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TRAFFORD COUNCIL

AGENDA PAPERS FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 22 March 2017

Time: 6.30 p.m.

Place: Committee Rooms 2 & 3, Trafford Town Hall,
Talbot Road, Stretford M32 0TH

| A G E N D A | PART I | Pages |
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| 6. | BUSINESS RATES RETENTION: PRESENTATION | |
| | To receive a presentation of the Chief Finance Officer. | 1 - 14 |
| 9. | TASK & FINISH GROUP REVIEW: EDUCATION, HEALTH & CARE PLANS (EHCP) | |
| | To consider a report of the Scrutiny Committee Task & Finish Group setup to conduct a review of the Education, Health & Care Plan process. | 15 - 28 |
| 10. | TASK & FINISH GROUP REVIEW: JOINT VENTURE CONTRACT BETWEEN TRAFFORD COUNCIL AND AMEY | |
| | To consider a report of the Scrutiny Committee Task & Finish Group setup to conduct a review of the Joint Venture Contract between Trafford Council and Amey. | 29 - 38 |

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors S. Adshead, R. Bowker, C. Boyes, K. Carter, M. Cordingley (Vice-Chairman), Mrs. P. Dixon, N. Evans, J. Holden, D. Hopps, D. Western, M. Young (Chairman) and J. Harding (ex-Officio).

Co-opted Members for Education Matters Only: Sister P. Goodstadt and S. Kahn.

Scrutiny Committee - Wednesday, 22 March 2017

Further Information

For help, advice and information about this meeting please contact:

Chris Gaffey, Democratic & Scrutiny Officer,

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Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Monday, 20 March 2017** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD
COUNCIL



Business Rates Retention Update

Scrutiny Committee March 2017



Current Schemes in GM



Business Rates – Current Schemes

Greater Manchester and Cheshire Pool

- Operates under the existing 50% retention scheme
- Tariff authorities within the Pool are Trafford, Stockport, Cheshire East and Cheshire West and Chester
- The Purpose of a Pool is not to alter individual authorities income levels but to retain some/all of any levy that might be payable to Central Government within the Pool
- There will be an initial call on this retained levy in the following proportions: Cheshire East, Cheshire West and Chester retain 50%, Trafford retain one-third with the remainder being pooled at GM level.
- All twelve authorities in the Pool have signed up to continuing with the Pool for 2017/18.

Business Rates – Current Schemes

Greater Manchester and Cheshire 100% growth pilot

- A pilot to retain 100% of additional business rate growth in Greater Manchester and Cheshire.
- The scheme started on 1 April 2015, as a pilot and allows local authorities to retain 100% of “additional growth” in business rates.
- The final amount of growth achieved for 2015/16 is still being confirmed with DCLG
- It has not been decided yet how whole the growth monies will be applied

Business Rates – Current Position

2016/17 Estimated Outturn

P10 forecast shows an projected overall gain of £2.83m, however this is £2.23m lower than the budgeted gain of £5.06m

| | <u>Budget</u> | <u>Actual</u> | <u>Variance</u> |
|--|---------------|---------------|-----------------|
| | <u>£m</u> | <u>£m</u> | <u>£m</u> |
| TMBC MONITORING SUMMARY: | | | |
| Individual Authority Business Rates Baseline | 77.839 | 77.839 | 0.000 |
| Tariff Payment | -44.509 | -44.509 | 0.000 |
| Baseline Funding Level | 33.329 | 33.329 | 0.000 |
| Growth Above Baseline Funding Level | 5.511 | 1.908 | 3.603 |
| Locally Retained Rates | 38.840 | 35.237 | 3.603 |
| Section 31 Compensation Grants | 1.692 | 1.916 | -0.224 |
| SAICA Renewable Energy | 0.078 | 0.078 | 0.000 |
| NET GM Pool Levy | -2.219 | -1.070 | -1.149 |
| TMBC EST YE POSITION | 38.391 | 36.161 | 2.230 |
| <i>Net Inc/(Dec) to Baseline Funding Level</i> | <i>5.061</i> | <i>2.831</i> | <i>2.230</i> |

Business Rates – Current Position

Issues:-

Level of Appeals (*) £225m out of a total RV of £390m (58%) is subject to appeal - significant unprecedented level of new appeals not budgeted for

Empty Property Relief cases...Bad Debt Provisions

**Collection Performance – as at 1 March – Target=94.19%,
Actual = 94.23%**

100% Business Rates Retention National Picture

National Move to 100% Business Rates Retention

- In the 2015 spending review and autumn statement the government committed that local government should retain 100% Business Rates raised locally by the end of this Parliament (Originally 2020/21).
- To ensure that the reforms to business rates are fiscally neutral some existing central government grants will be replaced by additional retained business rates. (It will not provide extra funding for local Government)
- Over the past year government has been working closely with local authorities, their representatives and representatives of business to shape the design of the reforms.



National Move to 100% Business Rates Retention

Jointly chaired Local Government Association (LGA) and DCLG steering group

A set technical working groups are currently reviewing every aspect of how the new system should work and which responsibilities should be devolved, to include:

- Technical Working Group on Needs and Redistribution – undertake the fair funding review to establish the funding baselines & distribution of funding for new responsibilities
- Responsibilities Working Group - determine the package of responsibilities to be devolved
- Systems Design Working Group – determine the mechanisms needed to setup & run the new 100% retention i.e. the technical operational and accounting processes



National Move to 100% Business Rates Retention

LOCAL GOVERNMENT FINANCE BILL 2016-17

The government has now published and introduced into Parliament primary legislation which is intended to provide a framework for the reformed 100% Business Rates Retention System

BUSINESS RATES RETENTION: FURTHER CONSULTATION (FEB 17)

This publication now confirms government intention to introduce the new 100% retention system in 2019/20 and seeks the views on some of the detailed aspects on the design of the 100% retention system to include:

- Partial resets - redistributing business rates to meet relative need and providing an incentive for retaining growth
- Business rates pooling - the secretary of the state to designate pools of authorities by removing the requirement for local authority consent
- Managing the impact of successful appeals - centrally managing appeals through making 'loss payments' in relation to valuation errors
- Safety nets - mechanism used to support those local authorities who experience shocks to their lists, currently set at 92.5%
- Central list policy

100% Business Rates Retention GM Pilot



National Move to 100% Business Rates Retention

- Pilots in place from 1 April 2017 in Cornwall and the combined authority areas GM and Liverpool City Region, West Midlands and West of England.
- Pilots will operate on a 'no detriment' basis i.e. the pilot is to be without detriment to resources that would have been available to individual authorities under the current local government finance regime
- Guidance produced by DCLG sets out the 'no detriment' calculation, going forward this will now require two set of figures being calculated of (A) under the existing 50% retention system and (B) under the new 100% rates retention pilot



GM Pilot

| Element | A - Existing 50% | B - Pilot 100% |
|------------------------|---|---|
| Local Share | 49% NNDR1&3 | 99% NNDR1&3 |
| Baseline Funding Level | As per Finance Settlement | Adjusted - to include RSG & Public Health Grant |
| Tariff/Top-up | As per Finance Settlement | Adjusted - for new baselines |
| Levy | Levy Rate 0.50 | Levy Rate 0 |
| Safety Net | 92.5% of Baseline Funding Level | 97% of Baseline Funding Level |
| S31 Grants | 49% NNDR1&3 | 99% NNDR1&3 |
| RSG | As per Finance Settlement | Not Paid - included within Baseline Funding Level (above) |
| Public Health | As per Grant Allocation | |
| GM Pool Levy/Rebate | As per the existing GM & Cheshire pool arrangements | N/A No Levy |

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- Overall individual authorities within the GM pilot will retain **no less** than that figure currently calculated under (A) existing 50% retention system.
- The table on the next slide demonstrates that the 100% rates retention GM Pilot only results in a presentational change to both the net budget and funding

GM Pilot

| 100% Retention GM Pilot | 2017/18 | | |
|---|---------------------|--------------------|------------------------|
| Proposed Budget | 100% (£'000) | 50% (£'000) | Changes (£'000) |
| Service: | | | |
| Children's Services | 31,960 | 31,960 | 0 |
| Adult Services (incl. Public Health) | 58,210 | 45,492 | 12,718 |
| Economic Growth, Environment & Infrastructure | 38,579 | 38,579 | 0 |
| Transformation & Resources | 16,535 | 16,535 | 0 |
| Total Service Budgets | 145,284 | 132,566 | 12,718 |
| | | | |
| Council-wide Budgets | 15,541 | 15,541 | 0 |
| Proposed Net Budget | 160,825 | 148,107 | 12,718 |
| Funding: | | | |
| Council Tax | 88,630 | 88,630 | 0 |
| RSG | 0 | 15,276 | 15,276 |
| Business Rates: Local Share | 139,403 | 68,998 | (70,405) |
| Business Rates: Tariff Payment | (77,399) | (34,988) | 42,411 |
| Business Rates: Assumptions, Growth, S31 Grants, GM Pilot | 5,458 | 5,458 | 0 |
| Prior Year: Collection Fund Surplus/(Deficit) & GM Pool (Levy)/Rebate | 1,675 | 1,675 | 0 |
| Proposed Funding | 157,767 | 145,049 | (12,718) |
| Reserves | | | |
| Budget Support Reserve | 3,058 | 3,058 | 0 |
| Use of Reserves | 3,058 | 3,058 | 0 |
| Total Budget Gap | 0 | 0 | 0 |

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 22 March 2017
Report for: Approval
Report of: Scrutiny Committee Task & Finish Group: Review of the Education, Health & Care Plan Process

Report Title

Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford.

Purpose

With the introduction of the Children and Families Act of September 2014, children and young people (who require them) are now provided with an Education, Health and Care Plan (EHCP) instead of a Statement of Special Educational Needs (SEN). Anyone with an existing Statement of SEN must begin the 'Transition' to an EHCP and the duty is with the local authority to complete this process by 1st April 2018.

Following a number of issues encountered during the 2015/16 academic year when the new processes were introduced, Members agreed to undertake a review of the EHCP process and how it operates in Trafford.

Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Executive support the EHCP Manager's team restructure proposals in section 9 of the report, including authorising the additional administrative assistant positions requested.

Recommendation 2 – That the working relationship between the Council and Trafford Parents Forum be championed and encouraged.

Recommendation 3 – That applicants be provided with as much information as possible at the start of the EHCP process, including the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive support the scheme of adopting SENCO Champions to encourage good practice in schools.

Recommendation 5 – That the Executive support the proposals to amend the EHCP funding structure, ensuring that the service’s budget is managed in the most efficient way possible.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019

1. Background

With the introduction of the Children and Families Act of September 2014, children and young people (who require them) are now provided with an Education, Health and Care Plan (EHCP) instead of a Statement of Special Educational Needs (SEN). Anyone with an existing Statement of SEN must begin the 'Transition' to an EHCP and the duty is with the local authority to complete this process by 1st April 2018.

The parent or anyone involved with the child can choose to apply for an EHC Needs Assessment, and all requests are considered by the Trafford Assessment Panel. If the panel decides to start an EHC Needs Assessment, a named EHC Coordinator is assigned to support and guide the child or young person and parent through the process, which includes a series of discussions, observations and assessments over a 12 week period. If a request for an EHC Plan is accepted, the final Plan should be issued within 20 weeks of the original request being received.

Following the introduction of the new system for the 2015/16 academic year, a number of issues and complaints were raised by service users. In July 2016, the Scrutiny Committee agreed to conduct a review of the EHCP process in an attempt to understand and make recommendations to resolve the concerns that had been raised.

2. Review Approach

Members set out to have a better understanding of the process, and requested a meeting with Senior Officers to learn more. Members were also keen to meet with service users to hear about their experiences with the new system. The overall aim was to produce a report with the group's findings and recommendations to the Executive on how they believe the service could be supported. These are set out in the report.

3. Terms of Reference

The terms of reference for the review was

To undertake a review of the Education, Health & Care Plan (EHCP) Service, ensuring the issues encountered during the 2015/16 academic year are resolved and that robust processes are in place to ensure that a good service is provided going forward.

4. Membership of the Scrutiny Task and Finish Group

The review was carried out by

Councilors: K. Carter, R. Bowker, M. Cordingley, Mrs. P. Dixon, J. Harding and M. Young.

Co-Opted Member for Education Matters: Ms. Saadia Khan.

5. The EHCP Process

There are three different strands of the EHCP process:

EHC Needs Assessments

- New applications for an EHC Plan
- The process takes 20 weeks to complete
- 6 month wait to reapply for a plan (if rejected) in line with the national statutory guidance

EHC Annual Reviews

- All current EHC Plans need to be reviewed and amended accordingly on an annual basis
- The Annual Review is a statutory requirement
- The Annual Review is shorter than a full application, lasting 14 weeks in total (the first 6 weeks is the 'Presentation Stage', with the actual assessment lasting 8 weeks after this)

EHC Transfers

- Children / young persons with a Statement of SEN need to be transferred to the new EHC System
- The process takes 20 weeks to complete

6. Introduction of the new legislation and the resulting issues encountered during the 2015/16 academic year

Under the new process, the EHCP Team confirmed that they encountered several issues. It was found that:

- There were issues with incomplete forms and information for all three strands
- The system in place at the time to capture the required information was substandard, which meant that a lot of resource was used to chase missing information, causing delays
- Schools had not fully understood what was expected of them and did not contribute in the ways that the service had hoped
- The writing of the EHCPs was initially outsourced, something that several Local Authorities had done nationally, however it was felt that the quality of the Plans would be of a better standard when done locally and were brought back in house
- It was nationally recognised that the timescale set were difficult to achieve

The service recognised there had been failings initially, however new processes are now in place and many of the issues have been resolved.

The Group feel that the Council was caught by surprise by these substantial changes, and that proper precautions had not been taken to ensure a smooth transition to the new system. The outsourcing of the writing of the EHCPs involved the sharing of confidential information about the families without their permission. When this came to light, some of the families found this extremely distressing. It was also extremely expensive for the Authority. The Group are pleased that this practice has ended, and the writing of the EHC Plans is now done by Trafford's EHCP Team.

7. Steps taken to address these issues

In April 2016, a new EHCP Manager for Trafford was appointed. In September 2016, the Group met with the new EHCP Manager, the Interim Corporate Director, Children, Families and Wellbeing, and the Head of Service for Access and Inclusion to discuss their concerns. The Officers acknowledged that there had been issues when introducing the new process initially; however new and robust processes were now in place to ensure this would not happen going forward. Over the last year, the following actions have been undertaken:

- A new team structure is now in place and the Council have recruited well
- A mapping exercise was completed to map the whole system and process
- A full timetable has been created to ensure that the assessments, reviews and transfers are correctly managed and tracked (Appendix 1)
- New forms have been created for all three strands to ensure the correct information is being captured first time
- There is now a greater emphasis on coproduction with parents
- New ways for service users to contact the team have been introduced, making it easier for parents to raise any concerns they might have
- Training has been provided at all levels, and will be ongoing to ensure the new processes are embedded

8. Service User Experiences

In January 2017, the Group met with several parents with varying experiences who had agreed to provide their views on the process of applying for / transferring to an EHCP. The Director of the Trafford's Parents Forum was also in attendance.

Several of parents had entered the process during the 2015/16 academic year, and most of these experiences confirmed the issues that were raised at that time. It was clear that some cases were not dealt with at the level of service the Council would expect to provide, and legitimate concerns about staff continuity and delays in issuing the Plans were raised. Members also felt that an important connection between the Council and the Trafford Parents Forum had been diluted, and recommended that both organisations work closer together going forward. Parents also raised their concerns about the outsourcing of the writing of the Plans, and felt that this was an error on the part of the Council.

Following the meeting with parents, the Group had the following observations / recommendations:

- If it is not already standard practice, all documentation relating to EHCPs should be provided to applicants in their initial pack. Although it is understood that all information is available on the Local Offer page of the Trafford Directory, the Group feel that as much information as possible should be provided directly to applicants as standard.
- The Group feels that there should be more information provided to parents on what the child or young person is eligible for in relation to education before they make an application. At present, parents are not sure what to apply for – Members feel that more transparency in this area would make the process less stressful for parents.

- Members feel that the system shouldn't be reliant on parents having to raise issues in order to obtain the services they want.

9. Current Situation

The Service recognises that there is still work to be done, but feel that the positive direction of travel demonstrates that the service has improved dramatically and will continue to do so. Following the new EHCP Manager's appointment in April 2016, a monitoring system was introduced to log parents' questions, queries and concerns (these are not formal complaints). As the table below demonstrates, the number of these queries has reduced substantially. April 2016 saw 19 queries raised, with only 3 raised in January 2017. Out of 39 queries raised since April 2016, only 3 were ongoing at the end of January 2017.

| Month | No of Issues Raised | No of Issues Resolved | No of Issues Still Active |
|--------------|---------------------|-----------------------|---------------------------|
| Apr-16 | 19 | 7 | 12 |
| May-16 | 8 | 5 | 15 |
| Jun-16 | 1 | 2 | 14 |
| Jul-16 | 1 | 4 | 11 |
| Aug-16 | 0 | 0 | 11 |
| Sep-16 | 1 | 3 | 9 |
| Oct-16 | 3 | 4 | 8 |
| Nov-16 | 3 | 2 | 9 |
| Dec-16 | 0 | 7 | 2 |
| Jan-17 | 3 | 2 | 3 |
| Total | 39 | 36 | 3 |

The above figures should also be considered in the context that, at the end of February 2017, there were approximately 1500 children or young people with an EHC Plan or were going through one of the three different strands of the process.

In addition to the queries raised, the service has received 36 compliments from parents between September 2016 and January 2017.

It is also clear from the below that service delivery has improved significantly over the past year.

Year 6 completion in time for 15th February 2016 = 25%

Year 6 completion in time for 15th February 2017 = 80 %

Year 11 completion in time for 31st March 2016 = 0%

Year 11 completion in time for 31st March 2017 = projected 60% (currently at 25%)

Year 12/13 Transfers – 100% completed by March 2017 as requested by DFE

New Team Structure

The team has now been split into two phases:

Phase One: 0 - 14 years old

Phase Two: 15 - 25 years old

The EHCP Manager has a deputy responsible for each phase, both of which provide the Manger with regular progress updates. Every EHC Plan is reviewed by the deputies and the manager to ensure adequate scrutiny is undertaken before they are signed off.

The service has recently filled the one vacant position on the EHCP Team (this person is expected to start in in April 2017), which means they will have a full complement of staff for the first time since April 2016. The team's staff are currently on temporary contracts. The EHCP Manager stressed the importance of administrative support – the team currently operates with one general admin assistant, and one financial admin assistant, who are responsible for all of the team's administrative duties.

Members were keen to know the EHCP Manager's views on what was required in the team's structure to ensure that the service is effective going forward. The EHCP Manager suggested the following:

- That the current positions be changed from temporary posts to be permanent posts
- Raising the amount of administrative support posts from two to four - two for each phase, which would ensure that the EHCP Co-ordinators could focus entirely on the work of co-ordinating the plans themselves.

The Group strongly support these suggestions and would ask that the Executive take them into consideration.

Co-Production

A bigger emphasis is now put on ensuring that parents are an integral part of the process, with co-production championed. Some service users felt that there was not enough emphasis on this when the new system was introduced.

Funding Restructure

The service's Senior Officers, in conjunction with the EHCP Manager, are currently considering a revised funding structure of the EHC Plans to be more specific. Under the current structure they feel that the funding bands are too wide, meaning some plans might receive more funding than required, with others not receiving enough. Under the new structure, the introduction of more funding bands with a narrower range would allow this to be more focused. This would make the funding more accurate and efficient, leading to a better management of the service's budget. It was suggested that the revaluating of the funding for current EHPs could be done at the EHCP review stage, meaning the additional work would be kept to a minimum.

SENCO Champions

A better understanding of the EHCP process and when referrals should be made is required by schools in the borough. Trafford is currently above the assessing average, meaning we are receiving a relatively high number of EHCP Assessment referrals for cases that could be dealt with by the school and their resources.

The EHCP Manager has suggested introducing a system of appointing 'SENCO Champions', who would be responsible for cascading the correct information out to schools, as well as assisting with the completing of application forms and other procedural queries. They would be invited to take part in the scheme on a voluntary basis, provided training, and would then advise schools on the correct processes. It is important that schools understand the criteria for referring a case to the EHCP Team. Reducing the amount of incorrect referrals will help the service run more efficiently and enable them to focus their resources effectively.

10. Risks to be monitored

The new legislation means that the scope of the EHCP has gone from 5-16 year olds (under the old SEN system), to cover children and young people between the ages of 0-25. Although the 0-5 cohort will be relatively small, they could be part of the system until they are 25 meaning a much longer period of required support. Also, the 16-25 cohort will continue to grow year on year as more young people transition beyond the age of 16 –under previous legislation they would have ended their journey through the SEN system at this point. No new funding has been provided to account for these additional persons that the Local Authority is required to assist.

11. Ensuring that the progress that has already been made continues

The Group are satisfied that considerable progress has been made since the issues encountered during the 2015/16 academic year, and are keen to ensure that the changes made over the 9 months remain embedded and that progress continues to be made. The Group would like to make the following recommendations:

Recommendation 1 – That the Executive support the EHCP Manager's team restructure proposals in section 9 of the report, including authorising the additional administrative assistant positions requested.

Recommendation 2 – That the working relationship between the Council and Trafford Parents Forum be championed and encouraged.

Recommendation 3 – That applicants be provided with as much information as possible at the start of the EHCP process, including the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive support the scheme of adopting SENCO Champions to encourage good practice in schools.

Recommendation 5 – That the Executive support the proposals to amend the EHCP funding structure, ensuring that the service's budget is managed in the most efficient way possible.

12. Summary

There is no question that serious issues were encountered in the early stages of adopting the new EHCP system, demonstrated by the concerns raised by parents when going through the process during the 2015/16 academic year. However, Members are confident that the service has improved dramatically over the last year and that the direction of travel is now positive. The new leadership, structure and

processes give the Group confidence that the issues encountered are on the way to being resolved. The Group would urge the Executive to consider the above recommendations and provide the service its full support to ensure that the recent changes are embedded, and the service improved as a result.

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What to Expect and When during an EHC Needs assessment

| | | | |
|------------|---------------------------------|--|---|
| Week 0 - 2 | Quality Assurance | <p>School Referral – the SENCO will apply via online system called Liquid Logic. LA will send an acknowledgement letter/email to parents to acknowledge LA have received it, and that it is going to be heard at TAP.</p> | <p>Parent/other referral – the paper application is received via post/email. LA upload onto system, and send parents an acknowledgement letter to confirm LA have received it, and when it should be heard at TAP. A senior caseworker may contact parent to discuss your application with you in more detail.</p> |
| Week 2 - 6 | Trafford Assessment Panel = TAP | <p>Members discuss new cases on the agenda with threshold criteria to help and record views</p> | |
| | | <p>Decision AGREE TO ASSESS</p> <p>The TAP panel recognise that your child’s SEND should be assessed through a Needs Assessment, in order to find out more information as to the level of difficulty.</p> | <p>Decision NOT TO ASSESS at this time.</p> <p>The TAP panel recognise that child’s needs can be met within school resources and at SEN support with Element 2 funding. More evidence or information is needed. Parents will receive a letter explaining this and giving rights of appeal. Another application can be made in 6 months</p> |
| 5 - 11 | Assessment & Info Gathering | <p>Parents receive an email or telephone call from your designated EHC coordinator. This person will be point of contact throughout the whole process. The EHC coordinator (EHCCO) will book in a meeting with parents and professionals to discuss provision and outcomes.</p> <p>The EHC coordinator will be asking professionals for reports and information. An Educational Psychologist will arrange to meet CYP.</p> | |
| 14 - 16 | | <p>The EHC coordinator will attend an EHC meeting to look at the plan so far, and discuss outcomes and provision with parent.</p> | |
| 13 - 16 | MAR Panel | <p>The draft plan will be submitted to the ^{MAR}Moderation and Resource Group. The core members will make recommendations and agree outcomes, type of placement and suggested funding.</p> | |
| | | <p>YES to Issue a plan. The outcomes and provision will be added into the plan. Parents sent a draft to have a look at.</p> | <p>No to Issue a plan because the assessment has shown that needs can be met by schools resources at SEN Support. Parents receive all the reports LA have gathered as a result of the assessment, and school can use these to write an Element 2 Support Plan.</p> |
| 16 | Final | <p>Parents receive a draft plan where section I will be blank and have 15 days to make any final representations and confirm the preferred education options. Details will be included in a letter.</p> | |
| 17 | | <p>The EHC coordinator will consult for a placement and discuss this with parent</p> | |
| 18 20 | | <p>Parent receives the final plan. This now takes over as the legal document regarding special education needs and must be recognised by educational provider. If disagree with the contents parents have a right to appeal. This information will be given to via letter</p> | |

What to expect and when during an EHC transfer

| | | |
|---------------------|----|---|
| Preparation Stage | 0 | <p>The LA will send a formal letter to school and parents notifying them of key dates. This will be two weeks in advance of starting the process. EHC Coordinator (EHCCo) will be given a list of all required transfers by name. The Yearly Transfer Planner is available on the local offer to show which year groups will be transferring in advance to pre-plan any meetings</p> <p>EHCCo contact all parents and schools in advance of the meeting, explain the forms to parents and schools - TR1 – 5</p> <p>LA will need to collect as much information from the school as possible. The educational advice is crucial to developing sections B, E and F of the plan and replaces the old 'app b'.</p> <p>Any staff involved with the child should be asked to contribute to create a detailed report. This will include a summary statement and four detailed sections under the areas code of practice. Parents may need support completing their sections. It is important LA receive as much information from the family, child and professionals as possible.</p> <p>Parents elect how they want Child Views to be completed. This can be done at home with parent or at school with a familiar member of staff. LA can only accept the TR forms via the ehcschools@trafford.gov.uk</p> <p>SENCO plans a meeting and EHCCo attends. The meeting must take place before week 7. Once parent's forms received EHCCo send out formal information requests for those people involved. Informal notifications will have already been sent so any team manager should be aware of children's names already.</p> |
| | 1 | <p>EHCCo will need to start collecting the transfer forms as they arrive on ehcschools@trafford.gov.uk. Before EHCCo attends meeting, they collated information from TR1 – 5 onto an 'outlined' EHC plan (new version). Attach the forms and evidence to liquid logic. Send a reminder if for missing forms</p> |
| | 2 | |
| | 3 | |
| | 4 | <p>This is the last date to receive forms ehcschools@trafford.gov.uk</p> |
| Meeting Stage | 5 | <p>Follow the meeting agenda. EHCCo collects</p> <ul style="list-style-type: none"> • an up to date provision map • an expected provision map if school feel there may be changes in the year ahead • idea of the current outcomes the child is working to • SEN support plans and any reports <p>The school should host the meeting and this will be run in the usual child centred way focusing on outcomes and provision. Guide to a Transfer Agenda on the local offer to follow. EHCCo's gather and record all the information and discuss key transitions for CYP in year 5, 8, 9 and 11. Parents must be told where their qualifying school is and which school is their preferred choice.</p> |
| | 6 | |
| | 7 | |
| Co-production stage | 8 | <p>EHCCo sends out the request for professional information for all those involved and starts co-writing the EHC plan on liquid logic. EHCCo sends the plan back and forth and contacts people for more information. Updates liquid logic as information arrives. Check for SEND admissions form.</p> |
| | 9 | |
| | 10 | |
| | 11 | |
| | 12 | <p>If new placement or provision needs to be considered, EHCCo puts the draft EHC back through MAR group. The draft EHC will be looked at and confirmation will be agreed. This is the last date at which LA can decide not to go ahead with the EHC. If this happens, EHCCo will arrange to meet parent to explain the reasons.</p> <p>EHCCo sends a final draft plan to parents with a formal letter. Once the parents are happy with the plan and no further amendments can be made, the draft plan will go back through MAR. EHC Manager will sign the plan off and the BSO will consult with schools and the Governing body for a place at the school based on the needs in the plan.</p> <p style="text-align: center;">This is the last time we will be able to amend the plan</p> |
| | 13 | |
| | 14 | |
| | 15 | |
| | 16 | |
| | 17 | |
| 18 | | |
| Final stage | 19 | <p>EHCCo will put a copy of the final plan to update on liquid logic. From this time the statement is no longer valid and the new EHC plans takes over as the legal document in which the child's Special Educational Needs are recognised.</p> |
| | 20 | |

| | | Autumn Term | | Spring Term | | Summer Term | |
|-------------------------|----|--|--------|---|--------|---|---|
| | | Year 11 | Year 6 | Nursery + ½ Year 2 other | Year 9 | Year 12 | ½ Year 2 |
| Pre Transfer 2016 -2017 | 0 | July 1st letters sent to sch and parents Prep Info and dates | | | | | |
| 01/09/2016 | 1 | Sch Report TR4/5 & Parents TR1/2 LA Request | 0 | letters sent to sch and parents Prep Info and dates | | | |
| 08/09/2016 | 2 | Reports TR3 | | | | | |
| 15/09/2016 | 3 | | | | | | |
| 22/09/2016 | 4 | Submit TRS to LA for prep | | | | | |
| 29/09/2016 | 5 | Assessment | | | | | |
| 06/10/2016 | 6 | Summary Meetings focus on provision and outcomes | 1 | Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3 | | | |
| 13/10/2016 | 7 | | 2 | letters sent to sch and parents Prep Info and dates | | | |
| 20/10/2016 | 8 | CW writing Plan | 3 | | | | |
| 27/10/2016 | 9 | Consults Parent and school | 4 | Submit TRS to LA for prep | | | |
| 03/11/2016 | 10 | | 5 | Assessment Summary Meetings focus on provision and outcomes | | | |
| 10/11/2016 | 11 | | 6 | Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3 | 1 | | |
| 17/11/2016 | 12 | | 7 | | 2 | | |
| 24/11/2016 | 13 | | 8 | | 3 | | |
| 01/12/2016 | 14 | decision to issue - Draft completed and sent – | 9 | CW writing Plan Consults Parent and school | 4 | letters sent to sch and parents Prep Info and dates | |
| 08/12/2016 | 15 | Parent consult | 10 | | 5 | | |
| 15/12/2016 | 16 | Schools consult | 11 | | 6 | | |
| 22/12/2016 | 17 | Final Amendments | 12 | | 7 | | |
| 29/12/2016 | 18 | QA and sign off | 13 | | 8 | | |
| 05/01/2017 | 19 | Transport and Provision checks | 14 | | 9 | Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3 | |
| 12/01/2017 | 20 | Final Plan | 15 | | 10 | | |
| 19/01/2017 | | | 16 | decision to issue - Draft completed and sent – | 11 | | |
| 26/01/2017 | | | 17 | Parent consult | 12 | Submit TRS to LA for prep | letters sent to sch and parents Prep Info and dates |
| 02/02/2017 | | | 18 | Schools consult | 13 | Assessment Summary Meetings focus on provision and outcomes | |
| 09/02/2017 | | | 19 | Transport and Provision checks | 14 | | |
| 16/02/2017 | | | 20 | Final Plan | 15 | | |
| 23/02/2017 | | | | decision to issue - Draft completed and sent – | 16 | | Sch Report TR4/5 & Parents TR1/2 LA Request Reports TR3 |
| 02/03/2017 | | | | Parent consult | 17 | 1 | 1 |
| 09/03/2017 | | | | Schools consult | 18 | 2 | 2 |
| 16/03/2017 | | | | Transport and Provision checks | 19 | 3 | 3 |
| 23/03/2017 | | | | Final Plan | 20 | 4 | 4 |
| 30/03/2017 | | | | | | 5 | 5 |
| 06/04/2017 | | | | | | 6 | 6 |
| 13/04/2017 | | | | | | 7 | 7 |
| 20/04/2017 | | | | | | 8 | 8 |
| 27/04/2017 | | | | | | 9 | 9 |
| 04/05/2017 | | | | | | 10 | 10 |
| 11/05/2017 | | | | | | 11 | 11 |
| 18/05/2017 | | | | | | 12 | 12 |
| 25/05/2017 | | | | | | 13 | 13 |
| 01/06/2017 | | | | | | 14 | 14 |
| 08/06/2017 | | | | | | 15 | 15 |
| 15/06/2017 | | | | | | 16 | 16 |
| 22/06/2017 | | | | | | 17 | 17 |
| 29/06/2017 | | | | | | 18 | 18 |
| 06/07/2017 | | | | | | 19 | 19 |
| | | | | | | 20 | 20 |

What to expect and when during an Annual Review

| | Timeline | Actions |
|---------------------|---------------------------|--|
| Presentation Stage | 6 weeks in before meeting | <p>SENCO sends out invitation requests and completes AR3 with names and reports as received.</p> <p>SENCO</p> <ul style="list-style-type: none"> Requests parents complete AR2 and CYP completes AR1 Completes AR4 Progress Report from school with detailed information. Collates evidence to support AR4. Requests new information from within last 12 months – reports, assessments, tests observations etc. |
| | 2 weeks before meeting | <p>EHCCO only attends year 5,6,9, and 11 (and year 2 only if new setting)</p> <p>SENCO sends AR1 to AR4 to EHCCO via Liquid Logic</p> <p>EHCCO acknowledges receipt and confirms attendance if applicable.</p> <p>EHCCO sends letter to parents confirming date and time and attendance or not.</p> |
| Meeting Stage | Week 0 The Meeting | <p>School should host meeting (CofP) but EHCCO ensures key information is discussed. Follow agenda from Local Offer.</p> <p>SENCO should complete AR5 during and after meeting to summarise discussions and recommendations. EHCCO cannot make recommendations or decisions in meeting or pre-empt outcomes from MAR</p> |
| Co-Production Stage | Week 1-2 | <p>EHCCO ensures receipt of completed AR5. Contact SENCO to confirm recommendations and discussions are clear and specific. Contacts parents to discuss amendments and discussions. EHCCO completes MAR sheet and submits EHC Plan, AR docs and reports to MAR Group.</p> |
| | Week 3 to 4 | <p>MAR discuss amendments and actions needed from annual review. BSO will send an amendment notice letter to parents and school.</p> <p>EHCCO follow recommendations from panel and amend plan where applicable. If consultation for new place, BSO send consultations and manage responses.</p> |
| Final Stage | Week 4 to 8 | <p>EHCCO make final amendments in conjunction with parents and CYP if applicable. Draft EHC Plan through MAR for final agreement and sign off by EHC manager. BSO sends to parents with rights of appeal.</p> |

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 22 March 2017
Report for: Approval
Report of: Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey

Report Title

Scrutiny Committee Task and Finish Group: Review of the Joint Venture Contract between Trafford Council and Amey.

Purpose

The 4th July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

In July 2016, with the contract entering its second year and the 12 month 'bedding in period' at an end, Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

Recommendations

That the recommendations set out below be endorsed by the Scrutiny Committee for referral to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

Contact person for access to background papers and further information:

Name: Chris Gaffey

Extension: 2019

1. Background

The 4th July 2015 saw the commencement of the Joint Venture Contract between Trafford Council and Amey for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough.

At the Scrutiny Committee meeting on 6 July 2016 Members were invited to put forward their suggested topics for a Task & Finish Group review during the municipal year. The suggested topics were discussed with the Chairman of the Committee, and it was agreed that a review of Joint Venture Contract and its progress would be undertaken. The contract had been running for over 12 months which was considered to be the agreed 'bedding-in period', and Members felt it was necessary to review the progress made so far and provide insight on how they believe the partnership could be improved.

2. Terms of Reference

The terms of reference for the review was

To undertake a review of Joint Venture Contract between Trafford Council and Amey and its progress for the delivery of Environmental, Highways, Professional, Technical and Infrastructure Services in the borough, specifically focusing on the following topics:

- i) Contract Specifications
- ii) Communications (Including Responsiveness)

3. Membership of the Scrutiny Task and Finish Group

The review was carried out by

Councillors: S. Adshead, R. Bowker, C. Boyes, M. Cordingley, Mrs P. Dixon, J. Holden, D. Hopps and M Young.

4. Review Approach

Following initial meetings, it was agreed that the investigation would be broken down into two sub-topics; 'Contract Specifications' and 'Communications (Including Responsiveness)', allowing more detailed focus on these specific areas. Group Members were asked to register their interest in the area they would like investigate, with the sub groups expected to report their findings back to the full group for discussion. It was agreed that the overall aim would be to produce a report with the Group's findings and make recommendations to the Executive on how the Partnership could be improved.

A number of meetings took place between Group Members, the Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Executive Member for Economic Growth, Environment and Infrastructure, the Deputy Chief Executive, the Director of Growth and Regulatory Services, and the Director of Legal and Democratic Services.

The Group's findings are presented in sections 5 to 8 below, with the final recommendations set out in section 9.

5. Communications Proposals

The Group welcome the Communications Proposals set out in Appendix 1, but recommend the following changes be made:

- The communications to Members should include information on all aspects of the contract (including leasing, capital programme etc.), not just the operational aspects.
- As well as highlighting successes, the monthly email update should provide detail on targets / KPIs that have not been achieved, including the reasons for this. Members feel that more transparency in this area is required.
- The daily updates (in section 3 of appendix 1) should also be sent via email, as some Members do not use Twitter.

6. Performance Reporting

The Group feel that Members do not receive the appropriate level of information in relation to performance, making it difficult to monitor the progress of the contract. The Group would like much more clarity and transparency in this area, and recommend the following actions be taken:

- A quarterly report on performance against the set KPIs to be provided to the Executive. Due to the commercially sensitive information in the report, the Group acknowledge that this might fall under 'exempt information' and would therefore be considered as a Part II item.
- As well as the above, the Executive should be alerted to any instances where financial penalties are incurred by Amey if the KPIs are not met to a satisfactory level (again, the Group acknowledge that this could be considered as a Part II item).

7. Smarter Working

Members have experienced several issues in relation to the leaf clearing service, with examples of some roads requiring multiple visits to complete the work. Members would like to recommend that the following actions be taken in known 'hotspots' where it is difficult to complete leaf clearing work:

- That a round of leafletting be undertaken in advance to advise of the upcoming work and the requirement for cars to park elsewhere, targeting cars currently parked on the road as well as surrounding houses and businesses.
- Placing cones in empty spaces in readiness for completing the work.
- Making connections with Community Champions who would be better placed to organise / coordinate this locally, giving Amey a better opportunity of performing the clearances.

8. CRM System

The Group feel that the CRM system is not working to a satisfactory level, and recommend that a review of the system is undertaken to address the following concerns:

- Take steps to have a function to reopen cases which have been marked as 'complete' incorrectly. Currently, if a case is closed but the work has not been completed, a new case has to be opened. This could mean that performance reporting is inaccurate.
- The Group feels that the interface between Amey and the CRM needs reviewing to ensure Amey are receiving all the information they require when an issue is initially logged. The Group feels that residents find they system complicated, and many cases are not followed up on due to 'the resident not providing the required information'.
- Following on from this, some residents have advised Members that they are not receiving satisfactory responses after logging a report. The Group would ask that improvements are made to ensure that prompt and a satisfactory response is provided following the logging of all reports.

9. Summary

The Task and Finish Group ask that the Scrutiny Committee endorse the following recommendations to the Executive:

Recommendation 1 – That the Communications Proposals in Appendix 1, incorporating the suggested changes in section 5 of the report, be implemented.

Recommendation 2 – That a quarterly Part II report detailing performance against the KPIs set as part of the Joint Venture Contract be provided to the Executive for monitoring purposes (section 6 refers).

Recommendation 3 – That steps be taken to encourage smarter working in relation to leaf clearance, as detailed in section 7 of the report.

Recommendation 4 – That the CRM system be improved as per the suggestions made in section 8 of the report.

Appendix 1

Communicating with Elected Members

1. Quarterly Newsletter

A quarterly newsletter will be emailed to all Elected Members; detailing partnership successes in the previous quarter as well as promote upcoming initiatives, including those with Friends of Parks Groups. Specifically, the newsletter will cover:

- Resident feedback (compliments)
- Twitter feedback
- Fly-tipping
- Grounds maintenance including parks
- Capital programme for highways
- LED street light programme
- Capital programme for play areas
- Community involvement and upcoming events/campaign e.g. Recycle Week 2017
- Leafing schedule (winter months)

The quarterly newsletter will include pictures where appropriate to illustrate successes and progress achieved.

Engagement with resident – To improve visibility with residents, the newsletter will be emailed to contacts including:

- Friends of Parks Groups (where groups agree to receive this)
- Trafford Council's Community Partnership's team
- In-bloom groups (where groups agree to receive this)
- Trafford Housing Trust and other social housing providers

2. Monthly email update

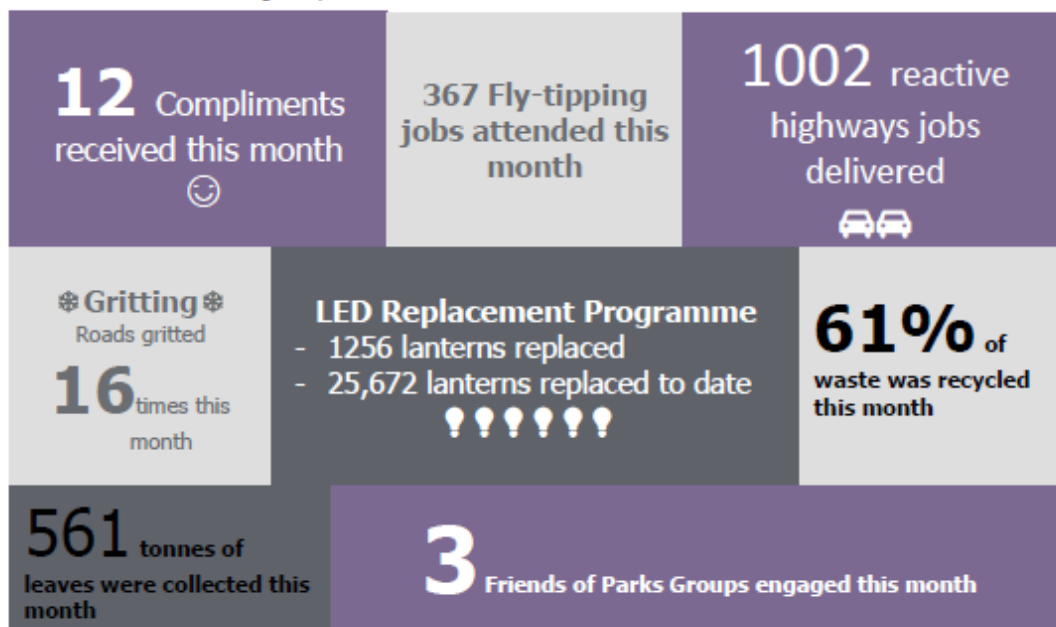
A monthly update will be emailed to all Elected Members to inform them on what has been achieved and what will be delivered in the new month. In the form of an info-graphic, the update will cover what has been achieved. This will change

depending on the time of year to reflect work programme patterns, but will include:

- Number of compliments received
- Number of reactive highways jobs undertaken
- Number of gritting days (over winter months)
- % recycling rate
- Tonnes of leaves collected (over leafing programme period)
- Number of LEDs lanterns replaced
- Number of Friends of Parks groups engaged

Elected Members Update – December 2016

Follow us on twitter at @OneTrafford for regular updates.



The monthly update will also highlight work programmes to be delivered in the new month. This will list works to be delivered and which locations/wards these will be taking place. This will change depending on the time of year to reflect work programme patterns, but will include:

- Parks play area capital programme
- Parks winter maintenance programme (over winter months)
- LED replacement programme

Upcoming work programmes in January 2017

The following programmes are being delivered next month:

1. Parks play area capital programme

Next month, the capital programme will continue refurbish play areas in a number of parks:

- a. Abbotsfield Park – play area refurbishment
- b. Davyhulme Park – installation of skateboard Park
- c. Stamford Park – refurbishment of tennis courts

2. Parks winter maintenance programmes

Winter maintenance works is continuing; removing leaves, cutting hedges and prepping planting beds for seeding. Next month, works will be delivered in the following parks:

- a. Hullard Park
- b. Stamford park
- c. Ashton Park
- d. Denzel Gardens

3. LED replacement programme

Work on the LED replacement scheme continues. In December 1256 LED Lanterns were installed. Cumulative to the end of January 14,900 lanterns have been replaced. The street lighting schedule continues to remain on programme.

| Ward (this January) | Scheduled Ward (next month) |
|---|--|
| <ul style="list-style-type: none">• Stretford• Priors• Ashton under Mersey• Bucklow St Martins• Flixton | <ul style="list-style-type: none">• Priors• Ashton under Mersey• Bucklow St Martins• Saint Marys• Brooklands |

This will allow elected members to see what work programmes have been scheduled to be delivered in their respective wards over the coming month.

3. Daily updates

Daily updates will be available to Elected Members in the following ways:

Twitter

The One Trafford Partnership has a twitter account [@OneTrafford](#). Twitter is used to tweet several times a day; promoting a mixture of recycling messages and other activities such as

- Leaf clearance
- Fly-tipping removal
- Highway resurfacing
- Highway gritting
- Friends of Parks activities

Elected Members who have a Twitter account are encouraged to following [@OneTrafford](#) for daily updates. A reminder to follow the partnership on twitter will

be included in the monthly update and quarterly newsletter.

Work programme update - leafing

Over the winter months, daily leafing updates will be provided to Elected Members in the form of an email. The update will provide information on streets cleared the day before and wards to be attended on the day of the update.

Winter service – gritting

Over the winter months, gritting updates will be provided on days where the gritting vehicles will be gritting all major routes in the borough.

When the decision is made to grit, an update will be sent to Elected Members, stating when the gritting vehicles are scheduled to grit.

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