

Safe and Strong Communities Select Committee

Thursday, 7 November 2019

10.00 am

Oak Room, County Buildings, Stafford

NB. Members are requested to ensure that their Laptops/Tablets are fully charged before the meeting

John Tradewell
Director of Corporate Services
30 October 2019

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the previous meeting held on 1 October 2019** (Pages 1 - 8)
4. **Children and Families System Transformation Part 2** (Pages 9 - 50)
Report of the Cabinet Member for Children and Young People
5. **Regional Permanency Arrangement Development (Phase One)** (Pages 51 - 64)
Report of the Cabinet Member for Children and Young People
6. **Building Resilient Families and Communities Programme (BRFC)** (Pages 65 - 74)
Report of the Cabinet Member for Children and Young People
7. **Work Programme** (Pages 75 - 80)
8. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Schedule 12A (as amended) of the Local Government Act 1972 indicated below”.

Part Two

(All reports in this section are exempt)

nil

Committee Membership

Ann Beech	Jason Jones
Ron Clarke	Paul Snape
Ann Edgeller	Bob Spencer (Vice-Chairman)
John Francis (Chairman)	Victoria Wilson
Trevor Johnson	Mike Worthington

Note for Members of the Press and Public

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Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

Scrutiny and Support Manager: Mandy Pattinson Tel: (01785) 278502

Minutes of the Safe and Strong Communities Select Committee Meeting held on 1 October 2019

Present: John Francis (Chairman)

Attendance

Ann Beech	Jason Jones
Ron Clarke	Paul Snape
Ann Edgeller	Bob Spencer (Vice-Chairman)
Trevor Johnson	Mike Worthington

Also in attendance: Gill Heath, Mark Sutton and Alan White

Apologies: Conor Wileman

PART ONE

13. Declarations of Interest

There were no declarations of interest.

14. Minutes of the previous meeting held on 23 July 2019

RESOLVED – That the minutes of the meeting held on 23 July 2019 be confirmed and signed by the Chairman.

15. Domestic Abuse

At their meeting of 15 January 2018 the Select Committee had received an update on the commissioning of Domestic Abuse (DA) services across Staffordshire and Stoke-on-Trent. A comprehensive needs assessment had been undertaken as part of the re-commissioning process which informed the development of the first pan-Staffordshire and Stoke-on-Trent Domestic Abuse Strategy. Joint governance arrangements had been established to manage and oversee strategy delivery, with a shared multi-agency action plan having been developed.

Staffordshire County Council (SCC), Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) jointly commissioned DA services across Staffordshire and Stoke-on-Trent, with the SCO acting as lead commissioner. Commissioned services included provision for victims, perpetrators, children and young people. Members received details of these commissioned services, their annual value and a breakdown of SCC's contributions. Services were commissioned from Victim Support and from the Reducing Reoffending Partnership, with both commissioned services provided under the brand name of "New Era", commencing on 1 October 2018. Members received details of referral numbers as well as age and gender profiles.

The County Council's Insight Team had produced the Domestic Abuse Needs Assessment and this, together with a range of market engagement events with partners, providers and stakeholders, including national DA charity Safe Lives, supported the development of the Service Specification. Demand for victim services had been significant, with a triage process introduced to target high priority cases. Members were concerned that there remained capacity issues, that the provider currently had a waiting list for services and that the level of demand around children and young people perpetrators had not been anticipated. They were informed that the new arrangements enabled a pan Staffordshire consistent service. The new service offered additionality, supporting victims within the LGBT (lesbian, gay, bisexual and transgender) and BAME (Black, Asian and minority ethnic) to resolve issues identified within the need's assessment, as well as an integrated support service providing a bridge between victim and perpetrator services. The service specification looked at reducing cyclical abuse through early intervention, prevention and targeted services. An increase in DA cases had been expected as individuals became more confident in reporting. Police recorded incidents of domestic abuse appeared to have plateaued, with the new services potentially being one reason for this, but clearly more work would be needed to understand the reasoning.

Members had concerns that there were no base line figures to assess the impact of the new services. Data from previous services had been difficult to assess and/or use to create a base line. Twelve months on data had been gathered from New Era and would be used to create a baseline going forward.

Members were informed that there was confidence that New Era were the right service providers and that they were working hard to support victims. Cases were often complex and there was a need to ensure cases, and particularly repeat offender cases, were accurately and appropriately recorded. Members heard that feedback from social care professionals indicated the perpetrator programme was accessible and working well, with experienced workers and accredited programmes, receiving much more positive reactions than previous programmes.

The report indicated that further resource might be needed to address the unexpected demand for specialist services for children and young people. Members asked whether this resource was already in place and were informed that an element was, although there may need to be additional resource and Commissioners were discussing financial contributions with all funding partners.

The Select Committee asked for details of programmes delivered by New Era. These would be circulated to Members after the meeting and included support for individual victims, children and their families as well as perpetrator programmes looking at building better relationships and behaviour changes.

Members noted the recording of stalking offences had changed in April 2018, with an alteration to the Home Office Classification Rules meaning that stalking and harassment cases were now recorded separately. Nine out of the ten Policing Teams had seen an increase in stalking over the last twelve months (up to the end of March 2019), with an overall increase of 174% over this period of which 70% had been domestic related.

Concern was expressed over the impact domestic abuse had on children and young people within a family and Members were informed that incidents of DA were prevalent in many families with complex needs. Members were aware that the three most significant reasons for children coming into the care system were parental mental ill health, substance misuse and domestic violence. The Strategic Lead for Specialist Safeguarding advised members that new ways of working had been developed in a pilot project around substance misuse, with an intensive targeted twelve-week programme now delivered to families with children on the edge of care. Evidence showed that this new way of working was successful in supporting the whole family and in achieving real change. This would be rolled out across the County and it was hoped that learning from this new approach would be used to develop a similar whole family restorative approach to tackling domestic abuse.

Members were pleased to note the work with partners to support the referral process, including GPs, schools, hospitals, dental surgeries and hair dressers, targeting professionals that had regular contact with individuals and may be able to recognise concerns for referral. Work had also been undertaken to identify Domestic Abuse Champions within work place settings to provide support. Communication was a concern for Members, specifically whether confidentiality would create problems with information sharing, for example with GPs. Information sharing agreements were in place between key agencies and effective information sharing was a priority. There was confidence that referrals were being received from partner organisation.

Repeat offending remained a concern for Members and specifically they wished to ensure that there was robust offender management. Pilot projects in both Newcastle and Tamworth were highlighted as examples of work to reduce repeat offences. These included locally owned and delivered Multi-Agency Risk Assessment Conference (MARACs) enabling a timelier response from partners, multi-agency ownership and responsibility increased local engagement and improved action plans. A harm reduction hub in Tamworth dealt with complex cases with an emphasis on reducing repeat referrals. The Select Committee were pleased to note these developments. They asked for clarification as to whether the perpetrator programme was Cafcass (Children and Family Court Advisory and Support Service) approved, this would be clarified after the meeting.

Members noted that the MARAC process was subject to a review, led by the Police, looking at learning from the pilot projects. Discussion took place around the differing risk rating systems of DIAL and DASH and the use of professional judgement alongside the scoring system to evaluate risk. Members acknowledged that the continued development and roll out of a consistent approach to MARAC and police led Harm Reduction Hubs was important and that it would be helpful for a Police Lead to attend the next Scrutiny meeting to update the members on progress in this regard.

Members noted that a performance framework was in place and that the service was rigorously reviewed against this framework at quarterly meetings. Performance outcomes would be shared with the Select Committee at a future meeting.

RESOLVED – That:

- a) details of the New Era programmes be circulated to Select Committee Members;
- b) whether the perpetrator programmes were Cafcass approved be clarified; and,

- c) a six-monthly update on DA be included on the Work Programme. Police Lead on MARAC/Harm Reduction Hubs to update at the next Scrutiny Meeting where domestic abuse was tabled.

16. Customer Feedback and Complaints Report - Children's Social Care

The Select Committee received the Customer Feedback and Complaints Annual Report for Children's Social Care in line with the Children Act 1989 Representation Procedure (England) Regulations 2006. The report gave details of the number of recorded complaints together with information on the outcome and timescales for each.

In 2018/19 112 complaints had been investigated through the Statutory Complaints Procedure, stages 1,2 and 3 and 121 complaints through the Corporate Complaints Procedure at stages 1 and 2. Members received details of these complaint investigations along with details of the 242 compliments received during the same time period.

Members noted that 61% of completed complaints had responded within the prescribed timescales. Whilst there was an aspiration to meet the timescales 100% of the time this was unrealistic as complaints were often complex and involved arranging meetings with several individuals to collate the necessary information. The timescales were challenging, particularly in respect of competing time demands on those involved in the complaint, however it was hoped that an 80% target could more realistically be achieved.

Most complaints were made up of several elements. Many complaints were around communication, and with individuals struggling to understand the process they were involved in being a significant reason for complaints. Whilst recognising the immense work load of professionals there was also a need to remain aware that individual service users would not have the knowledge, expertise and understanding of the service and therefore often needed a greater degree of explanation.

Corporate complaints had seen an overall decrease at Stage 1, with the completed investigations showing an increase in the number of complaints found to be upheld. However, in the vast majority of cases at Stage 1 an explanation and an apology were the required remedies resulting from the investigation. Members noted that despite a decrease in overall Stage 1 Corporate Complaints the SEND Service reported an increase in complaints of 96% compared to 2017/18. At the same time the Safeguarding/Targeted Service reported a 47% decrease, with Looked After Children/Disability Services reporting a 42% decrease.

Concern was expressed at changes to the County's Call Centre arrangements and how these would impact on complaint referrals. Whilst there was a 20-minute wait for calls to be answered through the call centre the Complaints Services direct telephone number was available on the web site and complaints could also be made electronically.

Members remained concerned at the lack of educational psychologists and the impact this had on the timeliness of Education Health Care Plans. They were aware that there was a national shortage of educational psychologists. Staffordshire were recruiting two more educational psychologists to help ameliorate this issue. The Cabinet Member for

Children and Young People also informed the Select Committee that he had requested a deep dive report into differences in performance around this issue across the County to identify delays and subsequently help address these issues.

Learning from each investigation was used to inform future practise and any recommendations made were implemented in a timely manner. This Annual Report was used by the Strategic Leads to help triangulate learning and support self-assessment and service planning going forward.

RESOLVED – That the Customer Feedback and Complaints Annual Report – Children’s Social Care, be noted and the use of learning from complaints to inform future practise be supported.

17. Customer Feedback and Complaints Report - Adults Social Care

The Council had a duty to publish an annual report on the activity of its statutory complaints and representation service under the NHS and Community Care Act 1990 and the Local Authority Act 1970. Members received the Annual Report for 2018/19, considering the number and nature of complaints received, together with responses provided and their handling by the Council.

176 statutory stage 1 complaints were investigated, along with 27 Local Government and Social care complaints. There had been two statutory independent investigations and 182 complaints handled informally. The main areas for complaint had been: poor communication (43); delays in receiving a service (18); financial contributions (16); standard of service (12); and, financial assessment (8).

The Deputy Leader and Cabinet Member for Health, Care and Wellbeing informed Members that there had been a slight increase in the number of complaints, which was to be expected with the changes made to services. Should a complaint be found to be upheld this was acknowledged and work was undertaken to make amends.

Poor communication and a delay in receiving services were the top two reasons for complaints. Members were aware that services were complex but remained concerned that complaints around communication were the most prevalent reason for dissatisfaction. Work was ongoing with finance colleagues to achieve less silo working to ensure the service user received a more joined up service, with a pilot project currently looking at ways to improve this area.

The Chairman shared details of an incident experienced by a service user of his acquaintance who had experience difficulties with the service and for whom the Chairman had made a complaint. In this instance there had been shortfalls in provision, although the appropriate procedures had been in place. This was a very complex service area with many partner organisations contributing to it. Where shortfalls were found it was right to raise the issues concerned and test these against the procedures in place, using learning from any incident to inform future practise. Examples of where changes had been made were given around delays in assessment resulting in this service being brought in-house to improve timeliness. A current issue was out of county placements and work was underway to establish policies and procedures to enable placements to be kept in County as far as possible.

Difficulties with Care Director were shared. From an audit trial point of view when investigating complaints Members were informed that the system was now much improved.

Members noted that the Local Government and Social Care Ombudsman (LGSCO) had fully investigated 23 complaints of which 12 complaints had been upheld. Members queried whether there had been an opportunity missed to prevent this escalation to the LGSCO. Individual complainants were entitled to take their complaint to the Ombudsman and in some instances the findings were around differing interpretations of the law/guidance. An Annual Report from the LGSCO would be available shortly and would give a national context to the Staffordshire findings. Members felt this would be useful and requested this to a future Select Committee meeting.

Members were reminded of the unintentional consequences of interpretation of the law that came from the Cheshire East finding over Deprivation of Liberty Safeguards (DoLs). It was hoped that new legislation would soon be in place around DoLs, then to be called Liberty Protection Safeguarding.

RESOLVED – That the Annual Report of the Customer Feedback and Complaints Service, Adults Social Services 2018/19 be noted and the learning from complaint findings be used to inform future practise.

18. Work Programme

At their July meeting Members had requested a visit to Catch-22 to understand better the work they are commissioned to do for the Council and progress made. The Vice-Chairman and Members of the Select Committee had met with representatives from Catch 22 on 17 September and the Vice Chairman gave a summary of this meeting. Members had been particularly pleased to note that “hearing the children’s voice” was at the heart of the work undertaken by Catch 22.

Members were informed that the letter requested at their July meeting to the Minister of State for Education raising their continued concerns with EHE had been sent on 29th July, with a response received on 16 August 2019. Details of the response had been shared with Members.

The Scrutiny Officer also informed Members of the following proposed amendments to their work programme:

- Children’s Transformation – Part 2, was due to come to the Select Committee on 7 November. It was proposed to invite all members of the SEND working group to join the meeting for that item;
- an item on the Regional Permanency Partnership be included on the agenda for 7 November meeting; and
- the Adult Safeguarding report be included for the 13 January meeting.

Following this morning’s meeting additional work programme items would be included:

- six monthly update on the work of Catch 22;
- six monthly update on the new DA contract work; and
- contextual safeguarding and the process around MASH referrals.

RESOLVED – That the work programme amendments be accepted.

Chairman

Local Members Interest
N/A

Safe and Strong Communities Select Committee - Thursday 07 November 2019

Children and Families System Transformation Part 2

Recommendations

I recommend that the Safe and Strong Communities Select Committee:

- a. Scrutinise the attached draft recommendations to Cabinet contained within the Children and Families System Transformation Report Part 2 (attached at appendix 1).
- b. Note the progress achieved to date, the whole system aspiration and the investment request.
- c. Provide comment on the overall direction of travel and the proposed new model.

Cllr Mark Sutton, Cabinet Member for Children and Young People

Summary

The Select Committee is being asked to review and scrutinise the attached draft Cabinet paper and recommendations – “Children and Families System Transformation Part 2” (appendix 1).

That the Select Committee note the progress achieved, our whole system aspiration and the investment request.

In advance of the Cabinet meeting on the 20th November select committee provide comments which will be reported to Cabinet and inform the final cabinet paper and recommendations.

Report

1. Within the attached paper our aim is to create an environment where families are supported to stay together safely and live well in their communities by building on their strengths.
2. This is the right thing to do. Families tell us they do not want to be in services and evidence says that lives are better when needs can be met early within the family or community.
3. Working in this way is also more sustainable. We can support more families to live better lives if we focus on addressing needs as early as we can. This report

details the changes we have already made across the children and families system.

4. It also sets out proposed plans and the investment required for the future as we look to build on the work we have started and to do more to keep families together safely.
5. The model being recommended will embrace all parts of the existing children and families' system and will improve outcomes including educational achievement, emotional wellbeing and stability for our children and families.
6. Please see the attached draft report paragraphs 1 through to 8 for the **background** information.
7. The **Staffordshire model** is described within paragraphs 9 through to 14.
8. The **Investment** request is detailed at paragraphs 15 through to 26.
9. The attached paper at paragraph 37 through to 44 also focuses upon **Special Education Needs Development (SEND)**.
10. A summary of the model including benefits and risks are detailed at 45 through to 48.

Link to Strategic Plan

11. Children and Families have a network of support to manage their own problems and stay safe and well.
12. Improve education and skills provision in our schools, colleges and universities so more people gain the training and qualifications they need to succeed.

Link to Other Overview and Scrutiny Activity

13. Previous committee papers:
 - a. Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
 - b. C,Y,P&Fs Transformation Programme – Overview of Programme Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016
 - c. Impact of SEND reforms – Prosperous Staffordshire Select Committee – 26th July 2016
 - d. Progress with the Children and Families Transformation Programme – Safe and Strong Select Committee – 12th December 2016
 - e. Children and Families System Transformation Programme – 16th January 2017
 - f. Progress on SEND reforms – Prosperous Staffordshire Select Committee – 3rd March 2017.
 - g. Children, Young People's and Families System Transformation – Safe and Strong Communities Select Committee – 13th July 2017
 - h. Children and Families System Transformation (pilots) – Safe and Strong

- Communities Select Committee – 13th July 2017
- i. Children and Families System Transformation (pilots) – Safe and Strong Communities Select Committee – 5th March 2018
 - j. Staffordshire’s response to Local Area Inspection – Written Statement of Action – Staffordshire County Council Cabinet – 17th July 2019.

Community Impact

- 14. A full Community Impact Assessment will be completed and attached to the completed Cabinet paper.

List of Background Documents/Appendices:

Appendix 1 – 2019 Draft Cabinet Paper

Contact Details

Report Author:

Janene Cox OBE, Commissioner for Culture, Rural and Safer Communities

SLT Lead:

Helen Riley, Deputy Chief Executive and Director for Families and Communities

Cabinet Member Lead:

Cllr Mark Sutton, Cabinet Member for Children & Young People

Cabinet Meeting on Wednesday 20 November 2019

Children and Families System Transformation Part 2



Cllr Mark Sutton, Cabinet Member for Children and Young People

To be confirmed.

Report Summary:

Our aim is to create an environment where families are supported to stay together safely and live well in their communities by building on their strengths.

This is the right thing to do. Families tell us they do not want to be in services and evidence says that lives are better when needs can be met early within the family or community.

Working in this way is also more sustainable. We can support more families to live better lives if we focus on addressing needs as early as we can. This report details the changes we have already made across the children and families system.

It also sets out proposed plans and the investment required for the future as we look to build on the work we have started and to do more to keep families together safely.

The model being recommended will embrace all parts of the existing children and families' system and will improve outcomes including educational achievement, emotional wellbeing and stability for our children and families.

Recommendations

The recommendations are as follows:

- a. That Cabinet endorse the Staffordshire model and the required investment of £8.1m, note the impact on the MTFs, and that it has been assumed that the £3.3m MTFs which has been carried forward since 2017/18 will now be deleted.
- b. That Cabinet acknowledge and agree the timescales for the investment and the related benefits.

- c. That Cabinet acknowledge that Families and Communities Senior Leadership Team will work with county council employees and partners to design a district model and return to present this ahead of April 2021.
- d. That Cabinet monitor progress towards achieving the benefits described.
- e. That a further report on the SEND Transformation Programme, including any investment requirements, be reported to Cabinet at a future date.

Local Members Interest
N/A

Cabinet – Wednesday 20 November 2019

Children and Families System Transformation Part 2

Recommendations of the Cabinet Member for Children and Young People

The recommendations are as follows:

- a. That Cabinet endorse the Staffordshire model and the required investment of £8.1m, note the impact on the MTFs, and that it has been assumed that the £3.3m MTFs which has been carried forward since 2017/18 will now be deleted.
- b. That Cabinet acknowledge and agree the timescales for the investment and the related benefits.
- c. That Cabinet acknowledge that Families and Communities Senior Leadership Team will work with county council employees and partners to design a district model and return to present this ahead of April 2021.
- d. That Cabinet monitor progress towards achieving the benefits described.
- e. That a further report on the SEND Transformation Programme, including any investment requirements, be reported to Cabinet at a future date.

Report of the Deputy Chief Executive and Director for Families and Communities

Background

1. Between 2016 and 2019 Cabinet received papers outlining proposed changes to the wider children's system and changes to how we support children and their families with Special Education Needs and Disabilities (SEND).
2. Through these papers Cabinet agreed the principles and the first phase of the transformation programme for the wider children's system, and the Written Statement of Action which was a response to the Local Area Inspection for children with SEND.
3. Cabinet agreed a whole system approach which:
 - a. Safeguards children, young people and families and supports them to achieve their best outcomes.
 - b. Maintains statutory compliance.
 - c. Has clear accountability and leadership at all levels.
 - d. Addresses root causes issues through intelligence.
 - e. Works safely to reduce demand.
 - f. Has a whole system approach with a resilient and flexible workforce.

- g. Has a culture which enables shared ownership of issues and decision making.
 - h. Provides value for money, is affordable and sustainable.
 - i. Creates the right environment for families and children to be supported at appropriate levels.
4. Following these papers, we have implemented a series of successful system wide changes which have included, for children's social care:
- a. A single Front Door.
 - b. Aligned Early Help and Safeguarding approaches.
 - c. Revision and improvement of the processes within Early Help.
 - d. Mainstreamed Building Resilient Families and Communities (BRFC) practice and achieved Earned Autonomy.
 - e. Implemented a workforce transformation including development of the Intelligence, Improvement and Development function, improvements to commissioning, and managed the removal of £2.4m DSG funding through restructuring the Early Help provision.
 - f. Early development of the Adult Specialist Workers in the district.
 - g. Developed in partnership the successful Place Based Approach has included the effective commissioning and spend of the Earned Autonomy grant and Family Support Contract, the development and implementation of the Early Help Performance Framework and achieved the original intention of reducing demand across the partnership including Early Help.

And for children with SEND:

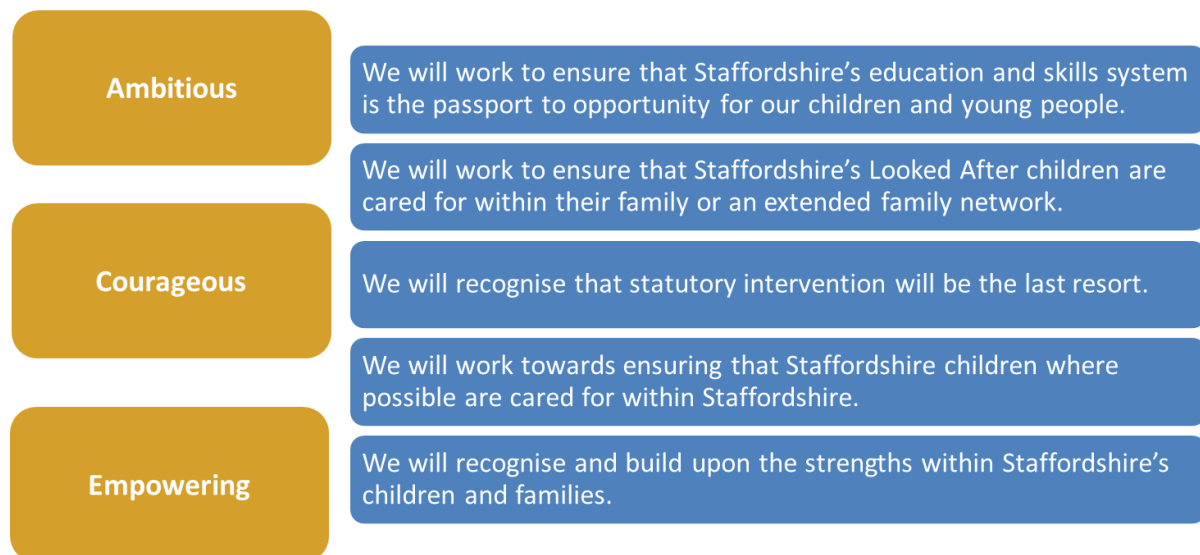
- a. Developed, in partnership, the Written Statement of Action (WSOA) which will address the issues highlighted by Ofsted in the Local Area Inspection.
 - b. Implemented an Education Health and Care Plan (EHCP) Portal.
 - c. Developed, in partnership, a graduated response to need.
 - d. Piloted within the Moorlands and South Staffs districts locality hubs which focus upon achieving a successful joint approach to addressing children's needs at the earliest opportunity.
 - e. Completed the conversion of statements to EHCPs, in line with statutory guidance issued in 2014.
5. Within the children's social care system an ongoing investment of £1.1m was made in 2018 and is being used to reduce and stabilise the number of children open to social workers within the Safeguarding, Care Planning & Court and Through Care functions. This investment has successfully reduced the number of children open to social workers, improved stability of the workforce and caseload management and has been recognised by Ofsted as a positive outcome.
6. Since the first phase of change and investment, there have been several factors locally, regionally and nationally that have impacted upon our system. This has led to a further and increasing rise in the number of looked after children and requests for EHCPs. This has created additional pressures upon our workforce provision and our budgets.

7. To address these additional pressures and to achieve our aspiration of a whole system approach, which brings together children’s social care, SEND and Inclusion, the Place Based Approach and commissioning it has been recognised that a further phase of change and development is required.
8. This whole system approach has now been further informed by best practice, an evidence base from outstanding local authorities, research and performance data. This has led us to recognise that a fundamental change of practice, culture and our operating model is required, and this will need investment to deliver.

Staffordshire Model

9. Our model will be financially sustainable and will be underpinned by the following values:

Figure 1: System Values



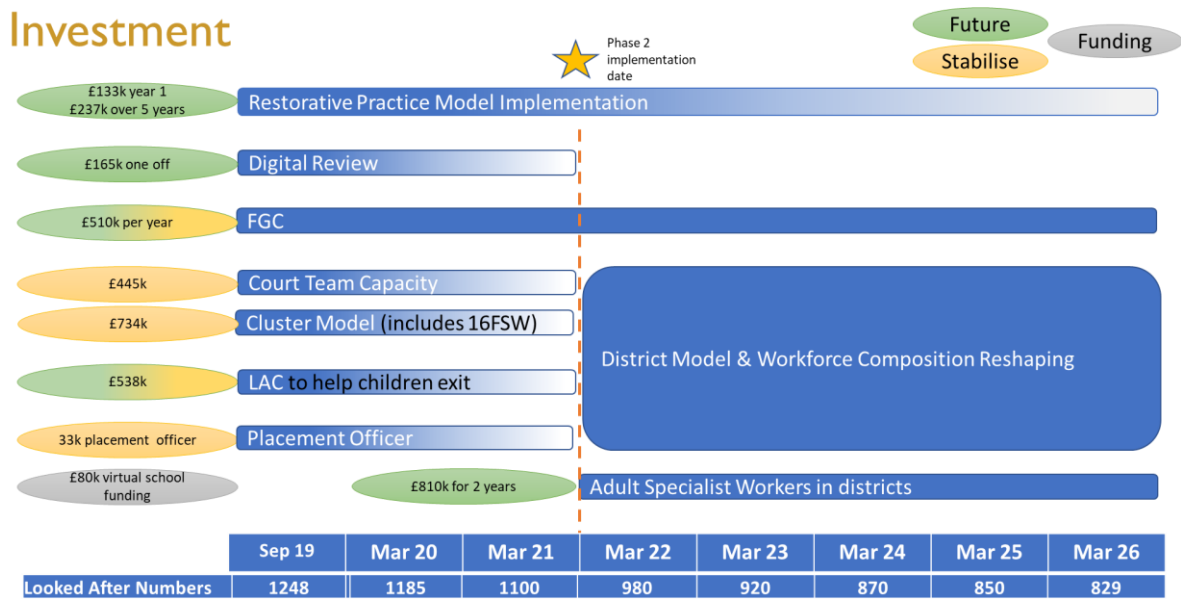
10. Our whole system approach will enable us to deliver against these values and it will be underpinned by the introduction of a Restorative Practice Model which will affect the required change of culture and practice. This is a strengths-based approach which will promote a culture of inclusion and support to enable children to achieve their best outcomes. It will ensure our practitioners work with each other, with partners and alongside children and families, making decisions together, building resilience and enhancing problem solving.
11. Through this change of practice our aim is to ensure that children with social care needs remain with or return to their family, or extended family network where it is safe and appropriate to do so, and children with SEND, receive the right support at the right time.
12. By April 2021 these changes will lead to a new operating model based upon a district footprint which will better support the child and family, enable a more flexible approach to resource allocation and facilitate more equitable demand/workload management.

13. Through a Place Based Approach, of which the SEND locality hubs are a part, we will continue to maximise the engagement of communities, the voluntary sector, partners and universal services to address all needs at the earliest point.
14. To enable a smooth transition to the model it has been recognised that it is essential to stabilise the current social care system by managing and reducing the current demand. The following elements will enable us to do this:
 - a. Introduction of additional Gatekeeping practice to reduce the number of care proceedings going forward.
 - b. Review of Foster Carer and Family Friends approval processes.
 - c. Immediate extension of Family Group Conferencing in recognition of the positive impact it will have on current demand.
 - d. Increasing capacity to complete the current court work in the service.
 - e. Additional Family Support Workers (FSW) to help children return home safely.
 - f. Implementation of the Cluster Model to better manage existing workloads.
 - g. Refocussing the Independent Reviewing Officer (IRO) service, to support and challenge the system.
 - h. An additional Placement Officer, to improve the capacity to commission appropriate placements for Looked After Children (LAC) and reducing the numbers that require residential provision.
 - i. Additional funding for the Virtual School which will manage the current increase of demand.

Investment Required for Children's Social Care

15. There are two elements to this investment request:
 - a. The first element will enable the system to further stabilise by April 2020 and develop and embed a practice which will reduce and manage demand within the looked after cohort by April 2021.
 - b. The second element will enable us to create an operating model on a district footprint from April 2021 which is underpinned by the change in practice and culture.

Figure 2 – Investment Required



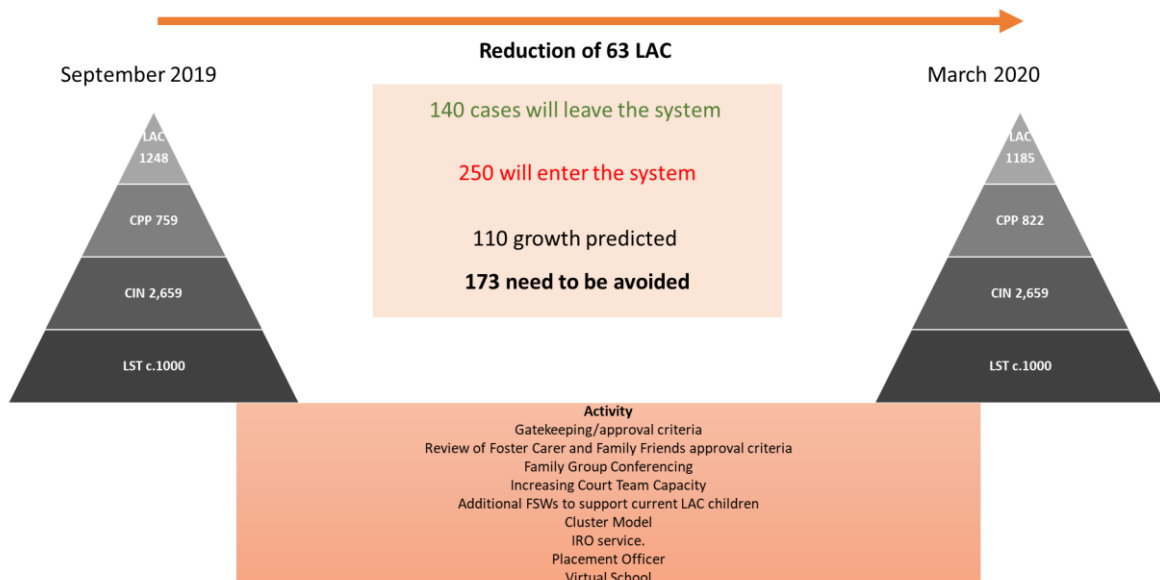
Note: The above consists of both one off and ongoing investment requests.

Element One - Stabilisation Investment Required

16. Figure three below shows our aim to reduce the looked after children numbers to 1185 by March 2020 which was the previous steady state/norm prior to the spike in numbers which occurred in February 2019 and has continued to increase to the current number of 1248 (at the time of writing, September 2019).

Figure 3: System Stabilisation and Immediate Activity

2019/20 System Stabilisation

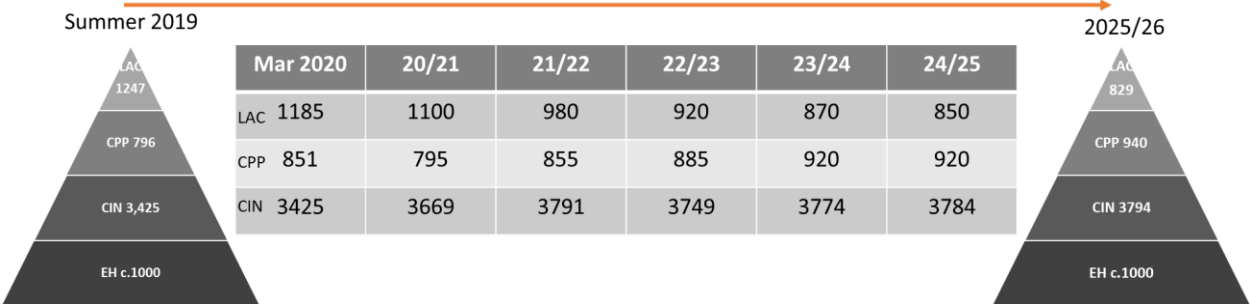


17. Following this immediate activity work will continue until April 2021 to further reduce numbers to 1100.

Element Two - Model Development and Implementation Investment

- 18. To realise the necessary practice and culture change work needs to begin immediately and this will culminate in the introduction of the new district footprint for the delivery of our services in April 2021.
- 19. The key elements of the new model are as follows:
 - a. Restorative Practice model which will enable a strengths-based approach to working with children and their families encouraging more effective working relationships.
 - b. A cohort of highly skilled Family Practitioners working flexibly across the system carrying out direct work with children and families.
 - c. The expanded Family Group Conferencing which operates at all levels of need.
 - d. Adult Specialist Workers deployed within district teams to address the root causes of problems.
 - e. Expanding the Family and Friends Team to increase the number of children subject to Special Guardianship Orders, which will reduce the number of children in the care of the local authority and the statutory requirements that are attached to this status and formalises and promotes the philosophy of enabling children to remain within their family setting.
 - f. Robust review of processes and ICT systems to reduce bureaucracy and increase capacity and flexibility for all practitioners across the system, enabling practitioners to increase contact time with families.
- 20. Following April 2021, the new model and culture change will deliver further reductions in both cohort numbers and related costs (see figure 4 below, and Appendix 2 for assumptions).
- 21. With all the above elements in place the assumed impact on the child populations is as follows:

Figure 4: Predicted changes to cohort numbers



- 22. The decrease in the looked after children population from 1100 (in March 2021) to 829 (March 2026) based on the implementation of the whole system change provides an additional cashable saving of £13.12m.
- 23. From April 2021 all the key elements detailed in paragraph 19 will sit within a district footprint and will result in changes to our workforce composition, management and focus aligned to the predicted cohorts above.

24. It is anticipated that from April 2021 the number of court proceedings is expected to reduce therefore the workforce and specialist skills within these teams will be realigned with the rest of the workforce on a district footprint, replacing agency workers and filling existing vacancies.
25. In line with the district footprint it is recognised that a further reorganisation of the district management and operational staff will also be required however this will be designed and supported by a process for implementation in April 2021.
26. There will be a return to Cabinet ahead of April 2021 which will describe in detail the staffing profile and the operating model of the district footprint which will include children's social care, Place Based Approach, children with SEND, vulnerable learners and commissioning. This will be a confirmation of the budget position and will not be an ask for further investment.
27. We will complete a rigorous review to fully understand how digital innovation can support and enable our system change. Alongside a review of pathway and processes we aim to achieve a reduction in the amount of time practitioners spend on administration, and an improved experience for all our children and families with whom we engage.

Return on Investment

28. Figure 2 along with Table 1 below describe the key elements of investment and the impact that these will have collectively upon our looked after children numbers and therefore our placement budget. They also illustrate the anticipated reduction in the costs of the workforce based on the reduction in looked after children numbers.

Table 1: Finance table showing cumulative full investment, savings and net position

	Financial Years						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Stabilisation Investment							
Family Group Conferencing	128	510	510	510	510	510	510
Additional Court Team	111	445	-	-	-	-	-
Cluster Model	184	747	-	-	-	-	-
LAC FSW	107	428	-	-	-	-	-
LAC SGO (Inc legal costs)	74	287	-	-	-	-	-
Placement Officer	8	33	-	-	-	-	-
Virtual School	20	80	80	80	80	80	80
Initial Total	632	2,530	590	590	590	590	590
Model Investment							
Restorative Practice	133	40	25	23	15	-	-
Digital Review	165	-	-	-	-	-	-
ASW	-	-	810	810	-	-	-
Ongoing Total	298	40	835	833	15	0	0
Investment Total	930	2,570	1,425	1,423	605	590	590
Savings							
Avoidance of Growth	-	(4,936)	(6,917)	(8,970)	(11,094)	(13,255)	(15,611)
Placements	(739)	(4,752)	(9,082)	(12,884)	(15,149)	(16,453)	(17,072)
Workforce	-	-	(200)	(400)	(600)	(800)	(800)
Savings Total	(739)	(9,688)	(16,199)	(22,254)	(26,843)	(30,508)	(33,483)
Return on Investment: (Surplus)/Deficit	190	(7,118)	(14,774)	(20,831)	(26,238)	(29,918)	(32,893)

Finances

29. Table 1 shows the investment required of £8.1m and the return on investment for the stabilisation along with phase 2 of the children's system. (Appendix 3 for mix of placements over time to calculate savings).
30. Existing MTFS savings attached to the children's system are also detailed in table 2 below. This excludes the £3.3m MTFS saving as detailed in the assumptions in paragraph 34.

Table 2: Outstanding MTFS savings attached to the children's system

MTFS major savings programmes for Children's Services	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Children's placements review and prevention	- 0.050	- 0.100	- 0.150	- 0.150	- 0.150
Review off Senior Management Capacity across Childrens System	-	-	- 0.400	- 0.400	- 0.400
Engagement with partners to work differently together to build greater resilience in families and communities across Staffordshire which will both reduce demands coming into the children's social care system and improve outcomes.	-	- 0.363	- 0.363	- 0.363	- 0.363
Total	- 0.050	- 0.463	- 0.913	- 0.913	- 0.913

31. In 2019/20 there is a £10.916m underlying overspend within the quarter 2 forecast on Looked After Children in independent sector placements. This is based on a current standstill position and does not consider the investment or work detailed within this paper.
32. £6.051m un-ringfenced grant for Adults and Children's social care has been allocated in its entirety to Children's services in 2019/20. Attributing this to Looked After Children effectively reduces the £10.916m underlying overspend to £4.865m.
33. The MTFs Position table (table 3 below) brings together the investment required for the children's system transformation, savings from the investment, existing MTFs savings, projected growth and the Q2 position.

Table 3: MTFs Position

	Financial Years						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Return on Investment: (Surplus)/Deficit	190	(7,118)	(14,774)	(20,831)	(26,238)	(29,918)	(32,893)
MTFS Still to be delivered	50	463	913	913	913	913	913
Forecast overspend at Q2 & FYE	4,865	12,916	12,916	12,916	12,916	12,916	12,916
Growth	-	4,936	6,917	8,970	11,094	13,255	15,611
Break Even Point/Impact on MTFs	5,105	11,197	5,972	1,968	(1,315)	(2,834)	(3,453)
Break-even in 2023, after 4 years							

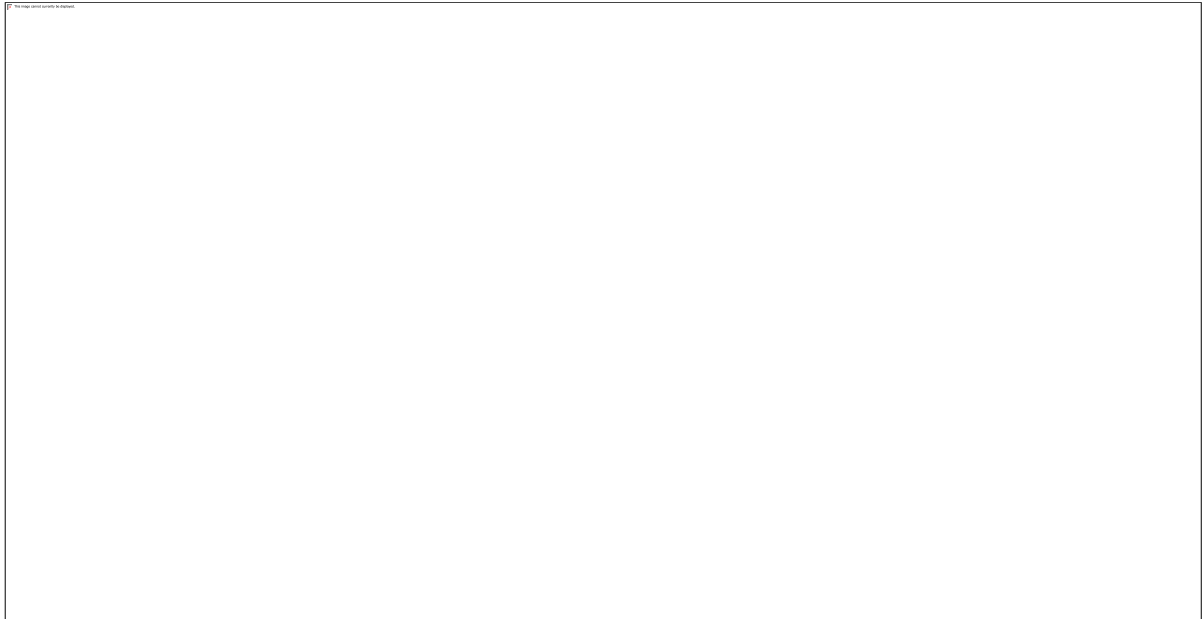
34. The MTFs Position table above illustrates the breakeven point at 2023/24. It also illustrates that the Children's MTFs will be covered by the impacts of this investment, as will the underlying overspend, based on the assumptions below.
35. The figures above are based on the following assumptions:
 - a. Reductions shown in looked after children assume that new demand is managed at the earliest levels of support and therefore does not require paid for services. From 2024/25 there is then a one in one out assumed for residential placements. From 2026/27 there is then a one in one out assumed for all other placements.
 - b. The annual reductions in looked after children assume a straight-line reduction throughout the year on the same % mix of placements as today.
 - c. Assumes staff recruited on time and minimal use of agency staff.
 - d. There will be enough vacancies and agency staff to replace in April 2021 with staff recruited through the stabilisation investment money.
 - e. The service intends to manage the required reduction in workforce through attrition rather than redundancy and therefore there is no anticipated cost of redundancy included at this stage.
 - f. It is assumed that the £6.051m un-ringfenced grant for Adults and Children's social care is only received 2019/20.

- g. It is assumed that the £3.3m MTFS which has been carried forward since 2017/18 will now be deleted as part of the 2019/20 MTFS planning process.
36. The significant change in practice and culture which will enable children and their families to remain together rather than escalate to high cost provision, will deliver the non-cashable saving of £15.6m.
37. Modelling illustrates that if we “do nothing” our looked after numbers would increase to between 1490 and 2281 by 2025/26 incurring a total cost in the range of £28.5m to £57.2m. (See Appendix 4).

Special Educational Needs Changes

38. Along with the stabilisation activity and investment which has been described within children’s social care above, significant change is required within the SEND part of the whole system.
39. Following the Written Statement of Action, a number of activities and change have been implemented with the aim of stabilising the system. These include:
- a. An increase in SEND keyworkers, to enable a more timely response to the delivery of EHCPs.
 - b. The appointment of Elective Home Education (EHE) officers, to better support the needs of the electively home educated.
 - c. The roll out of the SEND locality hub model.
40. Looking towards the future the provision for SEND will be part of the district footprint model. This will be informed by the SEND strategy and must recognise that funding for children with SEND is via the high needs block, which is currently projecting a £7.3m overspend by 2024 (Figure 5). It is currently assumed that any investment required in SEND will be funded from the high needs block.

Figure 5: High Needs Block Forecast



41. The SEND code of practice requires the co-production of developments with all partners, therefore the proposed provision outlined below is indicative and will be further developed in conjunction with our partners. To achieve the best outcomes for children and make better use of the funding available, the model below outlines an inclusive system, as required in the SEND code of practice:

- a. Where children are placed within county where at all possible.
- b. Where more children with EHCP's are educated within mainstream settings.

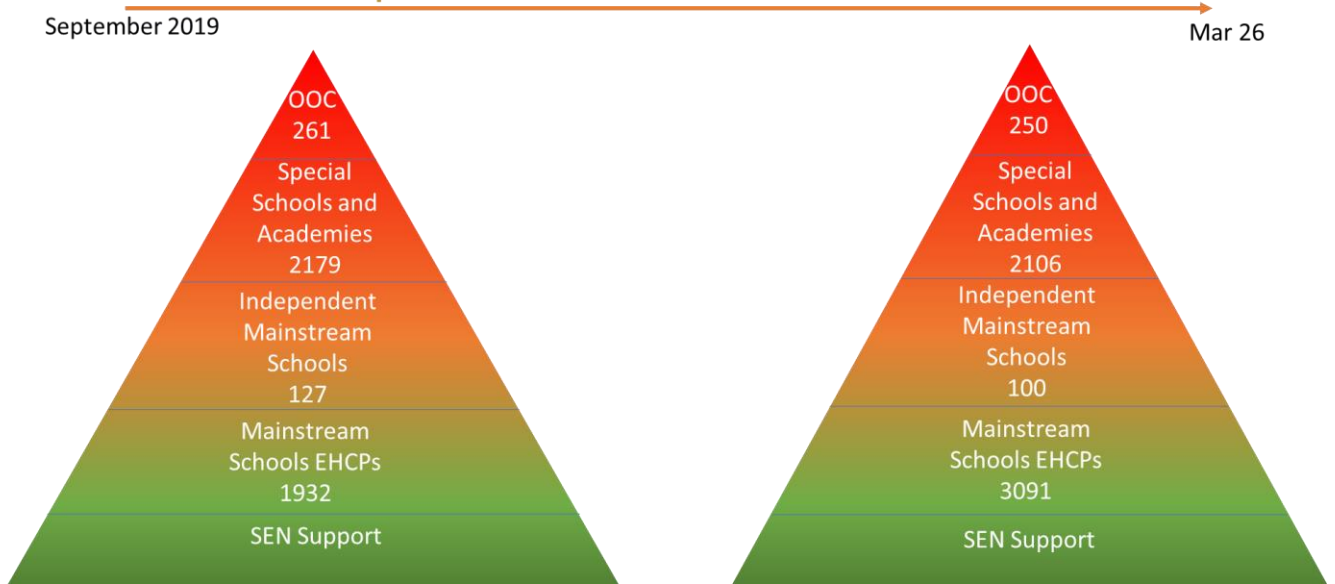
42. The key elements of the model are as follows:

- a. SEND locality hubs will provide a mechanism to identify and support children experiencing difficulties early, reducing the need for EHCPs.
- b. Children with moderate learning difficulties will be educated within mainstream settings whenever possible.
- c. Special schools will be encouraged to provide outreach support to Mainstream settings.
- d. The special school strategy will ensure that special schools provide for those with the greatest need.

43. The assumed outcome of these elements will result in the following changes to the distribution of provision (figure 6) as opposed to the predicted "Do Nothing" provision (at figure 7):

Figure 6: SEND Provision Aspiration

SEND Provision Aspiration

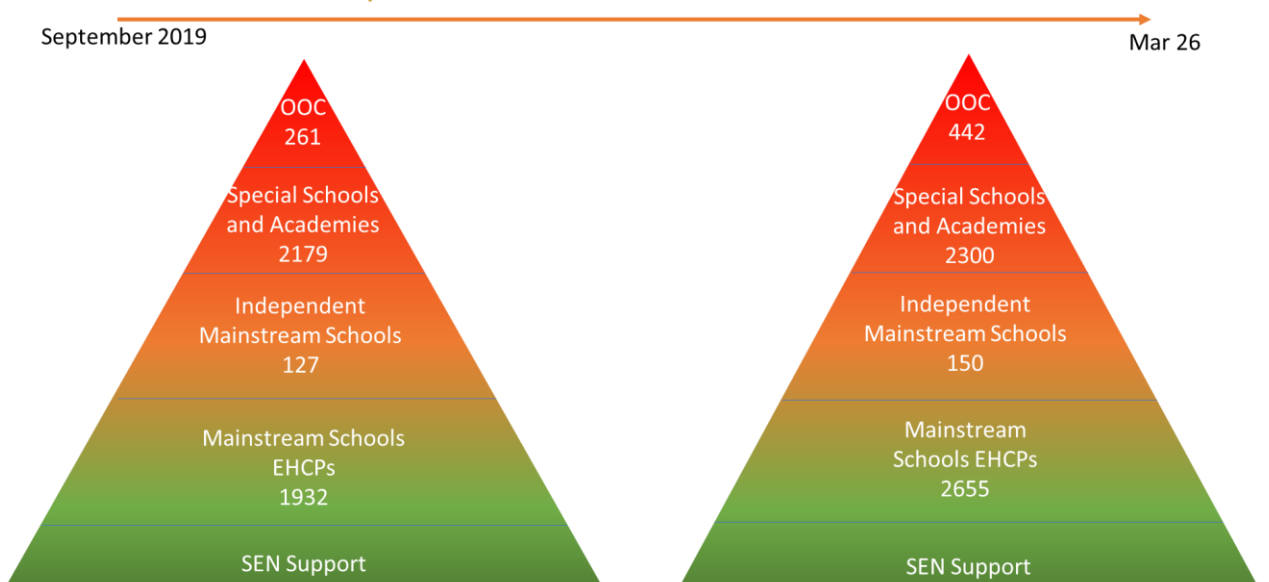


44. Until 2021 investment in SEND will be funded by existing grants, to fully deliver against this model investment may be required for future years or a cost reduction programme undertaken to ensure the service spends within existing funding.

45. If our current practice and trend continues the expected impact is detailed below:

Figure 7: Do Nothing Provision

SEND Provision Projection on Current Trends



Benefits of the new model

46. All of the above will enable a change in practice, culture and operating model. The anticipated benefits for children and families are as follows:

- a. More children remaining in their family setting or cared for / educated within Staffordshire, leading to improved outcomes including educational achievement, emotional wellbeing and stability.
- b. Improved relationships between children and families, partners (including schools), commissioned providers and practitioners due to introduction of the District Model which will be underpinned by the Restorative Practice methodology.
- c. Increased family resilience as a result of improved and positive interventions, leading to fewer children in care and more children remaining within mainstream education.
- d. A greater voice in the planning and identification of solutions for their children, through Restorative Practice methodology and co-production.
- e. Increased family stability through a whole family approach and meaningful intervention at the earliest opportunity to prevent escalation into higher tiered services.

47. Benefits for the Families and Communities workforce include:

- a. Reduction in caseloads and bureaucracy leading to increased capacity to work with families, to levels that are comparable to good performing authorities.
- b. More stable workforce with fewer agency workers.
- c. Better management oversight.
- d. Greater development opportunities.
- e. Greater job satisfaction.

48. Benefits for Staffordshire County Council include:

- a. Savings as detailed within the paper.
- b. Reduced number of looked after children.
- c. More children effectively supported in mainstream education settings.
- d. An ultimate reduction in care proceedings and tribunals.
- e. A stable and financially sustainable system.

Risks Identified

49. A number of high-level risks have been captured and mitigation has been identified within this paper, risk register and associated plans:

- a. That a poor inspection outcome, a serious case review, a high-profile incident or change in case law may impact upon timescales/outcomes.
- b. That changes in the wider environment which increase deprivation may negatively impact family resilience and may increase their need for support and statutory intervention.
- c. That the assumptions made in the predictive demand analysis are overly optimistic.
- d. That our model does not fully engage with all of our partners with the new ways of working.
- e. That the model is not fully funded.
- f. That there is a delay in full model implementation.

List of Background Documents/Appendices:

Appendix 1 – 2017 Cabinet Paper

Appendix 2 – Assumptions behind cohort predictions and calculations

Appendix 3 – Mix of placements over time

Appendix 4 – “Do Nothing” Scenario

Contact Details

Report Author:

Janene Cox OBE, Commissioner for Culture, Rural and Safer Communities

SLT Lead:

Helen Riley, Deputy Chief Executive and Director for Families and Communities

Cabinet Member Lead:

Cllr Mark Sutton, Cabinet Member for Children & Young People



Cabinet Meeting on Wednesday 21st June 2017

Children's and Families System Transformation

Cllr Mark Sutton, Cabinet Member for Children and Young People said

“We want Staffordshire children to have the best possible start in life, to grow up in safe, loving homes. Through innovation and closer working with other organisations, the county council has helped deliver real results for families and children in Staffordshire in recent years. More children are starting school ready to learn and thrive, the number of children in care is reducing and our Children's Services – rated good by Ofsted – are among the best anywhere in the country.

“But we want to do more, to help more families manage the problems that come their way, to keep children safe, and to reduce the numbers of children in care. Our vision is to transform the way we work with families and children, providing the most effective help when it is needed and increasing support available from and in the community.

“We will always take immediate action if a child is at risk. This new approach aims to create more stable, supportive homes for our children, reducing the need for our help, and allowing us to target specialist support where it really makes a difference.”

Report Summary:

Most children and families in Staffordshire tell us they are happy, safe and enjoy life. The county has high employment and more, better paid jobs are being created all the time that give families more opportunities. Evidence tells us that resilient and stable families will enjoy a better life.

In Staffordshire, more children than elsewhere in the country are ready to start school at age 5, we have fewer children going into care and our children's services are rated by Ofsted as among the best anywhere in the country.

Those who do need help tell us they don't want to be in 'systems' or 'services'. They want to be supported by their friends, families and in their communities to deal with the day-to-day challenges they face. As long as people are safe, we want this too.

Their lives will be better and the demand for public services from families will also reduce at a time when other demands (such as those for adult social care) are rising and we can no longer afford to do everything we used to.

We will continue to step in if a child's safety is at risk. Supporting families and communities to help each other and draw on the strengths and resources around them is not a new approach for us.

However, identifying and building on the strengths in a family is already a key part of children's social work. We are working more closely with our partners with a 'community first: services last' approach to help families and children. In any given place, we aim to work openly with partners and communities to identify what's there, what works and what's missing.

The aim is to provide the right mix of support from professionals, the voluntary sector, communities, families and friends so that people can live their lives to the fullest. This report details the progress we are making towards this innovative way of working.

This report also evidences how we will deliver the current savings detailed in the MTFS 2017/18 – 2021/22.

Recommendations

I recommend that:

- a. Cabinet agree the principles that underpin the Children's and Families' Transformation Programme
- b. Cabinet agree the proposed changes to the operating model and associated working practices
- c. Cabinet agree to the implementation of system change

Local Members Interest	
N/A	N/A

Cabinet – 21st June 2017

Children's and Families System Transformation

Recommendations of the Cabinet Member for Children and Young People

I recommend that:

- a. Cabinet agree the principles that underpin the Children's and Families' Transformation Programme
- b. Cabinet agree the proposed changes to the operating model and associated working practices
- c. Cabinet agree to the implementation of system change

Report of the Deputy Chief Executive and Director for Families and Communities

Background

1. Evidence tells us that Staffordshire is a great place to live. Most families are happy, safe and have loving homes, however there are some families who face challenges that mean they cannot thrive in the way they want to.
2. We are working hard to reduce the number of children who reach a point in their lives where they require the statutory intervention of a social worker or other specialist professional to intervene.
3. By targeting support to the children who need it most and by addressing the problems faced by their whole family (not just the symptoms of the problem being shown by the child), we have reduced the number of children in Staffordshire who are considered to be Children in Need or are subject to a Child Protection Plan.
4. Since 2015, the number of Children in Need in Staffordshire has reduced from 296 to 270 per 10,000 of the population and the number of children subject to a Child Protection Plan has reduced from 38 to 34 per 10,000 of the population.
5. The number of children in care has remained relatively stable for the past five years (excluding Unaccompanied Asylum Seeking Children), against a national increase in numbers.
6. The support that these children currently receive from our children's services is officially rated as 'Good' by Ofsted.

7. However, as Staffordshire's population continues to grow, the number of children needing statutory intervention and intensive specialist support from children's services remains significant.
8. Evidence tells us that the lives of children and young people who need this level of support are not as good as the general population. Intensive specialist support is also expensive and trend analysis demonstrates that if we continue to provide this volume of support our service will become unaffordable.
9. When we asked them (through consultations between 2012 and 2015), children said they wanted to be supported by their families to resolve the day-to-day problems they face. Providing children are safe, we also want them to thrive within their families and communities.
10. We recognise that children's lives are directly impacted by the quality of their family life. The issues that their parents face can have a negative impact on the lives of their children. Our challenge is to find a way of working that will enable Staffordshire's children to thrive within their own families and communities by addressing the root causes of difficulties for the whole family at the earliest point.
11. Through this approach we aim to support families to resolve problems early and wherever possible, prevent a problem escalating to the point where intensive specialist support is required.
12. We cannot do this alone. The most vulnerable and troubled families in Staffordshire receive support from adult services as well as many of our partner organisations.
13. We are committed to exploring opportunities to commission in partnership and in a way that empowers communities and families to help each other and themselves.
14. We have already developed an Early Help Strategy through the Staffordshire Safeguarding Children Board (SSCB) and we are committed to developing and supporting Earliest Help through our communities and local providers.
15. Throughout this work our priority remains to keep children safe.

Select Committee

16. The Safe and Strong Communities Select Committee has been regularly updated on changes we are making to the way we work with partners to support Staffordshire's children and families.
17. The Committee has demonstrated its support for our policy direction.
18. Following a presentation in January 2017 on eight community based pilot projects, the committee requested that they work across communities, which may not sit within a single district, rather than being tied to district or borough council boundaries.

19. This recommendation is being used to inform local (place based) workshops involving the council and other organisations looking at where and how to focus their efforts to support families with low level needs and to prevent those needs arising or worsening.
20. The Committee has also requested that data and evidence to support the work is collected from across the partnership. We are currently using data from across the partnership to choose the issues that we will address/are addressing jointly with partners.
21. We remain committed to seeking the views of the Select Committee and providing regular updates on progress.

Legislation

22. As a Local Authority we have to comply with a number of key pieces of legislation. These are designed to ensure the safety and wellbeing of children, including protection from harm and neglect, alongside other outcomes.
<https://www.nspcc.org.uk/preventing-abuse/child-protection-system/england/legislation-policy-guidance/>
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/592101/Working_Together_to_Safeguard_Children_20170213.pdf
23. We work with relevant partners and provide a range of services to meet these duties. The Lead Member for Children's Services and the Director of Children's Services are politically and professionally accountable for these key functions.
24. We have a well-established Safeguarding Children's Board (SSCB) made up of representatives from the county council and other partners, and a document detailing the levels of need that trigger different levels of support.
<https://www.staffsscb.org.uk/Professionals/Procedures/Section-One/Section-One-Docs/Section-1E-SSCB-Threshold-framework.pdf>
25. We are also subject to independent regulation and inspection from Ofsted across a range of our children and families services and functions.
<https://www.gov.uk/topic/schools-colleges-childrens-services/inspections>

Transformation Programme

Aims

26. The Children's and Families' Transformation Programme aims:
 - a. To ensure that Staffordshire's families live the best possible lives by using the knowledge, skills and resources we have across partner organisations effectively and efficiently.
 - b. To see safe, healthy, thriving children whose needs are met within their families and communities where it is safe to do so, reducing the need for high cost, statutory services.

- c. To provide a high quality statutory children's service that works with those children and families who require this specialist level of support

Challenges and Approach

27. Systems are complicated. We face a number of challenges with the system of support for Staffordshire's children and families.
28. Our main challenge is that we are not always able to consistently or comprehensively address the root cause of issues in a family, responding instead to the symptoms of the problem displayed by a child or young person.
29. For example, we may work with a child and their school to improve school attendance, but because the overcrowded house, family debt and mother's depression have not been addressed, the problems with school attendance soon return.
30. In such cases, a child's need can escalate and the possibility that more intensive specialist support will be required increases.
31. As Staffordshire's population continues to grow, by 2020/21, if nothing changes, the number of children suffering abuse and neglect will grow and this will result in increasing and significant financial pressures.
32. We are therefore taking a whole system approach to change: changing the way we work at the council and at the same time working with partners to design a shared approach that can respond to differences in the communities we live in and the challenges individual families face.
33. We are committed to a system that supports Staffordshire's families and communities to be strong and stable. A system that:
 - a. Recognises that communities have different strengths and builds on these
 - b. Helps families to resolve their challenges at the earliest possible point
 - c. Targets support to those families who need it most
 - d. Reduces the need for costly statutory intervention
 - e. Can meet the needs of more families as Staffordshire's population continues to grow
 - f. Is affordable

Progress to date

34. The first phase of change has focused on leadership.
35. A Families Strategic Partnership Board (FSPB), which is a sub-group of the Health and Wellbeing Board (HWBB) has been created.
36. This has enabled partners to formally engage with each other, develop a shared understanding and thinking, and agree shared priorities. It has also provided a

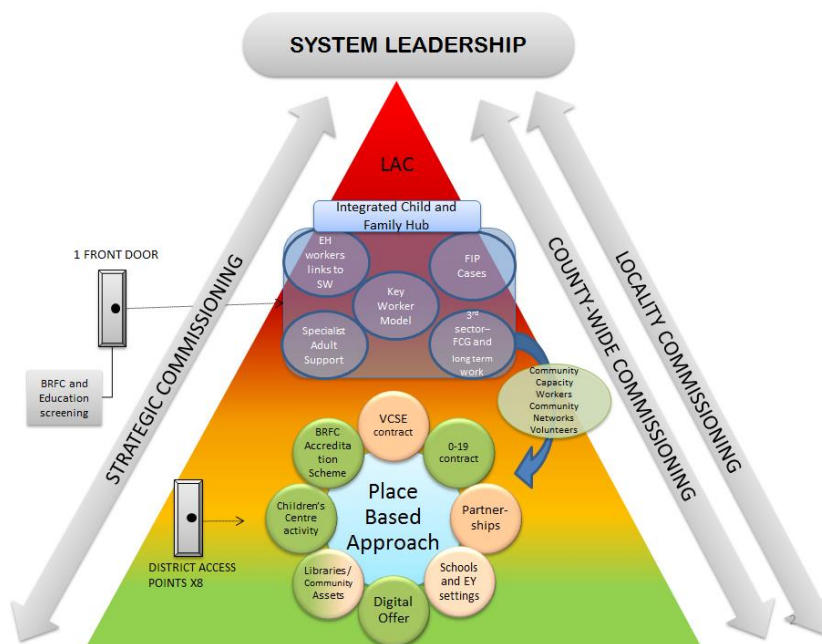
way to monitor and evaluate progress and test areas of development as a partnership. This has included:

- a. Beginning the development of a shared intelligence function
- b. Ensuring that our service is responsive and effective
- c. Piloting new ways of working together in districts
- d. Working intensively with families with complex needs to understand if this improves their lives and prevents needs escalating to a level that requires statutory intervention
- e. Reviewing our commissioning policies and practice to enable us to commission effectively using all of our available resources

37. There is still a need to increase engagement with adult services and to build on the local relationship with schools.

38. Since October 2016, the second phase of the change programme has focused upon the future design of the children and families system through all levels of need. This has initially focussed on three areas, shown in the diagram below:

- a. how to build on what we've learned and continue to improve the way we target early support to families with complex needs, who are likely to need statutory services should they not receive this support
- b. understanding how we should commission services to support a system which builds strong and stable families and communities; and
- c. working with partners to develop and pilot a "Place Based Approach" which tests how our new way of working can be flexible to recognise the different strengths and challenges in an individual district or borough



39. We have done a lot of work to better understand, identify and address the root causes of problems in Staffordshire's families, particularly in relation to those children and families who are likely to need statutory services.
40. Our Intensive Prevention Service was established to provide intensive intervention with children and their parents to prevent the children being taken into care, and to support children remaining in and returning to the care of their families. This has kept children from needing higher level specialist services and has avoided the costs associated with this.
41. Our Breathing Space project is targeting support to families who have had a child removed from their care to reduce the likelihood that any subsequent children will need to be taken into care too.
42. The Intensive Family Support Service has been developed to target support to parents who misuse drugs and alcohol, as this is a common cause of wider problems in the family.
43. This targeted support has prevented 86% of the families supported and 85% of children needing to receive more intensive, higher tier services by meeting their needs before they hit a point of crisis. It has also collectively reduced spending by £2.02m as of May 2017. Based upon this evidence, we expect that this way of working will, over the next five years, translate from cost avoidance to cashable savings as it will reduce demand into statutory care services.

Proposed Changes

Principles

44. We have developed and agreed with partners a set of principles for the Place Based Approach which underpins the changes we want to make to the way we work together. We have also developed a set of principles which underpin the redesign of our whole internal system.

Place Based Approach:

- a. We will build on what is already working and remove duplication
- b. Make better, collective use of our assets, resources and knowledge
- c. We will use intelligence to effectively target resources to meet the local needs
- d. We will address the issue presented by the child and the wider root causes of this issue within the family
- e. We will engage appropriate stakeholders in planning and delivery
- f. Be flexible in our approach and learn from emerging ideas and practice
- g. Address and resolve barriers and issues that arise

Whole System:

- a. A system which safeguards children, young people and families and supports them to achieve their best outcomes

- b. Maintain statutory compliance
- c. Have clear accountability and leadership at all levels within the system
- d. Address root causes issues through intelligence
- e. Work to safely reduce demand
- f. Whole system approach with a resilient and flexible workforce
- g. Have a culture which enables shared ownership of issues and decision making
- h. A system which provides value for money and is sustainable
- i. Create the right environment for families and children to be supported at appropriate levels

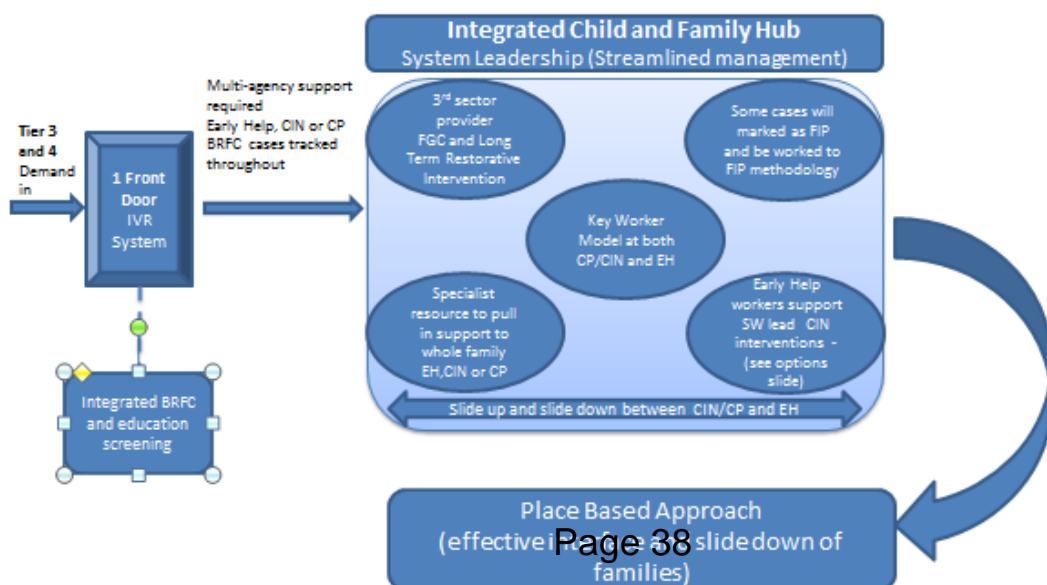
Development of a Place Based Approach in Partnership

- 46. Strategic conversations have taken place with partners from October 2016 to March 2017. The aim has been to agree a definition of a Place Based Approach and the principles which will underpin the way we build strong and stable families and communities in a particular place. The working definition has been agreed as:
- 47. “A collaborative approach using the right resources (multi-skilled teams, universal services, voluntary sector, communities etc.) at the right time to improve outcomes for children, young people, families, vulnerable people and communities in an identified locality”
- 48. We have agreed shared outcomes and what a Place Based Approach may look like.
- 49. The principles have informed a programme of local workshops which are currently taking place with partners, initially in Tamworth and Newcastle.
- 50. The aim is to understand how to build on existing local strengths, fill the gaps in local provision and how we can best work with communities, the voluntary sector and locally commissioned providers to develop strong and stable families and communities
- 51. It is acknowledged that this approach will take time to build.

Changes to the way the county council supports families with complex needs

- 52. We are proposing to change the way we work with families who have complex needs.
- 53. The proposed changes are based on our learning from work in projects including Intensive Prevention, Breathing Space, Intensive Family Support and in Family Intervention Programme Teams.
- 54. This work has shown that targeting intensive support to tackle the root causes of problems experienced by a family with complex needs can improve their lives and reduce the likelihood of them needing specialist statutory services in the future. As a result, the county council can avoid the costs associated with these specialist services.

55. The proposed way of working brings together the learning from these projects and will extend this way of working across the service allowing our adult and children's services specialist to work at the right level to help families at the earliest point, whilst continuing to keep children safe.
56. The development of an Integrated Children and Families Hub for each district or borough in the county will further integrate our current Local Support Team and Specialist Safeguarding Units into a joined up service that can tap into community strengths and respond to local needs.
57. Within each Hub, families with needs at tiers 3 and 4 of the Staffordshire Safeguarding Children Board (SSCB) continuum of need (formal Early Help, Child in Need and Child Protection) will benefit from the additional direct support of a dedicated Early Help worker, working alongside their allocated Social Worker where this is appropriate.
58. Early Help key workers, where appropriate will stay with a family throughout their time of support. If a family's situation worsens and they need support from a Social Worker, the Early Help key worker may continue to work with the family. Similarly, when the family's situation improves and they no longer need a social worker to support them, the Early Help key worker will be able to remain involved enabling a seamless transition to lower tier services.
59. Early Help key workers will provide a well-coordinated, evidence based and focused approach, building strong and trusting relationships with the families they support. This approach will also allow our children's workforce to work more efficiently and effectively by reducing the need for reassessment or engagement of new key workers.
60. The Hubs will mean that there is just one point of access to a range of family support services (the 'front door'). This will allow us to manage and respond to demand better.
61. To facilitate this approach, Early Help and Safeguarding functions have now been brought together under one Strategic Lead.
62. The below diagram illustrates how the Integrated Child and Family Hubs will work.



- 63. In the future, we aim to bring specialist drug and alcohol, mental health, finance and housing expertise into the Hubs.
- 64. There will also be work to develop a way of identifying and then supporting those families who, with a limited level of support for an extended period, could maintain themselves within the community and avoid the need for specialist statutory support.
- 65. This will be further supported by the development of the Family Group Conference approach, a well tried, tested and evidence based way of supporting communities to be strong and resilient.

Changes to commissioning

- 66. Our commissioning needs to be focused on supporting families to be strong and stable so that we can reduce the number who need specialist statutory services.
- 67. We believe that some services and support will be most effective if we commission them across the whole county. In other instances, it will be more effective if our commissioning is designed to meet a local need and specific services/support cover a smaller area.
- 68. Work has taken place to identify the functions and capabilities required for this to happen effectively and efficiently.
- 69. We intend to bring commissioning and delivery together so that there can be a joined up conversation which reflects evidence of what’s needed and what works.

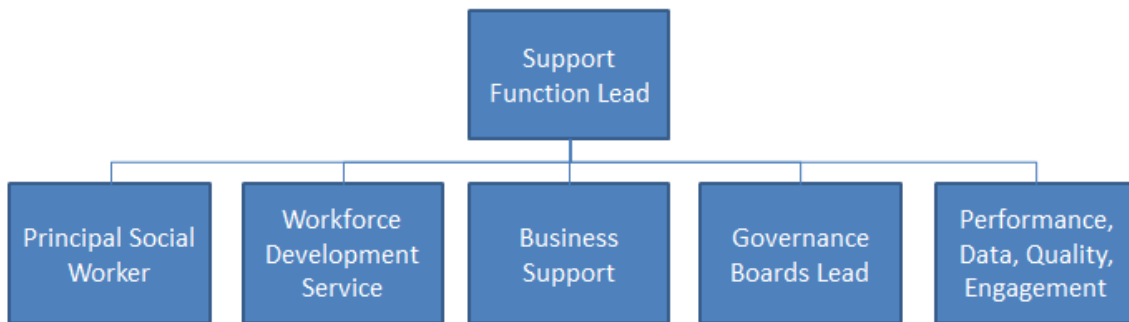


Support Function Development

- 70. To support the commissioning and delivery of work across the Families and Communities Directorate, a support function is required.
- 71. This function will:
 - a. initiate and support programmes of work that ensure appropriate data is collated and intelligence/insight gathered to improve, develop and quality assure our work.

- b. ensure we are meeting our statutory responsibilities and are able to respond appropriately as part of the Ofsted inspection framework
- c. inform future service planning, commissioning and delivery
- d. call upon existing corporate functions where appropriate to ensure best use of resource and avoid duplication of activity.

72. Work has been completed to identify the core functions required. As such, the proposed structure will consist of:



Children with special educational needs and disabilities (SEND)

73. In line with Staffordshire’s All Age Disability Strategy- ‘Living My Life, My Way - A Strategy for disabled people in Staffordshire (2013-18)’, the vision for the SEND transformation program is:

‘All children and young people with special educational needs and disability receive the right support at the right time and in the right way so that they are able to realise their aspirations and lead fulfilling lives in their local school, home and community wherever possible’.

74. The question we are seeking to answer is: ‘How do we enable and facilitate a more inclusive and effective education for children with Special Educational Needs and Disability?’

75. We want children with special educational needs and disabilities to:

- a. Be empowered to live as independently as possible and live the life they choose;
- b. Learn, develop and achieve their potential;
- c. Be safe and secure
- d. Live and thrive wherever possible in their local community

76. We have a growing number of children and young people with special education needs and/or disabilities in Staffordshire. This places significant demand on our services and special schools, with increased: requests for Education Health and Care Plans (EHCPs), numbers of children subject to an EHCP, numbers of children placed in both our own or independent special schools (more than other local authorities for those children with moderate learning difficulties), tribunals and exclusion.

77. The cost of providing these services (including associated transport costs) is increasing every year. If this continues at the current rate, our current way of working will be unaffordable from 2018.
78. In the future, we would like to see:
- a. Children with special education needs and disabilities included in local schools and communities (supported by a clear Inclusion Strategy embedded across the county)
 - b. Children achieving better at school
 - c. More children successfully progressing in their local school (narrowing the gap in progress and achievement compared to other children and young people of the same age)
 - d. Special schools with the capacity and capability to cater for children and young people with more complex needs, preventing the need for these children to be educated in schools outside of Staffordshire
 - e. Locality model of working
 - f. Integrated working with social care
 - g. Reduction of costs in and across the system and efficient and effective use of High Needs Block funding for SEND
 - h. Fixed and permanent exclusions at or below the national level across all sectors
 - i. Authorised and unauthorised absences at or below national levels across all sectors
 - j. Parents who are confident in meeting the needs of their children
79. To achieve this we are working closely with a range of internal and external partners to support a major change in the way we work together to support children with special educational needs and disabilities. It is anticipated that this work will move to the “test”/“experiment” stage of a “check, experiment, do” programme from summer 2017.
80. The changes we are making to support for children with special educational needs and disabilities are aligned with the wider changes to children’s services with integrated leadership and support functions.

Education

81. Education in Staffordshire continues to change. Around one third of Staffordshire’s schools are now academies or free schools, which has significantly changed the role of the Local Authority in education.
82. Schools remain a vital part of the community, working with us and a range of statutory and voluntary partners to ensure that families get the help they need as early as possible, to be strong and stable, so that they can thrive in their communities without the need for specialist or statutory children’s services.

Finance

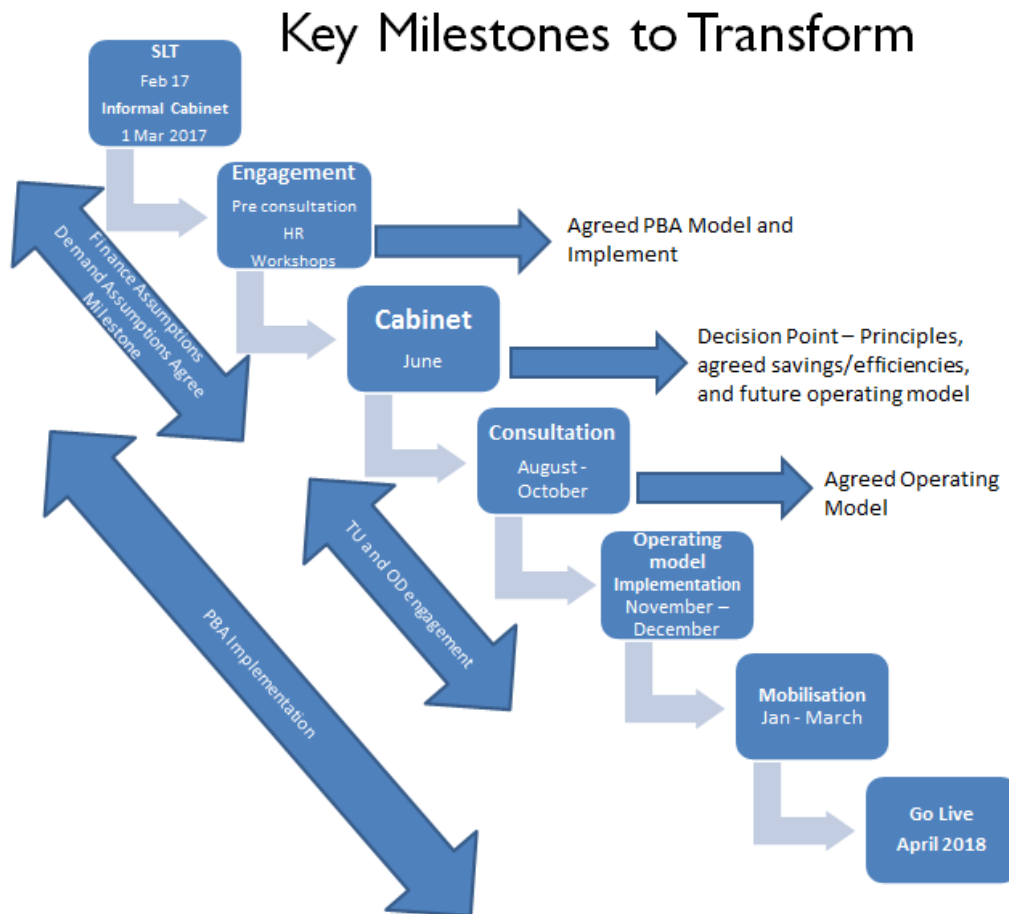
83. We recognise that the current way of supporting Staffordshire's children and families will become unaffordable by 2020/21.
84. Despite stabilising the number of children requiring specialist support over the past two to three years, our population continues to. We therefore face a significant financial challenge.
85. We expect that the work described within this paper will build strong and stable families and communities, allowing families to thrive whilst safely reducing the number of children needing specialist support.
86. Within the current Medium Term Financial Strategy (MTFS), we have committed to saving £3.693m in 2017/18 as a result of this new approach and whilst this is challenging due to timescales, work is currently underway to identify how this will be achieved.
87. In 2018/19 we have committed to further savings of £413,000 as a result of reducing the demand for specialist services. In addition, a further £2.340m will be removed from the system as a consequence of the removal of the Direct School Grant (DSG) and the Education Support Grant (ESG).
88. By 2021/22 we have committed to a total of £7.939m savings.
89. We have already evidenced cost avoidance of £2.02m as of May 2017, as a result of targeting intensive support to families who are likely to require statutory services should they not receive this extra help.
90. To design and deliver aspects of these system-wide changes we will be seeking capital funding or alternative funding options for some discrete areas which will support the transformation process (for IT, development of the intelligence function, changes to First Response, introduction of adults services workers to prove the concept of new ways of working at the cusp of statutory services).
91. Our Insight Team will be undertaking a detailed piece of work, based on our plans for change, to analyse current demand and predict our future demand.
92. We aim to return to Cabinet in June 2018 with a further update on our progress and the findings from this work which will define our future projections and savings.

Next Steps

93. If Cabinet accept and endorse the recommendations within this report, we will begin a process of change to reorganise our children's services accordingly.
94. We will actively seek the views of colleagues across the Children's and Families service to help shape and inform the new functions, practice and operating model.

95. Those who are affected by this change will be formally consulted as appropriate in partnership with Trade Unions.

96. The timeline is as follows:



List of Background Documents: [Refer to Cabinet Report template guidance notes](#)

Report Commissioner: Helen Riley

Job Title: Deputy Chief Executive and Director for Families and Communities

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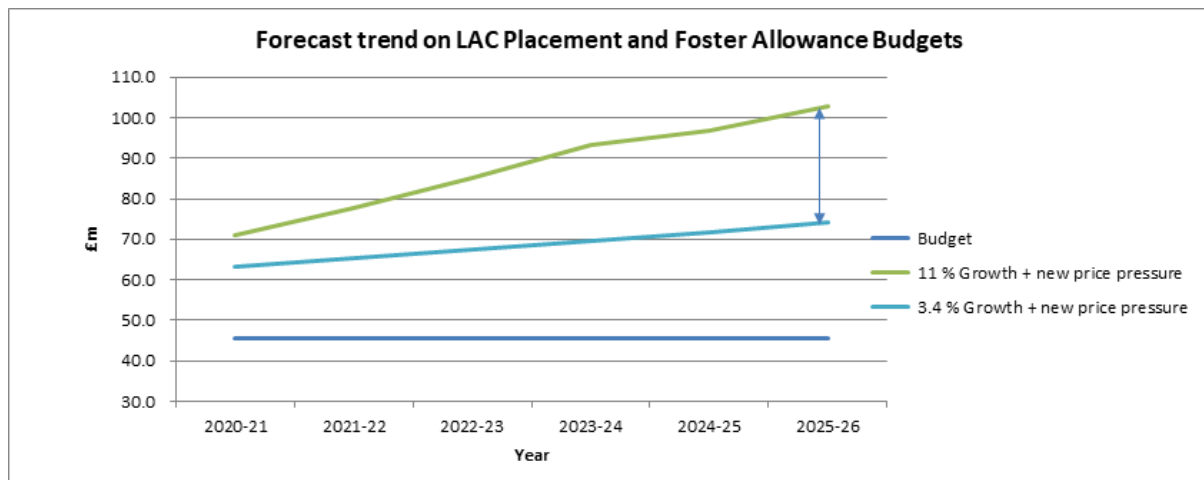
Appendix 2 – Assumptions behind the cohort predictions and calculations

- A North Yorkshire approach has been considered
- Numbers have then been tweaked to reflect Staffordshire's context of an already high rate of CPP,
- LAC numbers reduce to levels previously seen in Staffordshire as averages i.e. 1100 and 980 and then reduced to a level that would make us a high performing LA in terms of rates per 10,000
- As LAC numbers reduced CIN and CPP cases increase proportionately
- In 2021/22 the 5% demand deduction from PBA is played in (Cabinet Paper 2017)
- Authorities who have received similar innovation monies and implemented a similar model have been considered, their performance peaked in year one, Staffordshire's modelling reflects this
- It is assumed that the LAC population and split by accommodation type stays approximately static with the exception of Residential which flat lines at 10% (reflecting the national average)

Appendix 4 - Mix of placements over time

Looked After Children Placement Split - Current and Targets																		
Summary by Placement	Average Costs		Current Split		Aim for March 2020		Aim for March 21		Aim for March 22		Aim for March 23		Aim for March 24		Aim for March 25		Aim for March 26	
	Yearly		No.	£	No.	£	No.	£	No.	£	No.	£	No.	£	No.	£	No.	£
Foster Placement - Relative/Friend	£	18,890	189	£ 3,570,210	178	3,371,075	166	£ 3,129,268	148	£ 2,787,893	139	£ 2,617,206	131	£ 2,474,966	128	£ 2,418,071	125	£ 2,358,330
Foster Placement - In House	£	18,890	314	£ 5,931,460	296	5,600,622	275	£ 5,198,889	245	£ 4,631,738	230	£ 4,348,162	218	£ 4,111,849	213	£ 4,017,324	207	£ 3,918,072
Foster Placement - Independent	£	39,613	362	£ 14,339,906	342	13,540,071	317	£ 12,568,842	283	£ 11,197,696	265	£ 10,512,122	250	£ 9,903,250	242	£ 9,586,346	234	£ 9,269,442
Homes or Hostels	£	172,316	117	£ 20,160,972	110	19,036,456	103	£ 17,670,971	91	£ 15,743,229	86	£ 14,779,358	82	£ 14,129,912	82	£ 14,129,912	82	£ 14,129,912
Parents/Persons with PR	£	-	120	£ -	113	0	105	£ -	94	£ -	88	£ -	83	£ -	81	£ -	79	£ -
Adoptive	£	-	30	£ -	28	0	26	£ -	23	£ -	22	£ -	21	£ -	20	£ -	20	£ -
Independent Living	£	42,037	90	£ 3,783,330	85	3,572,308	79	£ 3,316,066	70	£ 2,954,313	66	£ 2,773,437	62	£ 2,622,707	61	£ 2,562,415	59	£ 2,499,108
Residential School	£	-	3	£ 516,948	3	488,114	3	£ 453,102	2	£ 403,673	2	£ 378,958	2	£ 358,362	2	£ 350,124	2	£ 341,474
Mother & Baby Unit	£	57,610	4	£ 230,440	4	217,587	4	£ 201,979	3	£ 179,945	3	£ 168,928	3	£ 159,747	3	£ 156,075	3	£ 152,219
Other			26	£ 4,480,216	25	4,230,323	23	£ 3,926,883	20	£ 3,498,495	19	£ 3,284,302	18	£ 3,105,807	18	£ 3,034,409	17	£ 2,959,441
Total	£	41,878	1,255	£ 53,013,482	1,185	50,056,555	1,100	£ 46,466,000	980	£ 41,396,982	920	£ 38,862,473	870	£ 36,866,601	850	£ 36,254,675	829	£ 35,627,998

Appendix 5 – “Do Nothing” Scenario



LAC - Fostering Allowances and External Placements Budget							
£m	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Budget	45.5	45.5	45.5	45.5	45.5	45.5	45.5
Standstill	56.4	58.4	58.4	58.4	58.4	58.4	58.4
Growth in Numbers	-	10.6	17.2	24.6	32.8	36.4	41.4
Prices	-	2.0	2.0	2.0	2.0	2.9	3.0
11 % Growth + new price pressure	56.4	71.0	77.6	85.0	93.3	97.8	102.8
3.4 % Growth + new price pressure	56.4	63.4	65.4	67.4	69.5	71.7	74.0
Gap 11% Growth	10.9	25.5	32.1	39.5	47.7	52.3	57.2
Gap 3.4% Growth	10.9	17.9	19.8	21.9	24.0	26.2	28.5
Projected LAC increase	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
LAC @11%	1,220	1,354	1,503	1,668	1,851	2,055	2,281
LAC(exc UASC) @11%	1,201	1,333	1,480	1,643	1,824	2,025	2,248
LAC @3.4%	1,220	1,261	1,304	1,348	1,394	1,441	1,490
LAC(exc UASC) @3.4%	1,201	1,242	1,284	1,328	1,373	1,420	1,468

Local Members Interest
N/A

Safe and Strong Communities Select Committee - Thursday 07 November 2019

Regional Permanency Arrangement Development (Phase One)

Recommendations

I recommend that the Select Committee:

- a. Acknowledges the statutory requirement to be part of a Regional Adoption Agency (RAA) by the 1st April 2020.
- b. Scrutinises the progress, to date, in respect of the formation of a Regional Adoption Agency (RAA) between Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council.
- c. Scrutinises the ambition of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council to go beyond adoption and develop a regional model of wider permanence.

Report of Cllr Mark Sutton, Cabinet Member for Children and Young People

Summary

What is the Select Committee being asked to do and why?

1. This report seeks to provide a transparent account to Members of the work undertaken to date in respect of the statutory requirement to be part of a Regional Adoption Agency (RAA), as set out in the Education and Adoption Act 2016.
2. The Safe and Strong Communities Select Committee is asked to read the information detailed in the report which seeks to set out the case for creating an innovative, dynamic and forward-thinking Regional Permanency Arrangement (in addition to a Regional Adoption Agency) across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council.
3. Members are asked to scrutinise the progress, to date, in respect of the formation of a Regional Adoption Agency (RAA) and the ambition of Staffordshire County Council to go beyond adoption and develop a regional model of wider permanence which includes Fostering, Connected Persons and Special Guardianship Orders (SGO).
4. Comments of the Safe and Strong Communities Select Committee, and Cabinet will be reported to the Regional Programme & Management Board. These comments will inform the future planning, management and delivery of the Regional Permanency Transformation Programme.

Executive Summary

5. The Permanency Partnership between the four Local Authorities fulfils the statutory requirements of the Education and Adoption Act 2016 and delivers the vision set out by Government in “Regionalising Adoption” (DfE 2015).
6. The four Local Authorities established the North Midlands Regional Adoption & Permanency Partnership, a formal partnership arrangement, in April 2017.
7. The Partnership aims to improve outcomes for children who enter care and require permanent care away from their families of origin. This includes children who are adopted from care, children living with special guardians and kinship carers, and those who require long-term foster care.
8. It is recognised that failure to secure permanent care for these children results in a wide range of detrimental impacts and can significantly affect their outcomes throughout childhood and into adulthood.
9. Our Partnership is the only regional arrangement to have secured Department for Education (DfE) transformation grant funding to develop services for this broad ‘permanence’ agenda (other Regions have only received funding to develop Regional Adoption Agencies).

Regional Permanency Model:

10. The Partnership will create a joint service delivery model focused on finding local, caring, stable and loving homes where Looked After Children achieve permanence.
11. Through a phased Transformation Programme (2019 and 2024), we will align Partner Local Authority functions and practice relating to achieving permanence for children through Adoption, Fostering, Connected Persons and Special Guardianship.
12. The Arrangement will operate through a hub and spoke model enabling Local Authorities to benefit from the regional delivery of some core services, whilst maintaining their own individual independence.
13. Staff will continue to be employed and based within their current Local Authority at this time. We will explore opportunities for secondments to fulfil specific regional roles and functions within the Partnership.
14. The Central Regional Permanency Hub will co-ordinate and deliver core functions across the partnership’s footprint. These include:
 - a. Strategic marketing and recruitment including adopter recruitment for the whole region,
 - b. Adopter preparation training
 - c. Adoption Panel administration
 - d. Specialist Family Finding for ‘harder to place’ children

- e. Specialist placement support and therapeutic interventions
 - f. Post-adoption support enquiries
15. Locality Permanency Hubs will operate within individual Local Authorities and will form part of the wider Children & Families System. Consistent regional practice will be coordinated via the Central Hub under the Partnership's governance arrangements. Locality Hubs will deliver functions including:
- a. Assessment of Prospective Adopters
 - b. Adoption and Permanence Support for local children and families
 - c. Services to adopted adults
16. The Regional Commissioning & Development Hub will deliver a range of functions relating to commissioning, development, change, and transformation; whilst coordinating the infrastructure of individual Local Authority functions to contribute to the delivery of a joint service delivery model.

Governance

17. The Service Management Board will be accountable for the Regional Arrangement. It will be chaired by a Director of Children's Services (on behalf of the four respective Local Authorities) and include relevant Assistant Directors/Strategic Leads.
18. The Board members will be accountable to Elected Members and Senior Leaders of their respective organisations.
19. The Regional Head of Operations will be responsible for the Regional Permanency Arrangement. The post holder will have line (matrix) management responsibility for staff within the arrangement and responsibility for day to day operations.

Financial Implications

20. The Four Local Authorities agree that the Partnership cannot lead to increased financial costs or pressures and that no Authority will be disadvantaged financially as a result of the arrangement.
21. It is recommended (subject to Cabinet consideration) that the Regional Financial Formula for 2020/21 and 2021/22 is set on the basis that each Partner contributes 100% of "in scope" budgets (Adoption), as disaggregated from the 2019/20 budget.

Progress to Date & Next Steps:

22. Regional governance systems are underpinned by clear strategic plans in place to manage future demand, develop quality services which achieve excellence, deliver value for money and achieve appropriate efficiencies and cost savings.

23. A network of Regional Business Workstreams are focusing on aligning service infrastructure for Adoption; including governance, legal infrastructure, finance, resources, workforce, I.C.T, digitalisation, information governance and strategic commissioning.
24. A network of Regional Practice Workstreams focusing on aligning and improving Adoption practice. This includes adopter recruitment, adopter assessment, achieving early permanence, the child's permanency journey, permanency support, adopter training and development and family finding.
25. The Partnership have tested new ways of working and has secured new funding and partnerships; most recently securing a DfE Grant to implement the Mockingbird Practice Model for fostering.
26. The programme will continue in the design phase of the new operating model which prepares the detail for phase one to go live in April 2020.
27. The Partnership will continue to engage all stakeholders
28. We will return to the Cabinets of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council in respect of a Regional Permanency Arrangement in December 2019.

Full Detailed Report

Background:

29. In June 2015, the Coalition Government prioritised the achievement of permanence through Adoption. "Regionalising Adoption", published by the Department of Education (DfE), set out the Government's direction for the formation of Regional Adoption Agencies (RAA's) by 2020. The DfE's expectation was that larger delivery models would be able to pool resources and share best practice to better target the recruitment of prospective adopters and speed up the matching and placement of children for adoption.
30. Responding to the requirement to form a Regional Adoption Agency (RAA) which was established by the Education and Adoption Act 2016, Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council joined together in April 2017 to facilitate a collaborative working arrangement, through the establishment of the North Midlands Regional Adoption & Permanency Partnership.
31. The four Local Authorities shared a vision to create an arrangement which went beyond Adoption and included Fostering, Special Guardianship and Connected Persons. The Partnership has a shared mission to lead the local, regional and national agenda in respect of achieving permanence for all Looked After Children who require it.
32. Since 2017, Corporate Parenting Panels have been updated regularly and have monitored the formation, activity and progress of the North Midlands Regional Adoption & Permanency Partnership.

Context:

33. Most children will have their need for stability and nurturing met by their birth parent(s) and will not require support from, or come to the attention of, Local Authority Children's Services. A small number of children will come into the care of the Local Authority and will require long term provision away from their birth parent(s).
34. Where children require long term care, Local Authority Children's Services will prioritise the achievement of permanency. Permanence, in the context of Children's Social Care, is defined as a framework of emotional (attachment), physical (stability) and legal permanence (in respect of who discharges parental responsibility).
35. Failing to achieve permanency for Looked After Children can lead to a detrimental impact on their short, medium and long-term outcomes, including a direct impact on their sense of security, continuity, commitment and identity. This can often result in placement breakdowns and disruptions leading to children requiring

specialist, intensive and costly placements/services, causing direct financial pressure on Local Authorities.

36. The Partnership recognises that only a small number of children enter the Adoption System and a much larger group require long-term permanence through mainstream fostering, Connected Person's Fostering and Special Guardianship.
37. In responding to the requirement to establish a Regional Adoption Agency, the Partnership is seeking to facilitate an innovative, dynamic and forward-thinking collaboration which focuses on all permanence options, through the establishment of the North Midlands Regional Adoption & Permanency Partnership.
38. This innovative approach aims to create a sustainable system which operates on a regional footprint, maximising resources, capacity and flexibility, and leading to improvements in service delivery, effective practice and long-term outcomes for children, whilst maintaining the independence of each individual Local Authority.
39. Whilst the DfE has provided transformation grants to support the formation of a number of Regional Adoption Agencies across the country, we are the only region to have received support to pursue the broader vision of incorporating a wider group of children who require permanent care into our regional arrangements.

Regional Permanency Arrangement:

40. The Partnership is working towards a regional arrangement, which operates, across Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council with the creation of a joint service delivery model. The arrangement will focus on finding local, caring, stable and loving homes where Looked After Children achieve permanence.
41. Through a phased Regional Permanency Transformation Programme, we will align permanency functions relating to Adoption, Fostering, Connected Persons and Special Guardians between 2019 and 2024. This will ensure that governance arrangements, delivery structures, systems, processes and practice enable the workforce from the four Local Authorities to work together, ensuring all children entering care will receive a consistently high level of organisational commitment, leading to better outcomes for children.
42. The Regional Permanency Arrangement will operate through a hub and spoke model which enables Local Authorities to benefit from a network of regional delivery whilst maintaining their own individual independence. This will ensure the Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System.
43. The proposed model demonstrates learning from delivery adopted by Integrated Children & Families Services across England in relation to the principles of multiagency teams, integrated working and governance. Such ways of working have been successfully embedded within Multi Agency Safeguarding Hubs

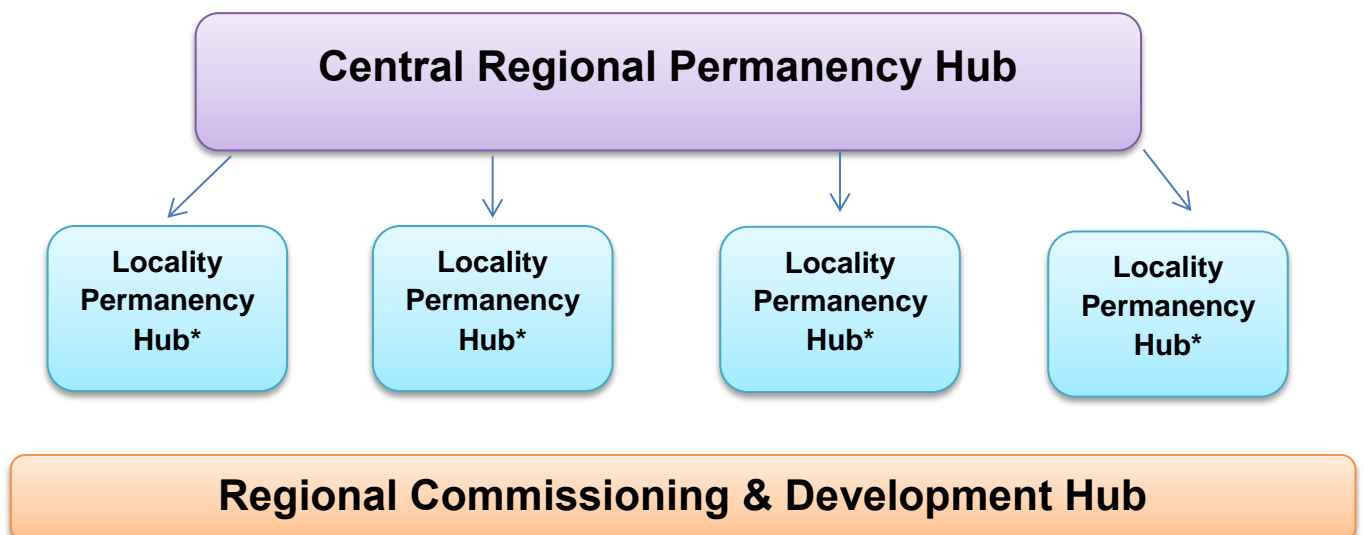
(MASH), Multi Agency Early Help Partnerships, West Mercia YOS, Stoke-on-Trent YOS and the Staffordshire YOS.

- 44. Staff will continue to be employed and based within each Local Authority and will not be transferred to another alternative delivery vehicle at this time. We will however, where appropriate, continue to seek to explore opportunities for secondments where it is in the best interests of the Partnership.
- 45. The Partnership recognises the differences in practice within each Local Authority but continues to be assured of the commitment of each Partner to drive forward improvements through the Regional Permanency Arrangement.
- 46. Statutory responsibilities relating to Looked After Children will continue to sit with Local Authorities (i.e. Corporate Parenting, Agency Decision Maker and Care Planning, Placement and Case Review).

Regional Delivery Model:

- 47. The Partnership will adopt the following principles in developing a Regional Permanency Arrangement:
 - a. The services relating to Adoption, Fostering, Connected Persons and Special Guardianship will be delivered through a multi-agency Regional Permanency Arrangement.
 - b. Looked After Children will, wherever possible and appropriate, remain in the local area to which they were born.
 - c. The workforce will not be transferred to an alternative Local Authority or delivery vehicle.
 - d. The development of a regional permanency model cannot increase the financial pressures on individual Local Authorities.
 - e. The Partnership reflects the local landscape, adapted as necessary to the needs of individual Local Authorities, whilst demonstrating clear links to the local Children & Families System.

48. The proposed regional delivery model is as follows:

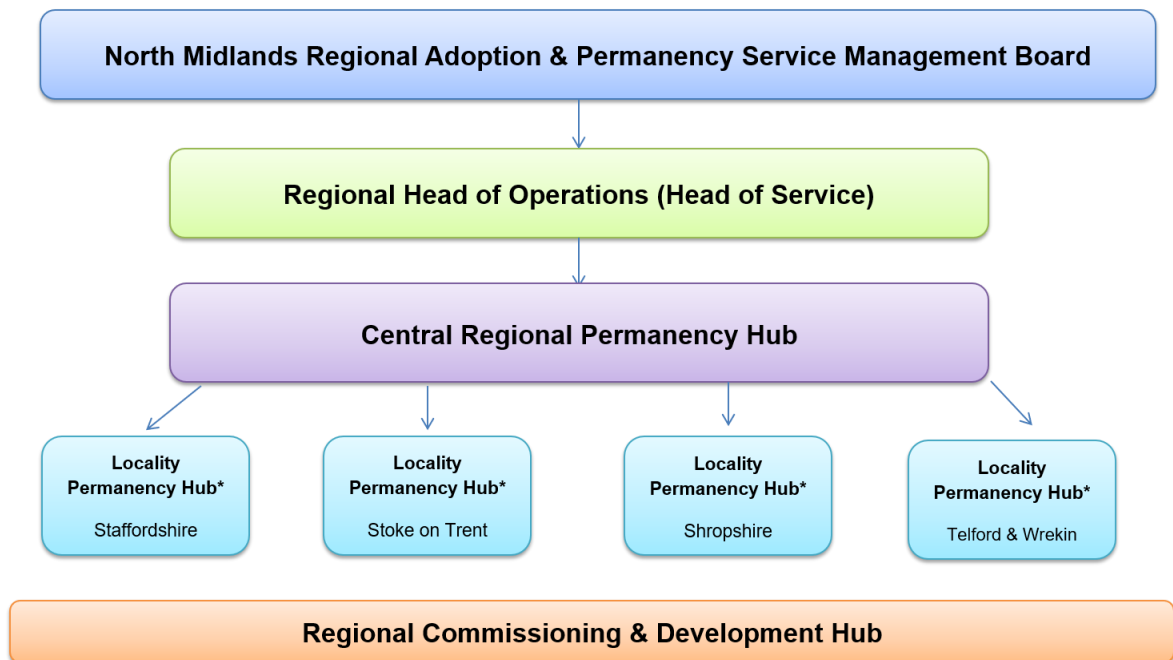


49. The Central Regional Permanency Hub will co-ordinate functions from across the partnership to ensure that we are able to operate on a regional footprint, maximising resources, capacity and flexibility, leading to improvements in effective practice and long-term outcomes for children. The Central Regional Permanency Hub will include functions which will benefit from operating on a regional footprint. Functions include the development of marketing and recruitment strategies, specialist training, learning and development programmes and specialist placement support services for Looked After Children, Adopters, Foster Carers, Special Guardians and Connected Persons. In phase one the functions will be Adopter Recruitment, Adopter Training, Post Adoption Support Front Door and Panel administration. The Central Regional Permanency Hub will be delivered through the four Local Authorities and our voluntary sector partners.
50. Locality Permanency Hubs will bring together permanency functions within each Local Authority. The Locality Permanency Hubs will operate within individual Local Authorities and will form part of the wider Children & Families System. Consistent practice across Locality Permanency Hubs will be coordinated and directed by a Central Permanency Hub and Regional Commissioning & Development Hub under the leadership of the Regional Head of Operations and Regional Senior Leadership Team (SLT).
51. The Regional Commissioning & Development Hub will be accountable to the Regional Head of Operations for the leadership, management and coordination of specialist functions which enable the development and delivery of a Regional Permanency Arrangement which operates on a regional footprint, maximising resources, capacity and flexibility, leading to improvements in effective practice and long-term outcomes for children. The Regional Commissioning & Development Hub will have unique functions in relation to commissioning, development, change, and transformation whilst coordinating the infrastructure of individual Local Authority functions to contribute to the delivery of a joint service delivery model.
52. In forming our partnership, we have facilitated informal conversations with the voluntary sector across our region to develop a deeper understanding of how we can most effectively engage voluntary sector partners in the development of our partnership. We recognise that the voluntary sector would like to be a fundamental part of developing our delivery model at the earliest opportunity and we are therefore proposing to invite the voluntary sector across our region to form an "Alliance". It is the intention of our partnership to invite the alliance to be a strategic partner with our partnership and to work in coproduction with our partnership to develop our delivery model. This "Alliance" will become an essential part of our delivery model and will be developed in co-production with voluntary sector.
53. The Partnership has secured a significant joint arrangement with Adoption UK, funded by the Big Lottery Fund, to provide additional Permanency Support activity.

This is focused on peer support and developing the Adopter community. This is closely aligned to the “People Helping People” agenda in Staffordshire.

Governance:

54. The governance systems will be aligned and developed to ensure robust arrangements where Senior Leaders have a strategic focus on achieving permanence for children entering care who require long-term/permanent care away from their birth parents. Our regional governance systems will be underpinned by clear strategic plans in place to manage future demand, develop quality services which achieve excellence, deliver value for money and achieve appropriate efficiencies and cost savings. Our regional governance systems will develop a clear approach to using evidence and analysis to understand demand, regional sufficiency planning and inform future planning and commissioning of services, relating to permanency

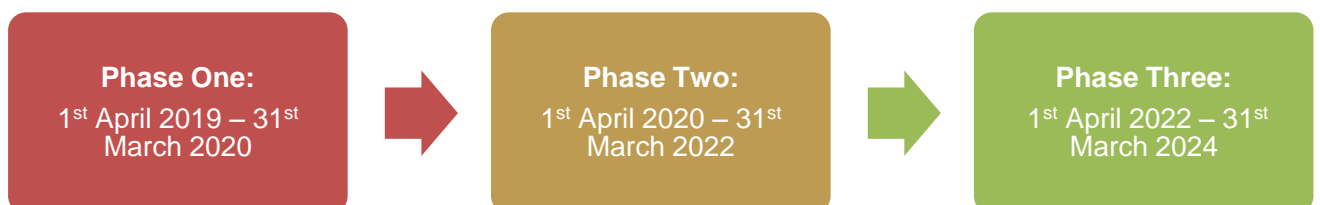


55. The Board will be accountable for the Regional Permanency Arrangement and will provide strategic leadership to achieve the long-term vision and objectives of the arrangement. The Board will be chaired by a Director of Children’s Services (on behalf of the four respective Local Authorities) and will include Assistant Directors/Strategic Leads responsible for permanency and representatives of Local Authority Commissioners (where appropriate). Because Staffordshire County Council will be the legal entity and accountable body for the Regional Permanency Arrangement, the Board will not be chaired by a Staffordshire representative. The Board will have specific delegated authority for the Regional Permanency Arrangement, acting as a single line of accountability and on behalf of the four respective Local Authorities.

56. The Board members will be accountable to Elected Members and Senior Leaders of their respective organisations. When decisions are required outside of the delegated functions these members will ensure that any appropriate mechanisms are used. If there is a time when decisions cannot be made this will be escalated by the Chair of the Board to the collective group of Directors of Children’s Services and Chief Executive Officers, of each Local Authority, for agreement and decision.
57. The Regional Head of Operations will be responsible for the Regional Permanency Arrangement. Whilst employed by Staffordshire County Council will report directly to the Management Board. The post holder will have line management responsibility for staff within the arrangement, through matrix management, and will have operational responsibility for the Regional Permanency Arrangement on a day to day basis. The Regional Head of Operations will have a single line of an accountability to the Management Board and will have a range of functions.
58. The Regional Head of Operations will represent the region at the West Midlands Regional Adoption & Special Guardianship Leadership Board. The Regional Head of Operations will seek to engage the Regional Permanency Arrangement in broader opportunities for transformation and development across the West Midlands and England.
59. It is proposed to bring together Service Leads responsible for Adoption, Fostering, Connected Persons and Special Guardianship from each participating Local Authority to form a Regional Senior Leadership Team. Responsible (through matrix management) to the Regional Head of Operations (who is accountable to the Regional Management Board), members of the Senior Leadership Team (SLT) will provide strategic and operational management across the North Midlands Regional Adoption & Permanency Partnership. Service Leads will continue to be employed by their individual Local Authority and will continue to have a line of accountability within this management structure.

Functions:

60. Functions will be transferred into the Regional Permanency Arrangement at different stages in the Regional Permanency Transformation, as outlined in the following diagram:



61. In Phase One, Adoption functions will be prioritised in order to develop a live Regional Adoption Agency (RAA) by the 1st April 2020 (to comply with the Education and Adoption Act 2016). Adoption functions include those that relate to Adopter Recruitment, Adopter Assessment, Adoption Matching and Post Adoption Support. Priority functions within Fostering, Connected Persons and Special

Guardianship will also be included in Phase One to allow adequate time to deliver the ambitions of the Partnership by the 1st April 2024.

62. Fostering, Connected Persons and Special Guardianship will be prioritised in the second phase of the Regional Permanency Transformation. This activity will follow a similar approach to phase one which will be focused on active exploration.
63. In Phase Three, the Partnership will focus on the final functions of Fostering, Connected Persons and Special Guardianship. Work to integrate the functions of Phase Three into the Regional Permanency Arrangement is likely to begin in phase one and phase two but due to the complexity will not go live until phase three. Functions in this phase include Assessment & Eligibility of Fostering Allowances and Other Payments, in respect of SGO/Connected Persons and Assessment & Eligibility of Financial Allowances in respect of SGO/Connected Persons.

Financial Implications:

64. In proposing the development of a Regional Permanency Arrangement, the four Local Authorities are clear that it provides an opportunity to achieve a range of financial benefits in the medium term, as outlined in the Outline Business Case (OBC).
65. The four Local Authorities are clear that any future partnership arrangement cannot lead to increased financial costs or pressures because of the development of this Partnership. The four Local Authorities are also clear that no Local Authorities will be disadvantaged financially because of the development of this arrangement.
66. It is recommended (subject to Cabinet consideration) that the Regional Financial Formula for 2020/21 and 2021/22 is set on the basis that each Partner contributes 100% of “in scope” budgets (Adoption), as disaggregated from the 2019/20 budget.
67. It is also recommended (subject to Cabinet consideration) that there will be no further recourse to any Local Authority in the Partnership, in respect of services in scope of the Phase One Regional Adoption Agency (RAA). Partner Local Authorities will remain responsible for any additional cost pressures (through, for example, significant increases in predicted demand for services).
68. The Department of Education, stakeholders and other Local Authorities have identified regional finance and funding formulas as one of the most significant challenges facing RAA’s across the country. Many regional financial formulas have led to an increase in the financial contributions of Local Authorities to Adoption Services. Within the design of the proposed financial model for our Partnership, we have identified the best practice from RAAs that have gone live. The available evidence supports this as the best approach in terms of mitigating the potential for increased cost pressures.

69. The proposed approach will ensure financial certainty for the RAA in the short term, whilst ensuring that Local Authorities are insulated from potential financial risk as a result of the new arrangement. Adopting this proposed arrangement will allow the Partnership and the four Local Authorities to take informed financial decisions in the medium and long term, ensuring the Regional Permanency Arrangement will achieve financial sustainability to meet the changing needs of Looked After Children and the challenges facing the four Local Authorities.
70. The proposed model allows the Partnership to be able to adjust the Regional Financial Formula to take account of further functions coming into scope, as previously set out in the Outline Business Case (OBC) in respect of Adoption Allowances, Fostering, Connected Carers and Special Guardianship.

Progress to Date:

71. Governance systems are aligned and developed to ensure robust arrangements where Senior Leaders have a strategic focus on achieving permanence for children entering care who require long term/permanent care away from their birth parents.
72. Our regional governance systems are underpinned by clear strategic plans in place to manage future demand, develop quality services which achieve excellence, deliver value for money and achieve appropriate efficiencies and cost savings. Our regional governance systems are developing a clear approach to using evidence and analysis to understand demand, regional sufficiency planning and inform future planning and commissioning of services, relating to permanency.
73. The Regional Permanency Arrangement, through dialogue, is making progress towards achieving financial sustainability to meet the changing needs of Looked After Children and the challenges facing the four Local Authorities.
74. Information governance is integrated in all aspects of the Regional Permanency Arrangement and up to date and comprehensive intelligence and performance data is used regularly with partners to plan and assess impacts of the Partnerships decisions.
75. The Partnership have developed a network of Regional Business Workstreams which are focusing on aligning our service infrastructure for Adoption. This includes activity relating to governance, legal infrastructure, finance, resources, workforce, I.C.T, digitalisation, information governance and strategic commissioning.
76. The Partnership have also developed a network of Regional Practice Workstreams which are focusing on aligning our Adoption practice. This includes activity relating to adopter recruitment, adopter assessment, achieving early permanence, the child's permanency journey, permanency support, adoption decision making, adopter training and development and family finding. This includes the alignment of all policies, procedures and guidance relating to Adoption.

77. The Partnership have tested new ways of working, including the development of an Early Permanency Project, a Post Adoption Support Project and most recently the Partnership have received a DfE Grant to test new ways of working for Fostering through the Mockingbird Practice Model.

78. The Partnership is on track to deliver a Regional Adoption Agency (RAA) by the 1st April 2020.

Next Steps:

79. The programme will continue in the design phase of the new operating model which prepares the detail for phase one to go live in April 2020.

80. The Partnership will continue to engage stakeholders, including the workforce, Looked After Children, Adopters, Foster Carers, Special Guardians, Designated Family Judges, Family Justice Boards and CAFCASS, partners, residents and other stakeholders to co-produce the development of this operating model which focuses on permanence.

81. Lead Cabinet Members for Children & Young People, along with Directors of Children's Services (DCS), will continue to join quarterly strategic partnership meetings to continue to provide political, member led leadership to the development of our Partnership and the Regional Permanency Arrangement.

82. The Safe and Strong Communities Select Committee and the Corporate Parenting Panel will continue to be asked to scrutinise the design and implementation of the Regional Permanency Arrangement.

83. We will return to the Cabinets of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council in respect of a Regional Permanency Arrangement in December 2019. The Partnership will return to the Corporate Parenting Panel at the same time for additional scrutiny by Members.

Link to Strategic Plan

84. The Regional Permanency Transformation Programme is a key outcome in the SCC Strategic Plan. The Regional Permanency Transformation Programme is directly linked to the priorities of Children & Families and Health, Care and Wellness. The Programme also contributes to the priority outcomes of *"Be healthier and more independent"* and *"feel safer, happier and more supported in and by their community"*.

Link to Other Overview and Scrutiny Activity

85. Since 2017, the Corporate Parenting Panel have continued to closely monitor the formation and activities of the North Midlands Regional Adoption & Permanency Partnership.

86. We will return to the Cabinets of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council in respect of a Regional

Permanency Arrangement in December 2019. The Partnership will return to the Corporate Parenting Panel at the same time for additional scrutiny by Members.

87. The Safe and Strong Communities Select Committee to provide further scrutiny in 2020.

Community Impact

88. The Partnership is continuing to undertake a detailed Community Impact Assessment (CIA) in relation to all aspects of the Regional Permanency Transformation Programme. A detailed Community Impact Assessment (CIA) will be made available prior to the "Go Live" of a Regional Adoption Agency (RAA) in April 2020. This will be available for the scrutiny of the Committee in 2020.

List of Background Documents/Appendices:

[Appendix 1: Regional Outline Business Case \(OBC\)](#)

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Local Members Interest
N/A

Safe and Strong Communities Select Committee - Thursday 07 November 2019

Building Resilient Families and Communities Programme (BRFC)

Recommendation

- a. It is recommended that the Safe & Strong Communities Select Committee scrutinises the content of this report regarding the Building Resilient Families and Communities Programme, notes the progress made to date and direction of travel for 2020-2021.

Report of Cllr Mark Sutton, Cabinet Member for Children & Young People

Report

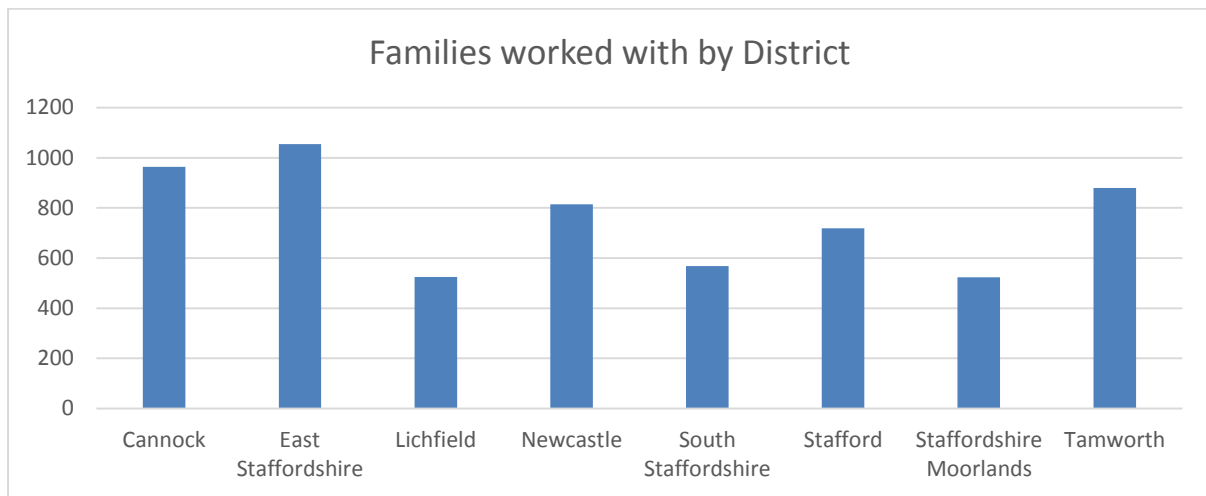
Background

1. The Building Resilient Families & Communities (BRFC) programme is Staffordshire's response to the Government's Troubled Families Initiative. Troubled Families was developed by the Ministry for Housing and Local Government (MHCLG) in 2010 to improve multi-agency responses to the needs of families who have multiple needs that result in a high cost to the public purse.
2. In April 2018, after evidencing positive performance in delivering the programme, Staffordshire were one of 14 local authorities who were successful in achieving 'Earned Autonomy' status. This moved funding from a Payment by Results model, to upfront funding with the aim of supporting accelerated service transformation for Early Help.
3. The funding for the programme was agreed until 2020. However, in September 2019, MHCLG confirmed that there will be continued funding for the Troubled Families Programme for 2020-2021.
4. This report is intended to update the Safe & Strong Communities Select Committee on progress to date in delivering the BRFC programme and to outline the MHCLG vision for ongoing delivery for 2020-2021.

Performance to Date

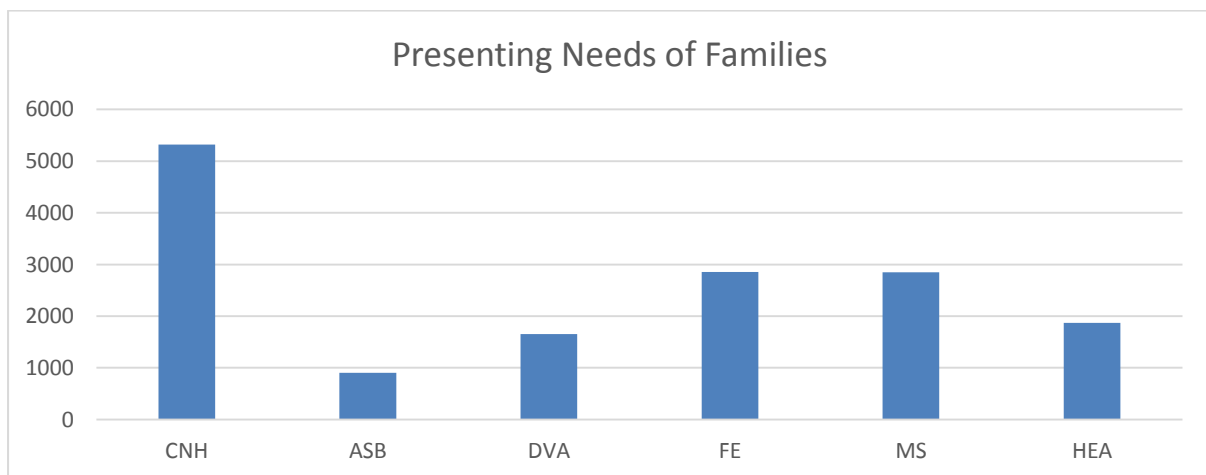
5. The number of families attached to the BRFC programme has been steadily rising. We have exceeded our original attachment target (4,680 families) and the programme has now worked with a total of 6,049 families, encompassing 23,667 people. This represents 3% of the Staffordshire population who are being worked with as part of the programme.

Fig. 1: Families Attached to BRFC Programme by District



6. The majority of families identified for BRFC meet the Child in Need of Help (CNH) criteria. Missing School (MS) and Financial Exclusion (FE) are the next predominant presenting needs of families worked with across Staffordshire.

Fig. 2: Presenting Needs of Families



7. 2,796 families have successfully closed, giving a conversion rate of 60% and we are on track to achieve our target of an 80% conversion rate by March 2020. Our conversion rate is based on the number of families achieving successful outcomes against our attachment target of 4,680 and following the achievement of our attachment target in January 2019 the rate of conversion for successful closures has started to steadily increase.

8. Successful outcomes are categorised as those achieving Significant and Sustained Progress (SSP) and those gaining Continuous Employment (CE). Of those families which have achieved successful outcomes (60%), the split across SSP and CE is 2,625 (94%) and 171 (6%) respectively.

9. Our recidivism rate (those families receiving a subsequent intervention from children's social care) was 2.5% of the families achieving successful outcomes as at January 2019.

BRFC alignment with Place-Based Approach

10. The BRFC programme underpins the Place-Based Approach. It is delivered through locality-based partnership working, takes a whole-family approach, focusses on early intervention and prevention and aims to build lasting, sustainable resilience in families and communities.

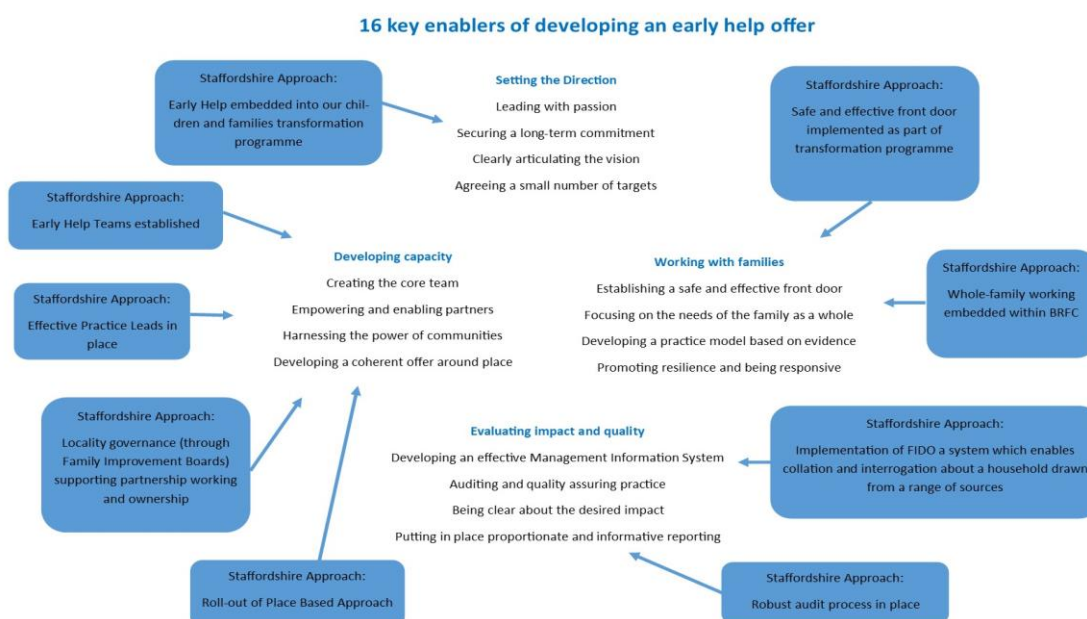
Locality Governance

11. Locality working is supported through district governance arrangements for BRFC, enabling local ownership and leadership. Each district has established a Family Improvement Board, with the purpose of bringing together partners from the public, private, voluntary and community sectors and families themselves to deliver the shared vision to improve outcomes for children and families in the Borough/District. They provide support and challenge for the delivery of the district BRFC programme.

Early Help

12. Early Help improves a family's resilience and outcomes or reduces the chance of a problem getting worse and it is a cornerstone of both BRFC and the Place Based Approach. We have revised early help processes to incorporate whole-family working.
13. In July 2018, the Local Government Association commissioned the Isos partnership to undertake research to explore the enablers of and barriers to developing and sustaining an effective partnership-based early help offer. The findings of this research were published in a final report March 2019.
14. The report identifies sixteen key enablers of developing an early help offer. Our BRFC programme demonstrates these key enablers of early help being implemented in practice.

Fig. 3: Key Enablers of Early Help Offer and Examples of Staffordshire Practice



Source: The key enablers of developing an effective partnership-based early help offer: final research report, March 2019
Local Government Association / Isos Partnership

Family Support

- A Family Support offer has been commissioned on a countywide basis, but with a locality footprint. Commissioners worked with the VCSE infrastructure organisation (SCVYS) to develop the community and voluntary sector market in localities. This resulted in local community organisations being commissioned to deliver whole-family tier 2 support, which joins up services around the family to tackle root causes.
- Family Support works across a range of outcomes identified and work alongside the families to engender positive outcomes. They do this by increasingly growing the family's ability to manage themselves within their own community, so that they know where to turn to in times of difficulty. To ensure that the service is delivered using a whole-family holistic approach, this has been built into the contract as a requirement.

Earned Autonomy

- The locality approach has been strengthened further by devolving Earned Autonomy funding to districts, enabling resources to be aligned to meet locally identified need. Districts developed investment plans using the Early Help Performance Framework, a tool which enabled the identification of key priorities in a district along with being the baseline for measuring impact over time.
- The predominant priority for investment through monies devolved to districts through Earned Autonomy is the improvement of emotional and mental wellbeing which is being addressed in 6 of the 8 district investment plans. In addition,

financial exclusion and reducing issues associated with debt also feature highly as does the absence and exclusion of children from home, school and communities. The table below outlines the areas for investment of Earned Autonomy monies in each district.

Fig. 5: Earned Autonomy District Investment Plans

Cannock
Improving Children’s mental wellbeing and resilience
Reducing Anti-social behaviour and exclusions
East Staffordshire
Increase employment
Improve children’s good level of development (GLD) Early Learning Goals
Reduce families in debt
Improve collaboration between statutory organisations and communities
Lichfield
Improve children’s wellbeing and resilience
Tackle persistent absence and reduce exclusions
Improve financial understanding & responsibility to reduce cycles of debt and family conflict
Newcastle
Emotional and Well Being Support
Support for Financial Exclusion
Workforce Development
South Staffordshire
Improve the Emotional Wellbeing of Pre-school and Primary Age Children
Staffs Moorlands
Children and Young People Missing/Absence from Education Settings
Stafford
Improve the Emotional Wellbeing of parents/carers, children and young people
Increase the number of children achieving a Good Level of Development
Reduce the number of children missing school
Tamworth
Families in Debt
Absence from school and the impact on the local community
Emotional Wellbeing for children and young people
Anti-Social Behaviour

Parental Conflict

19. Parental Conflict is a national programme hosted by the Department of Work and Pensions, supported by the Early Intervention Foundation research, to help local authorities firstly strengthen strategic leadership around parental conflict and secondly access training for frontline staff to identify and appropriately respond to parental conflict. It has been implemented via the BRFC programme.
20. Parental Conflict, which can range from a lack of warmth and emotional distance, right through to swearing and shouting, is known to be a risk factor for poor child outcomes, particularly when conflict is frequent, intense and poorly resolved. There is growing understanding and awareness of the need to address and reduce parental conflict that sits below a domestic abuse/ violence threshold.

21. In order to address parental conflict in Staffordshire, it will be incorporated into the wider Children’s System model that builds resilience in families and communities as well as partnerships, such as Community Safety Partnerships that have Domestic Abuse as a priority. We have also aligned this agenda with the Early Help, Place Based Approach and Earned Autonomy activity to reduce duplication and enable effective implementation.

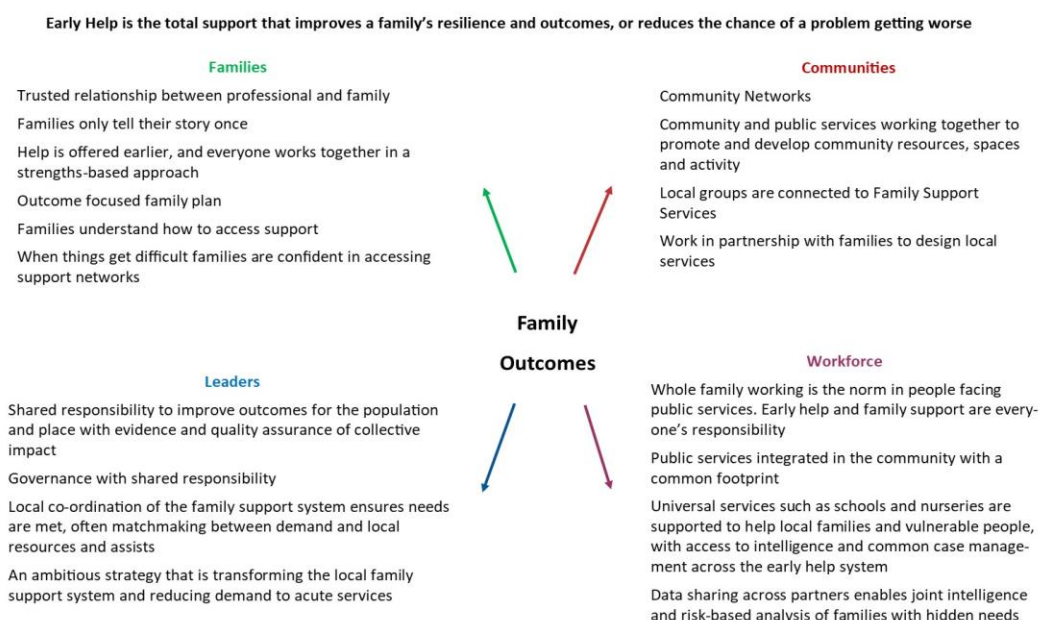
Emerging MHCLG Vision for BRFC

22. As outlined above, MHCLG has committed to a further 12-months funding for the programme for 2020-2021.

23. There are also likely to be changes to criteria for inclusion on the programme. For example, the ASB criteria is likely to be adapted to recognise wider contextual risks which may include child exploitation through gangs, county lines etc.

24. While funding is secured for 2020/21, MHCLG are building a business case to inform the November 2020 spending review and will be bidding for further funding for 2021/22. They are currently consulting on the proposed focus of the programme moving forward. Fig. 6 illustrates the emerging areas of focus. Reassuringly, Staffordshire are already starting to embed many of these principles as part of our transformed ways of working.

Fig. 6: Emerging Aspiration for Future Troubled Families Programme



Link to Strategic Plan

25. BRFC contributes to achievement of all of the County Council's strategic priorities, namely that the people of Staffordshire will:
- a. be able to access more good jobs and feel the benefits of economic growth;
 - b. be healthier and more independent;
 - c. feel safer, happier and more supported in and by their community.

Link to Other Overview and Scrutiny Activity

26. The BRFC programme links with a number of other key workstreams and activity including the Children's Transformation Programme, Early Help and Place-Based Approach.

Community Impact

27. A Community Impact Assessment was completed at the outset of the BRFC Programme in April 2013.
28. Impact continues to be routinely monitored through audit processes and is reported quarterly to MHCLG.

List of Background Documents/Appendices:

Appendix 1: BRFC Performance Report (October 2019)

Contact Details

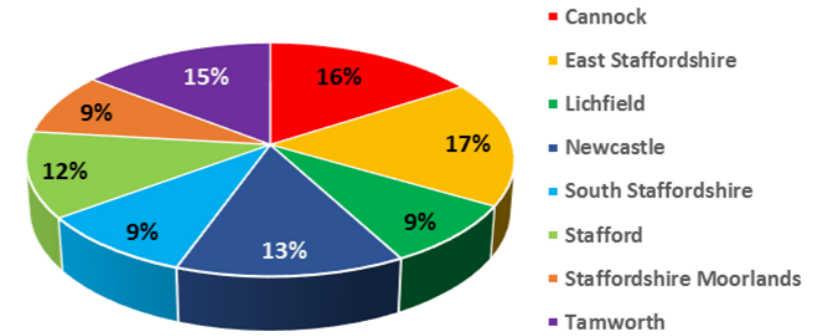
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BRFC Performance Report (October 2019)

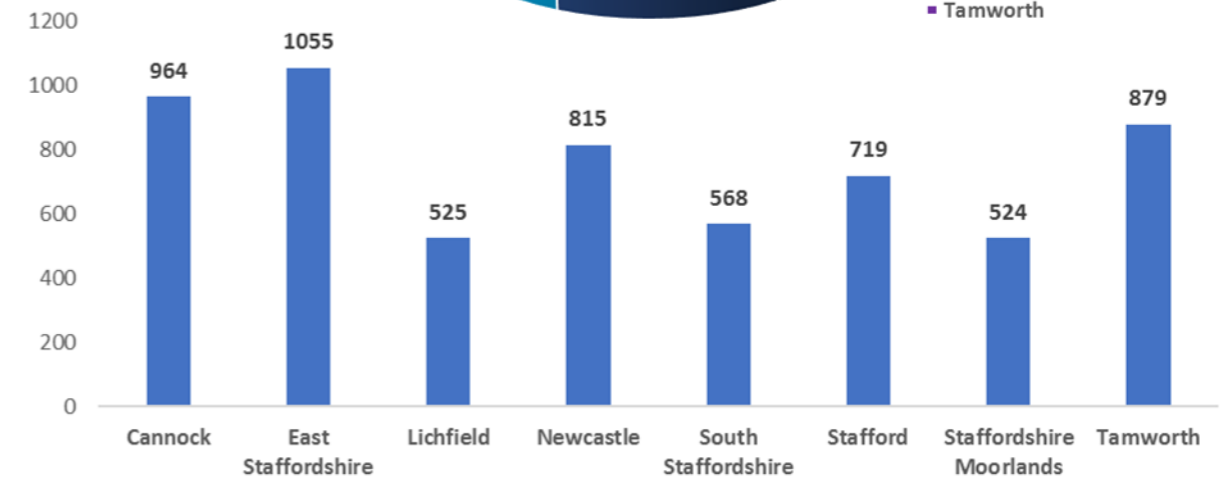
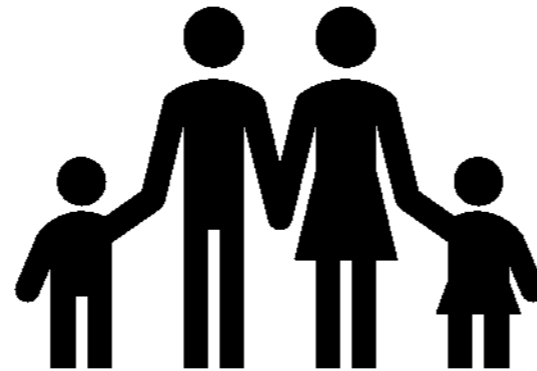
Families Worked With

Staffordshire have worked with a total of **6,049** families (encompassing **23,667** people)

This represents **3%** of the Staffordshire population being worked with as part of the programme



District	No. of Families	% of Families
Cannock	964	16%
East Staffordshire	1055	17%
Lichfield	525	9%
Newcastle	815	13%
South Staffordshire	568	9%
Stafford	719	12%
Staffordshire Moorlands	524	9%
Tamworth	879	15%



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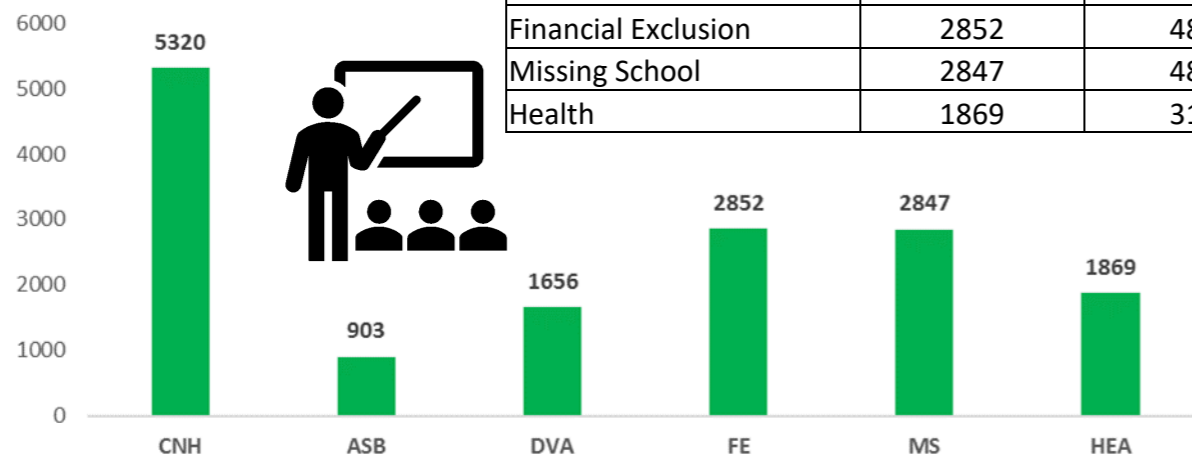
Presenting Needs



Missing School and Financial Exclusion are the next predominant presenting needs of families worked with across Staffordshire (48% each) (of the 6,049)

The majority of families identified for BRFC meet the Child in Need of Help criteria (89%) (of the 6,049)

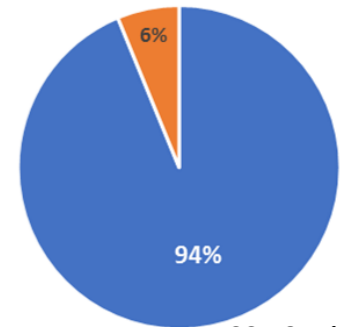
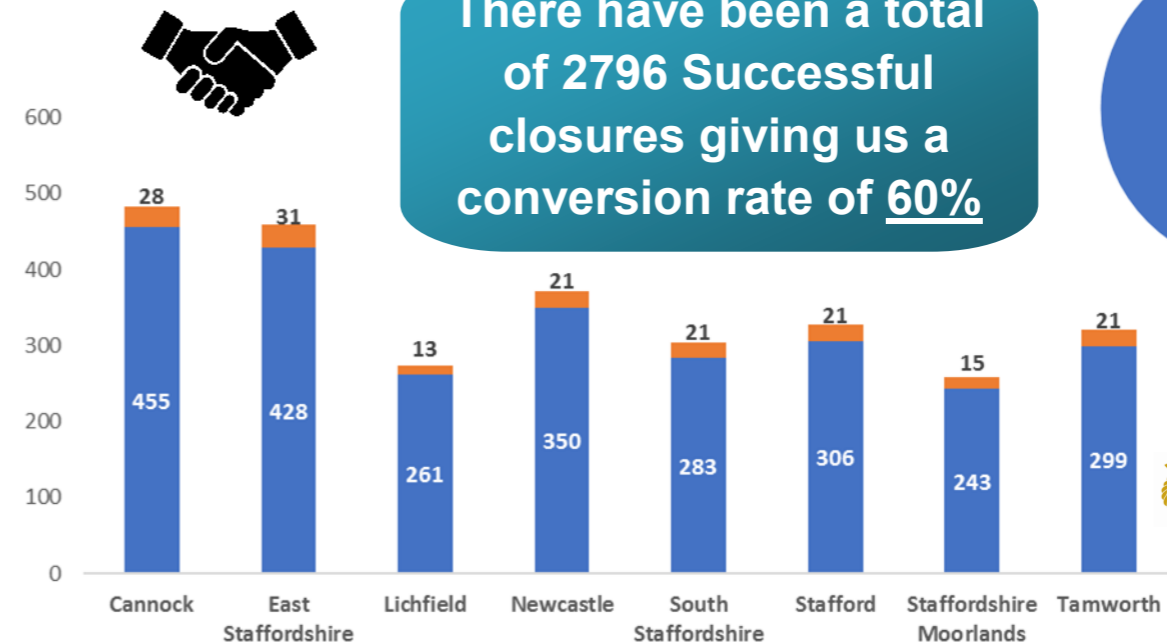
Criteria	No. of Families	% of Families
Children in Need of Help	5320	89%
Anti Social Behaviour	903	15%
Domestic Violence	1656	28%
Financial Exclusion	2852	48%
Missing School	2847	48%
Health	1869	31%



Successful Closures

The split between closures for SSP and CE was 2625 and 171 (94% and 6%)

There have been a total of **2796** Successful closures giving us a conversion rate of **60%**



WORK PROGRAMME

Safe and Strong Communities Select Committee 2019/20

This document sets out the work programme for the Safe and Strong Communities Select Committee for 2019/20. The Safe and Strong Communities Select Committee is responsible for scrutinising: children and adults' safeguarding; community safety and Localism. The Council has three priority outcomes. This Committee is aligned to the outcome: The people of Staffordshire will feel safer, happier and more supported in and by their community.

We review our work programme at every meeting. Sometimes we change it - if something comes up during the year that we think we should investigate as a priority. Our work results in recommendations for the County Council and other organisations about how what they do can be improved, for the benefit of the people and communities of Staffordshire.

Councillor John Francis

Chairman of the Safe and Strong Communities Select Committee

If you would like to know more about our work programme, please get in touch with Mandy Pattinson, Scrutiny and Support Manager on 01785 278502 or by emailing mandy.pattinson@staffordshire.gov.uk

Membership – County Councillors 2019-20

John Francis (Chairman)
 Bob Spencer (Vice Chairman)
 Ann Beech
 Ron Clarke
 Ann Edgeller
 Trevor Johnson
 Jason Jones
 Paul Snape
 Victoria Wilson
 Mike Worthington

Calendar of Committee Meetings - 2019-2020

28 May 2019 at 10.00 am
23 July 2019 at 10.00 am
1 October 2019 at 10.00 am
7 November 2019 at 10.00 am
13 January 2020 at 10.00 am
2 March 2020 at 10.00 am
23 April 2020 at 10.00 am

Meetings usually take place in the Oak Room in County Buildings.

Work Programme 2019-20

Date of meeting	Item	Details	Action/Outcome
28 May 2019 10.00 am	Missing Children Cabinet Member: Mark Sutton Lead Officer: Mick Harrison & Liz Mellor	At their 8 November 2018 meeting Members requested a report in 6 months' time to consider how the transition work has developed with Catch 22 delivering the Missing Children Services contract.	Members requested the opportunity to see first hand the work that Catch 22 are commissioned to do and their internal audit systems.
	Ofsted Inspection of Children's Services Cabinet Member: Mark Sutton Lead Officer: Helen Riley	Requested at the 22 January Select Committee meeting. Presentation on the outcome of the inspection.	Members noted the outcome of the Ofsted Inspection and the focused visit. They considered the progress made on the Children and Families Improvement Plan which encompassed recommendations made from both visits.
	Children's Improvement Plan Cabinet Member: Mark Sutton Lead Officer: Helen Riley	The Improvement Plan is an outcome from the Ofsted Inspection of Children's Social Care Services (4.2.19-8.2.19) and the Focussed Visit to Staffordshire County Council Children's Services (protection of vulnerable adults) 26 6.18 and 27.6.18).	
	SSCB New Arrangements Cabinet Member: Mark Sutton Lead Officer: Helen Riley	Presentation on the new arrangements from 1 April 2019.	
	Work Programme Planning	The Select Committee will receive their work programme 2018-2019 which shows the work completed, outcomes and outstanding items. They will also receive a draft of their 2019-2020 work programme and plan their work going forward.	A number of new items were suggested by members and will be included on the Work programme. Members also agreed the proposed referrals to other committees as set out in the report.
23 July 2019 10.00 am	Contextual Safeguarding Cabinet Member: Mark Sutton Lead Officer: Vonni Gordon/ Hazel Williamson	Presentation to inform Members of the broadening safeguarding emphasis.	Members welcomed the draft policy and requested a summary of the annual audit under Section 175/157 of the Education Act 2002 be brought to their Committee. The continued concerns of the Select Committee around EHE and the need for a statutory registration scheme be forwarded to the Minister of State for Education. (Letter send to Gavin Williamson MP 29.7.19)
	Safeguarding in Education Policy Cabinet Member: Mark Sutton/Philip White Lead Officer: Vonni Gordon/Clive Cartman-	Suggested at the 11 December meeting – this is an issue currently within the remit of the Prosperous Staffordshire Select Committee, however a Safeguarding in Education Policy is being developed that looks at the range of issues, including those raised by Members around part	Members agreed to help support awareness raising of the issues around contextual safeguarding, particularly around the interface with the District and Borough Councils.

	Frost	time education.	
1 October 2019 10.00 am	Domestic Abuse Cabinet Member: Gill Heath Lead Officer: Trish Caldwell	Update on how the new contract is working.	Details of New Era projects would be circulated after the meeting along with clarification over whether the perpetrator programmes were Cafcass approved Members requested a six monthly update to enable them to consider progress made with the newly commissioned service
	Customer Feedback and Complaints Annual Report 2018-19 – Adults Social Care Cabinet Member: Alan White Officer: Kate Bullivant	Reports brought annually.	Members noted the difficulty in meeting prescribed timescales for completing complaints and that the most common reason for complaints was poor communication. They were pleased to note that learning from complaint investigations informed practise going forward. They noted the increase in complaints around SEND.
	Customer Feedback and Complaints Annual Report 2018-19 – Children’s Social Care Cabinet Member: Mark Sutton Officer: Kate Bullivant	Reports brought annually.	Members noted the number and type of complaints. In particular they noted work undertaken with finance colleagues to avoid silo working and reduce complaints. They note that the LGSCO have produced an annual report which would enable Staffordshire’s complaints to be seen in context and have requested this be shared with them.
November 2019 10.00 am	Early Help Family Support Cabinet Member: Mark Sutton Lead Officer: Barbara Hine	At their meeting 11 December Members asked for details of progress made with early help and family support in 12 months to update them on progress made. Consider quality of family support, third sector services, BRFC and use of earned autonomy fund.	
	Children’s Transformation Part 2 Cabinet Member: Mark Sutton Lead Officer: Helen Riley	NB Members of the SEND Working group will be invited to join the Select Committee for this item.	
	Regional Permanency Partnership Cabinet Member: Mark Sutton Lead Officer: Deborah Ramsdale & Jo Sullivan	SCC, Stoke-on-Trent City Council, Shropshire County Council and Telford and Wrekin Council are developing a regional model for wider permanence which includes fostering, connected persons and special guardianship orders.	
13 January 2020 10.00 am	Trading Standards, Rogue Traders & Doorstep Crime Cabinet Member: Gill Heath Lead Officer: Trish Caldwell	At their 8 November meeting Members requested a further report in 12 months to update them on the work of the service.	
	Adult Safeguarding Referrals – result of	As part of their scrutiny of the Quarterly Performance data for adult safeguarding (at their	

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	audit & developments Cabinet Member: Alan White Lead Officer: Jo Sutherland	3 September meeting) the Select Committee requested a report on developments in improving consistency of recording, including the work undertaken both locally and regionally and the results of the audit on the underlying reasons for repeat referrals.	
23 April 2020 10.00 am	Domestic Abuse Cabinet Member: Gill Heath Lead Officer: Trish Caldwell	At their meeting of 1 October 2019 Members requested a six monthly update on progress made with the newly commissioned New Era services	
	Catch 22 Cabinet Member: Mark Sutton Lead Officer:	Having met with members of the Catch 22 team the Vice Chairman and Members updated the select Committee on their work at their 1 October meeting. Members requested an update from Catch 22 in six month time	
tbc	Contextual Safeguarding Cabinet Member: Mark Sutton Lead Officer: Mick Harrison	Process around this and how it works with the MASH	
tbc	Progress with the Children's Services Improvement Plan Cabinet Member: Mark Sutton Lead Officer: Helen Riley	Requested at their 28 May meeting – Members wish to see progress made with the Plan following their consideration at the May meeting.	
tbc	LGSCO Annual Report Cabinet Member: Alan White Lead Officer: Kate Bullivant	At their October meeting Members heard that the LGSCO had produced an annual report which would help to give context to the Staffordshire Ombudsman complaints and requested this be brought to a future meeting.	

Standing Items 2019-20

Item	Details	Action/Outcome
Themes emerging from Serious Case Reviews Cabinet Member: Mark Sutton Lead Officer:	Where Serious Case Reviews have taken place the Select Committee will consider any learning that can be taken from the Review	Some areas picked up by the DHR review process
MTFS Reforms and assessing the “no impact claims”	Suggested at the 29 May Triangulation meeting. To scrutinise those areas of the MTFS that promise “no impact” from the changes made to assess if this	

	<p>was accurate and/or whether the identified mitigating action has been effective.</p> <p>This is routinely scrutinised by Corporate Review, with that Committee referring specific issues to the appropriate Select Committee for further scrutiny as and when necessary.</p>	
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Briefing Notes/Updates/Visits 2019-20

Date	Item	Details	Action/Outcome
17 September	Catch 22	At their meeting of 28 May Members requested the opportunity to visit Catch 22 and see first hand the work they do and their internal audit systems.	

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Working Group and/or Inquiry Days 2019-20

Date	Item	Details	Action/Outcome
	<p>Transition & Preparation for Adulthood Cabinet Member: Mark Sutton Lead Officer: Deborah Ramsdale</p>	<p>At their 22 January 2019 meeting Members requested this issue be included on their work programme – with consideration to be given to whether this should be considered by a working group.</p> <p>In particular they wanted to look at the transition between children's and adult services, the gaps, those that remained vulnerable but under the Care Act did not meet the criteria to receive adult services and how to prepare individual's to be resilient and prepare for as independent an adulthood as possible.</p>	<p>Deborah Ramsdale is working on adults transition, including transition clinics. TSU have undertaken a piece of work in this area. A Peer Review on Adults is due in October 2019. Proposed to stall working on this until post the Peer Review.</p> <p>A protocol has now been agreed and will be implemented in November 2019. It is proposed that the Committee scrutinise the impact and outcomes of this protocol at a time to be agreed at triangulation meeting on 7 November.</p>

