

## **Service name: Learning Service Plan**

### **Service Plan 2017-18**

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<b>Chief Executive/ Deputy Chief Executive</b>	Simon Leftley
<b>Portfolio Holder</b>	Councillor James Courtenay

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# Service Profile

Briefly introduce the Service to set the context of the Service Plan.

## 1. Overview of Service

<b>Chief Executive</b> <b>Rob Tinlin</b>
<b>Deputy Chief Executive People</b> <b>Simon Leftley</b>
<b>Director of Learning</b> <b>Brin Martin</b>
Group Manager Access and Inclusion Cathy Braun
Group Manager SEN Ian McFee
Group Manager Early Years Elaine Hammans
Headteacher Virtual School Sarah Greaves
Group Manager Services for Schools Alison Gellet
Southend Adult Community College Principal Sue Hasty
Group Manager for School Performance (Interim) Amanda Champ

Overview of The Learning Service

- School Performance Team
- Early Years Team/A Better Start strategic link (including Children's Centres)
- Special Educational Needs (SEN) Team
- Services for Schools Team
- Access and Inclusion (including place planning and school capital) Team
- Southend Adult Community College
- Virtual School for Looked After Children Team

### **School Performance**

- Through the School Performance Sub Group, to monitor, challenge and support all schools to improve their overall effectiveness and raise standards
- Commission intervention, training and support where required
- Closing the achievement gap between disadvantaged children and young people and all young people
- Encourage more Southend pupils to apply, sit, pass and attend one of the Grammar Schools in Southend
- Increasing the number of good and outstanding schools
- Accelerating the progress of pupils so that more make good progress between key stages
- (Reduce the number of NEET, oversight through Carol Compton)

### **Early Years**

- Improving the quality of childcare provision
- Improve readiness for school for 3-5 year olds
- Ensuring that the Children's Centres deliver services leading to good outcomes for disadvantaged children and their families
- Ensuring sufficiency of childcare provision
- Ensuring maximum uptake of funded childcare places for 2,3 and 4 year olds
- Providing operational support for A Better Start

### **SEN Team**

- Deliver all statutory duties for SEND and the Code of Practice 2014 for children and young people with SEN age 0-25yrs including the Education health and Care Needs Assessment and Plans
- Work with schools and partners to improve provision and outcomes for children and young people with SEN
- Provide support and challenge to schools including Special Schools to improve outcomes for children with SEN
- Joint commissioning and planning with health for services and provision for children and young people with SEN
- Ensure the SEN Local Offer meets statutory requirements
- Deliver the Independent Advice and Support Service for parents/carers of children with SEN
- Monitor SEN resources in schools
- Educational Psychology Service
- Place planning and budgets for Special Schools and units
- Monitor racist incidents and anti-bullying
- Home to School transport and budgets
- All Age Disability Strategy

### **Seabrook College Service Level Agreements** Delivering Service Level Agreements in the following services:

- Education for pupils with statements for social, emotional and mental health needs
- Behaviour Outreach
- Nurture
- PRU
- Individual Tuition for children and young people with medical needs, in hospital or pregnant school girls

### **Services for schools**

- The Southend Learning Network
- LA Brochures of services for schools
- Development of income generation opportunities for schools and the Department for People
- Events management for Southend Head teachers as required
- Co-ordinate and oversee all SBC Services for Schools

- Strategic oversight and management of Music Services and the Music Education Hub
- Strategic oversight and delivery of Southend Governance

### **Access and Inclusion**

#### **Planning of school places:**

- An overview of housing and demographic trends that may affect the demand for school places in the Borough through the School Organisation Data Supplement.
- Deliver sufficient secondary school places.
- An annually updated 5-year forecast of pupil numbers for every infant, junior and primary school.
- Notification to primary schools of significant housing developments in their catchment area or an adjoining one and where possible advice on when the new properties are likely to be occupied.
- A visit every two years to every school to update the school's accommodation suitability survey and to discuss the sufficiency of accommodation and future numbers.
- Bids for external funding such as targeted capital, to improve and/or expand facilities. Priorities for these bids are agreed through the Headteachers' Asset Management Group.
- Advice on programmes run by other departments of the Borough Council such as those linked with economic regeneration.

#### **Asset Management:**

- Client support on projects included in the Education Capital Programme.
- Advice on completion of Schools' Asset Management Plans and 5 year programmes of work within schools' budgets.
- In consultation with Headteachers, development and preparation of project briefs for all types of facilities from Nursery to Post-16 within the Education Capital Programme.
- Work with SEN teams to assess and manage the Schools' Access Programmes funded by DfE through the Education Capital Programme

#### **Admissions:**

- Admission arrangements and Coordinated Admission Scheme
- Admission Authority for community schools and main round for years R, 3 and 7 for all admission authorities
- Coordinated and in year admissions to primary & secondary schools. & admission appeals
- School Admission Appeals for community schools
- Setting school term dates
- Fair Access

#### **Southend Adult Community College**

- Impartial information and advice service
- Training needs analyses for organisations and individual learners
- Programme tailored to meet employers', community, organisations' and individuals' needs
- Partnership work to create an effective programme
- A changing and varied part-time curriculum offer
- Skills for Life delivered in a number of innovative ways
- Clear support throughout the programme to Level 2 and beyond
- Clearly defined progression routes from community-based learning and ACL to accredited provision
- Learning pathways into further and higher education opportunities locally
- Providing operational support for A Better Start

#### **Virtual School for Looked After Children**

- Virtual School for Children Looked After, including Elective Home Education
- Improve outcomes for Looked After Children in line with the emerging strategy
- Ensure that no Child Looked After is permanently excluded
- Work with members, officers, schools, placements and stakeholders to ensure that Children Looked after are "part" of the Virtual School offer

**The Learning Service current staffing numbers: xxxxxx**

**Controllable budget: £xxxxxxxx**

**Key Themes for 2017/18**

Rather than a list of objectives, the following themes will inform the work of the service over the coming year, in addition to the business as usual work:

- Embed the work of the Education Board and associated sub groups
- Ensure equality in narrowing any gaps in performance of vulnerable groups and their peers
- Deliver on the “Ambitions for your child’s Education in Southend”
- Ensure sufficient secondary school places
- Devise and implement the first year of plans to enable more Southend residents to benefit from attending one of the four Southend Grammar Schools
- Continue to build the relationship between the Council and All Settings/schools, regardless of status
- Strengthen the work in SEND

## 2. Service Plan Objectives

Corporate Aims	Corporate Priority for 2017-18	Service Objectives
SAFE	Create a safe environment across the town for residents, workers and visitors.	
	Work with Essex Police and other partners to tackle crime.	
	Look after and safeguard our children and vulnerable adults.	
CLEAN	Continue to promote the use of green technology and initiatives to benefit the local economy and environment.	
	Encourage and enforce high standards of environmental stewardship.	
HEALTHY	Actively promote healthy and active lifestyles for all.	
	Work with the public and private rented sectors to provide good quality housing.	
	Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities	
PROSPEROUS	Maximise the opportunities to enable the planning and development of quality, affordable housing.	
	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	<p>Embed the Children Centre contract to ensure all objectives and deliverables are fully met and risks managed</p> <p>Deliver a secondary school places strategy to increase increasing pupil numbers</p> <p>To have consulted on and undertaken a full review of admissions arrangements</p> <p>To implement year one of the strategy to monitor and improve the performance of those in receipt of FSM</p> <p>To implement year one of the improving social mobility strategy.</p> <p>To implement the first year of the raising attainment after children strategy.</p>
	Ensure the town is 'open for business' and that new, developing and existing enterprise is nurtured and supported.	
	Ensure continued regeneration of the town through a culture led agenda.	
EXCELLENT	Work with and listen to our communities and partners to achieve better outcomes for all.	
	Enable communities to be self-sufficient and foster pride in the town.	
	Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.	

### 3. Equality & Diversity

Equality and Diversity cuts across all service delivery and employment functions of the Council. The service addresses how it:

- eliminates discrimination;
- advances equality of opportunity and
- and fosters good relations

Through: individual appraisals; team plans; departmental management team; departmental equality group and the Corporate Equality Steering Group;

It is also done by including actions, performance measures or risks in this service plan relating to:

- equality Analyses (formerly Equality Impact Assessments) to be undertaken during the year
- equality monitoring or customer profiling and
- planned consultation and involvement with specific communities of interest.

In doing so the service will consider how it will adhere to the Council's **Equality Objectives (agreed each year as part of the Corporate Plan)**, namely:

- The Council's workforce feels valued, respected and is reflective of the diverse communities it serves.
- The Council continues to improve outcomes for all (including vulnerable people and marginalised) communities by ensuring services are fully accessible and responsive to differing needs of service users.
- Partnership working helps to support the aims and vision of the Council along with the objectives of Southend Partnerships to improve the quality of life, prosperity and life chances for people in the Borough.
- The diversity of Southend is celebrated and the Borough is an increasingly cohesive place where people from all communities get on well

### 4. Business Continuity Planning.

Ensuring robust Business Continuity Planning arrangements are in place is a critical part of the Council's governance arrangements. As such the service will contribute to the Department's Business Continuity Plan by ensuring it is up to date, sufficiently robust and covers the required service areas. An action to this effect is included in Section 5.



## 5. Service Plan Actions



Code	Short Title	Description	Due Date	Desired Outcome	Corporate Priority	Assigned To	Managed By	Linked Performance Measures
LS 1718 01	Business Continuity Planning	Contribute to the Department's Business Continuity Plan by ensuring it is up to date, sufficiently robust and covers the required service areas	31 Mar 2018	Ensure the services' BCP processes are up to date and cover all service areas	tbc	Alison Gillett	Brin Martin	
LS 1718 02	Physical Activity action	All members of the service are encouraged to be more active at periods during the working day (means to be determined by teams)	31 Mar 2018	Improve the health and wellbeing of learning staff	Actively promote healthy and active lifestyles for all.	Sarah Greaves	Brin Martin	
LS 1718 03	To deliver the first year of the Children Centres contract	Embed the Children's Centre Contract	31 Mar 2018	50% of the most deprived families are accessing children's centres	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Elaine Hammans	Brin Martin	
LS 1718 04	30 hours free childcare for working parents	To implement actions that will ensure the council meets its obligations with regard to sufficiency for 30 hours	31 Mar 2018	All actions full implemented by 31.8.17 Sufficient childcare places available	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Elaine Hammans	Brin Martin	
LS 1718 05	Secondary School Places Strategy	Deliver a secondary school places strategy to cater for the increasing pupil numbers	31 Mar 2018	Identified schools implemented expansion within time and cost: Phase one of the priorities for implementation are in place: <ul style="list-style-type: none"> <li>Expansion at good schools (5FE)</li> </ul>	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling	Cathy Braun	Brin Martin	

Code	Short Title	Description	Due Date	Desired Outcome	Corporate Priority	Assigned To	Managed By	Linked Performance Measures
				<ul style="list-style-type: none"> <li>Plans well established for a new Free School</li> <li>Explore options for expanding schools not currently good.</li> </ul>	employment.			
LS 1718 06	Review of admissions arrangements		31 Mar 2018	To have consulted on and undertaken a full seven year review of admissions arrangements	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Cathy Braun	Brin Martin	
LS 1718 07	Raising achievement for looked after children	To implement the first year of the raising achievement for looked after children strategy	31 Mar 2018	Strategy implemented leading to incremental improvements evident within the CLA cohort, especially at headlines of KS2 and 4	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Sarah Greaves	Brin Martin	
LS 1718 08	SEND Inspection	To ensure that the provision and outcomes in SEND are either ready for the area inspection, or are implementing any findings should the inspection have taken place	31 Mar 2018	Inspection of area SEND outcome positive, with either minor or anticipated key lines of enquiry identified	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Ian McFee	Brin Martin	
LS 1718 09	Statements of SEN effectively transferred to EHCP	To have put in place effective strategies to ensure that all statements of SEN are transferred to EHCP by the appropriate date	31 Mar 2018	all statements of SEN are transferred to EHCP by the appropriate date	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Ian McFee	Brin Martin	
LS 1718 10	Timely production of EHCPs	To have put in place effective strategies to ensure that all EHCPs are produced within 20 weeks	31 Mar 2018	all EHCPs are produced within 20 weeks	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling	Ian McFee	Brin Martin	

Code	Short Title	Description	Due Date	Desired Outcome	Corporate Priority	Assigned To	Managed By	Linked Performance Measures
					employment.			
LS 1718 11	SACC Inspection	To ensure that the provision and outcomes in SACC are either ready for the inspection, or are implementing any findings should the inspection have taken place	31 Mar 2018	Inspection judgement good or outstanding	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Sue Hasty	Brin Martin	
LS 1718 12	The Education Board	To ensure that the first full year of the Education Board operation succeeds in supporting all aspects of its work with schools and other settings	31 Mar 2018	All areas of Board and sub groups are working effectively Audit report implemented in full Work planner outcomes indicate a positive impact upon outcomes	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Brin Martin	Brin Martin	
LS 1718 13	Virtual Skills Academy	To work alongside the Virtual Skills academy to ensure that opportunities to support the transition to work for Southend young people are maximised	31 Mar 2019	Key priorities identified are delivered in full	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Brin Martin	Brin Martin	
LS 1718 14	Local children accessing Grammar Schools	To continue to work to ensure that more pupils who live in Southend are able to apply, sit, pass, attend and stay at one of our Grammar Schools	31 Mar 2018	A higher number of Southend pupils apply for, then sit then pass, attend and remain at one of the grammar schools	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Brin Martin	Brin Martin	
LS 1718 15	Narrowing the gap	To implement year one of the strategy to narrow the gap between the performance of those in receipt of FSM and their peers	31 Mar 2018	The gap between deprived pupils and their peers narrows	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	GMSP	Brin Martin	
LS 1718	Improving school	To write and implement year one of the	31 Mar	Full implementation of the	Ensure residents	GMSP	Brin Martin	

Code	Short Title	Description	Due Date	Desired Outcome	Corporate Priority	Assigned To	Managed By	Linked Performance Measures
16	performance strategy	improving school performance strategy	2018	strategy in year one results in effective support and challenge through the SPSG Targeted schools outcomes and OFSTED improve	have access to high quality education to enable them to be lifelong learners and have fulfilling employment.			
LS 1718 17	Development of the SLN	To deliver the next phase of the development of the SLN	31 Mar 2018	Maintain/improve feedback for the SLN in the annual survey of school services (results reported Dec 17)	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.	Alison Gellett	Brin Martin	

## 6. Service Performance Measures

The basket of indicators should look to provide a balance across: Customers; Finance; Business Processes and People/Staffing.



Code	Short Name	Description	Corporate Priority	Annual Target			Assigned To	Managed By
				Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19		
DP PI 07	The % of children in good or outstanding Schools				85%		Brin Martin	Brin Martin
DP PI 40b	Percentage of new EHC plans issued within 20 weeks including exception cases				56%		Ian McFee	Brin Martin

## 7. Service Plan Risks :

### Summary Risk Analysis

No	Description of risk	Risk Assessment (current score)		Risk rating (LxI)	Contingency (key controls and action to mitigate the risk).
		Likelihood	Impact		
LS1	That there will be insufficient secondary school places to meet the planned and unforeseen need 2018/19 and 2019/20	3	4	12	1 Implementation of actions set out by SPWP of expansion, free school, expansion in RI, faith 2 Weekly progress monitoring to secure required places within years 1&2
LS2	That the overall performance of state funded schools will decline	1	4	4	1 Robustly monitor and intervene through the Education Board where required 2 Target intervention in accordance with risk register
LS3	That the "area" will be ill prepared for a SEND inspection and receive a notice of improvement	3	4	12	1 Accelerate and strengthen the SEND area inspection preparations 2 Build further capacity to ensure inspection successful

## 8. Monitoring Arrangements

Arrangements for monitoring actions, indicators and risks need to be clear. ie. who will be monitoring; what will be reported; how frequently it will be reported; and what action will be taken where progress may be off track eg.

Monitoring Group	Information Reported	Frequency of Report	Action for Insufficient Progress/Performance
People EDTM	Progress on action plan; performance against targets; and risk controls/assessment	Quarterly	Additional resource provided to progress action and ensure completion by deadline
			Ensure clear accountability for insufficient progress
Heads of Service	Progress on action plan; performance against targets; and risk controls/assessment	Monthly	Understand blocks, barriers and issues, plan for improvement.
Group Managers	Review information reported on Covalent monthly	Monthly	Discuss issues with teams and staff; understand issues and barriers to success, prepare proposals for improvement.

### Covalent

Once finalised and signed-off by the Service Director, Deputy Chief Executive/Chief Executive and Portfolio Holder, Service Plan Actions, Indicators & Risks should be uploaded to Covalent to enable service areas to produce monitor progress as required.

## Appendix 3

# Southend-on-Sea Borough Council's Corporate Priorities 2017-18

The Corporate Priorities support the aims and vision of the Council along with the objectives of Southend partnerships to improve the quality of life, prosperity and life chances for people in the borough.

<b>Council's vision: 'Creating a better Southend'</b>	
<b>Council's 5 Aims:</b>	<b>Council's 15 Corporate Priorities:</b>
<b>Safe</b>	<p>To:</p> <ul style="list-style-type: none"> <li>• Create a safe environment across the town for residents, workers and visitors.</li> <li>• Work in partnership with Essex Police and other agencies to tackle crime.</li> <li>• Look after and safeguard our children and vulnerable adults.</li> </ul>
<b>Clean</b>	<p>To:</p> <ul style="list-style-type: none"> <li>• Continue to promote the use of green technology and initiatives to benefit the local economy and environment.</li> <li>• Encourage and enforce high standards of environmental stewardship.</li> </ul>
<b>Healthy</b>	<p>To:</p> <ul style="list-style-type: none"> <li>• Actively promote healthy and active lifestyles for all.</li> <li>• Work with the public and private rented sectors to provide good quality housing.</li> <li>• Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.</li> </ul>
<b>Prosperous</b>	<p>To:</p> <ul style="list-style-type: none"> <li>• Maximise opportunities to enable the planning and development of quality, affordable housing.</li> <li>• Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.</li> <li>• Ensure the town is 'open for businesses' and that new, developing and existing enterprise is nurtured and supported.</li> <li>• Ensure continued regeneration of the town through a culture led agenda.</li> </ul>
<b>Excellent</b>	<p>To:</p> <ul style="list-style-type: none"> <li>• Work with and listen to our communities and partners to achieve better outcomes for all.</li> <li>• Enable communities to be self-sufficient and foster pride in the town.</li> <li>• Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.</li> </ul>