

**Inclusive Education Services Best Value Review**  
**Education Welfare Service Action Plan 2002 (Phase 1)      Appendix 3**

Issues and Recommendation	Lead Officer	Action	Date Completed
<b>Policies &amp; Procedures</b> 7. EWS to remind schools to maintain up to date contact list, and target in particular those schools with out-of-date lists	Jonathan Braham	Discuss issue at Staff Meeting and discuss with Senior Practitioner and Deputy Manager to advise each Link EWO to advise school staff during consultation sessions.  Systems Manager/Senior Practitioner to re-design Formal Referral Forms to include Emergency Contact and provide ample supply to all schools  Print new Referral Forms and guidance available to schools and EWS	September 2002  October 8, 2002  November 2002
<b>Roles &amp; responsibilities</b> 10. To provide "repeat" guidance to schools in certain problem areas such as holidays during term time; abandoned children; and when a pupil's name can be removed from the register	Jonathan Braham	Draft new set of Guidance Documents (in new format) relating to all the key issues and make these available to schools and link Education Welfare Officers  Establish folder on staff database to include guidance documents to enable refresher copies to be send out to schools requiring them  Maintain a file of hard copies of the various documents available to EWS staff Set of guidance documents in new format available to schools and EWS	June 2002  June 2002  June 2002 September 2002
11. To continue to annually review the balance between professional guidance and casework to ensure that the balance is effective	Jonathan Braham	Include as part of Internal Review (Systems & Procedures) for February/March 2003. Make note in diary  Discuss with Deputy Manager & Systems Officer then with all staff at Staff Meeting	July 2002  July 2002
<b>Connexions</b> 20. To clearly define and	Jonathan	EWS manager meets with Local Connexions Manager to discuss	October 2002

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effectively communicate the respective roles and responsibilities between EWOs and Personal Advisers	Braham/Amanda Hoyal	Set up joint meeting with EWS and Local Connexions Manager and key Connexions staff Draft role of EWS and PAs and circulate these to both services. Also draft also new Referral Criteria for both EWS and Connexions	November 2002
<b>24.</b> To provide advice on LEA policy and procedures as well as support through the Exclusion Prevention Team in its overall aim to reduce school exclusions	Jonathan Braham/Amanda Hoyal	Set up meeting with Local Connexions Manager Make available all relevant documents currently available to schools on policy and procedures. Link EWOs to meet with School based PAs and clarify policy. Senior Practitioner to meet with Referral Pane (Connexions) and further clarify EWS policy and procedures. EWS to present at Connexions Conference on 12 February 2003. Ongoing structured meetings between EWS and Local Connexions Manager and key Connexions staff. Dates of meetings to be fixed	November 2002
<b>25.</b> EWS to develop working arrangements with the Connexions service in order to :	Jonathan Braham/Amanda Hoyal	Issue EWS policy for dealing with Disaffected Young People. Present to Local Connexions Manager and to individual PAs in schools. Link EWOs to further inform and advise at school level	December 2002
<ul style="list-style-type: none"> <li>- support young people in mainstream education and training and prevent them moving to the margins of their communities</li> <li>- focus on securing appropriate mainstream education support, vocational opportunities, skills training and approved work</li> </ul>		Meet with Connexions Local Manager. Arrange EWS staff meeting to include key Connexions staff Issue list of Training and Vocational agencies used by EWS and clarify the procedure for securing appropriate placements. Each link EWO to further discuss with school based PAs	December 2002
experience placements for young people in the target group		EWS Senior Practitioner meets with Connexions staff – advise on options and what EWS can do. Draft document “What EWS Can do” available to	

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<p>- increase the range of options available in order for young people to maximise education, training and employment opportunities</p>		<p>connexions and other agencies. Draft Referral procedure and criteria and make these available to Connexion manager and connexion partners</p>	<p>December 2002</p>
<p><b>Truancy Sweeps</b>  <b>31.</b> To seek to develop liaison with link police officers for schools, with the police officer having certain remits concerning pupil attendance (there would need to be regular liaison between EWS and the link officer)</p>	<p>Jonathan Braham</p>	<p>Meet with Schools Involvement Officer (PC Lee Elton). Set up timetable of meetings for the year and dates for Truancy Sweeps (3 LEA Sweeps per year) Draft protocol, referral forms and other documents and make these available to Police and EWS. Include Police input at regular staff meetings. EWOs to advise about appropriate locations for patrols. Set up arrangements for maintaining separate Truancy Databases (Police and EWS) and make data available to both services</p>	<p>March 2002</p>
<p><b>32.</b> To implement the Government's initiative for the 2 week truancy patrol with the police and to undertake a detailed analysis of its effectiveness</p>	<p>Jonathan Braham</p>	<p>Liaise with DFES contact. Clarify protocol and objectives            Meet with Police team – fix appropriate dates. Identify locations and set up management arrangements.            Discuss with EWS staff at staff meeting. Clarify arrangements for working with other authorities. Prepare standard letters for other LEAs and parents whose children will be picked up. Meet all staff involved on the day and clarify arrangements. Meet parents/ young people and set up remedial programme            Collate statistics. Analyse with police. Make data available to the DFES</p>	<p>May 2002</p>
<p><b>33.</b> To increase publicity following sweeps that take place</p>	<p>Jonathan Braham</p>	<p>Contact Communications Team. Advise about dates of Sweeps, people involved, number of pupils escorted to various locations. Provide a brief report on the operation of the initiative with accompanying data.            Be available to discuss with local press, Councillors and others about Truancy Sweeps and attendant issues.</p>	<p>June 2002</p>

**Inclusive Education Services Best Value Review**  
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<p><b>Staff &amp; Organisational Issues</b>  <b>35.</b> To review current generic KRAs</p>	Jonathan Braham	<p>Provide feedback to senior staff in Inclusive Education Services</p> <p>Advise all staff at Staff Meeting on intention to review KRAs            Discuss Corporate objectives and procedures in connection with Appraisals            Provide details of Performance Management &amp; Development Scheme            All staff receive copy of scheme and relevant forms and information to explain the process (Information for Employees)</p>	March 2002
<p><b>Staff &amp; Organisation continued</b>  <b>36.</b> To develop individual KRAs for staff, to be discussed and agreed on individual basis</p>	Jonathan Braham	<p>Discuss issue further at staff meeting            Arrange dates to meet individual staff members            Complete appraisal sessions for all staff. Agree Service Related Objectives and Learning &amp; Development Objectives and present documents to each staff member</p>	April 2002
<p><b>38.</b> To continue to develop options for staff training on presentation skills, management development, new initiatives and best practice. This should be reflected in the Units Training and Development Plan</p>	Jonathan Braham	<p>Include Training and Development objectives in service Training Plan.            Commission training on Presentation Skills for EWS and plan and agree suitable dates. Nominated EWO to attend training at appropriate time.            Advise all staff about new management development and staff opportunities at staff meeting. Provide details in memorandum with accompanying papers dealing with service improvement. New EWS structure and Post of Senior Practitioner advised for consultation. Job Description and Person Specification provided. Post advertised. Date of Interview fixed. Appointment made</p>	
<p><b>Staff &amp; Organisation continued</b>  <b>40.</b> That all EWS staff attend EAP training</p>	Jonathan Braham	<p>Discuss with EWS staff at staff meeting. Agree on appropriate courses in terms of service objectives and also personal objectives. Amend Equality Action Plan to include areas of training. Liaise with Human Resources to arrange suitable dates for training in various areas. Arrange dates for between November 2002 – January 2003. Staff evaluation of training to be completed following completion of course</p>	October 2002

**Inclusive Education Services Best Value Review**  
**Education Welfare Service Action Plan 2002 (Phase 1)      Appendix 3**

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41. EWS Manager to liaise with Environmental Services in order to seek parking permits for EWOs	Jonathan Braham	Contact Director, Environmental Services. Discuss need for EWS staff permits. Advise process to include applications from each staff member. Cost of £75 per person per year. EWS staff advised via memorandum. Applications completed for all staff. Covering letter from EWS manager supplied (plus cheque for £525.00) outlining the arguments for issuing EWOs with parking permits. Applications sent off.	October 2002
43. To continue with the 5 day response time	Jonathan Braham	Meet Deputy Manager and Systems Officer. Confirm that the system stays in place. Hear their views which are in agreement. Advise EWS staff via memorandum and itemise for discussion at staff meeting. Discuss at staff meeting – everyone in agreement. 5 day response time crucial factor in service performance	September 2002
50. That all EWOs should have access to a mobile phone to receive and make work calls	Jonathan Braham	Issue discussed fully at staff meeting and survey taken of availability of mobile phone. All EWOs already have access to mobile phones and are prepared to maintain the arrangements currently in place.	September 2002
<b>Brent Education Tuition Service</b> 60. To develop and implement a joint protocol between BETS and EWS	Jonathan Braham	Discuss with EWS and Education Tuition Service. Prepare draft protocol for consultation. Make available to Head of Tuition Service and Asst Director (SNIE). Further discussion with EWS staff and Tuition Service. Liaise with Child and Adolescent Mental Health Service re issues around Case Management. Include advise in protocol. Present re-drafted protocol which is accepted. Protocol available to all EWOS and Head of Tuition Service.	July 2002
<b>Links with Children's Services</b>	Jonathan Braham	Liaise with Team Managers, Children's Services	May 2002

**Inclusive Education Services Best Value Review**  
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<p><b>63.</b> To provide Social Services with a copy of the EWS Role &amp; Function (including key responsibilities), and EWO staff list (including telephone numbers) and list of link schools</p>		<p>Discuss the necessity of providing information about services            All in agreement            Re-draft role and function specifically for Social Services as well as School Allocation list.            Details provided to Social Services            Senior Practitioner to arrange joint meetings with counterpart in Social Services and make presentation about EWS role, function, referral process and criteria.</p>	<p>October 2002</p>
<p><b>64.</b> EWS to find out which schools have a link Social Worker and to then develop liaison with those Social Workers</p>	<p>Jonathan Braham</p>	<p>Discussion with Maggie Taylor, Quality Protects Education Co-ordinator and responsible for Children Looked After. Detailed list of all children looked after is made available to the EWS. Each list contains the Looked After young Person, the school they attend and a named Social Worker. Not all schools have a link Social Worker. Discussion with Asst Director of Social Services. Agree to contact directly Team Managers. Details of Team Managers available to EWS</p>	<p>July 2002</p>
<p><b>Links with Children's Services</b> continued:  <b>65.</b> EWS to liaise with Children's Services to establish the area covered by each of the Childrens Services teams. EWS to send future referral forms to appropriate Children's Service Team Manager. Referral forms to be updated to include EWS contact details. If no response</p>	<p>Jonathan Braham</p>	<p>Set up meeting with Asst Director, Social Services. Letter in advance setting out the key points of the meeting.            Asst Director clarifies area covered by each Children Services Team, provides contact names, telephone numbers and advise about updating EWS referral forms to take account of changes in Children's Services management structure. EWS Systems Officer amends standard EWS referral form for referring cases to Social Services which includes all updated information.            Issues around casework also discussed – these to be discussed in detail with service managers            New working arrangements set up whereby EWS manager and Children's Services managers have improved communication</p>	<p>March 2002</p>

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EWS to take up with Asst Director (Children's Services)		Process discussed at EWS staff meeting and all the new documentation assessed.	
<b>66.</b> EWS and Children's Services to clearly communicate "roles and responsibilities" around casework issues.	Jonathan Braham	Issue discussed at meeting with Asst Director and, following that, with Service Managers. New arrangements in place for assisting EWS in dealing with issues which are Education issues and for Social Services to deal with issues which are directly related to Social Work.	March 2002
<b>70.</b> EWOs to discuss child protection referrals with designated teacher	Jonathan Braham	This issue clarified at meeting with all EWOs. Not a major issue for the EWS. All Child Protection referrals go directly to Social Services. EWOs reminded to advise designated school staff about this.	April 2002
<b>Housing</b> <b>75.</b> One EWO to be given responsibility of linking with Housing. To develop and implement proposals to improve links with Housing to ensure appropriate and timely exchange of relevant information	Jonathan Braham	Discussed issue at Staff Meeting. Designated EWO nominated. Set up meeting with Housing Staff – agree arrangements for improved linking. Regular details of Homeless Families lists to be directed to the EWO linked to Housing and made available to all staff. A list of key Housing staff with contact numbers provided	July 2002
<b>76.</b> Obtain regular listing of families in B & B and Temporary Accommodation and follow up. Need improved protocol for this	Jonathan Braham	Meeting with Housing manager. Set out EWS requirements. Housing agree to provide updated listings of all Bed & Breakfast establishments used in Brent with updated contact numbers and managers. Housing agree to advertise details about EWS services on their plasma screen	November 2002

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(too many children without a place and going missing).		in the reception of their main offices. Prepare a list of EWS services to be advertised and e-mail to Housing. Draft new EWS policy for dealing with clients in Bed & Breakfast. One of the key responsibilities is to make contact with these hotels periodically to ensure that children residing on the premises are registered at school	