Hillingdon Council)
- Robert Jones (Haydon Secondary School)
- Dan Kennedy (Hillingdon Council)
- David Poole (Hillingdon Teaching Schools Alliance)
- Kim Rowe (Bishopshalt Secondary School)
- Ann Shevlin (St Mary's Catholic Primary School)
- Prashant Soneji (Guru Nanak Sikh Academy)
- Julia Thomas (Coteford Infants School)
- Andrew Wilcock (Bishop Ramsey CoE Secondary School)

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Hillingdon Governors' Meetings and Executive Committee Protocol

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Contents

- 1.0 *Membership of Hillingdon Governors Meetings***
 - 1.1 Membership – General Items
 - 1.2 Role of the Chair and Vice Chair of the Executive Committee
 - 1.3 Election of Officers
 - 1.4 Election process for Chair and Vice Chair
 - 1.5 Hillingdon Governors Executive Committee

- 2.0 *Hillingdon Governors Meetings***
 - 2.1 Conduct
 - 2.2 Termly Meetings, Agendas, Minutes and Papers
 - 2.3 Delegation of Duties and Tasks

- 3.0 *Nomination of Governor Representatives***
 - 3.1 Governor Representatives to Strategic Groups
 - 3.2 Governor Representatives at Conferences and Events
 - 3.3 Correspondence and Consultations

- Appendices**
 - 1 Hillingdon Governors Meeting Attendance Register
 - 2 Nomination and Election Papers for Chair and Vice Chair
 - 3 The Seven Principles of Public Life, Nolan Committee

Hillingdon Governors' Meetings are open to all school governors of schools in the London Borough of Hillingdon. The purpose of meetings is for the Local Authority and school governors to share information, ideas and problems with each other. The aim is to learn, share good practice, keep abreast of educational issues locally and nationally, and network with other governors and officers of the Local Authority.

1.0 Membership of Hillingdon Governors

1.1 Membership - General

- i)* All school governors from the London Borough of Hillingdon's schools may attend Hillingdon Governors Termly Meetings.
- ii)* New attendees (new and experienced governors) are always welcome.
- iii)* Hillingdon Governors Executive Committee and the Local Authority (LA) recommend that at least one member of every schools governing body attends the termly meetings to feedback information to their governing body about governance activities in the borough.
- iv)* The LA's Governor Support Service Officers and the Chief Education Officer may attend all termly meetings.
- v)* All attendees must register their meeting attendance on the 'Hillingdon Governors Meeting Attendance Register' (Appendix 1).
- vi)* From among the Executive Committee, a Chairperson and a Vice Chairperson shall be nominated and elected.

1.2 Roles of the Chair and Vice Chair of the Executive Committee

The role of both Chair and Vice Chair is:

- To ensure that Hillingdon Governors Meeting activities are conducted appropriately and open to scrutiny.
- To ensure useful meeting agenda items are provided in consultation with the LA.
- To work effectively with the LA and other bodies.
- To carry out any duties delegated by the Executive Committee.
- To ensure that Hillingdon Governors Meetings are accessible to every governor in Hillingdon and promoted as widely as possible in liaison with the LA.
- To encourage the sharing of good practice and information among Hillingdon governors.

1.3 Election of Officers

- i)* The Hillingdon Governors Executive Committee has decided upon the election process for the Chairperson and the Vice-Chairperson. The process will be confirmed at the September meeting of each academic year.
- ii)* The Clerk chairs the meeting for the item to elect the Chairperson.
- iii)* The Chairperson takes over the meeting, once elected, including the item to elect the Vice Chairperson.
- iv)* All categories of governor, including staff governors, who are members of the Hillingdon Governors Executive Committee, are eligible for the office of Hillingdon Governors Executive Committee Chair or Vice Chair.
- v)* The term of office for the Chair and Vice Chair is one academic year.
- vi)* Current or previous serving Chairs or Vice Chairs may stand for re-election.
- vii)* The Chair and Vice Chair will be elected every year at the first meeting of the Autumn Term.
- viii)* The Chair and Vice Chair shall remain in office unless they resign or cease to be governors.
- ix)* If the Chair or Vice Chairs resign or cease to be governors, the Executive Committee must hold an election at the next full meeting.

1.4 Election Process for Chair and Vice Chair of the Executive Committee

- i)* Governors will be able to submit written nominations prior to the full Hillingdon Governors Meeting and oral nominations at the meeting.
- ii)* A governor can nominate him/herself for office and does not need to be present at the meeting to be considered.
- iii)* Nominee(s) will be asked to leave the room whilst the election process takes place.
- iv)* If there is more than one nominee, the remaining governors will take a vote by secret ballot. Papers for ballot form Appendix 2.
- v)* In the event of only one nominee for Chair, the nominee shall be declared Chair.
- vi)* The Local Authority's Governor Support Officer will tally the votes.
- vii)* One vote per governor per vacancy, regardless of how many governorships they hold.
- viii)* The nominee(s) will return to the room for the Governor Support Officer to announce the result.
- ix)* The nominee with the greatest number of votes being duly elected as Chairperson.
- x)* The nominee with the greatest number of votes being duly elected as Vice Chairperson.
- xi)* In the event of a tie, each candidate shall be given the opportunity to address the Hillingdon Governors Executive Committee and the members will vote again.

1.5 Hillingdon Governors Executive Committee

- i)* The Hillingdon Governors Executive Committee membership will be agreed at the first meeting of the year.
- ii)* The Hillingdon Governors Executive Committee will consist of the Chair and Vice Chair, and any other regular members willing to join the committee to actively contribute to the Executive Committee for at least one academic year.
- iii)* The Executive Committee shall discuss and plan termly meetings and agendas (via e-mail) at least one term in advance of the main Termly Meetings.

2.0 Termly Meetings of Hillingdon Governors

2.1 Conduct

- i)* All governors shall have regard for the 'seven principles of public life' recommended by the Nolan Committee (Appendix 3).
- ii)* Apart from very specific instances where the Chair has to act or take decisions on behalf of Hillingdon Governors Executive Committee, governors should recognise that they have no individual powers and should only speak or act on behalf of Hillingdon Governors Executive Committee when specifically authorised.
- iii)* Hillingdon Governors shall at all times have regard for the School Standards and Framework Act 1998, The Education School Governance (Procedures) (England) Regulations 2003 and all other relevant and subsequent legislation.
- iv)* Governors have a duty to act fairly and without prejudice at all times. The overall good of Hillingdon Governors Meetings will always override governors personal feelings and individual concerns.
- v)* Governors should express their views openly within termly meetings but should ensure that they relate to matters proper for discussion by Hillingdon Governors Executive Committee.

- vi) When elected officers are unable to attend termly meetings, they should ensure that Local Authority's Governor Support Officer is notified in advance of the meeting.

2.2 Termly Meetings, Agendas and Papers

- i) The meeting dates are set during the summer term for the following academic year, and are set in consultation with the Chief Education Officer.
- ii) Termly meetings will take place shortly after the Hillingdon Headteachers' termly meeting.
- iii) Wherever possible, papers that governors will need to consider will be attached to the agenda and sent to all schools at least seven clear days in advance of the meeting and posted on the governors' area of the Hillingdon Grid for Learning Website. Electronic mail will be used where possible.
- iv) Copies of Agendas and papers can also be downloaded from the dedicated school governors web pages on the Hillingdon Grid for Learning, www.hillingdongrid.org (Children's Services/Schools/School Governors).
- v) All significant correspondence for Hillingdon Governors Executive Committee will be reported at each meeting, for information or action as appropriate. The Chairman, Vice Chair or Local Authority's Governor Support Officer will take appropriate action on correspondence received, giving a report on any urgent action taken.

2.3 Delegation of Duties and Tasks

- i) Hillingdon Governors Executive Committee can delegate duties and tasks to any committees it wishes to establish, or to individuals.
- ii) All committees and individuals must report back to Hillingdon Governors Executive Committee on their work and for ratification of any decisions recommended.

3.0 Nomination of Governor Representatives

3.1 Governor Representatives to Strategic Groups

Representation on the Schools Forum

- i) Hillingdon Governors Executive Committee is requested to nominate school governors to the Schools Forum as detailed below.

Sector	Representation	Nomination Process
Primary	4 governors	Governors nominated by the Hillingdon Governors Executive Committee.
Secondary	3 governors	Governors nominated by the Hillingdon Governors Executive Committee.
Specials	1 governor	Governors nominated by the Hillingdon Governors Executive Committee.
Nursery	1 nominee	Delegate nominated by the Governing Body of McMillan Early Childhood Centre.
Early Years Dev and Childcare Partnership	1 nominee	Delegate nominated by the Early Years Development and Childcare Partnership

- ii) Governors wishing to be nominated by Hillingdon Governors Executive Committee to serve on the Schools Forum must seek approval from the

Executive Committee. Nomination forms may require a signature by an elected officer of Hillingdon Governors Executive Committee.

- iii) If there is any query about the Hillingdon Governors Executive Committee nomination of a candidate, then the matter shall be discussed initially by the Chair and Vice Chair.
- iv) All successful nominations to the Schools Forum must be announced at Hillingdon Governors Termly Meetings.
- v) Hillingdon Governors shall highlight current Schools Forum vacancies at its Termly Meetings.

Representation on Other Strategic Groups

- vi) When the occasion arises that a representative of the Hillingdon Governors Executive Committee is requested on another strategic group, then the Executive Committee shall discuss this issue, call for nominations among its members and, vote by secret ballot where necessary.

3.2 Governor Representatives at Conferences and Events

- i) When opportunities for governors to attend conferences and events and represent the London Borough of Hillingdon arise, notice of such opportunities shall be given at main Hillingdon Governors Termly Meetings where possible and all those in attendance offered equal opportunity to attend.
- ii) Should more candidates than places at an event occur, it may be necessary to vote on a suitable candidate to attend on behalf of all Hillingdon governors. In such cases voting will be by secret ballot by the Executive Committee.

3.3 Correspondence and Consultations

- i) Any correspondence or responses to consultation documents sent on behalf of the Hillingdon Governors Executive Committee should be discussed and agreed by the group prior to distribution.

Appendix 2

Nomination Form for Office of Chair/Vice Chair Of Hillingdon Governors Executive Committee

Nomination for:

Name: _____ of _____ School

For the office of: (Tick as appropriate)

Chairperson of the Hillingdon
Governors Executive Committee

Vice Chairperson of the Hillingdon
Governors Executive Committee

Reasons in support this nomination (Write as bullet points):

Signature _____ Date _____
Print Name _____ School _____

Record of Nominations Received for Chair and Vice Chairs

Nominations for Chair of Hillingdon Governors Meeting Executive Committee	Nominations for Vice Chair of Hillingdon Governors Meeting Executive Committee

Record of Count of Votes for Chair and Vice Chair

Nominations for Chair of Hillingdon Governors Meeting Executive Committee	Total Number of Votes

Nominations for Vice Chair of Hillingdon Governors Meeting Executive Committee	Total Number of Votes

Sample Voting Slips

Hillingdon Governors Meeting Executive Committee **Voting slip for the office of Chairperson**

I vote for _____ as Chair of the Executive Committee

Hillingdon Governors Meeting Executive Committee **Voting slip for the office of Vice Chairperson**

I vote for _____ as Vice Chair of the Executive Committee

The Seven Principles Of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands this.

Honesty

Holders of public office have to declare any public interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

'Second Report of the Committee on Standards in Public Life', The Nolan Committee

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ITEM 6

BUDGET PROPOSALS REPORT FOR CHILDREN, YOUNG PEOPLE AND LEARNING SERVICES 2017/18

Contact Officer: Peter Malewicz
Telephone: 01895 250325

REASON FOR ITEM

To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund revenue budget, Housing Revenue Account budget and Capital Programme for 2017/18, this report sets out the draft revenue budget and Capital Programme of the Children, Young People and Learning Services for 2017/18, along with indicative projections for the following four years. Following consideration by Cabinet on 15 December 2016, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.

Cabinet will next consider the budget proposals on 16 February 2017, and the report will include comments received from Policy Overview Committees. At the meeting on 16 February 2017 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2017/18, who will meet to agree the budgets and Council Tax for 2017/18 on 23 February 2017.

The Committee needs to consider the budget proposals as they relate to the Children, Young People and Learning Services, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the budget projections contained in the report, and comments as appropriate on the combined budget proposals put forward by the Children, Young People and Learning Services, within the context of the corporate budgetary position.

INFORMATION

Background

1. The Council continues to operate within the constraints of Government's deficit reduction programme, which has seen a sweeping reduction in central government funding since 2010/11, which is set to continue until at least the end of the decade. Alongside this reduction in funding, continuing demographic and demand pressures and a return to an

Children, Young People & Learning Policy Overview Committee – 11 January 2017

PART I – MEMBERS, PUBLIC AND PRESS

inflationary environment over the medium term will necessitate delivery of further substantial savings.

2. The last report to Cabinet on the budget was in February 2016, at which point the savings requirement for 2017/18 was estimated to be £18,464k. This has since been revised upwards to £19,388k, primarily as a result of increased inflationary pressure on the cost of Social Care placements. Taking account of the planned drawdown of £5,000k from General Balances, this leaves a net savings requirement of £14,388k. The Autumn Statement in late November reaffirmed the overall level of funding for the Local Government sector in 2017/18, which combined with the Council's acceptance of the multi-year settlement offer in October all but confirms the scope of this challenge.
3. Groups have been developing savings proposals sufficient to meet the externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
 - The 2015/16 outturn, particularly any on-going issues arising.
 - The current position in 2016/17 - both monitoring and savings delivery.
 - Existing and emerging pressures which need to be addressed in the 2017/18 budget and forecasts for future years.
 - Progress on the development of savings proposals for 2017/18 and beyond.
 - Identification of any potential growth or invest-to-save bids.
 - Capital programme requirements.
4. The consultation budget collated the outputs from these sessions, with sufficient savings proposals developed to bridge the budget gap in 2017/18 without recourse to reductions in service levels or levying the Social Care precept while freezing Council Tax for all residents for a ninth successive year and funding the freeze for older persons into a twelfth year in 2018/19.

The Budget and Policy Framework Procedure Rules

5. The consultation on the budget proposals commenced on 16 December 2016 following decisions taken by Cabinet on 15 December 2016.
6. There will be a further consideration by Cabinet of the budget proposals on 16 February 2017, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 23 February 2017, and if approved without further amendment they will be effective immediately.

Corporate Summary

7. While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
8. The budget proposals included in this report represent Cabinet's budget strategy for 2017/18 and beyond. The revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2017/18 whilst maintaining balances and reserves at well above the minimum recommended level. The final funding settlement for 2017/18 will not be available until February and so the budget has therefore been drafted on the latest estimated position.
9. The principal challenge in delivering a balanced budget for 2017/18 is the development of significant savings, with the savings requirement for 2016/17 originally being estimated at £18,464k. This has since been revised upwards to £19,388k, primarily as a result of increased inflationary pressure on the cost of Social Care placements. Taking account of the planned drawdown of £5,000k from General Balances, this leaves a net savings requirement of £14,388k.
10. The budget proposals presented to Cabinet in December are analysed below, with a £11,314k projected reduction in Government funding being off-set by increased Council Tax and Business Rates receipts of £4,638k to reduce the net reduction in resources to £6,162k. Inflationary pressures and growth in demand continue to drive up the savings requirement, with savings proposals of £14,388k presented in this draft budget.

Table 1: Headline Budget Requirement

	Movement from 2016/17 £'000	2017/18 Budget Requirement £'000
<u>Funding Sources</u>		
Council Tax and Business Rates Revenues	(3,368)	(158,513)
Collection Fund Surplus	(1,000)	(2,500)
Revenue Support Grant	9,918	(19,513)
Other Central Government Funding	1,396	(36,400)
Planned Use of General Balances	(784)	(5,000)
Total Resources	6,162	(221,926)
<u>Budget Requirement</u>		
Roll Forward Budget		228,088
Inflation	6,230	
Corporate Items	(1,266)	
Contingency	3,462	

Children, Young People & Learning Policy Overview Committee – 11 January 2017

PART I – MEMBERS, PUBLIC AND PRESS

New Priority Growth	(200)	
Savings Proposals	(14,388)	
Budget Requirement 2017/18	(6,162)	221,926
Surplus / (Deficit)	0	0

11. The development of savings proposals has continued to concentrate on more efficient service delivery methods, focusing on core services and by not creating new pressures by providing services that are no longer funded by Central Government. As previously noted, the Council's Business Improvement Delivery Programme is now well established and able to drive the delivery of these savings - evidenced by £12,152k of the £13,309k 2016/17 savings being either already banked or on track in Month 7 monitoring.
12. The draft General Fund Capital Programme for the period 2017/18 – 2021/22 proposes significant capital investment of £253,312 - containing funding to deliver a new Theatre, museum and bunker visitor centre in Uxbridge, funding for a new playground renewal programme as well as bolstering investment in existing local infrastructure -including £3,000k for investment in local Highways during 2017/18.

CHILDREN, YOUNG PEOPLE AND LEARNING SERVICES GROUP BUDGET PROPOSALS

Summary of Key Financial Issues

13. During 2016, the service successfully recruited to the Children's Services Senior Management Team, with only the Service Manager - Duty Team being covered by Agency. This was and continues to be a planned strategy as the service continues to undertake a major review of processes within the Multi Agency Safeguarding Hub (MASH) Team, the Triage Team and the recently formed Duty Team (which was brought back in house in June 2016, following the agreed cessation of the Skylakes managed service).
14. The service continues to review its' approach to Social Worker recruitment and retention, where there is still a national shortage and the recruitment of the right staff and retaining current staff is proving to be challenging. A number of approaches are being taken, including recruiting from abroad, where the main focus has been in South Africa and has proved to be very successful. A new campaign is being launched in 2017, which will focus on Canada. The service is also reviewing its' national recruitment campaign as the market becomes ever more competitive.
15. The Early Intervention and Prevention Service undertook a major review of the Children Centre delivery model and is now consulting on proposed changes, which if agreed, will result in all children's centre employees being directly managed by Hillingdon Council, a formal consultation process will take place with colleagues about the proposed model and any workforce changes that may be required to deliver it. This consultation process will also enable the council to accurately determine the detail of service delivery

arrangements based on the outcomes of the consultation process and the finalised structure.

16. Looked After Children numbers have been consistently within the range of 340 to 360 placements over the months from May 2015 to April 2016, but are showing signs of reducing over the last few months of 2016. Those with a Child Protection Plan are consistently within the range of 340 to 380 placements, and those where children have been identified as Children in Need is relatively consistent standing at approximately 645 cases. It should be noted that this consistent picture has been maintained despite the number of contacts and referrals increasing by 157 cases per month from an average of 1,724 per month in the period between August 2015 and March 2016, to 1,881 per month in the period between April 2016 and September 2016. Although this position has started to revert back to the numbers as they stood before April 2016.
17. The service continues to actively recruit In-House Foster Carers, where the main focus is on fostering teenagers and/or those with more complex needs. The cost of an In-House Foster Care placement (circa £20,000 per annum) is approximately half of the cost of using an Independent Fostering Agency (IFA) (circa £40,000 per annum).
18. Central Government continue to be fully committed to the adoption of children and are still looking at developing Regional Adoption Agencies. For Hillingdon, this will require us to engage in the development of a PAN London agency.
19. The Home Office introduced a National Transfer Agreement for the distribution of Unaccompanied Asylum Seeking Children (UASC), effective from 1 July 2016. Hillingdon continues to receive new applications but it is now apparent that a number of UASC are being successfully transferred to other local authorities. However, it should be noted that this is a voluntary scheme and applies only to new entrants. This agreement proposes a cap on the number of UASC that any authority should be looking after at any given time, which has been set at 0.07% of the child population. For Hillingdon, this equates to 48 children, however, Hillingdon currently provides support for 95 UASC, which is 47 above the cap. This would imply that Hillingdon would not have to take on any new UASC with effect from 1 July 2016, although the reality for Hillingdon is that we are unable to move all UASC onwards.
20. In October 2016, the Home Office mobilised arrangements to bring Dublin III eligible children from Calais to the UK. The distribution of these UASC was dependent on the young person identifying relevant family relationships with people already resident in the UK. As part of this Home Office initiative, Hillingdon has taken on a number of new UASC cases.
21. There continues to be indications from other Councils that they are still experiencing growth in UASC provision. Over the last few months, Hillingdon has also started to see an increase in UASC numbers additional to those arriving from Calais.
22. The pupil population continues to grow, where between the October 2015 and October 2016 school census dates, the pupil numbers increased by approximately 766 pupils, an increase of 1.78%. To ensure that sufficient provision is available across all sectors, the

Children, Young People & Learning Policy Overview Committee – 11 January 2017

PART I – MEMBERS, PUBLIC AND PRESS

Council has invested in a major primary school expansion programme and is now starting the process for the development of secondary school expansions to ensure that places are available for the growth in primary school numbers.

23. Schools continue to convert to Academy status, although the pace has slowed down considerably over the last few years. The current picture in Hillingdon is that 44 schools are academies or free schools (18 Primary, 15 secondary, 3 Studio Colleges, 1 University Technical College, 1 all through, 5 special and 1 pupil referral unit), to date no school has converted in 2016/17. However, based on the Department for Education (DfE) website, 1 more primary school is seeking to convert but with no specific conversion date.
24. In August 2016, the DfE launched its' consultation on introducing an Early Years National Funding Formula with effect from 1 April 2017, which set out plans to standardise the Early Years Funding Formula across the country. Early indications are that Hillingdon providers will benefit from an increase in funding in 2017/18.
25. The DfE also confirmed that they would introduce the 30 hours free childcare entitlement on 1 September 2017, although it is up to each provider to determine whether they wish to offer it.
26. In December 2016, the DfE launched phase 2 of its' consultations on the proposed implementation of a National Funding Formula for Primary and Secondary Schools and High Needs Funding, with effect from 1 April 2018. Indicative figures suggest that Hillingdon schools will benefit from an increase in funding, although the distribution will not be uniform and is likely to result in gainers and losers.
27. On 20 December 2016, the DfE confirmed the arrangements for the cessation of the Education Services Grant, which includes the level of funding that each Council will receive for the period April 2017 to August 2017. It also introduced two new additional funding streams, including a £50 million a year fund for local authorities to continue to monitor and commission school improvement for low-performing maintained schools and a new £140 million 'Strategic School Improvement Fund' for academies and maintained schools, which is aimed at ensuring resources are targeted at the schools most in need of support to drive up standards, use their resources most effectively and deliver more good school places.
28. During 2016, the Department for Business, Innovation and Skills undertook a major exercise to review the mechanism for post 16 funding through a range of Area Reviews. Its' main focus was on Further Education (FE) College funding but also incorporated the funding provided to Adult and Community Learning provision. This review is still in progress, but it is evident that steps have already been taken to rationalise the FE College sector.
29. The Adult and Community Learning Service undertook a major review of its' fees and charges structure, which identified that the Individual Learner fee that Hillingdon charges per hour was significantly below the average charged by other local authorities. Set out in

Children, Young People & Learning Policy Overview Committee – 11 January 2017

PART I – MEMBERS, PUBLIC AND PRESS

the fees and charges schedule is a proposal to increase the fees with effect from 1 September 2017 in time for the new academic year.

Group Revenue Budget 2017/18

30. The movement between the current year's budget and the draft budget for 2017/18 is summarised in Table 2 below. Each of the lines in Table 1 is set out in the following sections and in Appendix A.

Table 2: Group Revenue Budget 2017/18

	Total
	£'000
Operating Budget 2016/17	28,748
Inflation	176
Corporate Items	(184)
Contingency	0
Priority Growth	0
Savings	(2,324)
Other Virements	0
Operating Budget 2017/18	26,416

Development and Risk Contingency

31. The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes items totalling £7,223k for 2017/18 for the Children, Young People and Learning Services.

32. Key items within this are as follows:

- A provision of £1,648k for the funding shortfall of providing support to Asylum Seekers
- A provision of £5,298k to fund the re-basing of the placements budget, new Looked After Children placements and the impact of demographic growth.
- A provision of £277k to fund the additional cost of employing agency staff to cover posts in the establishment

Savings

33. Savings proposals, focused on increased efficiency and effectiveness with no reduction in service provision, have been developed through the Council's BID Programme and associated workstreams. The savings have been adjusted to take account of rephrasing

of 2016/17 proposals so the Council does not carry forward undeliverable savings in the refreshed MTF. These proposals fall into five broad themes: Zero Based Reviews; Preventing Demand; Service Transformation; Effective Procurement; and Maximising Income.

34. Savings proposals currently developed total £14,388k across the Council for 2017/18 including £1,669k of full year effects of prior year savings. The total savings included in the draft budget for the Children, Young People and Learning Services total £2,324k and are included in Appendix A.

35. Key items within this are:

- A full year effect saving of £189k relating to a review of the Children Centre delivery model.
- The receipt of £362k of grant funding relating to the Troubled Families Phase 2 Programme, based on the front loading of the grant in line with the mechanism set out by the Department for Communities and Local Government.
- A saving of £170k relating to expenditure incurred with undertaking service transformation, which can legitimately be capitalised.
- A saving of £150k relating to a review of staffing structures across all of the Children's Homes.
- A saving of £800k reflecting the benefit of combining and tendering the School Nursing and Health Visiting Services, with a contract start date of 1 April 2017.
- A saving of £539k relating to a review of the supported living contracts, to ensure that the contract meets the needs of the relevant client groups
- A saving of £57k relating to a proposed increase in the fees and charges for the Music Service and the Adult and Community Learning Service.
- A saving of £57k relating to a zero based review of budgets across the service, which identified savings across the cost of utilities and the Youth Fund.

Fees and Charges

36. The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations.

37. Schedules detailing the proposals relating to fees and charges for 2017/18 for the Children, Young People and Learning Services are attached at Appendix B. This sets out proposals to amend the fee rates for the Music Service and the Adult and Community Learning Service, which are anticipated to deliver additional income of £57k in 2017/18.

Capital Programme (Where relevant)

38. The capital programme for 2017/18 was approved by Cabinet and Council as a five-year capital budget that focused on maximising the use of identified funding in order to

minimise the level of new borrowing that ultimately impacts on budget requirements funded through Council Tax.

39. The process of developing a capital programme has again focused on identifying and sustaining available funding streams whilst simultaneously managing the significant impact of increased demand for sufficient school places in the borough.

40. The draft capital programme may need to be revised once the final impact of the settlement is known as this may impact on the affordability of the programme. A summary of the draft capital programme for the Children, Young People and Learning Services is shown in Appendix C.

41. Key items within the draft capital programme for 2017/18 are:

- The continued investment of £23,377k in school expansions, including £8,006k for secondary schools. Over the five year life of the programme the total cumulative investment will be £88,614k, for which it is estimated that the Council will receive grant funding of £26,083 (equivalent to £29.4%).
- A provision of £1,635k for school improvement works.

SUGGESTED COMMITTEE ACTIVITY

To be written by the O&S Team

BACKGROUND PAPERS

Medium Term Financial Forecast 2017/18 - 2021/22 – report to Cabinet 15 December 2016

General Fund - Social Care Savings		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
Review of Children Centre Delivery Model <i>To undertake a major review of the service delivery model for Children Centres, which proposes to transfer the running of the services back to the local authority and then undertake a review of the staffing structure and move to a Hub and Spoke model.</i>	Service Transformation	(189)	(95)	(744)	0	0
Effective Use of Troubled Families Grant <i>Application of Troubled Families Phase 2 Grant funding, to support the turnaround of 1,990 families over the next five years, starting in 2015/16, where the grant payment has been front loaded for the attachment fee.</i>	Income Generation & Commercialisation	(362)	280	116	884	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(2,324)	(2,167)	(2,815)	(1,931)
Full Year Effect of Prior Year Savings		(551)	(2,139)	(2,795)	(1,931)	(1,931)
New Savings Proposals						
Review Funding of Social Care Transformation Team <i>Identify expenditure incurred with undertaking service transformation which can be capitalised and thus free up base budget</i>	Service Transformation	(170)	0	0	0	0
Review of Children's Homes Structures <i>Undertake a review of Charville Lane and Mulberry Parade staffing structures to ensure that they are fit for purpose and effectively meet the needs of the children attending these establishments</i>	Service Transformation	(150)	0	0	0	0
BID Review of 0 to 19 Healthy Child Programme <i>The contracts for the School Nursing and Health Visiting services are due for renewal in April 2017. This saving proposes to combine the two contracts and by doing so generate an anticipated saving through the reduction of overhead and admin costs</i>	Effective Procurement	(800)	0	0	0	0
Review of Supported Living Contract <i>The Council has a range of contracts for the provision of supported accommodation, where it is evident that the current arrangement does not match the needs of the client groups accessing the accommodation. A BID review will assess the required need and identify options for future usage.</i>	Effective Procurement	(539)	0	0	0	0

General Fund - Social Care Savings		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Additional Income from Fees & Charges	Income Generation & Commercialisation					
<i>A number of proposals to amend Fees & Charges as set out in Appendix 8 to this report.</i>		(57)	(28)	(20)	0	0
Zero Based Reviews	Zero Based Review					
<i>The service undertook a major review of the 2015/16 outturn position and compared it to the 2016/17 base budget. The outcome of this review identified that there were a range of budgets, which were higher than the previous year's expenditure</i>		(57)	0	0	0	0
New Savings Proposals		(1,773)	(28)	(20)	0	0
Total Social Care		(2,324)	(2,167)	(2,815)	(1,931)	(1,931)

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non Residents £	Increase %	Date of last change to charge	Effective Date
22. Music Service										
Music Service (termly charge)										
Standard tuition	R	58.50	60.00	EXP	63.72	8.92%	N/A	N/A	01-Sep-11	01-Apr-17
Advanced tuition plus Music School	R	168.50	172.00	EXP	195.26	15.88%	250.00	45.35%	01-Sep-11	01-Apr-17
Music School only	R	58.50	60.00	EXP	66.40	13.50%	84.00	40.00%	01-Sep-11	01-Apr-17
Weekday music school or Choir Only	R	33.00	34.00	EXP	33.10	0.30%	48.00	41.18%	01-Sep-11	01-Apr-17
Use of Instrument	R	12.00	15.00	EXP	14.87	23.89%	20.00	33.33%	01-Sep-11	01-Apr-17
individual 15 minute lesson	R	85.00	85.00	EXP	N/A	N/A	N/A	N/A	N/A	01-Apr-17
Standard tuition layer 2	R	58.50	n/a	EXP	43.00	-26.50%	N/A	N/A	01-Sep-11	01-Apr-17
Standard tuition layer 1	R	12.75	13.00	EXP	15.00	17.65%	N/A	N/A	01-Sep-11	01-Apr-17
Advanced tuition plus Music School layer 2	R	168.50	n/a		120.00	-28.78%	N/A	N/A	01-Sep-11	01-Apr-17
Advanced tuition plus Music School layer 1	R	34.00	34.50	EXP	40.00	17.65%	N/A	N/A	01-Sep-11	01-Apr-17
Music School only layer 2	R	58.50	n/a	EXP	46.00	-21.37%	N/A	N/A	01-Sep-11	01-Apr-17
Music School only layer 1	R	12.75	13.00	EXP	16.00	25.49%	N/A	N/A	01-Sep-11	01-Apr-17
Weekday music school or Choir Only layer 2	R	33.00	n/a	EXP	21.00	-36.36%	N/A	N/A	01-Sep-11	01-Apr-17
Weekday music school or Choir Only layer 1	R	9.25	9.50	EXP	9.25	nil	N/A	N/A	01-Sep-11	01-Apr-17
Use of Instrument layer 2	R	12.00	n/a	EXP	10.00	-16.67%	N/A	N/A	01-Sep-11	01-Apr-17
Use of Instrument layer 1	R	4.10	5.10	EXP	5.00	21.95%	N/A	N/A	01-Sep-11	01-Apr-17
individual 15 minute lesson	R	17.00	17.00	EXP	N/A	N/A	N/A	N/A	N/A	01-Apr-17
Music Service (Schools Charges)										
Whole Class Ensemble Tuition (First Term Free Then Per Term)	S	N/A	N/A	EXP	200.00	N/A	N/A	N/A	N/A	01-Apr-17

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non Residents £	Increase %	Date of last change to charge	Effective Date
37. Adult Education Service										
Tuition Fees										
Tuition Fee per Guided Learning Hour –LSC funded provision	R	2.48	4.55	EXP	2.87	15.86%	4.55	0.00%	01-Apr-13	1-Aug-17
Tuition Fee per Guided Learning Hour –LBH funded provision	R	2.48	4.55	EXP	2.87	15.86%	4.55	0.00%	01-Apr-13	1-Aug-17
Concessionary rate	R	1.74	N/A	EXP	1.79	2.87%	N/A	0.00%	01-Apr-13	1-Aug-17
Skills Concessionary rate	R	N/A	N/A	EXP	2.58	N/A	N/A	0.00%	N/A	1-Aug-17
Room hire per hour - equipped and serviced (S/M/L). Non-commercial / charity	M	N/A	N/A	EXP	8.75/9.25/ 9.50	N/A	15.00/15.75/ 16.00	N/A	N/A	1-Apr-17
Room hire per hour - equipped and serviced (S/M/L) Commercial	M	N/A	N/A	EXP	15.50/16.25/ 16.50	N/A	20.00/21.00/ 21.50	N/A	N/A	1-Apr-17

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project by Cabinet Member Portfolio	2017/18	2018/19	2019/20	2020/21	2021/22	Financed by:		
			Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Council Resources	Government Grants	Other Contributions
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		SCHOOLS PROGRAMME								
		<u>Education and Childrens Services</u>								
139,043		Primary School Expansions	858	0	0	0	0	858	0	0
27,400	UPDATE	New Primary School Expansions	12,313	9,512	2,659	1,844	0	23,669	2,659	0
55,899	UPDATE	Secondary Schools Expansions	5,155	23,835	4,850	4,630	16,030	31,876	22,624	0
47,217		Secondary Schools New Build	2,851	577	0	0	0	3,428	0	0
2,400	UPDATE	Additional Temporary Classrooms	2,200	100	0	0	0	2,300	0	0
1,200	NEW	Schools SRP	0	0	800	400	0	400	800	0
273,160		Total Schools Programme	23,377	34,024	8,309	6,874	16,030	62,531	26,083	0
		PROGRAMME OF WORKS								
		<u>Community, Commerce and Regeneration</u>								
		<u>Education and Childrens Services</u>								
N/A	UPDATE	Devolved Formula Capital	409	363	317	271	222	0	1,582	0
N/A	UPDATE	School Conditions Building Programme	1,226	750	750	750	750	0	3,426	800
0		Total Programmes of Works	1,635	1,113	1,067	1,021	972	0	5,008	800
273,160		Total General Fund Capital Programme	25,012	35,137	9,376	7,895	17,002	62,531	31,091	800

FORWARD PLAN 2016/2017

Contact officer: Kate Boulter
Telephone: 01895 556454

REASON FOR ITEM

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

OPTIONS OPEN TO THE COMMITTEE

- To comment on items going to the Cabinet or to the Cabinet Member for decision.
- Or to note the items and decide not to comment.

INFORMATION

The latest published Forward Plan is attached. The Committee may wish to consider the non standard items that fall within its remit.

SUGGESTED COMMITTEE ACTIVITY

To consider whether there are comments or suggestions that the Committee wishes to make.

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Upcoming Decisions		Further details		Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
Ref	Decisions	SI = Standard Item each month	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
Cabinet - 17 January 2017 (Tuesday)										
159	Standards and Quality in Education 2015/16		The Annual Report to Cabinet containing information on educational performance across the Borough.	All		Cllr David Simmonds CBE	RS - Daniel Kennedy	Policy Overview Committee		Public
160	0 -19 Healthy Child Services		Cabinet will consider a contract for the recommended service provider for the 0-19 Healthy Child Services.	All		Cllr David Simmonds CBE	RS - Tom Murphy / Joyce Jones			Public
SI	School Capital		This report will update Cabinet and request any	Various		Cllr David	RS - Jean			Public
SI	Academy		A standard report to Cabinet to seek approval for	Various		Cllr Jonathan	RS - Michael			Public
Cabinet Member Decisions - January 2017										
158	Post 16 Transport Policy Statement		To consider proposed revisions to the Post 16 Transport Policy Statement. This document informs post 16 learners of their transport options, which may influence decisions to be taken regarding college/training courses starting in	Various		Cllr Ray Puddifoot MBE / Cllr Douglas Mills / Cllr David	RS - Jackie Wright / Alex Bowman	Parents / service users / stakeholders	Def	Public
SI	Standard Items		Cabinet Members make a number of decisions	Various		All	AD -	Various		Public
Cabinet - 16 February 2017										
166	Schools Budget 2016/17		Cabinet will asked to agree the Schools Budget following consultation with the Schools Forum and their recommendation on the budget.	All		Cllr David Simmonds CBE, Cllr Jonathan	RS - Peter Malewicz	Schools Forum	NEW	Public
SI	School Capital Programme Update		This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough	Various		Cllr David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees	NEW	Public / Private (3)
SI	Academy Conversions		A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status	Various		Cllr Jonathan Bianco	RS - Michael Patterson		NEW	Public
Cabinet Member Decisions - February 2017										
SI	Standard Items taken each month by the Cabinet		Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the	Various		All	AD - Democratic Services	Various	NEW	Public

Cabinet - 16 March 2017

168	Hillside Infant and Hillside Junior School -	It is proposed to expand Hillside Infant and Hillside Junior schools from two to three forms of entry. In order to do this, a statutory process must be followed. This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Northwood Hills	Cllr David Simmonds CBE	RS - Venetia Rogers		NEW	Public
SI	School Capital Programme Update		Various	Cllr David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees	NEW	Public / Private (3)
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status.	Various	Cllr Jonathan Bianco	RS - Michael Patterson		NEW	Public
Cabinet Member Decisions - March 2017								
SI	Standard Items taken each month by the Cabinet	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the	Various	All	AD - Democratic Services	Various	NEW	Public
Cabinet Member Decisions: Standard Items (SI) that may be considered each month								
SI	School Governing Bodies and Governors / Authorising Academy	To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Member to be a Governor or	N/A	Cllr David Simmonds CBE	AD - Democratic Services			Public
SI	School Redundancy Payments	To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority	TBC	Cllr David Simmonds CBE	RS - Daniel Kennedy			Private (1,2,3)

WORK PROGRAMME 2016/2017

Contact Officer: Kate Boulter

Telephone: 01895 556454

REASON FOR REPORT

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of each agenda.

OPTIONS OPEN TO THE COMMITTEE

1. To confirm dates for meetings; and
2. To make suggestions for future working practices and reviews.

WORK PROGRAMME 2016/17

14 June 2016	Educational Aspiration Review - Witness Session
CR5	School Admissions Update
	Local Safeguarding Children's Board Annual Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

28 Sep 2016	Educational Aspiration Review - Presentation of draft final report
CR5	Major Review – Consideration of topics
	School Place Planning Quarterly Update / School Expansion Update
	Annual Complaints Report 2015/16 for Children and Young People's Services
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

19 Oct 2016 CR5	Major Review – Consideration of Scoping Report
	Child and Adolescent Mental Health Services (CAHMS)
	Education Policy
	Elective Home Education
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

23 Nov 2016 CR5	Major Review – Witness Session 1
	Update Report - Progress on Implementation of previous review - 'The Effectiveness of Early Help to Promote Positive Outcomes for Families.'
	Child Sexual Exploitation - Update Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

11 Jan 2017 CR6	Major Review – Witness Session 2
	Budget Proposals Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

14 Feb 2017 CR5	Major Review – Witness Session 3
	Minor Review - Consideration of Scoping Report
	Standards and Quality in Education in Hillingdon 2016/2017
	Child and Adolescent Mental Health Services (CAHMS) - Update
	Schools Academic Selection
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

14 Mar 2017 CR4 and 4A	Major Review - Presentation of Draft Final Report
	Minor Review - Witness Session
	Update on previous Review of the Committee - 'Supporting Educational Aspiration for Disadvantaged Children'
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

12 Apr 2017 CR6	Minor Review - Presentation of Draft Final Report
	Quarterly School Place Planning
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

****all meetings begin at 7pm.***

Early Intervention Service Update to be added May/June 2017

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